

Budget 2023 - 24

live. work. invest. visit.





ACKNOWLEDGEMENT OF COUNTRY

Northern Grampians Shire Council acknowledges the Traditional Custodians of the lands throughout the Northern Grampians Shire and pays our respects to their Elders, past, present, and emerging.



CONTENTS

Message From The Mayor	04
Budget Overview	05
Our Shire At A Glance	06
Budget Highlights	07
What We Are Planning	08
Children's Services	09
Maternal and Child Health	10
Immunisation	11
Community Care	12
Public Health Plan	13
Leisure Services	14
Libraries	15
Community Development	16
Sport Recreation and Open Space Planning	17
Strategic Planning	18
Tourism	19
Business Growth and Investment Attraction	20
Statutory Planning	22
Building Control	23
Emergency Management	24
Community Safety	25
Environmental Health	25
Sustainable Living	26
Waste	26
Cemeteries	27
Parks and Gardens	28
Public Amenity	29
Building Maintenance	30
Council Facilities Support	30
Roads, Bridges, Footpaths, Drainage	31
Other Works	32
Private Works	32
Street Lighting	33
Organisational Effectiveness	34
Summary By Service Area	36
Appendices	38
Financial Statements	39
Rates and Charges	48
Capital Works Program	55
Performance Reporting	59

MESSAGE FROM THE MAYOR

I'm pleased to present the Northern Grampians Shire Council Budget for the 2023-24 financial year.

We have carefully considered our options this year in the face of inflation and continue our efforts to operate within the constraints of the rate cap set by the Minister for Local Government while maintaining quality services and work to deliver each of the goals outlined within our 2021-25 Council Plan.

We will continue with our shire-wide road upgrades and key works within major projects such as the upgrade of the Great Western Football and Netball clubrooms and our Central Park Female Friendly facilities development.

This year the council is also focused on working closely with local, regional, state, and private partners to identify emerging opportunities to address housing and workforce challenges to boost economic development in the shire.



Having introduced floating differentials to smooth out rates shock in the shire due to disproportionate valuation movements between rating categories last year, we will now introduce the second phase of this four-year plan to return the proportion of rates paid by each property type to historical levels. The municipal charge has been reduced in line with the rating strategy introduced last year.

New projects and service expansion proposals have been kept to a minimum, allowing us to focus on ongoing investment in quality parks and open spaces, asset management planning, and improvements in maintenance practice.

Levin E. Levin



BUDGET OVERVIEW

What we are spending

\$6.3 million Roads, bridges and footpath infrastructure projects and maintenance

\$2.1 million Parks and recreation projects and maintenance

\$1.7 million Building works

\$0.75 million Waste and transfer stations

\$14.8 million Enhancing lifestyles and community services

\$3.0 million Providing sustainable infrastructure

How we are funding it

\$20.1 million Rates and charges

\$19.0 million Grants and contributions

EXTERNAL INFLUENCES

In preparing the 2023-24 budget, a number of external influences have been taken into consideration as they are likely to impact on the services delivered by the council in the budget period. These include:

- Operating within a rate capped environment
- Rising inflation and cost of materials
- Funding and renewal gaps for assets, infrastructure and services
- Impact of a changing and ageing demographic and the need to respond with increased staff resources to meet emerging demands

INTERNAL INFLUENCES

In addition to the external influences, there are a number of internal influences which impacted the preparation of the 2023-24 budget. These include the following:

- Council's commitment to reviewing services and to provide sufficient resources to undertake projects and works as articulated in the Council Plan
- Salary costs that are impacted by service demands and are to be paid in accordance with the Enterprise Agreement (EA) as well as the impact that the current competition within the labour market is having on our ability to recruit for high-skilled roles
- Ongoing investigation of shared services to consider options for a more viable future



OUR SHIRE AT A GLANCE

Featuring some of the world's most spectacular natural scenery, bolstered by a wealth of cultural heritage and history, the Northern Grampians Shire has established an exceptional reputation as the ideal place to live, work, invest, and visit.

COUNCILLORS

L-R

Cr. Trevor Gready

South West Ward

Cr. Murray Emerson

Cr. Rob Haswell

Cr. Lauren Dempsey

Stawell Ward

Cr. Karen Hyslop

Cr. Eddy Ostarsevich PhD

Kara Kara Ward

Mayor, Cr. Kevin Erwin

Central Ward



Aprox.
5,918
sq.
kms



11,948
residents



3,370kms of
local roads



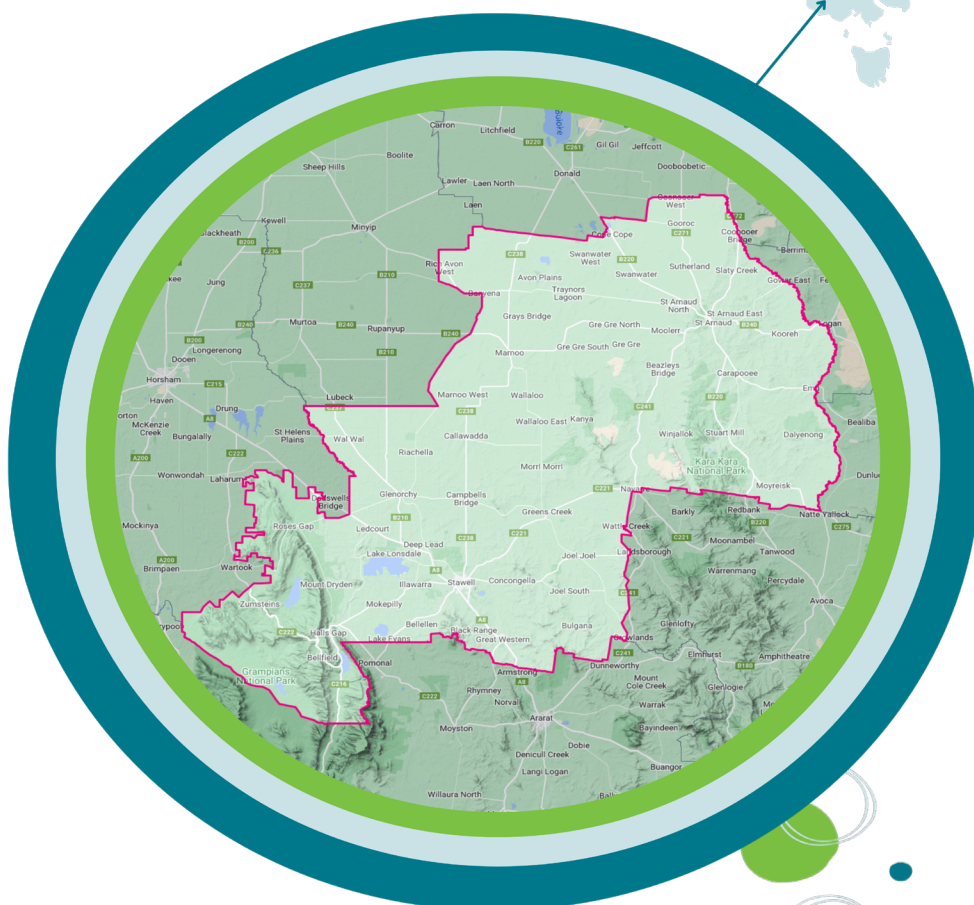
9,494
Rateable
properties



Rates
and charges
revenue: **20,135,000**



Total
revenue:
40,100,000



BUDGET HIGHLIGHTS



RATES

Second phase Revenue and Rating Plan

Floating differentials were introduced in 2022-23 to smooth out rates shock in the shire due to disproportionate valuation movements between rating categories. This is year two of a four-year plan to return the proportion of rates paid by each property type to historical levels.



GREAT WESTERN FUTURE PLAN

Great Western Recreation Reserve Clubroom upgrades



STAWELL PARKS PRECINCT PROGRAM

Central Park Female-friendly facilities



SHIRE-WIDE ROAD UPGRADES

Roads, bridges, footpaths, kerbs and B-Double route upgrades



PARKS AND GARDENS

Ongoing **investment to ensure quality parks and open spaces**, asset management planning, and improvements in maintenance practices

WHAT WE ARE PLANNING

COUNCIL PLAN

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

STRATEGIC PLANNING FRAMEWORK

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

NORTHERN GRAMPIANS SHIRE COUNCIL PLAN	
GOAL ONE: ENHANCE LIFESTYLE AND COMMUNITY	
THROUGH WELLNESS AND WELFARE	
Strategy one:	Create an enriching place to live
Strategy two:	Develop improved Indigenous relationships
Strategy three:	Ensure integrated access to health and human services
Strategy four:	Improve organisational effectiveness
Strategy five:	Protect and enhance our heritage assets
Strategy six:	Support vulnerable people
THROUGH IMPROVING CONNECTIVITY	
Strategy one:	Develop partnerships with other agencies
Strategy two:	Foster a safer community
Strategy three:	Improve transport connections
THROUGH ADVANCING EDUCATION	
Strategy one:	Support young people
THROUGH PROTECTING THE NATURAL ENVIRONMENT	
Strategy one:	Protect and enhance our natural and cultural environment
GOAL TWO: BOOST ECONOMIC GROWTH	
THROUGH BUILDING MORE HOUSING	
Strategy one:	Ensure Land Use Policy enables housing investment
THROUGH GROWING LOCAL BUSINESS	
Strategy one:	Ensure infrastructure enables investment
Strategy two:	Ensure Land Use Policy enables commercial investment
Strategy three:	Attract and retain a skilled workforce
Strategy four:	Attract new rural industries
Strategy five:	Attract research and development associations
Strategy six:	Encourage commercial investment in the region
Strategy seven:	Reduce costs of energy on business and impact on climate change
Strategy eight:	Support existing business
THROUGH BOOSTING TOURISM	
Strategy one:	Ensure quality tourism experience
GOAL THREE: PROVIDE SUSTAINABLE INFRASTRUCTURE	
THROUGH BEING A BETTER COUNCIL	
Strategy one:	Ensure quality infrastructure planning
Strategy two:	Advocate for sustainable infrastructure
GOAL FOUR: IMPROVE ORGANISATIONAL EFFECTIVENESS	
THROUGH BEING A BETTER COUNCIL	
Strategy one:	Improve our organisational effectiveness

CHILDREN'S SERVICES

EARLY CHILDHOOD EDUCATION AND CARE

Early childhood education and care (ECEC) services are provided by the council at the St Arnaud Early Learning Centre (ELC) which includes Long Day Care (LDC) and three-year-old and four-year-old sessional kindergarten programs. The centre is the only ECEC service in the area, providing important support to families, employees, and the community. The service is funded by Commonwealth and State Government grants, service user fees and the council. Supported playgroups are also provided across Northern Grampians Shire.

Current Level of Service

Almost 200 children attended the St Arnaud ELC in 2022, participating in a range of formal and informal activities to assist them with their learning and development.

