



Budget 2022-23



Live

Work

Invest

Visit

CONTENTS

Acknowledgement of Country	3
Message from the Mayor	4
Budget Overview	5
Budget Highlights	6
What we are planning	7
Early Years Care	9
Children's Services	10
Public Health Plan	11
Community Care	12
Community Development	13
Community Events	14
Active Communities	16
Business Growth	17
Investment Attraction	18
Community Assets	19
Tourism	20
Town Planning	21
Community Infrastructure	22
Building Safety	24
Environmental Health/Cemeteries	25
Libraries/Sustainable Living	26
Parks and Sporting Ovals	27
Community Protection	28
Emergency Planning	29
Waste	30
Organisational Effectiveness	31-32
Summary by Service Area	33
Strategic Objectives	34
APPENDICES	35
Financial Statements	36
Rates and Charges	45
Capital Works	51
Performance Reporting	54

Acknowledgement of Country

Council acknowledges the traditional owners of the land on which we meet, and we pay our respects to their elders, past, present and emerging.

Message from the Mayor



The Northern Grampians Shire Council Budget 2022-23 is our continued commitment to the community to deliver on goals identified in our Council Plan.

The budget is a collaboration between Council - the organisation - and councillors who represent the community meaning that we have your best interests at heart. The document outlines what we do, why we do it and how we will do it with the funds we anticipate receiving via rates, government grants and other forms of funding.

This year, I feel we are looking at the budget with a renewed sense of optimism as we are no longer hamstrung by complications that arose from Coronavirus in the preceding years. All businesses are operating again, trade and tourism numbers are excellent and our local retailers and visitor economy appear to be thriving.

Nevertheless, there will always be challenges and change and this year we need to be mindful of the impact that inflation and interest rates might have on our lives, not to mention potential changes to government funding and legislation in this election year.

A key change in this budget is an update to Council's Revenue and Rating Plan, which sees Council move to a 'floating

differential' model. Council has been conscious of the significant movements in farm land valuations over the last few years, which has led to those properties paying a greater share of the total rates bill. The intent of this new model is to fix the proportion of rates paid by each property type. This will eliminate 'rates shock' caused by disproportionate valuation movements between property types. Council will be phasing this in over the next four years to return the proportion of rates paid by each property type to historical levels, ensuring a fair and equitable outcome for all.

It has been marvellous to see many of last year's large capital works programs completed recently and to be now looking ahead at a fresh set of shire wide projects like the Stawell Library Refurbishment, a new skate park and lighting for the North Park Soccer and Athletics users, a Great Western Football and Netball clubroom upgrade and further improvements at Lord Nelson Park.

Once the budget is adopted, Council can commence implementing the planned initiatives and our CEO Ms Liana Thompson and her talented staff will keep us all informed on the progress of the budget via quarterly reports at Council meetings. Let's go!

A handwritten signature in black ink, appearing to read 'Tony Driscoll'. The signature is fluid and cursive, with a long horizontal stroke extending to the right.

**Cr Tony Driscoll
Mayor**

Budget Overview

EXTERNAL INFLUENCES

In preparing the 2022/23 Budget, a number of external influences have been taken into consideration as they are likely to impact on the services delivered by Council in the budget period.

These include:

- operating within a rate capped environment
- 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
- potential ongoing impacts in the aftermath of the COVID-19 emergency
- the likelihood that this may impact investment in the region as well as our communities' future capacity to pay for services

INTERNAL INFLUENCES

In addition to the external influences, there are a number of internal influences which impacted the preparation of the 2022/23 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 Bargaining Agreement (EBA)
- 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

WHAT WE'RE SPENDING

\$3.8 million ... Parks and recreation projects and maintenance

\$6.7 million ... Roads, bridges and other Council owned assets

\$0.7 million ... Building works

\$2.2 million ... Waste and transfer stations

\$12.4 million .. Enhancing lifestyle and community services

\$0.9 million ... Boosting economic growth

\$2.9 million ... Providing sustainable infrastructure

HOW WE ARE PAYING FOR IT

\$19.4 million ... Rates and charges

\$17 million ... Grants and contributions



Budget Highlights

Major Projects



North Park Precinct
Skate Park Upgrade
and Soccer and
Athletics Track Lighting



Stawell Library
Refurbishment



Lord Nelson Park Precinct
Sports Lighting and
Oval Resurfacing



Central Park Clubrooms
Female Friendly
Changerooms



Great Western Recreation Reserve
Clubroom Upgrade
Detailed Design



Shire Wide Road Upgrades
Roads, Bridges,
Footpaths, Kerbs
and B Double Route
Upgrades