Long Day Care

The centre is licenced for 90 places daily. However, the functionality of the building is such that a maximum of 70-80 places can be delivered at any one time.

The current three rooms operate as birth to two-year-old, two- to three-year-old and three- to five-year-old.

Hours: 8am–5pm; Monday – Friday; 50 weeks per year (closed public holidays)

Kindergarten

Sessional kindergarten is available for three- and four-year-old children for 15 hours per week during school terms. This is free for all children.

Supported Playgroups

Two supported playgroups are operating currently - one in Stawell and one in Marnoo. These groups are for families with children from birth to school age.

A qualified facilitator leads these sessions where parents develop their skills and confidence to support their child's wellbeing and development. One-on-one support for families is also offered, including in-home support.

Initiatives 2023-24

The Victorian Government recently announced changes to the provision of early childhood education, the Best Start, Best Life program. From 2025, Pre-Prep will roll-out across the State, providing 15-30 hours a week of free kindergarten/Pre-Prep for all four-year-olds. Northern Grampians Shire Council will be one of the first six councils to benefit, with Pre-Prep operating from the beginning of 2025. Construction of a modular building to accommodate the additional demand is currently being planned in partnership with the Victorian School Building Authority (VSBA).

SERVICE COSTS	\$000'S
EXPENSE	\$ 1783
INCOME	\$ 1215
NET COST	\$ 566
FUNDED BY:	\$000'S
UNTIED GRANTS	\$ 173
RATES SUBSIDY	\$ 393

These changes, together with the high demand for LDC, are having a significant impact on all aspects of our service delivery. We are currently seeking a suitably qualified consultant to assess these impacts and to provide recommendations to the council for how best to manage these important changes. We are keen to hear from families and other interested people in the community about this.

MATERNAL AND CHILD HEALTH

MATERNAL AND CHILD HEALTH

The Maternal and Child Health (MCH) service provides support to all parents and young children from birth to six years of age who live in the municipality, focusing on health, welfare and development. The service also provides outreach services for children and families who require additional support. The service is jointly funded by the Victorian Government and the council and is free for all families.

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

Consultations are carried out by registered nurses with qualifications in midwifery and maternal and child health. Service provision includes a home visit shortly after the birth of a baby, outreach services for children and families who require additional support, sleep settling services, first-time parenting support groups and assistance in linking parents to local community activities and networks/organisations for specialist assistance, if required. Such organisations include, but are not limited to, speech therapy, dietetics, physiotherapy, postnatal depression support, counselling services and family violence support.

Operating hours:

Stawell Maternal and Child Health,
87 D'Arcy St, Stawell, VIC 3380
Monday to Thursday: 8.30am-5pm

St Arnaud Maternal and Child Health
Early Learning Centre
3 - 7 Walker St, St Arnaud, VIC 3478
Tuesdays and Thursdays: 8.30am-5pm

SERVICE COSTS	\$000 'S
EXPENSE	\$ 496
INCOME	\$ 323
NET COST	\$ 172
FUNDED BY:	\$000 'S
UNTIED GRANTS	\$ 52
RATES SUBSIDY	\$ 120

Initiatives 2023-24

The INFANT program, developed by Deakin University in partnership with Maternal and Child Health Nurses, promotes healthy eating and physical activity for babies and children. It focuses on the first 1,000 days of life, which are a critical time for establishing healthy eating and activity behaviours that can have health and economic benefits into adulthood. We will work in partnership with Grampians Health and East Wimmera Health to deliver the program through our parenting groups.

IMMUNISATION

The immunisation service provides monthly immunisation sessions for children from birth to five years of age in Stawell and St Arnaud and immunisation sessions at secondary schools for Years 7 and 10 students across the shire.

In 2022, council staff provided 200 vaccinations to children aged birth to five years and 130 vaccinations for Year 7 and 10 students with a >95% coverage rate. This means that the whole community is protected from the range of diseases covered by the immunisation program, due to these high levels of immunisation (herd immunity).

The immunisations provided are aligned with the National Immunisation Strategy for Australia 2019-2024 and the immunisation schedule developed by the Victorian Department of Health.

SERVICE COSTS		\$000'S
EXPENSE		\$ 68
INCOME		\$ 3
NET COST		\$ 64
FUNDED BY:		\$000'S
UNTIED GRANTS		\$ 19
RATES SUBSIDY		\$ 45

Initiatives 2023-24

An internal review of the Immunisation Service in 2022 recommended that four-yearly independent reviews of the service be conducted and monitored by the Audit and Risk Committee. The first will be scheduled for 2026.



COMMUNITY CARE

COMMUNITY CARE

Community Care services support older residents and residents with disabilities to remain living independently and safely in their own homes. Support is also provided for carers. Funding for these services is provided through the Commonwealth Home Support Program (CHSP), Veterans Affairs, the HACC-PYP service (Victorian Government funding for residents with disabilities who are not eligible for the National Disability Insurance Scheme (NDIS) and fees paid by residents.

In 2022, council staff:

- Provided community care services to just over 480 residents
- Provided almost 15,500 service hours for older residents
- Delivered almost 11,000 meals to people who require assistance



In addition, the Community Care Team coordinate more than 50 volunteers who give their time to deliver the Meals on Wheels program in Stawell and St Arnaud.

The team also organises annual Stawell and St Arnaud Seniors Week celebrations and community concerts.

Initiatives 2023-24

Council will contract with an independent reviewer to assess the impact of the proposed reforms of aged care services currently being developed by the Commonwealth Government. The review will provide guidance as to the future direction for the council's continued role in supporting older residents and residents living with disabilities who cannot access the NDIS.

The review will:

1. Assess the viability of the council's ongoing delivery of in-home care services in the context of the Commonwealth reforms.
2. Based on this assessment and engagement with older residents, develop strategic directions for the council's future role in service delivery for all older residents.

SERVICE COSTS		\$000'S
EXPENSE		\$ 1446
INCOME		\$ 1335
NET COST		\$ 110
FUNDED BY:		\$000'S
UNTIED GRANTS		\$ 33
RATES SUBSIDY		\$ 77

PUBLIC HEALTH PLAN

PUBLIC HEALTH PLAN

Northern Grampians Shire Council's Municipal Public Health and Wellbeing Plan 2021-25 is a key document in the council's forward planning and is tied to a strategic set of plans informed by the Council Vision and Council Plan.

The four year plan, like the plans that have preceded it, seeks to meet the legislative responsibilities of the State Government's *Public Health and Wellbeing Act 2008*. It is also a reflection of who we are as a community and what we need to do as a council to provide a good quality of life for everyone.

Being healthy is not just about avoiding disease and illness; it is intrinsically linked to our capacity to live a good life. Health is about how we live as individuals and in society and managing the effects of contributing forces on our health such as extremes in our environment, being safe in our homes and the community, access to quality education, income, nutrition and care – a multifaceted and complex picture. Improved health and wellbeing outcomes support better economic, educational and social outcomes and conditions.

Initiatives 2023-24

The plan is the council's response to the importance of health and wellbeing. It provides an overview of our current situation and proposes a strategy for addressing local issues and delivering improvements that help us to thrive.

The key goals of the plan are:

1. Improving mental health and wellbeing
2. Increasing access to health services
3. Reducing family violence
4. Increasing healthy eating and active living
5. Act on climate change

An action plan brings together the critical activities and priorities of the council and identifies a range of projects that we will deliver in partnership with a range of stakeholders – community members, service providers, State Government representatives and council officers.

SERVICE COSTS		\$000 'S
EXPENSE	\$	51
INCOME	\$	0
NET COST		\$ 51
FUNDED BY:		\$000 'S
UNTIED GRANTS	\$	15
RATES SUBSIDY	\$	35

LEISURE SERVICES

LEISURE SERVICES

The Active Communities Team operates two council facilities: the Stawell Sports and Aquatic Centre and the St Arnaud Swimming Pool.

The Stawell Sports and Aquatic Centre (SSAC) operates as a health and wellness complex offering aquatics, gym and sports competitions. The centre facilities include a 15m indoor heated pool, 25m outdoor pool (seasonal), toddler pool (seasonal), water slides (seasonal), squash/racquetball courts, basketball, volleyball, netball, indoor soccer, badminton, water aerobics, group fitness programs, commercial gym, personal training, active-ageing activities, exercise physiology, reformer pilates, Learn To Swim Programs, lifesaving and first aid courses and a small kiosk.

The St Arnaud Swimming Pool operates seasonally throughout the summer months November - March. The pool facilities include a seven-lane, 50-metre solar heated pool, toddlers wading pool, one-metre diving board, three-metre diving board, extensive undercover area and BBQ facilities. This pool is provided free of charge for visitors. During the 2021-22 summer period, SSAC operated a Learn to Swim Program and ran water aerobics classes bringing in a small income to the St Arnaud pool.

SERVICE COSTS	\$000'S
EXPENSE	\$ 1153
INCOME	\$ 745
NET COST	\$ 407
FUNDED BY:	\$000'S
UNTIED GRANTS	\$ 124
RATES SUBSIDY	\$ 283

Initiatives 2023-24

- Complete concept designs for Stawell Sports and Aquatic Centre Redevelopment
- Complete structural assessments of St Arnaud Pool to determine long-term viability of asset



LIBRARIES

Northern Grampians Shire Libraries offer a variety of resources to the community, including literacy and learning programs and activities.

The Northern Grampians Shire Council Library Service has a current and diverse collection in print, audio visual and digital formats and provides accessible and welcoming spaces for community engagement, lifelong learning, recreation and literacy skills development.

The service has a large collection of over 24,549 physical items and 1,191 digital items. The libraries also run many programs like story time, school groups, book clubs and lots more.

The Stawell Library is open six days a week, for a total of 35 hours, and the St Arnaud Library is open five days a week, for a total of 20.5 hours.

Northern Grampians Libraries is a part of the Central Highlands Library network, allowing our members access to a collection of over three million items - books, movies, music, audiobooks, newspaper and magazine collections across 27 library services through Libraries Victoria.

SERVICE COSTS		\$000'S
EXPENSE		\$ 411
INCOME		\$ 172
NET COST		\$ 238
FUNDED BY:		\$000'S
UNTIED GRANTS		\$ 73
RATES SUBSIDY		\$ 166

Northern Grampians Shire Libraries provide access to:

- Wi-Fi
- PCs
- Printing, scanning, and laminating
- Home library services
- Story time, holiday activity programs
- Book clubs
- Special programs and events
- Visiting authors/presenters
- Device advice
- Space for meetings and group gatherings

The library service also has a library stand in Marnoo that is frequently re-stocked and operates through an honesty loan system.

Initiatives 2023-24

- Grow programs to increase participation at both libraries
- Transition to new modernised Stawell library
- Implement recommendations from Library Strategy



COMMUNITY DEVELOPMENT



COMMUNITY DEVELOPMENT

Community Development delivers projects and programs that aim to empower the community to be stronger (more resilient) and more connected.

This includes supporting the community to build community pride and a sense of place, sustainable social capital and capacity, as well as safe and inclusive environments and communities.

The team operates through principles of inclusivity and access for all and is responsive to community needs and aspirations through deliberative engagement.

In addition, the council’s civic support team facilitates civic events throughout the shire and the attendance of the Mayor and councillors at events including Australia Day, Anzac Day, Remembrance Day, mayoral changeovers, civic receptions, and other ceremonial events.

Services delivered include:

- Arts and culture initiatives
- Community planning and development
- Grant administration and support
- Health and wellbeing, including growth and sustainability of volunteer run community groups and migration settlement collaboration

SERVICE COSTS		\$000'S
EXPENSE		\$ 936
INCOME		\$ 0
NET COST		\$ 936
FUNDED BY:		\$000'S
UNTIED GRANTS		\$ 286
RATES SUBSIDY		\$ 649

Initiatives 2023-24

- Implementation of Arts and Culture Action Plan 2022:
 1. Gatherings Festival 2024: Stawell and Great Western
 2. Digital Storytelling / Public Art Augmented Reality
 3. Stawell and St Arnaud public murals
- Arts and Culture Grants
- Program to support our multicultural community
 - Days of Recognition (including Harmony Week multicultural feast)
- Community Planning peer review
- Community Grants
- Minor Community Grants
- Community Events Grants
- Sponsorship and Contributions (including, but not limited to, Great Western and Navarre reserves, Halls Gap and Marnoo pools, St Arnaud Stadium)



SPORT, RECREATION AND OPEN SPACE PLANNING

SPORT, RECREATION AND OPEN SPACE PLANNING

The work of the Sport, Recreation and Open Space Planning Team is to plan and design community spaces, places and buildings. Master plans, concept plans and facility and reserve management plans are delivered with the intention to achieve liveability, sustainability, health and wellbeing outcomes. This includes creating diverse and enriching places and experiences that will nurture, attract and retain talented, skilled, and productive people.

The team engages the community, through deliberative engagement, to plan and design public spaces and buildings with the community. This service capitalises on the local community's assets, inspiration and potential.

To ensure connectivity with the community, the place makers oversee project control groups and the council's recreation advisory groups in Stawell, St Arnaud and Walkers Lake. The team also works closely with the Infrastructure Department during the construction phase of public spaces and buildings, as a key community liaison.

Services delivered include:

- Managing strategic sport, recreation, and open space planning
- Managing sporting facility and public open space master planning and concept design
- Delivering stakeholder engagement

activities during the planning and delivering of sporting facility and public open space capital works

- Overseeing the council's recreation and conservation reserve advisory groups, including Stawell Recreation Advisory Group, St Arnaud Recreation Advisory Group, Queen Mary Botanic Gardens Advisory Group and Walkers Lake Advisory Group
- Monitoring and reviewing funding agreements to capture all relevant milestones and recipient obligations to ensure acquittals, reporting, and key submissions are undertaken in a timely manner

Initiatives 2023-24

- Implementing Walkers Lake Management Plan (2019-29) – Access, Tracks and Signage
- Reviewing the Market Square Master plan
- Implementing high priority projects in Stawell North Park Master plan (2022):
 1. Access detailed design
 2. Playground detailed design
 3. Reviewing Athletics Track upgrades
- Detailed design, including community engagement for the Navarre Recreation Reserve Facility
- Detailed design, including community engagement for Stawell Central Park Netball Courts and Changerooms
- Detailed design and construction, including community engagement for Great Western Football Netball Clubrooms

SERVICE COSTS	\$000'S
EXPENSE	\$ 123
INCOME	\$ 0
NET COST	\$ 122
FUNDED BY:	\$000'S
UNTIED GRANTS	\$ 37
RATES SUBSIDY	\$ 85

STRATEGIC PLANNING

STRATEGIC PLANNING

Strategic Planning delivers land use and development plans for our towns and landscapes. Township and structure plans and technical investigations such as heritage studies and urban design strategies inform action such as Planning Scheme changes to ensure we meet current and future community needs. Action informed by land use and development plans is aimed at creating the conditions required to achieve the community's vision for livability, health and wellbeing, economic, environmental sustainability outcomes, and places for people. The council is empowered to plan for our shire through legislative responsibility under the *Local Government Act 2020* and the *Planning and Environment Act 1987*. Community engagement is at the heart of Strategic Planning and is supported by robust research and technical investigations.

Service delivered include:

- Strategic land use, development planning and urban design for key service centers including Stawell, St Arnaud and Halls Gap
- Review and amendments to the Planning Scheme (to implement strategic land use and development planning)
- Heritage planning

SERVICE COSTS	\$000'S
EXPENSE	\$ 160
INCOME	\$ 0
NET COST	\$ 160
FUNDED BY:	\$000'S
UNTIED GRANTS	\$ 49
RATES SUBSIDY	\$ 111

Initiatives 2023-24

- Implementing St Arnaud Framework Plan (Pending - 2022)
- Technical report to support Planning Scheme Amendment Implementing Stawell Framework Plan (2021) and Stawell Western Highway Urban Design Framework (2021):
 1. 96A Sloane Street amendment
 2. Planning Scheme Amendment (incorporate township framework plan, including future urban growth area and various residential land rezonings)
- Industrial land supply assessment (to support potential rezoning)
- Continuing delivery of the Heritage Protection project (Statements of Significance)



TOURISM

Northern Grampians Shire Council's tourism service works in partnership with the community and other key partners, including

Grampians Tourism, to grow our visitor economy. Opportunities exist across Northern Grampians Shire, to enhance the visitor experience and to build a compelling reputation that will ultimately increase visitor length of stay and money spend. This involves developing diverse, unique, high quality and enriching visitor experiences, dispersed across the shire.

Township Tourism Strategies and Action plans are key to working in partnership with the community to develop our visitor economy, in a targeted and tactical way. This includes working with our communities to identify and develop their unique point of difference (brand identity) and visitor experiences, within a highly competitive industry.

The council delivers visitor information services including the accredited Visitor Information Centre (VIC) in Halls Gap and volunteer-run VICs in St Arnaud and Stawell and manages the Halls Gap Hub. These services play a role in promoting our region to post arrival visitors and encouraging visitors to explore beyond the Grampians National Park.

The council also supports community and tourism events to develop our visitor economy. The council does this by:

- Providing in-kind support via advice, information, and planning tools to community groups and event organisers
- Building capacity by providing resources, tools, and templates to community groups and event organisers
- Providing financial support through the council's annual event grants programs and sponsorship opportunities
- Providing support and guidance to event organisers to achieve compliance and legislative requirements
- Offering marketing and promotional support via listing on the council's events calendar

Alongside this, the council supports continued destination marketing to increase front of mind awareness (particularly in metropolitan Melbourne) of the Grampians region as a whole.

The council does this in partnership with our Regional Tourism Board, Grampians Tourism (GT). As a Regional Tourism Board, GT's remit is to attract visitors, both domestically and internationally through the development and delivery of marketing strategies and advocacy. The Northern Grampians Shire Council Chief Executive Officer represents the council on the GT Board.

Services delivered include:

- Contribution and collaboration with GT to deliver regional destination marketing
- Visitor Information Centre (VIC) in Halls Gap and volunteer run VICs in St Arnaud and Stawell
- Supporting the Victoria's Goldfields to be granted UNESCO World Heritage status
- Developing Tourism Strategies and Action Plans for key service centres and surrounds

SERVICE COSTS	\$000'S
EXPENSE	\$ 366
INCOME	\$ 62
NET COST	\$ 304
FUNDED BY:	\$000'S
UNTIED GRANTS	\$ 93
RATES SUBSIDY	\$ 211

Initiatives 2023-24

- Working in partnership with Grampians Tourism to deliver regional designation marketing
- Delivery of Stawell, digital and print collateral
- Delivery of St Arnaud, digital and print collateral
- VIC Hub (Halls Gap) transition from 'Information to Inspiration'
- Stawell and St Arnaud Wayfinding Plans
- Local Business, and Local Tourism Ambassador Program
- Visitor Economy partnerships
- Tourism events funding and implementation of Tourism Events Strategy
- Easter Festival promotion and fireworks
- Stawell Gift race sponsorship

BUSINESS GROWTH AND INVESTMENT ATTRACTION

BUSINESS GROWTH AND INVESTMENT ATTRACTION

Business growth supports our business community (growth-focused entrepreneurs) to grow exports and jobs, build economic and environmental sustainability, embrace innovation and provide best practice. Key sectors are agriculture, manufacturing, renewable energy, tourism and retail.

Northern Grampians Shire Council supports businesses to:

- access external funding opportunities
- connect and network with each other and the council
- access opportunities for professional development
- navigate permit and approval processes

In addition to one-to-one business support, the council manages projects that demonstrate the capacity to deliver wider economic benefit. This includes areas such as workforce and resident attraction (talent availability and workforce pipeline), investment attraction and strategic investment

Services delivered include:

- Business growth program
- Investment attraction
- Strategic investment
- Workforce and resident attraction



BUSINESS GROWTH AND INVESTMENT ATTRACTION

Initiatives 2023-24

BUSINESS GROWTH PROGRAM

- Grant Writing Service
- Business workshops and networking events
- Business Mentoring
- Permit Concierge

NEW RESIDENT AND WORKFORCE ATTRACTION STRATEGY

Implementation of Grampians New Resident and Workforce Attraction Strategy and Action Plan, 2020 and other workforce initiatives:

- 'Live the Grampians Way' campaign
- New Resident Guide
- Northern Grampians Investment Prospectus and advocacy videos

SERVICE COSTS	\$000'S
EXPENSE	\$ 817
INCOME	\$ 0
NET COST	\$ 817
FUNDED BY:	\$000'S
UNTIED GRANTS	\$ 250
RATES SUBSIDY	\$ 567

MAIN STREET ACTIVATION

- Christmas decorations and activity program
- Activate Vacant Shop front windows (decals) and other initiatives
- Heritage Verandah Loan Scheme and Heritage Streetscape Render
- Main Streets Australia celebrations

VALUE ADD TO AGRICULTURE INVESTIGATION

PYRENEES PIPELINE PROJECT

- Work closely with local, regional, state, and private partners to identify emerging opportunities to address housing and workforce challenges

STATUTORY PLANNING

PLANNING AND DEVELOPMENT

The council has a responsibility to ensure that statutory services are delivered in line with legislative requirements, in particular requirements under the *Planning and Environment Act 1987*.

The council's Statutory Planning Team plays a key role in giving effect to the strategic land use direction set out in the Council Plan and Municipal Strategic Statement. The Statutory Planning Team does this by ensuring that land use and development is consistent with the Northern Grampians Planning Scheme and works collaboratively with the Strategic Planning Team to ensure that the scheme reflects the council's strategic direction. The Statutory Planning Team uses the planning scheme as a tool to enable use and development to occur in a way that balances the needs of the economy, environment and community.