What We Are Planning

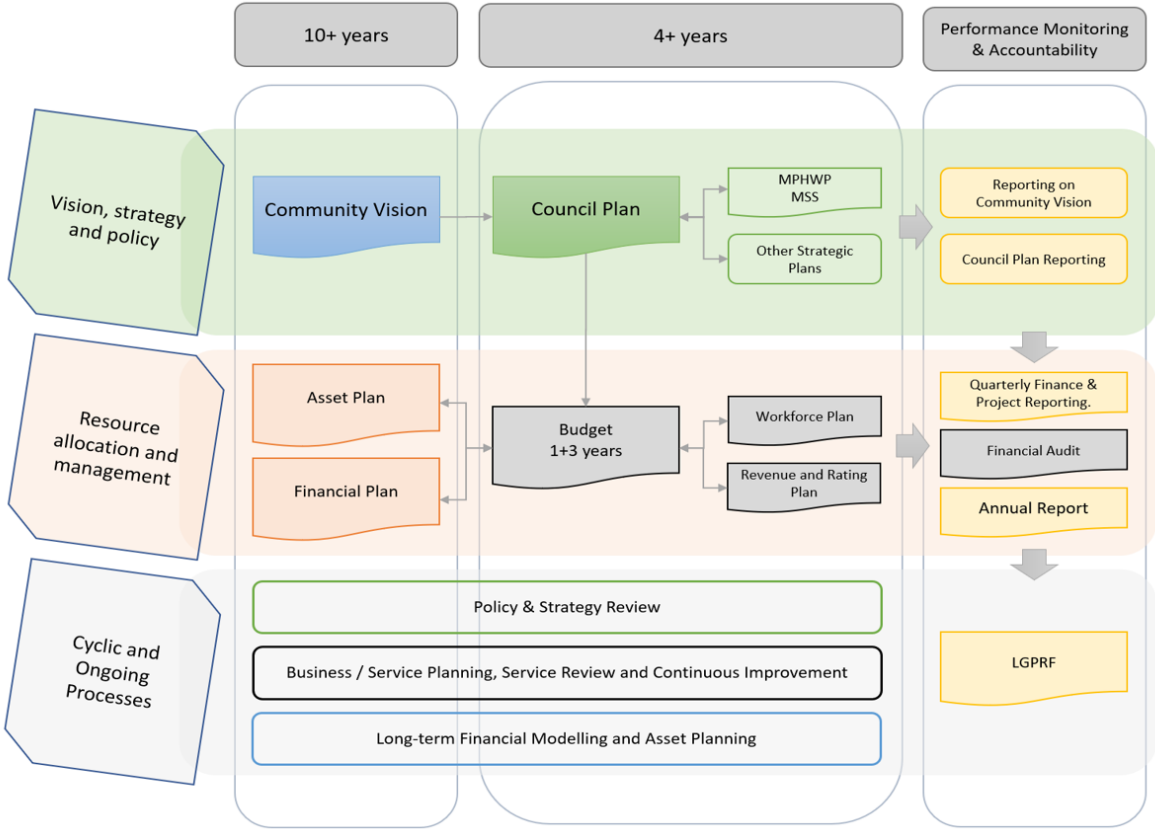
COUNCIL PLAN

The Council’s annual budget governs the implementation of services, major initiatives and policy and strategy development as set out in its Council Plan. 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 Council. The diagram below depicts the strategic planning and reporting framework of 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 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).



Source: Integrated Strategic Planning and Reporting Framework
 Local Government Act 2020 Resources
www.engage.vic.gov.au

What We Are Planning

BOOST ECONOMIC GROWTH



Boost tourism and ensure a quality tourism experience



Ensure land use policy enables housing investment and infrastructure enables investment and encourages commercial investment



Support existing businesses, attract new industries, reduce costs and other barriers to investment while limiting the impact on environment and climate and attract and retain a skilled workforce

ENHANCE LIFESTYLE AND COMMUNITY



Ensure equitable access to social, economic and education opportunities to support young people



Improve indigenous relationships, support vulnerable people, improve access to health and human services, protect our heritage assets and enrich our places and spaces



Improve connectivity via agency partnerships, improved transport and community safety measures



Protect our natural and cultural environment

PROVIDE SUSTAINABLE INFRASTRUCTURE



Ensure Quality Infrastructure Planning and advocate for sustainable infrastructure

IMPROVE ORGANISATIONAL EFFECTIVENESS



Become a better Council by improving our organisational effectiveness

Early Years Care

MATERNAL AND CHILD HEALTH

The Maternal and Child Health service provides support to parents and infants from 0-6 years of age in the areas of health, welfare and development. MCH service also provides outreach services for at-risk children. The service is partially funded through an agreement with the Department of Health and Human Services.

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

Service provision includes outreach services for at-risk children, first home visits to all parents and babies, first time parenting group, links to local community activities and external services when extra support is needed relating to children's health and wellbeing. Family violence consultations are also provided.

The service currently provides enhanced, universal and outreach services.

Operating hours:

- **Stawell Maternal and Child Health**
Monday to Thursday 8.30am-5pm
- **St Arnaud Early Learning Centre**
Tuesdays 8.30am-5pm
Alternate Thursdays 8.30am-5pm

Initiatives 2022/23

- introduction of the Sleep and Settling program for parents who require additional support in this area
- collaboration with Stawell Regional Health and East Wimmera Health Service in relation to an important health promotion program, focusing on healthy eating

Service Costs	\$000's
Expense	\$488
Income	(\$331)
Net Cost	\$157
Funded By:	\$000's
Untied Grants	(\$48)
Rates Subsidy	(\$108)

IMMUNISATION

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

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.

The immunisation service currently provides the following:

- Stawell Town Hall - Monthly sessions
- St Arnaud Town Hall – Monthly Sessions
- Secondary Schools - Various dates throughout the calendar year

Initiatives 2022/23

- exploration of a sustainable model for the ongoing delivery of immunisation services across the municipality



Children’s Services

EARLY CHILDHOOD EDUCATION AND CARE

The St Arnaud Early Learning Centre provides Long Day Care (LDC), Vacation Care (Holiday Program) and three-year-old and four-year-old kindergarten programs. Children are supported by a comprehensive school transition and orientation program.

Supported playgroups are also provided across Northern Grampians Shire.

A key focus for our work across all service areas in 2022/23 is continuous improvement and quality care, with service reviews scheduled for all our services over the next 18 months.

Current Level of Service

Long Day Care

Three rooms operating with the capability of 60 places available daily under the facility licence.

The current three rooms operate as 0-2 year-old, 2-3 year-old and 3-5 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, delivered over two days, for every child, throughout school terms.



Service Costs	\$000’s
Expense	\$1565
Income	(\$1246)
Net Cost	\$319
Funded By:	\$000’s
Untied Grants	(\$99)
Rates Subsidy	(\$220)

Initiatives 2022/23

- collaboration with Wimmera Development Association and By Five to explore and implement a range of approaches to attract more people to undertake training in ECEC
- exploration of different approaches to building sustainability for the Early Learning Centre in St Arnaud

Supported Playgroups

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

A qualified facilitator leads these sessions (using the *smalltalk* program) 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 2022/23

- establishment of an additional group in Stawell and strengthening of our groups in St Arnaud and Marnoo

Public Health Plan

Northern Grampians Shire Council's *Municipal Public Health and Wellbeing Plan 2021-25* is a key document in Council's forward planning and is tied to a strategic set of plans informed by the Council Vision and 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 2022/23

The plan is 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.