The Planning Services Team also contributes towards the strategic development of the municipality through monitoring existing and emerging land use issues for consideration by the council.

SERVICE COSTS		\$000'S
EXPENSE		\$ 747
INCOME		\$ 147
NET COST		\$ 599
FUNDED BY:		\$000'S
UNTIED GRANTS		\$ 183
RATES SUBSIDY		\$ 416



The service works collaboratively with the council's Strategic Planning Team to drive investment in the Northern Grampians Shire through seeking and working with new businesses to develop.

Initiatives 2023-24

- Sloane Street Residential Developments
- Improve assessment turnaround time by reducing red tape

BUILDING CONTROL

BUILDING CONTROL

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

Initiatives 2023-24

- Integrate and streamline building services and application processes in collaboration with Planning and Environmental Health Teams
- Continue to uphold the newly enacted building amendment, changing the regulations for swimming pools and spas
- Review the service to ensure that the council continues to provide an efficient and effective service to the community

SERVICE COSTS		\$000'S
EXPENSE		\$ 588
INCOME		\$ 149
NET COST		\$ 439
FUNDED BY:		\$000'S
UNTIED GRANTS		\$ 134
RATES SUBSIDY		\$ 305



EMERGENCY MANAGEMENT

EMERGENCY PLANNING

Emergency events are as inevitable as they are unpredictable and the council needs to contribute to building resilient communities. The council's role and responsibilities in emergency events are legislated under the *Emergency Management Act 1989*, the *Emergency Management Act 2013*, and the *Emergency Management Legislation Amendment Act 2018*. Council's legislated duties require it to work in partnership with emergency agencies and the community to provide planning, preparation, and response in regards to support and actions required before, during, and after an emergency event.

Initiatives 2023-24

- Work with at risk communities and key agency partners to improve resilience and preparedness
- Review fire prevention inspection processes and procedures to ensure improved processes and increased community preparedness
- In partnership with the Municipal Emergency Management Planning Committee, undertake a review of the Municipal Emergency Management Plan in line with new requirements under the *Emergency Management Legislation Amendment Act 2018*. Continuously improve the capability of council staff in emergency roles through available training programs and opportunities.

SERVICE COSTS		\$000'S
EXPENSE		\$ 257
INCOME		\$ 140
NET COST		\$ 116
FUNDED BY:		\$000'S
UNTIED GRANTS		\$ 35
RATES SUBSIDY		\$ 81



COMMUNITY SAFETY

COMMUNITY PROTECTION

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

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

SERVICE COSTS		\$000'S
EXPENSE		\$ 477
INCOME		\$ 99
NET COST		\$ 377
FUNDED BY:		\$000'S
UNTIED GRANTS		\$ 115
RATES SUBSIDY		\$ 262

Initiatives 2023-24

- Continual improvement to the efficiency of the animal shelter, animal management processes, community safety processes, fire prevention and fee payment options
- Implement a reviewed *General Local Law*
- Review Dog Off Leash areas
- Develop new Cat Control laws

ENVIRONMENTAL HEALTH

ENVIRONMENTAL HEALTH

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

SERVICE COSTS		\$000'S
EXPENSE		\$ 224
INCOME		\$ 70
NET COST		\$ 153
FUNDED BY:		\$000'S
UNTIED GRANTS		\$ 46
RATES SUBSIDY		\$ 107

Initiatives 2023-24

- Implement the Domestic Wastewater Management Plan
- Work collaboratively with the council's building and planning services to streamline and improve permit application processes and assessment
- Support the Department of Health with monitoring mosquitoes to ensure health risks are identified quickly

SUSTAINABLE LIVING

SUSTAINABLE LIVING

Council has an ongoing commitment to its roadside weed and pests management program, complementing past investments made. The program is enabled through State Government funding and assists with preventing the spread and introduction of invasive plant and animal species across the shire and region as a whole.

SERVICE COSTS		\$000'S
EXPENSE		\$ 91
INCOME		\$ 75
NET COST		\$ 16
FUNDED BY:		\$000'S
UNTIED GRANTS		\$ 4
RATES SUBSIDY		\$ 11

Initiatives 2023-24

- Ongoing identification and recording of weed and pest infestations throughout the shire and the development and implementation of strategic treatments targeting them.
- Review Roadside Weeds and Pests Control Program
- Advocate for continued funding for the management of invasive plant and animal species

WASTE

WASTE

Council is responsible for providing municipal waste and resource recovery services to its community. Waste services entail the collection of waste whether that is at the source – kerbside or public litter bins - or at collection stations, such as transfer stations, and the transport and disposal to landfill. Resource recovery or recycling involves the collection at kerbsides or transfer stations and the transport of discarded materials. The materials are then sorted into like-products and distributed to manufacturers for reuse.

SERVICE COSTS		\$000'S
EXPENSE		\$ 2325
INCOME		\$ 2935
NET COST		\$ 609
FUNDED BY:		\$000'S
UNTIED GRANTS		\$ 0
RATES SUBSIDY		\$ 0

Initiatives 2023-24

- Explore collaborative procurement opportunities for the council's kerbside waste and recycling collection contract
- Consider the impacts of the Container Deposit Scheme implementation
- Investigate options for reuse of recycled glass within the municipality or in partnership with neighbouring municipalities
- Trial options identified within the Food Organic and Garden Organic (FOGO) feasibility study

CEMETERIES

Northern Grampians Shire Council is the Trustee for St Arnaud and Stawell (Pleasant Creek) cemeteries. The council maintains the cemetery grounds and infrastructure at the sites, sets the fees and charges and pre-digs the graves. Council staff are responsible for maintaining records of burials at the cemeteries.

SERVICE COSTS		\$000'S
EXPENSE		\$ 140
INCOME		\$ 99
NET COST		\$ 40
FUNDED BY:		\$000'S
UNTIED GRANTS		\$ 12
RATES SUBSIDY		\$ 28

Initiatives 2023-24

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



PARKS AND GARDENS

PARKS AND GARDENS

Council is committed to providing quality parks, garden areas, and recreational ovals due to their importance to the health and wellbeing of the shire's residents and visitors.

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

The council maintains and manages:

- 8 sporting ovals
- 4 major parks/gardens
- 23 neighbourhood parks
- 16 landscaped community facilities
- 19 playgrounds
- Landscaped traffic islands and roundabouts
- 10 stormwater flood retention and reuse dams
- 244,685m2 of urban town slashing (Stawell and St Arnaud)

- 138,841m2 of rural town slashing (Halls Gap, Great Western, Marnoo, Navarre, Glenorchy, Stuart Mill)

- 6500 trees in Stawell and St Arnaud

- Rural town trees

- Electrical line vegetation clearance, and

- Weed control in back lanes, drains, and gutters

Initiatives 2023-24

- Continue to develop parks and open spaces, asset management planning, and improvements in maintenance practices
- Continue work to secure alternate water supply to service Stawell and St Arnaud's parks and gardens
- Continue to support Navarre, Great Western, and Marnoo communities with the maintenance of their recreational facilities

SERVICE COSTS	\$000'S
EXPENSE	\$ 1703
INCOME	\$ 0
NET COST	\$ 1703
FUNDED BY:	\$000'S
UNTIED GRANTS	\$ 521
RATES SUBSIDY	\$ 1181



PUBLIC AMENITY

SERVICE COSTS	\$000'S
EXPENSE	\$ 312
INCOME	\$ 0
NET COST	\$ 312
FUNDED BY:	\$000'S
UNTIED GRANTS	\$ 95
RATES SUBSIDY	\$ 216

PUBLIC AMENITIES

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

Initiatives 2023-24

- Review the management and maintenance requirements of public amenities



BUILDING MAINTENANCE

COMMUNITY BUILDINGS

Council maintains 137 buildings and structures across the shire. This includes office buildings, leisure centres, sporting structures, grandstands, visitor information centres, historical buildings, and major monuments. Depending on the community significance or utilisation of the building or structure, the council varies the level of service provided. Historical buildings require a higher cost to maintain due to their age or historical limitations.

Initiatives 2023-24

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

SERVICE COSTS		\$000'S
EXPENSE		\$ 746
INCOME		\$ 0
NET COST		\$ 746
FUNDED BY:		\$000'S
UNTIED GRANTS		\$ 228
RATES SUBSIDY		\$ 517

COUNCIL FACILITIES SUPPORT

COUNCIL FACILITIES SUPPORT

Facilities across the shire are available for use by community groups under a booking system. Functions held in council buildings include debutante balls, school concerts, performing arts concerts, and private celebrations. The council provides support for these events through its officers who manage and coordinate the services within these facilities.

SERVICE COSTS		\$000'S
EXPENSE		\$ 578
INCOME		\$ 125
NET COST		\$ 452
FUNDED BY:		\$000'S
UNTIED GRANTS		\$ 138
RATES SUBSIDY		\$ 314

Initiatives 2023-24

- Review the management and maintenance requirements of facilities

ROADS, BRIDGES, FOOTPATHS, DRAINAGE

ROADS, BRIDGES, FOOTPATHS, DRAINAGE

Council currently maintains 3,370 km of the local road network, consisting of 820km of sealed roads, 2,140km of unsealed roads, and 411km of formed/ track roads as per the agreed level of service. This road network has 145 bridges and 279 major culverts.

In addition to the road network, the council also maintains a 115km footpath network, a drainage network consisting of 158km of kerb and channel, 69km of drainage pipes, 2,477 drainage pits, and 51,324m² of car parks.

Initiatives 2023-24

- Repair and upgrade existing bridges and major culverts
- Sealing high-use gravel roads that provide access to rural residential properties
- Mitigation of existing safety issues in rural road intersections
- Rehabilitation of existing failing sealed roads
- Street/Lane works identified as priority works requested by the community

- Resealing works sealed surfaces to meet current safety and design standards
- Installation of new footpaths and renewal of existing footpaths
- Renewal of gravel pavement of gravel roads
- Installation of new kerb and channel including renewal of existing for improved drainage on urban roads

SERVICE COSTS	\$000'S
EXPENSE	\$ 2688
INCOME	\$ 0
NET COST	\$ 2688
FUNDED BY:	\$000'S
UNTIED GRANTS	\$ 823
RATES SUBSIDY	\$ 1864



OTHER WORKS

OTHER WORKS

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

Initiatives 2023-24

- Investigate funding opportunities for the Stawell Aerodrome to implement further elements of the Master plan

SERVICE COSTS	\$000'S
EXPENSE	\$ 173
INCOME	\$ 0
NET COST	\$ 173
FUNDED BY:	\$000'S
UNTIED GRANTS	\$ 53
RATES SUBSIDY	\$ 120

PRIVATE WORKS

PRIVATE WORKS

Council occasionally undertakes private works as a means to better utilise its heavy plant. Officers do not actively seek private works and will only consider their provision if there is no impact on the council's own scheduled works delivery and if the works being requested are not available by any other external service provider.

Initiatives 2023-24

- Constantly review private works requests

SERVICE COSTS	\$000'S
EXPENSE	\$ 17
INCOME	\$ 17
NET COST	\$ 0
FUNDED BY:	\$000'S
UNTIED GRANTS	\$ 0
RATES SUBSIDY	\$ 0

STREET LIGHTING

STREET LIGHTING

Council maintains the street lighting within the townships to improve visibility and safety. The council pays the full power consumption and maintenance fees for public lighting on the council's road network and council-managed public spaces. It pays a portion of the costs associated with public lighting on the arterial road network. The townships include Stawell, St Arnaud, Great Western, Halls Gap, Stuart Mill, Marnoo, Glenorchy, and Navarre.

SERVICE COSTS	\$000'S
EXPENSE	\$ 101
INCOME	\$ 0
NET COST	\$ 101
FUNDED BY:	\$000'S
UNTIED GRANTS	\$ 30
RATES SUBSIDY	\$ 70

Initiatives 2023-24

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



ORGANISATIONAL EFFECTIVENESS

ORGANISATIONAL SERVICES

There are a number of supporting services that form the backbone of Northern Grampians Shire Council. These include the provision of governance support for councillors, management and all internal support services required to enable all other functions of the council to be delivered to the community. In the 2023-24 budget all other services provided to residents and visitors only contain costs that directly relate to the operation of that area or service and do not include administrative, compliance and governance overheads.

MANAGEMENT

The organisational structure for council is based on a two directorate model led by the Chief Executive Officer. Within that model each directorate is led and managed by a director and supported by department managers. There are also coordinators and team leaders in those areas with larger staff numbers such as childcare, recreation, parks and gardens, roads, community care and leisure and recreation. The two Directors work in Infrastructure and Amenity and Corporate and Community Services. There are 12 department managers covering the areas of Infrastructure, Operations, Community Safety and Amenity, Government Relations, Engagement and Advocacy, Strategic Investment, Economic and Community Futures, Community Services, Active Communities, Governance, Finance, Business Transformation, People and Culture and Special Projects. These management positions are responsible for direct service provision and the management of close to 270 individuals, or approximately 200 full time equivalent employees who deliver services to our community.

COUNCILLOR SERVICES

A high level of administrative and civic support is provided to the mayor and councillors. Services include diary coordination and travel arrangements, provision of support documents, briefing and agenda papers, research, protocols and presentations, civic events and citizenship ceremonies, administrative support for various committees and coordination of councillor communications and professional development. Over 12 council meetings and over 39 briefing sessions are conducted and supported each year.

INTERNAL SERVICES

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

Services include:

- Financial management, including customer support, fleet operations, rates, charges, account management, revenue management and borrowings.
- Business Transformation management, including network and systems for different service areas such as Leisure, Stawell and St Arnaud Libraries, Tourism, Community Care, Maternal and Child Health, Children's Services, Planning, Engineering and Geospatial systems.
- People and Culture management, including organisational development, training, occupational health and safety, recruitment, performance management and payroll.
- Governance management, including Freedom of Information requests, records management, lease administration, risk, insurance, privacy, civic support, and media and communications.

Initiatives 2023-24

- Going live with a new records management system
- Going live with a new Enterprise Resource Planning (ERP) Software
- Improving customer experience with new online tools
- Improving data management, use and security





INFRASTRUCTURE SERVICES

Infrastructure Services is made up of two distinct teams, Engineering and Operations. Each team plays a role in the management of an effective and sustainable infrastructure that serves the current and future needs of the community.

Engineering provides a professional engineering service that is responsible for developing long term programs for renewal, maintenance and new infrastructure using asset data and asset management principles. The team develops, designs and manages the delivery of capital programs and projects.

Council's operations services have teams working out of two depots at Stawell and St Arnaud, with a total of 52 full-time staff and six apprentices. The two depots enable staff to effectively maintain council's assets and deliver works programs. The two teams have designated boundaries of responsibility but are known to cross those boundaries to cover resource shortages. Heavy plant and minor equipment is serviced, maintained, repaired and replaced where appropriate.

Initiatives 2023-24

- Stawell Flood Study
- Marnoo Flood Study
- Halls Gap Heath Street Bridge Design
- Street lighting LED conversion
- Plant And Equipment Review
- Quarry Resource Material Review

TOTAL SUMMARY BY SERVICE AREA

TOTAL SUMMARY BY SERVICE AREA	TOTAL COST OF SERVICES 000S	TOTAL RATES SUBSIDY 000S	RATES SUBSIDY OF A SERVICE AREA AS A %
ENHANCE LIFESTYLES AND COMMUNITY			
Active Communities	1564	448	28.7
Community Buildings	1636	1048	64.0
Community Futures	1219	845	69.4
Community Protection	5401	1181	25.1
Community Services	3842	669	17.4
Parks and Sporting Ovals	1843	1209	65.6
TOTAL	14815	5400	36.4
BOOST ECONOMIC GROWTH			
Economic Development	817	567	69.4
Tourism	366	211	57.6
TOTAL	1183	778	65.7
PROVIDE SUSTAINABLE INFRASTRUCTURE			
Roads, Bridges, Footpaths, Drainage	2979	2055	69.0
TOTAL	2979	2055	69.0
IMPROVE ORGANISATIONAL EFFECTIVENESS			
Corporate Services	6791	4454	65.6
Infrastructure Services	1084	696	64.2
Management	3774	2618	69.4
TOTAL	11649	7769	66.7
TOTAL SERVICE BUDGET	30626	16002	52.2

COUNCIL STRATEGIC OBJECTIVES RECONCILIATION WITH BUDGETED OPERATING RESULT

STRATEGIC OBJECTIVES	NET COST (REVENUE) 000S	EXP 000S	REV 000S
Enhance Lifestyle and Community	7176	14815	7639
Boost Economic Growth	1121	1183	62
Provide Sustainable Infrastructure	2962	2979	17
Improve Organisational Effectiveness	11195	11649	454
TOTAL	22454	30626	8172
Expenses added in:			
Depreciation and amortisation	14316		
Defecit before funding sources	36770		
Funding sources to be added in:			
Rates and Charges	17277		
Victoria Grants Commission	8892		
Capital Grants	5607		
Capitai Contributions	108		
TOTAL FUNDING SOURCES	31884		
OPERATING SURPLUS / (DEFICIT) FOR THE YEAR	(4886)		

BORROWINGS

BORROWINGS	BUDGET 2023/24 000S	BUDGET 2024/25 000S	PROJECTIONS 2025/26 000S	PROJECTIONS 2026/27 000S
Amount borrowed as at 30 June of the prior	1000	1000	1000	402
Amount proposed to be borrowed	-	-	402	-
Amount projected to be redeemed	-	-	(1000)	-
Amount of borrowings as at 30 June	1000	1000	402	402

APPENDICES



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

This information has not been included in the main body of the budget report in the interests of clarity and conciseness. The council has decided that whilst the budget report needs to focus on the important elements of the budget and provide appropriate analysis, the detail upon which the annual budget is based should be provided in the interests of open and transparent local government reporting.

The contents of the appendices are summarised below:

APPENDIX	NATURE OF THE INFORMATION
A	FINANCIAL STATEMENTS
B	RATES AND CHARGES
C	CAPITAL WORKS PROGRAM
D	PERFORMANCE REPORTING

APPENDIX A

FINANCIAL STATEMENTS

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget statements include the current 2022-23 forecast actuals, the 2023-24 budget plus the ensuing three financial years until 2026-27.

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

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

The 2023-24 budget has been prepared in accordance with the requirements of the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020* and based on the accounting standards applicable at the date of preparation.



COMPREHENSIVE INCOME STATEMENT FOR THE FOUR YEARS ENDING 30 JUNE 2027

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Projections		
			2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Income/Revenue					
Rates and charges	19,367	20,135	20,689	21,206	21,683
Statutory fees and fines	348	356	363	370	378
User fees	2,031	1,955	1,994	2,034	2,075
Grants - operating	11,162	11,103	11,325	11,551	11,783
Grants - capital	7,741	5,607	15,574	2,478	2,632
Contributions - operating - monetary	49	73	74	75	77
Contributions - capital - monetary	85	108	70	10	60
Other Income	749	763	778	793	808
Total Income/Revenue	41,532	40,100	50,867	38,517	39,496
Expenses					
Employee costs	18,498	19,039	19,420	19,808	20,205
Materials and services	13,146	10,427	10,636	10,849	11,066
Depreciation	14,139	14,276	14,852	14,852	15,149
Amortisation - right of use of assets	86	40	41	42	42
Borrowing costs	73	43	40	56	16
Other expenses	959	1,161	1,185	1,208	1,232
Total Expenses	46,901	44,986	46,174	46,815	47,710
Surplus (Deficit) for the Year	(5,369)	(4,886)	4,693	(8,298)	(8,214)
Other comprehensive income					
Net asset revaluation increment /(decrement)	-	-	-	-	-
Comprehensive Result	(5,369)	(4,886)	4,693	(8,298)	(8,214)

BALANCE SHEET

FOR THE FOUR YEARS ENDING 30 JUNE 2027

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Projections		
			2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Assets					
Current Assets					
Cash and cash equivalents	15,133	12,769	9,788	6,354	5,084
Trade and other receivables	1,844	1,844	1,842	1,844	1,844
Inventories	427	427	427	427	427
Other Assets	204	204	204	204	204
Total Current Assets	17,608	15,244	12,261	8,829	7,559
Non-current Assets					
Investments in associates	576	576	576	576	576
Property, infrastructure, plant & equipment	465,057	462,534	470,610	464,748	457,803
Right of use assets	208	208	208	208	208
Total Non-current Assets	465,841	463,318	471,394	465,532	458,587
Total Assets	483,449	478,562	483,655	474,361	466,146
Liabilities					
Current Liabilities					
Trade and other payables	1,826	1,827	1,825	1,825	1,825
Trust funds and deposits	6	6	6	6	6
Employee provisions	3,524	3,524	3,524	3,524	3,524
Unearned income	4,438	4,438	4,438	4,438	4,438
Interest-bearing liabilities	-	-	1,000	-	-
Lease liabilities	63	63	63	63	63
Total Current Liabilities	9,857	9,858	10,856	9,856	9,856
Non-current Liabilities					
Employee provisions	240	240	240	240	240
Land improvement provision	125	125	125	125	125
Unearned income	282	282	282	282	282
Interest-bearing liabilities	1,000	1,000	402	402	402
Lease liabilities	145	145	145	145	145
Total Non-current Liabilities	1,792	1,792	1,194	1,194	1,194
Total Liabilities	11,649	11,650	12,050	11,050	11,050
Net Assets	471,800	466,912	471,605	463,311	455,096
Equity					
Accumulated Surplus	121,504	116,595	121,096	115,163	107,227
Reserves	350,296	350,317	350,509	348,148	347,869
Total Equity	471,800	466,912	471,605	463,311	455,096