Service Costs	\$000's
Expense	\$30
Income	\$0
Net Cost	\$30
Funded By: \$000's	
Untied Grants	(\$9)
Rates Subsidy	(\$21)

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. acting on climate change

An Action Plan brings together the critical activities and priorities of 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.

Community Care

Council’s Community Care Team assists older residents and people with disabilities to continue to live independently at home. Services include home-delivered and centre-based meals, domestic assistance, personal care, home modifications and maintenance, respite care, and social support.

Funding for these services is provided by the Victorian Government through the Victorian Home & Community Care (HACC/ PYP) program for people under 65 years with disabilities, the Commonwealth Government through Veterans Affairs and the Commonwealth Home Support Program (CHSP), fees paid by residents and Council.

The Community Care Team operates with 25 staff across the shire to deliver services to more than 350 local residents.

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

Initiatives 2022/23

- service delivery model changes in line with COVID-19 response and recovery for the wellbeing of older residents
- service review in line with the Commonwealth Aged Care Reform
- engagement with older people, to develop strategies and actions to improve the health and wellbeing of older residents

Service Costs	\$000’s
Expense	\$1400
Income	(\$1208)
Net Cost	\$192
Funded By:	\$000’s
Untied Grants	(\$60)
Rates Subsidy	(\$133)



Community Development

Through our work, the Community Development Team seeks to empower community members to create stronger and more connected communities.

We operate with principles of inclusivity and access and genuine engagement across our diverse communities, being flexible and responsive to their needs and aspirations.

Our actions are embedded in council strategies with a focus on the following key areas:

- Arts and Culture
- Community Planning
- Health and Wellbeing
- Public and community spaces
- Growth and sustainability of community groups

The Community Development Team specialises in :

- community engagement and co-design
- grant administration and support
- project management
- identifying opportunities for collaboration
- best practice and evidence-based initiatives
- advocacy
- provision of resources

Service Costs	\$000's
Expense	\$925
Income	\$0
Net Cost	\$925
Funded By:	\$000's
Untied Grants	(\$287)
Rates Subsidy	(\$638)

Initiatives 2022/23

Arts and Culture program

- 'Gatherings. The Grampians Way'. An arts and culture program created in collaboration with the community to support business recovery from COVID-19
- Remembering Stella Young. This project will deliver a statue of Stella Young in her hometown of Stawell to celebrate and commemorate her. It will aim to continue her legacy to challenge and educate society and its perception of disability, and to strive for "a world where disability is not the exception, but the norm."

Sustainability of community groups

- implementation of Marnoo, Navarre and Stuart Mill Community Action Plans
- 'Community Directory' promotion
- Community Growth website promotion
- NGSC Council Grants Program Bulgana Green Power Hub Community Fund Grants administration
- Stawell Community Garden
- implementation of the St Arnaud and Stawell Tourism Action Plans
- Municipal Public Health and Wellbeing Plan Action Plan implementation

Community Events

The *Northern Grampians Economic Development Strategy and Action Plan 2021-31* identifies the benefits of growing our calendar of events. Events contribute to community cohesiveness, vibrancy, and pride and in many cases have economic benefits, through increasing visitor spend by extending the length of stay and showcasing the region's tourism strengths and reputation.

The Northern Grampians events calendar provides an ever-growing range of experiences for visitors.

Council is committed to supporting existing visitor and community events and promoting the development of new events within the shire. This will help ensure our visitor economy offers diverse, unique, high quality and enriching experiences, disperse across Northern Grampians.

Council's role in events is about:

- ensuring community safety
- empowering the community to deliver events
- enabling community and economic benefits

Council supports approximately 90 events annually and does so in five ways:

- event permit concierge service - by streamlining permits and approvals to support event organisers to achieve compliance and meet legislative requirements
- promote – by promoting events through our shire wide Events Calendar on the Northern Grampians Shire Council website
- funding – by providing funding through Community and Tourism Event funding streams
- event capacity building – by providing resources, tools and templates to community groups and event organisers
- grow tourism events – take a strategic approach to growing and attracting events that increase visitor numbers

In addition, Council delivers civic events including Australia Day events in Stawell and St Arnaud and the attendance of the Mayor and Councillors at events in outlying townships.

Event types include:

- events run for the local community by the community
- council run events
- private events
- events that attract visitors



Community Events

Some of these events require annual financial support, while others require seed funding incrementally through the establishment phase to strengthen the diversity within our community. Other events require only logistical support and direction.

Regardless of the size of the event, council officers work with each event organiser to ensure that all council departments and state authorities are made aware of each event and that appropriate permits and support are received across council.

Officers regularly meet with event organisers during their planning process to assist them through the event registration process and post-event specifically for review. Review of each event occurs to improve and plan for subsequent events and to develop a sustainable calendar of regional events.

Major events we contribute to include:

- Stawell Easter Festival
- Powercor Stawell Gift
- Great Western Rodeo
- Stawell Racing Club Gold Cup
- a variety of smaller events held over the Easter period
- Grampians Grape Escape

Service Costs	\$000's
Expense	\$235
Income	(\$12)
Net Cost	\$223
Funded By:	\$000's
Untied Grants	(\$69)
Rates Subsidy	(\$154)

Events supported through Council's Tourism Event Fund and Bringing Back the Buzz funding include:

- St Arnaud Agriculture Show
- Run the Gap
- Great Western Wine Vintage event
- Wonderland Run
- Little Vic Bike Ride
- Grampians Brushes
- Marnoo Sheep Breeders Show

Initiatives 2022/23

- Tourism Event Funding program
- Stawell Easter Festival promotion
- develop and implement a comprehensive Events Strategy
- event permit concierge service
- shire wide Events Calendar
- event capacity building resources

Active Communities

LEISURE SERVICES

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

The Stawell Sports and Aquatic Centre is a hub for health and wellbeing, providing indoor and outdoor pools, a toddler pool, water slides, water aerobics and swimming lessons. It also provides stadium sports programs including basketball, soccer, netball, squash, badminton and racquetball, and a commercial gym providing group fitness, personal training, pilates and specialised services including an inhouse exercise physiologist.