STATEMENT OF CHANGES IN EQUITY

FOR THE FOUR YEARS ENDING 30 JUNE 2027

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2023 Forecast Actual				
Balance at Beginning of the Financial Year	477,166	125,789	344,265	7,112
Comprehensive Result	(5,369)	(5,369)	-	-
Transfers from Other Reserves	-	1,000	-	(1,000)
Transfers to Other Reserves	-	(867)	-	867
Balance at End of the Financial Year	471,797	120,553	344,265	6,979
2023-24 Budget				
Balance at Beginning of the Financial Year	471,797	120,553	344,265	6,979
Comprehensive Result	(4,886)	(4,886)	-	-
Transfers from Other Reserves	-	1,314	-	(1,314)
Transfers to Other Reserves	-	(760)	-	760
Balance at End of the Financial Year	466,911	116,221	344,265	6,425
2024-25				
Balance at Beginning of the Financial Year	466,911	116,221	344,265	6,425
Comprehensive Result	4,693	4,693	-	-
Transfers from Other Reserves	-	473	-	(473)
Transfers to Other Reserves	-	(745)	-	745
Balance at End of the Financial Year	471,604	120,642	344,265	6,697
2025-26				
Balance at Beginning of the Financial Year	471,604	120,642	344,265	6,697
Comprehensive Result	(8,298)	(8,298)	-	-
Transfers from Other Reserves	-	560	-	(560)
Transfers to Other Reserves	-	(955)	-	955
Balance at End of the Financial Year	463,306	111,949	344,265	7,092
2026-27				
Balance at Beginning of the Financial Year	463,306	111,949	344,265	7,092
Comprehensive Result	(8,214)	(8,214)	-	-
Transfers from Other Reserves	-	2,811	-	(2,811)
Transfers to Other Reserves	-	(597)	-	597
Balance at End of the Financial Year	455,092	105,949	344,265	4,878

STATEMENT OF CASHFLOWS

FOR THE FOUR YEARS ENDING 30 JUNE 2027

	2022/23 \$'000 Inflows (Outflows)	2023/24 \$'000 Inflows (Outflows)	2024/25 \$'000 Inflows (Outflows)	2025/26 \$'000 Inflows (Outflows)	2026/27 \$'000 Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	19,367	20,135	20,689	21,206	21,683
Statutory fees and fines	348	356	363	370	378
User fees	2,031	1,955	1,994	2,034	2,075
Grants - operating	11,162	11,103	11,325	11,551	11,783
Grants - capital	7,741	5,607	15,574	2,478	2,632
Contributions - operating	49	73	74	75	77
Contributions - capital	85	108	70	10	60
Interest received	221	221	227	232	237
Other receipts	528	542	551	561	571
Employee costs	(18,498)	(19,039)	(19,420)	(19,808)	(20,206)
Materials and services	(13,146)	(10,427)	(10,636)	(10,849)	(11,066)
Other payments	(957)	(1,161)	(1,185)	(1,208)	(1,232)
Net cash provided by operating activities	8,931	9,473	19,626	6,652	6,992
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(19,064)	(11,882)	(23,134)	(9,212)	(8,438)
Proceeds from sale of property, infrastructure, plant and equipment	90	90	165	180	190
Payments of loans and advances	-	-	-	-	-
Net cash used in investing activities	(18,974)	(11,792)	(22,969)	(9,032)	(8,248)
Cash flows from financing activities					
Finance Costs	(73)	(43)	(40)	(56)	(16)
Proceeds from Borrowings			402	-	
Repayment of Borrowings	(97)	-	-	(1,000)	-
Interest paid - lease liability					
Repayment of lease liabilities					
Net cash provided by financing activities	(170)	(43)	362	(1,056)	(16)
Net (Decrease) / Increase in Cash and Cash Equivalents	(10,213)	(2,362)	(2,981)	(3,436)	(1,272)
Cash and Cash Equivalents at Beginning of the Financial Year	25,346	15,133	12,771	9,790	6,354
Cash and Cash Equivalents at End of the Financial Year	15,133	12,771	9,790	6,354	5,082



STATEMENT OF CAPITAL WORKS FOR THE FOUR YEARS ENDING 30 JUNE

Capital Works Areas	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Projections		
			2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Property					
Land Improvements	579	-	-	-	-
Total Land	579	-	-	-	-
Buildings	2,650	1,731	721	-	-
Total buildings	2,650	1,731	721	-	-
Total Property	3,229	1,731	721	-	-
Plant and Equipment					
Plant, Machinery and Equipment	1,100	941	848	989	841
Computers and Telecommunications	69	63	-	-	-
Total Plant and Equipment	1,168	1,004	848	989	841
Infrastructure					
Roads	5,730	5,106	4,305	4,357	4,410
Emergency works	153	-	-	-	-
Bridges	2,773	924	1,303	1,121	1,140
Footpaths	134	262	236	241	246
Drainage	107	80	82	84	86
Waste management	842	715	300	400	315
Parks, Open Space and Streetscapes	5,506	2,060	15,340	2,020	1,400
Aerodromes	376	-	-	-	-
Other infrastructure	564	-	-	-	-
Total Infrastructure	16,185	9,147	21,566	8,223	7,597
Total Capital Works Expenditure	20,582	11,882	23,134	9,212	8,438
Represented by:					
New Asset Expenditure	4,093	778	350	400	315
Asset Renewal Expenditure	7,589	5,253	5,171	5,157	5,105
Asset Expansion Expenditure	134	262	236	241	246
Asset Upgrade Expenditure	8,766	5,589	17,378	3,414	2,772
Total Capital Works Expenditure	20,582	11,882	23,134	9,212	8,438
Funding sources represented by:					
Grants	7,741	5,607	15,574	2,478	2,632
Contributions	85	208	249	213	134
Borrowings	-	-	402	-	-
Council Cash	12,756	6,067	6,910	6,521	5,671
Total capital works expenditure	20,582	11,882	23,134	9,212	8,438

STATEMENT OF HUMAN RESOURCES FOR THE FOUR YEARS ENDING 30 JUNE 2027

	Forecast	Budget 2023/24 \$'000	Projections		
	Actual		2024/25	2025/26	2026/27
	2022/23 \$'000		\$'000	\$'000	\$'000
Staff Expenditure					
Employee costs - operating	18,498	19,015	19,395	19,783	20,179
Employee costs - capital	1,232	706	720	734	749
Total Staff Expenditure	19,730	19,721	20,115	20,517	20,928

	FTE	FTE	FTE	FTE	FTE
Staff Numbers					
Employees	213.3	217.0	217.0	217.0	217.0
Total Staff Numbers	213.3	217.0	217.0	217.0	217.0

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

Service area	Budget	Comprises		
	2022/23 \$'000	Full Time \$'000	Part Time \$'000	Casual \$'000
Enhance Lifestyles and Community	9,097	4,334	4,495	268
Boost Economic Growth	559	281	278	0
Provide Sustainable Infrastructure	1,646	1,646	0	0
Improve Organisational Effectiveness	7,713	7,197	515	0
Total staff expenditure	19,015	13,458	5,289	268
Capitalised labour costs	706			
Total expenditure	19,721			

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

Service area	Budget	Comprises		
	2022/23 FTE	Full Time FTE	Part Time FTE	Casuals FTE
Enhance Lifestyles and Community	103.40	50.85	48.06	4.49
Boost Economic Growth	5.76	5.00	0.76	-
Provide Sustainable Infrastructure	34.74	34.74	-	-
Improve Organisational Effectiveness	63.94	56.00	7.94	-
Total staff	207.84	146.59	56.76	4.49
Capitalised labour costs	9.30			
Total staff	217.14			

Employee Costs

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



SUMMARY OF PLANNED HUMAN RESOURCES EXPENDITURE FOR THE FOUR YEARS ENDING 30 JUNE 2027

	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000
Enhance Lifestyles and Community				
Permanent - Full time	4,334	4,421	4,509	4,599
Female	1,793	1,829	1,865	1,903
Male	2,541	2,592	2,644	2,697
Self-described gender	0	0	0	0
Permanent - Part time	4,495	4,585	4,677	4,770
Female	4,000	4,080	4,162	4,245
Male	495	505	515	525
Self-described gender	0	0	0	0
Total Enhance Lifestyles and Community	8,829	9,006	9,186	9,369
Boost Economic Growth				
Permanent - Full time	281	286	292	298
Female	133	136	139	142
Male	147	150	153	156
Self-described gender	0	0	0	0
Permanent - Part time	278	284	290	295
Female	278	284	290	295
Male	0	0	0	0
Self-described gender	0	0	0	0
Total Boost Economic Growth	559	570	582	593
Provide Sustainable Infrastructure				
Permanent - Full time	1,646	1,679	1,713	1,747
Female	50	51	52	54
Male	1,596	1,627	1,660	1,693
Self-described gender	0	0	0	0
Permanent - Part time	0	0	0	0
Female	0	0	0	0
Male	0	0	0	0
Self-described gender	0	0	0	0
Total Provide Sustainable Infrastructure	1,646	1,679	1,713	1,747
Improve Organisational Effectiveness				
Permanent - Full time	7,197	7,341	7,488	7,638
Female	3,696	3,770	3,845	3,922
Male	3,502	3,572	3,643	3,716
Self-described gender	0	0	0	0
Permanent - Part time	515	526	536	547
Female	446	455	464	473
Male	69	71	72	74
Self-described gender	0	0	0	0
Total Improve Organisational Effectiveness	7,713	7,867	8,024	8,185
Casuals, temporary and other expenditure	268	273	279	284
Total staff expenditure (ex Capitalised Labour)	19,015	19,395	19,783	20,179
Capitalised labour costs	706	720	734	749
Total staff expenditure	19,721	20,115	20,517	20,928



	2023/24 FTE	2024/25 FTE	2025/26 FTE	2026/27 FTE
Enhance Lifestyles and Community				
Permanent - Full time	50.85	50.85	50.85	50.85
Female	28.34	28.34	28.34	28.34
Male	22.51	22.51	22.51	22.51
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	48.06	48.06	48.06	48.06
Female	27.06	27.06	27.06	27.06
Male	21.00	21.00	21.00	21.00
Self-described gender	0.00	0.00	0.00	0.00
Total Enhance Lifestyles and Community	98.91	98.91	98.91	98.91
Boost Economic Growth				
Permanent - Full time	5.00	5.00	5.00	5.00
Female	2.00	2.00	2.00	2.00
Male	3.00	3.00	3.00	3.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	0.76	0.76	0.76	0.76
Female	0.76	0.76	0.76	0.76
Male	0.00	0.00	0.00	0.00
Self-described gender	0.00	0.00	0.00	0.00
Total Boost Economic Growth	5.76	5.76	5.76	5.76
Provide Sustainable Infrastructure				
Permanent - Full time	34.74	34.74	34.74	34.74
Female	2.00	2.00	2.00	2.00
Male	32.74	32.74	32.74	32.74
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	0.00	0.00	0.00	0.00
Female	0.00	0.00	0.00	0.00
Male	0.00	0.00	0.00	0.00
Self-described gender	0.00	0.00	0.00	0.00
Total Provide Sustainable Infrastructure	34.74	34.74	34.74	34.74
Improve Organisational Effectiveness				
Permanent - Full time	56.00	56.00	56.00	56.00
Female	29.00	29.00	29.00	29.00
Male	27.00	27.00	27.00	27.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	7.94	7.94	7.94	7.94
Female	4.71	4.71	4.71	4.71
Male	3.23	3.23	3.23	3.23
Self-described gender	0.00	0.00	0.00	0.00
Total Improve Organisational Effectiveness	63.94	63.94	63.94	63.94
Casuals and temporary staff	4.49	4.49	4.49	4.49
Total staff numbers (ex Capitalised Labour)	207.84	207.84	207.84	207.84
Capitalised labour	9.30	9.30	9.30	9.30
Total staff numbers	217.14	217.14	217.14	217.14

APPENDIX B

RATES AND CHARGES

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

1. RATES AND CHARGES

1.1 The reconciliation of the total rates and charges to

	Forecast Actual \$000's	Budget \$000's	Change
General rates	15,149	16,194	6.9%
Municipal charge	1,003	673	(33.0%)
Waste management charge	2,848	2,885	1.3%
Cultural and recreational	12	14	13.6%
Revenue in lieu of rates	355	370	4.2%
Total rates and charges	19,367	20,135	4.0%

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

Type of Property	2022/23 cents/\$CIV	2023/24 cents/\$CIV	Change
General rate for residential properties	0.4738	0.4418	(6.8%)
General rate for commercial properties	0.5365	0.5536	3.2%
General rate for rateable industrial properties	0.5365	0.5536	3.2%
General rate for rateable farm properties	0.1854	0.1531	(17.4%)
Rate concession for rateable recreational properties	0.3300	0.3654	10.7%

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

Type of Property	2022/23 \$000's	2023/24 \$000's	Change
Residential	8,494	9,193	8.2%
Commercial	769	872	13.4%
Industrial	398	457	14.7%
Farm	5,488	5,672	3.3%
Cultural and recreational	12	14	14.8%
Total amount to be raised by general rates	15,161	16,207	6.9%

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

Type of Property	2022/23	2023/24	Change
Residential	6,651	6,645	(0.1%)
Commercial	371	388	4.6%
Industrial	209	228	9.1%
Farm	2,219	2,225	0.3%
Cultural and Recreational	8	8	0.0%
Total number of assessments	9,458	9,494	0.4%

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

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

Type of Property	2022/23 \$000's	2023/24 \$000's	Change
Residential	1,792,700	2,080,809	16.1%
Commercial	143,359	157,574	9.9%
Industrial	74,242	82,478	11.1%
Farm	2,960,057	3,704,613	25.2%
Cultural and Recreational	3,675	3,770	2.6%
Total value of land	4,974,033	6,029,244	21.2%

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

Type of Charge	Per Rateable Property		
	2022/23 \$	2023/24 \$	Change
Municipal Charge	123	82	(33.3%)

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

Type of Charge	2022/23 \$000's	2023/24 \$000's	Change
Municipal Charge	1,003	673	(32.9%)

1.9 The rate or unit amount to be levied for each type of service rate or charge under section 162 of the Act

Type of Charge	Per Serviced Property		
	2022/23 \$	2023/24 \$	Change
Kerbside Collection	277	277	0.0%
Additional Kerbside Collection	159	159	0.0%
Recycling	190	190	0.0%
Total	626	626	0.0%



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

Type of Charge	2022/23 \$000's	2023/24 \$000's	Change
Kerbside Collection	1,634	1,650	1.0%
Additional Kerbside Collection	55	60	9.9%
Recycling	1,159	1,175	1.3%
Total	2,848	2,885	1.3%

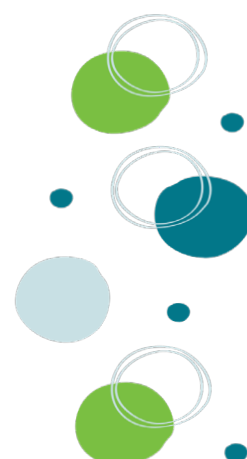
1.11 The estimated total amount to be raised by all the rates and charges compared with the previous financial year

Type of Charge	2022/23 \$000's	2023/24 \$000's	Change
General rates	15,161	16,207	6.9%
Municipal charge	1,003	673	(32.9%)
In lieu of rates (wind farm)	355	370	4.2%
Kerbside collection and recycling	2,848	2,885	1.3%
Rates and charges	19,367	20,135	4.0%

1.12 Fair Go Rates System Compliance

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

Fair Go Rates System Compliance	2022/22 Budget	2023/24 Budget
Total Rates and Municipal Charge	\$15,882,801	\$16,297,502
Number of rateable properties	9,450	9,486
Base Average Rate	\$1,681	\$1,718
Maximum Rate Increase (set by the State Government)	1.75%	3.50%
Capped Average Rate	\$1,710	\$1,778
Maximum General Rates and Municipal Charges Revenue	\$16,161,000	\$16,868,000
Budgeted General Rates and Municipal Charges Revenue	\$16,152,000	\$16,866,000



1.13

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

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

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

2. DIFFERENTIAL RATES

2.1 Rates to be levied

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

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

- a general rate of 0.4418% (0.4418 cents in the dollar of CIV) for all rateable general properties
- a commercial rate of 0.5536% (0.5536 cents in the dollar of CIV) for all rateable commercial properties
- a industrial rate of 0.5536% (0.5536 cents in the dollar of CIV) for all rateable industrial properties
- a farm rate of 0.1531% (0.1531 cents in the dollar of CIV) for all rateable farm properties
- a general rate of 0.3654% (0.3654 cents in the dollar of CIV) for all rateable recreational properties

In the 2022-23 rating year, the council introduced a 'floating differential' model to reduce the impact of year-on-year rates variations caused by disproportionate valuation movements between the types of properties.

For 2023-24, the total rates collected by the council will apportioned as follows:

- general - 56.715%
- commercial/industrial - 8.20%
- farm - 35.00%
- recreational - 0.085%

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

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



2.2 General Rate Land

Purpose and Objectives

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

Types and Classes

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

The council applies its general rate to all residential and non-farm land.

2.3 Commercial Rate Land

Purpose and Objectives

The objective of the Commercial Differential Rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Northern Grampians Shire Council. The differential recognises the impact that commercial land use places on the council infrastructure and seeks to achieve vertical equity due to the tax deductible nature of rates on commercial properties.

Types and Classes

Commercial land is any land which is used or adapted to be used primarily for business and/or administrative purposes.

2.4 Industrial Rate Land

Purpose and Objectives

The objective of the Industrial Differential Rate is to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Northern Grampians Shire Council.

Types and Classes

Industrial land is any land which is used primarily for or is capable of being used for industrial purposes, which includes manufacturing, processing, repairing and servicing.

2.5 Farm Rate Land

Purpose and Objectives

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

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

Types and Classes

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

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

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

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



The council's *Farm Land Rate Differential Policy* gives guidance to the community on what the council has determined are properties that are eligible for the Farm Land Rate Differential. In order for a property to receive this rate it needs to be more than 150 hectares in land size or a property of a commercial farming nature that meets the farming criteria within the policy.

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



2.6 Recreational and Cultural Rate Land

Purpose and Objectives

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

Types and Classes

Provision is made to levy the rate for recreational lands at an amount that the council believes is reasonable having regard to the services provided by the council in relation to such lands and having regard to the benefit to the community derived by such recreational lands.

3. GRANTS

	Forecast Actual 2022/23 \$'000	Budget 2023/24 \$'000	Change \$'000 %	
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	13,193	12,635	(558)	(4%)
State funded grants	5,710	4,075	(1,635)	(29%)
Total grants received	18,903	16,710	(2,193)	(12%)
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	8,718	8,892	174	2%
Aged Care	676	678	2	0%
Other	3	3	-	0%
Recurrent - State Government				
Aged care	113	104	(9)	(8%)
Early Years Care	309	481	172	56%
Maternal and child health	331	323	(8)	(2%)
Libraries	162	164	2	0%
Community safety	145	138	(7)	(5%)
Environment	75	75	-	0%
Total recurrent grants	10,532	10,858	326	3%
Non-recurrent - Commonwealth Government				
St Arnau Childrens Precinct	70	60	(10)	(14%)
Non-recurrent - State Government				
Projects	410	-	(410)	(100%)
Family and children	74	74	-	0%
Other	75	111	36	48%
Total non-recurrent grants	629	245	(384)	(61%)
Total operating grants	11,161	11,103	(58)	(1%)
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to Recovery Program	1,858	1,858	-	0%
Total recurrent grants	1,858	1,858	-	0%
Non-recurrent - Commonwealth Government				
Roads and Bridges	802	1,144	342	43%
Buildings	33	-	(33)	(100%)
Streetscapes and open spaces	1,033	-	(1,033)	(100%)
Non-recurrent - State Government				
Road and Bridges	722	-	(722)	(100%)
Buildings	940	1,200	260	28%
Streetscapes and open spaces	2,354	1,405	(949)	(40%)
Total non-recurrent grants	5,884	3,749	(2,135)	(36%)
Total capital grants	7,742	5,607	(2,135)	(28%)
Total Grants	18,903	16,710	(2,193)	(12%)





APPENDIX C

CAPITAL WORKS PROGRAM

This appendix presents a listing of the capital works projects that will be undertaken for the 2023-24 year grouped by class.