The St Arnaud Swimming Pool operates seasonally for the summer period, offering water aerobics, swimming lessons and free casual access to both the Olympic size 50m pool with diving boards and the shaded toddler pool.

Service Costs	\$000's
Expense	\$1090
Income	(\$716)
Net Cost	\$374
Funded By:	\$000's
Untied Grants	(\$116)
Rates Subsidy	(\$258)

The team provides support and programs to local schools and community groups such as school swimming programs, SMARTfit programs and other special sports programs and training.

Initiatives 2022/23

- design and endorsement stages of Stawell Sports and Aquatic Centre redevelopment
- program and service review for the Stawell Sports and Aquatic Centre swimming lesson program and free casual access to both the Olympic size 50m pool with diving boards and the shaded toddler pool



Business Growth

In May 2021, Council adopted the Northern Grampians *Economic Development Strategy and Action Plan 2021-31*. The overarching aim of the ten-year strategy is to 'uplift our community's economic wellbeing and quality of life'. The strategy sets bold targets, including growing Northern Grampians Gross Regional Product (GRP) from \$730M to \$920M by 2031.

We recognise that growing innovation and attracting new investment will be a key response to buffering our economy against vulnerability to natural disasters and global market events. Benefits include a more resilient and diverse economic base, the ability to sustain growth following natural disasters and other major events.

The strategy identifies key targets for economic growth. These opportunities arise in agriculture, manufacturing, renewable energy, tourism, culture and heritage.

In line with the strategy, the business growth program has been developed as the key mechanism to:

- support growth-focused entrepreneurs to embrace innovation, best practice, grow exports and jobs
- support businesses to be strong and sustainable

The program consists of the following streams:

- Funding Accelerator – supporting businesses to access funds.
- Business Connections – enhancing communication and networking with each other and council.
- Business Development – supporting businesses to access opportunities for growth.

- Permit Concierge – helping business through permit and approval processes.
- Regional Collaboration – work with the community or across municipal borders on changing projects that unlock wider benefits.

Initiatives 2022/23

Business Growth Program streams including:

- facilitating the establishment of a Retail Taskforce in St Arnaud and Stawell, as per the Retail Gap Analysis (2018) recommendations
- support for Pyrenees Rural Pipeline Project
- support for the establishment of renewable community energy hubs
- investigating retail options in Marnoo



Service Costs	\$000's
Expense	\$647
Income	\$0
Net Cost	\$647
Funded By:	\$000's
Untied Grants	(\$201)
Rates Subsidy	(\$446)

Investment Attraction

Within the Northern Grampians *Economic Development Strategy and Action Plan 2021-31* by 2031 four stand out strengths have been identified including growing Northern Grampians Gross Regional Product (GRP) from \$730M to \$920M.

These strengths that help drive regional competitiveness and set Northern Grampians apart from other regions form the basis of the region's greatest opportunities for growth and investment attraction to our shire.

They are:

- rich in natural, cultural and heritage assets
- strategically located with access to key transport routes and a diverse range of raw commodities and agricultural products
- emerging innovation and research capacity
- industry diversity and a strong economic base

Initiatives 2022/23

- develop a Priority Investment Prospectus, including data to support a feasibility study for visitor accommodation in Halls Gap and surrounds
- determine feasible value-add opportunities to the agriculture sector

Service Costs	\$000's
Expense	\$35
Income	\$0
Net Cost	\$35
Funded By:	\$000's
Untied Grants	(\$11)
Rates Subsidy	(\$24)

Community Assets

COMMUNITY BUILDINGS

Council maintains 126 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, Council varies the level of service provided. Historical buildings require a higher cost to maintain due to their age or historical limitations.

Initiatives 2022/23

- 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

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. Council provides for the support of these events through its officers who manage and coordinate the services within these facilities.

Service Costs	\$000's
Expense	\$1578
Income	(\$116)
Net Cost	\$1462
Funded By:	\$000's
Untied Grants	(\$454)
Rates Subsidy	(\$1008)

Initiatives 2022/23

- review the management and maintenance requirements of facilities for events and coordinate their services

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 2022/23

- review the management and maintenance requirements of public amenities

STREET LIGHTING

Council maintains township street lighting within the shire to improve visibility and safety. Council pays the full power consumption and maintenance fees for public lighting on council's road network and council managed public spaces. We also pay a portion of the costs associated with public lighting on the arterial road network.

Initiatives 2022/23

- seek funding opportunities to improve and increase public lighting
- advocate for an improved and increased public lighting network



Tourism

Tourism is a primary strategic focus of the Economic Development Team. Tourism essentially refers to the activities undertaken by visitors both general public and business visitors and domestic or international visitors; it is also known as the visitor economy.

Australia's tourism industry is projected to recover from the COVID-19 pandemic and expand over the next five years. During this recovery, tourism businesses are expected to heavily rely on domestic leisure travellers. Destination marketing that puts our region front of mind for tourists from metropolitan Melbourne for example, will help build our reputation as a compelling place to visit. Offering more in terms of quality and diversity will increase the length of time and amount of money visitors spend in the region particularly with respect to the high yield 'lifestyle leader' market.

Council's Economic Development Team will seek out opportunities that:

- Ensure our visitor economy offers diverse, high quality and enriching experiences that are dispersed across Northern Grampians Shire highlighting our uniqueness and standout strengths.
- Protect our natural environment and enhance and celebrate our natural, cultural and heritage assets so that they are able to be enjoyed by future generations.

Service Costs	\$000's
Expense	\$173
Income	(\$60)
Net Cost	\$113
Funded By:	\$000's
Untied Grants	(\$35)
Rates Subsidy	(\$78)

Initiatives 2022-23

- Continue working with Grampians Tourism (GT) to deliver regional destination marketing. The board's remit is designed to attract visitors, both domestically and internationally through the development and delivery of marketing strategies and advocacy. GT's board membership incorporates the Northern Grampians Shire, Southern Grampians Shire, Horsham Rural City and Ararat Rural City Councils.
- Implement findings from council's Visitor Servicing and Halls Gap Hub Management review to ensure the needs of current and future visitors are met and increase awareness of destinations and tourism businesses across Northern Grampians.
- Implement the St Arnaud Tourism Action Plan.
- Implement the Stawell Tourism Action Plan.
- Support Victoria's Goldfields to be granted UNESCO World Heritage status.

Town Planning

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

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

Initiatives 2022/23

- Sloane Street Residential Development
- improve assessment turnaround time by reducing red tape



Service Costs	\$000's
Expense	\$714
Income	(\$149)
Net Cost	\$565
Funded By:	\$000's
Untied Grants	(\$175)
Rates Subsidy	(\$390)

Community Infrastructure

ROADS, BRIDGES, FOOTPATHS, DRAINAGE

Council currently maintains 3,371km 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 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.

Service Costs	\$000's
Expense	\$2657
Income	\$0
Net Cost	\$2657
Funded By:	\$000's
Untied Grants	(\$825)
Rates Subsidy	(\$1832)

Initiatives 2022/23

- repair and upgrading existing bridges and major culverts
- seal high use gravel roads that provide access to rural residential properties
- mitigation of existing safety issues in rural road intersections
- rehabilitate existing failing sealed roads
- street and lane works for 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



Community Infrastructure

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. Council also maintains strategically located fire breaks in rural areas.

Initiatives 2022/23

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

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 Council's own scheduled works delivery and that the works being requested are not available by any other external service providers.

Initiatives 2022/23

- constantly review private works requests



Building Safety

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 Council assist in protecting the community from major risks to life and property and contribute to the sustainability of the shire’s built environment.



Service Costs	\$000's
Expense	\$681
Income	(\$257)
Net Cost	\$423
Funded By:	\$000's
Untied Grants	(\$131)
Rates Subsidy	(\$292)

Initiatives 2022/23

- 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
- develop a streamlined swimming pool compliance application process to ensure an easy experience for the community
- review building service fees to ensure private industry fees remain competitive with Council due to increases in insurance premiums

Environmental Health

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

Service Costs	\$000's
Expense	\$219
Income	(\$87)
Net Cost	\$132
Funded By:	
Untied Grants	(\$41)
Rates Subsidy	(\$91)

Initiatives 2022/23

- implement the Domestic Wastewater Management Plan
- work collaboratively with Council's building and planning services to streamline and improve permit application processes and assessment

Northern Grampians Cemeteries

Northern Grampians Shire Council is the Trustee for St Arnaud and Stawell (Pleasant Creek) cemeteries. 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.

- undertake Stawell lawn cemetery expansion
- review and improve processes relating to the management of cemeteries

Initiatives 2022/23

- 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

Northern Grampians Libraries

Northern Grampians is home to two libraries: one in Stawell, and another in St Arnaud. Both libraries deliver in-house services such as:

- story time
- book clubs
- school groups
- author readings and,
- other programs.

In addition, there is a range of online services that operate 24-hours-a-day, seven-days-a-week offering digital services, including audiobooks.

Each library offers many resources to the community with a large collection of over 25,000 physical items and 1,167 digital items.

Initiatives 2022/23

- grow programs to increase participation at both libraries
- transition to new modernised Stawell library
- finalise concept designs for the Stawell Library refurbishment



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.

Initiatives 2022/23

- ongoing identification and recording of weed and pest infestations throughout the shire
- implementation of strategic treatments targeting weeds and pests
- review Roadside Weeds and Pests Control Program

Service Costs	\$000's
Expense	\$90
Income	(\$75)
Net Cost	\$15
Funded By:	\$000's
Untied Grants	(\$5)
Rates Subsidy	(\$10)

- advocate for continued funding for the management of invasive plant and animal species

Parks and Sporting Ovals

Council is committed to providing quality parks, garden areas and recreational ovals due to their importance to the health and wellbeing of its 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 and public furnishings deliver high value to the community.

Council maintains and manages:

- 8 sporting ovals
- 4 major parks and 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 2022/23

- continue to develop parks and open spaces, asset management planning and improvements in maintenance practices

Service Costs	\$000's
Expense	\$1658
Income	\$0
Net Cost	\$1658
Funded By:	\$000's
Untied Grants	(\$515)
Rates Subsidy	(\$1143)

- 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



Community Protection

Under the *Local Government Act 2020*, 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 Team 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	\$435
Income	(\$124)
Net Cost	\$312
Funded By:	\$000's
Untied Grants	(\$97)
Rates Subsidy	(\$215)

Initiatives 2022/23

- 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



Emergency Planning

Emergency events are as inevitable as they are unpredictable. Council needs to contribute to building resilient communities. 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 2022/23

- 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 the requirements under the Emergency Management Act.



Service Costs	\$000's
Expense	\$239
Income	(\$133)
Net Cost	\$105
Funded By:	\$000's
Untied Grants	(\$33)
Rates Subsidy	(\$73)

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

Service Costs	\$000's
Expense	\$2170
Income	(\$2878)
Net Cost	(\$798)
Funded By:	\$000's
Untied Grants	\$0
Rates Subsidy	\$0

Initiatives 2022/23

- explore collaborative procurement opportunities for 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
- introduce public recycling bins in high use locations
- trial options identified within the Food Organic and Garden Organic (FOGO) feasibility study



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 2022/23 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 and Engagement and Advocacy, Economic and Community Futures, Community Services, Active Communities, Governance and Civic Support, Finance, Business Transformation, People and Culture and Special Projects. These management positions are responsible for direct service provision and the management of close to

250 individuals, or 198 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 40 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, Positive Ageing, 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 2022/23

- develop a Media and Communications Policy and Strategy
- implement a new records management system in MS365
- investigate electronic payment options
- review and update Enterprise Resource Planning (ERP) Software
- develop a new ICT Strategy

Infrastructure Services

The infrastructure services is made up of two distinct teams which play roles in the creation and 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 develop, design and manage the delivery of capital programs and projects.

Council's outdoor depot staff work out of two depots 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. This service caters for multiple facets of Council's infrastructure delivery.

Initiatives 2022/23

- bridge and Major Culvert condition inspection
- Stawell Flood Study
- Marnoo Flood Study
- Scope Energy Efficiency Program
- St Arnaud Pool Structural Assessment
- Plant And Equipment Review
- Quarry Resource Material Review



Total Summary by Service Area

Total Summary by Service Area	Total Cost of Services \$'000	Total Rates Subsidy \$'000	Rates Subsidy of Service as a %
Enhance Lifestyles and Community			
<i>Active Communities</i>	1,508	429	28.5%
<i>Community Buildings</i>	1,578	1,008	28.5%
<i>Community Futures</i>	1,557	1,065	68.4%
<i>Community Protection</i>	4,547	727	16.0%
<i>Community Services</i>	3,570	539	15.1%
<i>Parks & Sporting Ovals</i>	1,797	1,171	65.2%
Total Enhance Lifestyles and Community	14,556	4,940	33.9%
Boost Economic Growth			
<i>Economic Development</i>	682	470	69.0%
<i>Workforce & Resident Attraction</i>	15	10	69.0%
<i>Tourism</i>	173	78	45.1%
Total Boost Economic Growth	870	559	64.2%
Provide Sustainable Infrastructure			
<i>Roads, Bridges, Footpaths, Drainage</i>	2,945	1,998	67.8%
Total Provide Sustainable Infrastructure	2,945	1,998	67.8%
Improve Organisational Effectiveness			
<i>Corporate Services</i>	7,131	4,735	66.4%
<i>Infrastructure Services</i>	1,487	971	65.3%
<i>Management</i>	3,295	2,409	73.1%
Total Improve Organisational Effectiveness	11,914	8,115	68.1%
Total Service Budget	30,285	15,611	51.5%

Council Plan Strategic Objectives

Reconciliation with budgeted operating result

Strategic Objectives	Net Cost		
	(Revenue \$'000	Exp \$'000	Rev \$'000
Enhance Lifestyle and Community	6,953	14,556	7,603
Boost Economic Growth	810	870	60
Provide Sustainable Infrastructure	2,897	2,945	48
Improve Organisational Effectiveness	11,565	11,914	349
Total	22,225	30,285	8,060
Expenses added in:			
Depreciation and amortisation	14,225		
Deficit before funding sources	36,450		
Funding sources to be added in:			
Rates and Charges	16,520		
Victoria Grants Commission	8,718		
Capital Grants	6,210		
Capital Contributions	10		
Total Funding Sources	31,458		
Operating surplus/(deficit) for the year	(4,992)		

Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Budget		Projections	
	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2024/25 \$'000
Amount borrowed as at 30 June of the prior	1,097	1,000	1,000	1,702
Amount proposed to be borrowed	-	-	702	-
Amount projected to be redeemed	(97)	-	-	(1,000)
Amount of borrowings as at 30 June	1,000	1,000	1,702	702

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. 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 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 includes the current 2021/22 forecast actuals, the 2022/23 budget plus the ensuing three financial years until 2025/26.

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 2022/23 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 2026

	Forecast	Budget	Projections		
	Actual		2023/24	2024/25	2025/26
	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	18,821	19,367	19,755	20,150	20,553
Statutory fees and fines	348	356	363	370	378
User fees	1,589	2,023	2,063	2,104	2,146
Grants - operating	10,407	10,753	10,968	11,187	11,411
Grants - capital	12,732	6,210	3,750	13,520	2,383
Contributions - operating - monetary	49	49	50	51	52
Contributions - capital - monetary	510	10	118	60	10
Other Income	874	749	764	779	795
Total Income	45,330	39,517	37,831	48,222	37,728
Expenses					
Employee costs	17,418	18,427	18,796	19,171	19,555
Materials and services	11,425	10,843	10,550	10,761	10,976
Depreciation	13,818	14,139	14,710	14,710	15,005
Amortisation - right of use of assets	86	86	88	90	91
Borrowing costs	78	73	40	40	57
Other expenses	1,586	941	960	979	998
Total Expenses	44,410	44,509	45,143	45,750	46,682
Surplus (Deficit) for the Year	919	(4,992)	(7,312)	2,471	(8,954)
Other comprehensive income					
Net asset revaluation increment /(decrement)	-	-	-	-	-
Comprehensive Result	919	(4,992)	(7,312)	2,471	(8,954)

Balance Sheet

For the four years ending 30 June 2026

	Forecast	Budget	Projections		
	Actual 2021/22		2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current Assets					
Cash and cash equivalents	21,277	18,864	16,027	13,156	10,106
Trade and other receivables	1,878	1,878	1,878	1,878	1,878
Inventories	138	138	138	138	138
Other Assets	35	30	30	30	30
Total Current Assets	23,327	20,909	18,072	15,201	12,151
Non-current Assets					
Investments in associates	416	416	416	416	416
Property, infrastructure, plant & equipment	440,816	438,144	433,670	439,714	432,809
Right of use assets	95	95	95	95	95
Total Non-current Assets	441,327	438,655	434,181	440,225	433,320
Total Assets	464,654	459,565	452,253	455,426	445,472
Liabilities					
Current Liabilities					
Trade and other payables	3,622	3,622	3,622	3,622	3,622
Trust funds and deposits	6	6	6	6	6
Employee provisions	3,306	3,306	3,306	3,306	3,306
Unearned income	4,601	4,601	4,601	4,601	4,601
Interest-bearing liabilities	97	-	-	1,000	-
Lease liabilities	87	87	87	87	87
Total Current Liabilities	11,718	11,620	11,620	12,620	11,620
Non-current Liabilities					
Employee provisions	257	257	257	257	257
Land improvement provision	123	123	123	123	123
Unearned income	600	600	600	600	600
Interest-bearing liabilities	1,000	1,000	1,000	702	702
Total Non-current Liabilities	1,980	1,980	1,980	1,682	1,682
Total Liabilities	13,698	13,601	13,601	14,303	13,303
Net Assets	450,956	445,964	438,652	441,123	432,169
Equity					
Accumulated Surplus	130,402	125,715	118,420	120,497	113,756
Reserves	320,554	320,249	320,232	320,627	318,413
Total Equity	450,956	445,964	438,652	441,123	432,169

Statement of Changes in Equity

For the four years ending 30 June 2026

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2022 Forecast Actual				
Balance at Beginning of the Financial Year	450,036	129,349	314,487	6,200
Comprehensive Result	920	920	-	-
Transfers from Other Reserves	-	1,000	-	(1,000)
Transfers to Other Reserves	-	(867)	-	867
Balance at End of the Financial Year	450,956	130,402	314,487	6,067
2022-23 Budget				
Balance at Beginning of the Financial Year	450,956	130,402	314,487	6,067
Comprehensive Result	(4,992)	(4,992)	-	-
Transfers from Other Reserves	-	1,314	-	(1,314)
Transfers to Other Reserves	-	(760)	-	760
Balance at End of the Financial Year	445,964	125,964	314,487	5,513
2023-24				
Balance at Beginning of the Financial Year	445,964	125,964	314,487	5,513
Comprehensive Result	(7,313)	(7,313)	-	-
Transfers from Other Reserves	-	473	-	(473)
Transfers to Other Reserves	-	(745)	-	745
Balance at End of the Financial Year	438,651	118,379	314,487	5,785
2024-25				
Balance at Beginning of the Financial Year	438,651	118,379	314,487	5,785
Comprehensive Result	2,471	2,471	-	-
Transfers from Other Reserves	-	560	-	(560)
Transfers to Other Reserves	-	(955)	-	955
Balance at End of the Financial Year	441,122	120,455	314,487	6,180
2025-26				
Balance at Beginning of the Financial Year	441,122	120,455	314,487	6,180
Comprehensive Result	(8,955)	(8,955)	-	-
Transfers from Other Reserves	-	2,811	-	(2,811)
Transfers to Other Reserves	-	(597)	-	597
Balance at End of the Financial Year	432,167	113,714	314,487	3,966

Statement of Cashflows

For the four years ending 30 June 2026

	2021/22 \$'000 Inflows (Outflows)	2022/23 \$'000 Inflows (Outflows)	2023/24 \$'000 Inflows (Outflows)	2024/25 \$'000 Inflows (Outflows)	2025/26 \$'000 Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	18,821	19,367	19,755	20,150	20,553
Statutory fees and fines	348	356	363	370	378
User fees	1,589	2,023	2,063	2,104	2,146
Grants - operating	10,407	10,753	10,968	11,187	11,411
Grants - capital	12,732	6,210	3,750	13,520	2,383
Contributions - operating	49	49	50	51	52
Contributions - capital	510	10	118	60	10
Interest received	175	151	154	157	160
Other receipts	700	598	610	623	635
Employee costs	(17,418)	(18,427)	(18,796)	(19,171)	(19,557)
Materials and services	(11,425)	(10,843)	(10,550)	(10,761)	(10,976)
Other payments	(1,522)	(941)	(960)	(979)	(998)
Net cash provided by operating activities	14,966	9,306	7,525	17,311	6,197
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(23,161)	(11,644)	(10,489)	(21,024)	(8,381)
Proceeds from sale of property, infrastructure, plant and equipment	400	90	165	180	190
Payments of loans and advances	10	5	-	-	-
Net cash used in investing activities	(22,751)	(11,549)	(10,324)	(20,844)	(8,191)
Cash flows from financing activities					
Finance Costs	(78)	(73)	(40)	(40)	(57)
Proceeds from Borrowings				702	
Repayment of Borrowings	(1,092)	(97)	-	-	(1,000)
Interest paid - lease liability					
Repayment of lease liabilities					
Net cash provided by financing activities	(1,170)	(170)	(40)	662	(1,057)
Net (Decrease) / Increase in Cash and Cash Equivalents	(8,955)	(2,413)	(2,839)	(2,871)	(3,051)
Cash and Cash Equivalents at Beginning of the Financial Year	30,232	21,277	18,864	16,025	13,154
Cash and Cash Equivalents at End of the Financial Year	21,277	18,864	16,025	13,154	10,103

Statement of Capital Works

For the four years ending 30 June 2026

Capital Works Areas	Forecast	Budget	Projections		
	Actual		2023/24	2024/25	2025/26
	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land Improvements	1,260	-	-	-	-
Total Land	1,260	-	-	-	-
Buildings	5,986	680	961	1,441	-
Total buildings	5,986	680	961	1,441	-
Total Property	7,246	680	961	1,441	-
Plant and Equipment					
Plant, Machinery and Equipment	975	790	813	867	918
Computers and Telecommunications	71	69	-	-	-
Total Plant and Equipment	1,046	859	813	867	918
Infrastructure					
Roads	5,322	4,473	4,254	4,305	4,357
Bridges	2,378	1,066	1,084	1,103	1,121
Footpaths	630	228	232	236	241
Drainage	352	78	80	82	84
Waste management	461	400	715	300	400
Parks, Open Space and Streetscapes	6,455	2,960	2,350	12,690	1,260
Aerodromes	657	300	-	-	-
Other infrastructure	-	600	-	-	-
Total Infrastructure	16,255	10,105	8,715	18,716	7,463
Total Capital Works Expenditure	24,546	11,644	10,489	21,024	8,381
Represented by:					
New Asset Expenditure	3,392	544	1,676	1,791	400
Asset Renewal Expenditure	7,582	5,824	5,123	5,226	5,327
Asset Expansion Expenditure	630	228	-	-	-
Asset Upgrade Expenditure	12,943	5,048	3,690	14,007	2,654
Total Capital Works Expenditure	24,546	11,644	10,489	21,024	8,381
Funding sources represented by:					
Grants	12,732	6,210	3,750	13,520	2,383
Contributions	510	90	283	240	200
Borrowings	-	-	-	702	-
Council Cash	11,305	5,344	6,455	6,563	5,798
Total capital works expenditure	24,546	11,644	10,489	21,024	8,381

Statement of Human Resources

For the four years ending 30 June 2026

	Forecast	Budget	Projections		
	Actual		2023/24	2024/25	2025/26
	2021/22	2022/23	\$'000	\$'000	\$'000
Staff Expenditure					
Employee costs - operating	17,418	18,427	18,796	19,171	19,555
Employee costs - capital	1,232	692	706	720	734
Total Staff Expenditure	18,650	19,119	19,501	19,891	20,289
Staff Numbers	FTE	FTE	FTE	FTE	FTE
Employees	207.4	211.2	211.2	211.2	211.2
Total Staff Numbers	207.4	211.2	211.2	211.2	211.2

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

Service area	Budget	Comprises		
	2022/23	Full Time	Part Time	Casual
	\$'000	\$'000	\$'000	\$'000
Enhance Lifestyles and Community	8,947	4,060	4,462	425
Boost Economic Growth	510	244	242	24
Provide Sustainable Infrastructure	1,697	1,697	0	0
Improve Organisational Effectiveness	7,273	6,746	483	44
Total staff expenditure	18,427	12,747	5,187	493
Capitalised labour costs	692			
Total expenditure	19,119			

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	Full Time	Part Time	Casuals
	FTE	FTE	FTE	FTE
Enhance Lifestyles and Community	99.74	47.35	47.42	4.97
Boost Economic Growth	5.61	5.00	0.33	0.28
Provide Sustainable Infrastructure	34.74	34.74	-	-
Improve Organisational Effectiveness	61.86	54.00	7.34	0.52
Total staff	201.95	141.09	55.09	5.77
Capitalised labour costs	9.30			
Total staff	211.25			

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.

The 2022/23 Budget includes provision for an additional 3.78 FTE positions. These positions are listed below:

- Cadet Community Safety Officer (1 EFT)
- Cadet/Student Planner (1 EFT)
- ICT Security Officer (1 EFT)
- MCH/Early Years Administration Officer (0.39 EFT) (partially offset by grant funding)
- Website Officer (0.39 EFT)

Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2026

	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000
Enhance Lifestyles and Community				
Permanent - Full time	4,060	4,141	4,224	4,309
Female	1,680	1,714	1,748	1,783
Male	2,380	2,428	2,476	2,526
Self-described gender	0	0	0	0
Permanent - Part time	4,462	4,551	4,642	4,735
Female	3,998	4,078	4,160	4,243
Male	464	473	483	492
Self-described gender	0	0	0	0
Total Enhance Lifestyles and Community	8,522	8,692	8,866	9,044
Boost Economic Growth				
Permanent - Full time	244	249	254	259
Female	116	118	121	123
Male	128	131	133	136
Self-described gender	0	0	0	0
Permanent - Part time	242	247	252	257
Female	242	247	252	257
Male	0	0	0	0
Self-described gender	0	0	0	0
Total Boost Economic Growth	486	496	506	516
Provide Sustainable Infrastructure				
Permanent - Full time	1,697	1,731	1,766	1,801
Female	52	53	54	55
Male	1,645	1,678	1,711	1,746
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	1,697	1,731	1,766	1,801
Improve Organisational Effectiveness				
Permanent - Full time	6,746	6,881	7,019	7,159
Female	3,464	3,533	3,604	3,676
Male	3,282	3,348	3,415	3,483
Self-described gender	0	0	0	0
Permanent - Part time	483	493	503	513
Female	418	426	435	444
Male	65	66	68	69
Self-described gender	0	0	0	0
Total Improve Organisational Effectiveness	7,229	7,374	7,521	7,671
Casuals, temporary and other expenditure	493	503	513	523
Total staff expenditure (ex Capitalised Labour)	18,427	18,796	19,171	19,555
Capitalised labour costs	692	706	720	734
Total staff expenditure	19,119	19,501	19,891	20,289

	2022/23 FTE	2023/24 FTE	2024/25 FTE	2025/26 FTE
Enhance Lifestyles and Community				
Permanent - Full time	47.35	47.35	47.35	47.35
Female	26.34	26.34	26.34	26.34
Male	21.01	21.01	21.01	21.01
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	47.42	47.42	47.42	47.42
Female	26.42	26.42	26.42	26.42
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	94.77	94.77	94.77	94.77
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	0.33	0.33	0.33	0.33
Female	0.33	0.33	0.33	0.33
Male	0.00	0.00	0.00	0.00
Self-described gender	0.00	0.00	0.00	0.00
Total Boost Economic Growth	5.33	5.33	5.33	5.33
Provide Sustainable Infrastructure				
Permanent - Full time	34.74	35.74	36.74	36.74
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	35.74	36.74	36.74
Improve Organisational Effectiveness				
Permanent - Full time	54.00	54.00	54.00	54.00
Female	28.00	28.00	28.00	28.00
Male	26.00	26.00	26.00	26.00
Self-described gender	0.00	0.00	0.00	0.00
Permanent - Part time	7.34	7.34	7.34	7.34
Female	4.71	4.71	4.71	4.71
Male	2.63	2.63	2.63	2.63
Self-described gender	0.00	0.00	0.00	0.00
Total Improve Organisational Effectiveness	61.34	61.34	61.34	61.34
Casuals and temporary staff	5.77	5.77	5.77	5.77
Total staff numbers (ex Capitalised Labour)	201.95	201.95	201.95	201.95
Capitalised labour	9.30	9.30	9.30	9.30
Total staff numbers	211.25	211.25	211.25	211.25

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.

1. Rates and Charges

1.1 The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Forecast Actual \$000's	Budget \$000's	Change
General rates	14,606	15,149	3.7%
Municipal charge	1,337	1,003	(25.0%)
Waste management charge	2,842	2,848	0.2%
Cultural and recreational	11	12	12.2%
Revenue in lieu of rates	24	355	1364.1%
Total rates and charges	18,821	19,367	2