SUMMARY

	Forecast		Change	%
	Actual	Budget		
	2022/23	2023/24		
	\$'000	\$'000	\$'000	
Property	3,229	1,731	(1,498)	(46.4%)
Plant and Equipment	1,168	1,004	(164)	(14.1%)
Infrastructure	16,032	9,147	(6,885)	(42.9%)
Infrastructure - Flood	153	-	(153)	(100.0%)
TOTAL	20,582	11,882	(8,700)	(42.3%)

CAPITAL WORKS PROGRAM

FOR THE YEAR ENDING 30 JUNE 2024

Capital Works Area	Project Cost \$'000	Asset Expenditure Type				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Loan Funds \$'000
Property									
Buildings									
Stawell Pound Improvements	50	-	-	50	-	-	-	50	-
Great Western Clubroom	1,681	-	-	1,681	-	1,200	40	441	-
Total Buildings	1,731	-	-	1,731	-	1,200	40	491	-
Total Property	1,731	-	-	1,731	-	1200	40	491	-
Plant and Equipment									
Plant, Machinery and Equipment									
Heavy Plant	890	-	890	-	-	-	100	790	-
Minor Plant	51	-	51	-	-	-	-	51	-
Total Plant, Machinery and Equipment	941	-	941	-	-	-	100	841	-
Computers and Telecommunications	63	63	-	-	-	-	-	63	-
Total Plant and Equipment	1,004	63	941	-	-	-	100	904	-
Infrastructure									
Roads									
Final Seal Program	331	-	331	-	-	157	-	174	-
Kerb & Channel Program	588	-	588	-	-	350	-	238	-
Major Rural Roads Program	526	-	-	526	-	-	-	526	-
Resealing Program	1,212	-	1,212	-	-	880	-	332	-
Resheeting Program	957	-	957	-	-	521	-	436	-
Rural & Residential Program	150	-	-	150	-	-	-	150	-
Urban Road Improvement Program	256	-	-	256	-	20	-	236	-
Road Rehabilitation Program	300	-	300	-	-	300	-	-	-
B Double Route Upgrade	636	-	-	636	-	424	-	212	-
Town Street Sealing Program	150	-	-	150	-	150	-	-	-
Total Roads	5,106	-	3,388	1,718	-	2,802	-	2,304	-
Bridges									
Bridge Renewal Program	864	-	864	-	-	200	-	664	-
Major Culvert Renewal Program	60	-	60	-	-	-	-	60	-
Drop Structure & Floodway Renewal Program	-	-	0	-	-	-	-	-	-
Total Bridges	924	-	924	-	-	200	-	724	-



CAPITAL WORKS PROGRAM FOR THE YEAR ENDING 30 JUNE 2024 CONTINUED

Capital Works Area	Project Cost \$'000	Asset Expenditure Type				Summary of Funding Sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contributions \$'000	Council Cash \$'000	Loan Funds \$'000
Infrastructure (continued)									
Footpaths	262	-	-	-	262	-	-	262	-
Drainage	80	-	-	80	-	-	-	80	-
Waste Management									
Waste Action Plan	715	715	-	-	-	-	-	715	-
Parks, Open Space and Streetscapes									
Stawell Parks Precinct	2,000	-	-	2,000	-	1,405	50	545	-
North Park Precinct Projects	60	-	-	60	-	-	18	42	-
Total Parks, Open Space and Streetscapes	2,060	-	-	2,060	-	1,405	68	587	-
Total Infrastructure	9,147	715	4,312	3,858	262	4,407	68	4,672	-
Total Capital Works 2023/24	11,882	778	5,253	5,589	262	5,607	208	6,067	-
Summary									
Property	1,731	-	-	1,731	-	1,200	40	491	-
Plant and Equipment	1,004	63	941	-	-	-	100	904	-
Infrastructure	9,147	715	4,312	3,858	262	4,407	68	4,672	-
Total Capital Works	11,882	778	5,253	5,589	262	5,607	208	6,067	-

SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE FOR THE YEAR ENDING 30 JUNE 2027

2024/25	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
Property										
Buildings	1,731	-	-	-	1,731	1,731	1,200	40	491	-
Total Property	1,731	-	-	-	1,731	1,731	1,200	40	491	-
Plant and Equipment										
Plant, machinery and equipment	1,004	63	941	-	-	1,004	-	100	904	-
Total Plant and Equipment	1,004	63	941	-	-	1,004	-	100	904	-
Infrastructure										
Roads	5,106	-	3,388	-	1,718	5,106	2,802	-	2,304	-
Bridges	924	-	924	-	-	924	200	-	724	-
Footpaths and cycleways	262	-	-	262	-	262	-	-	262	-
Drainage	80	-	-	-	80	80	-	-	80	-
Waste management	715	715	-	-	-	715	-	-	715	-
Parks, open space and streetscapes	2,060	-	-	-	2,060	2,060	1,405	68	587	-
Total Infrastructure	9,147	715	4,312	262	3,858	9,147	4,407	68	4,672	-
Total Capital Works Expenditure	11,882	778	5,253	262	5,589	11,882	5,607	208	6,067	-

2025/26	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
Property										
Buildings	721	-	-	-	721	-	300	-	19	402
Total Property	721	-	-	-	721	721	300	-	19	402
Plant and Equipment										
Plant, machinery and equipment	848	-	848	-	-	848	-	179	669	-
Total Plant and Equipment	848	-	848	-	-	848	-	179	669	-
Infrastructure										
Roads	4,305	-	3,020	-	1,285	4,305	1,914	-	2,391	-
Bridges	1,303	-	1,303	-	-	1,303	160	-	1,143	-
Footpaths and cycleways	236	-	-	236	-	236	-	10	226	-
Drainage	82	-	-	-	82	82	-	-	82	-
Waste management	300	300	-	-	-	300	-	-	300	-
Parks, open space and streetscapes	15,340	50	-	-	15,290	15,340	13,200	60	2,080	-
Total Infrastructure	21,566	350	4,323	236	16,657	21,566	15,274	70	6,222	-
Total Capital Works Expenditure	23,134	350	5,171	236	17,378	23,134	15,574	249	6,910	402

2026/27	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
Plant and Equipment										
Plant, machinery and equipment	989	-	989	-	-	989	-	203	786	-
Total Plant and Equipment	989	-	989	-	-	989	-	203	786	-
Infrastructure										
Roads	4,357	-	3,047	-	1,310	4,357	1,918	-	2,439	-
Bridges	1,121	-	1,121	-	-	1,121	160	-	961	-
Footpaths and cycleways	241	-	-	241	-	241	-	10	231	-
Drainage	84	-	-	-	84	84	-	-	84	-
Recreational, leisure and community facilities	-	-	-	-	-	-	-	-	-	-
Waste management	400	400	-	-	-	400	-	-	400	-
Parks, open space and streetscapes	2,020	-	-	-	2,020	2,020	400	-	1,620	-
Total Infrastructure	8,223	400	4,168	241	3,414	8,223	2,478	10	5,735	-
Total Capital Works Expenditure	9,212	400	5,157	241	3,414	9,212	2,478	213	6,521	-

APPENDIX D

PERFORMANCE REPORTING

The service performance outcome indicators detailed below are prescribed indicators and measures of performance for services that are funded in the budget. The council's performance in relation to these measures will be reported in the Performance Statement contained with the Annual Report as required by the *Local Government Act 2020*. The Performance Statement will also include reporting on prescribed indicators of financial performance as detailed below.



COUNCIL PLAN STRATEGIES

ECONOMIC GROWTH

Service	Indicator	Performance Measure	Computation
Statutory Planning	Decision Making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were not set aside)	$\left[\frac{\text{Number of VCAT decisions that did not set aside Council's decision in relation to a planning application}}{\text{Number of VCAT decisions in relation to planning applications}} \right] \times 100$

LIFESTYLES AND COMMUNITY

Service	Indicator	Performance Measure	Computation
Animal Management	Health and Safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Service	Indicator	Performance Measure	Computation
Food safety	Health and Safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in the MCH service (Percentage of children enrolled who participate in the MCH service)	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
		Participation in MCH service by Aboriginal children (Percentage of Aboriginal children enrolled who participate in the MCH service)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100
Service	Indicator	Performance Measure	Computation
Positive Ageing	Participation	Participation in Positive Ageing service (Percentage of the municipal target population who receive a service)	[Number of people that received a PA service / Municipal target population for PA services] x100
		Participation in PA service by CALD people (Percentage of the municipal target population in relation to CALD people who receive a PA service)	[Number of CALD people who receive a PA service / Municipal target population in relation to CALD people for PA services] x100
Service	Indicator	Performance Measure	Computation
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
Service	Indicator	Performance Measure	Computation
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (Number of visits to aquatic facilities per head of municipal population)	Number of visits to aquatic facilities / Municipal population

SUSTAINABLE INFRASTRUCTURE

Service	Indicator	Performance Measure	Computation
Waste Collection	Waste Diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

Service	Indicator	Performance Measure	Computation
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

ORGANISATIONAL EFFECTIVENESS

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

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



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

TARGETED PERFORMANCE INDICATORS

The following tables highlight the council's current and projected performance across a selection of targeted service and financial performance indicators. These indicators provide a useful analysis of the council's intentions and performance and should be interpreted in the context of the organisation's objectives. The targeted performance indicators below are the prescribed performance indicators contained in Schedule 4 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators and targets will be reported in the council's Performance Statement included in the Annual Report.



Targeted performance indicators - Service

Indicator	Measure	Forecast	Target	Target Projections			Trend
		2022/23	2023/24	2024/25	2025/26	2026/27	+/-
Governance							
Satisfaction with community consultation and engagement	Community satisfaction rating out of 100 with the consultation and engagement efforts of Council	54	55	55	55	55	0
Roads							
Sealed local roads below the intervention level	Number of kms of sealed local roads below the renewal intervention level set by Council / Kms of sealed local roads	95.3%	95.0%	95.0%	95.0%	95.0%	0
Statutory planning							
Planning applications decided within the relevant required time	Number of planning application decisions made within the relevant required time / Number of decisions made	59.3%	65.2%	68.4%	71.8%	75.4%	+
Waste management							
Kerbside collection waste diverted from landfill	Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins	30.41%	31.41%	32.41%	33.41%	34.41%	0

Targeted performance indicators - Financial

Indicator	Measure	Forecast	Target	Target Projections			Trend
		2022/23	2023/24	2024/25	2025/26	2026/27	+/-
Liquidity							
Working Capital	Current assets / current liabilities	178.6%	154.6%	112.9%	89.6%	76.7%	o
Obligations							
Asset renewal	Asset renewal and upgrade expense / Asset depreciation	115.7%	75.9%	151.8%	57.7%	52.0%	-
Stability							
Rates concentration	Rate revenue / adjusted underlying revenue	54.5%	55.6%	55.8%	56.0%	56.1%	o
Efficiency							
Expenditure level	Total expenses / no. of property assessments	\$5,020	\$4,799	\$4,910	\$4,962	\$5,041	o

FINANCIAL PERFORMANCE INDICATORS

The following table highlights the council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of the council's financial position and performance and should be interpreted in the context of the organisation's objectives. The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*. Results against these indicators will be reported in the council's Performance Statement included in the Annual Report.

Indicator	Measure	Forecast 2022/23	Budget 2023/24	Projections		Trend +/-
				2024/25	2025/26	2026/27
Operating position						
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	(31.9%)	(24.1%)	(24.5%)	(23.6%)	(23.4%)
Liquidity						
Unrestricted cash	Unrestricted cash / current liabilities	82.7%	64.3%	28.4%	-7.6%	2.0%
Obligations						
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	5.2%	5.0%	6.8%	1.9%	1.9%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	0.9%	0.2%	0.2%	5.0%	0.1%
Indebtedness	Non-current liabilities / own source revenue	8.0%	7.7%	5.0%	4.9%	4.8%
Stability						
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.7%	0.6%	0.6%	0.6%	0.6%
Efficiency						
Revenue level	General rates and municipal charges / no. of property assessments	\$2,066	\$2,141	\$2,193	\$2,240	\$2,283
Sustainability Capacity						
Workforce turnover	Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year	16.6%	10.1%	10.0%	9.9%	9.8%

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator



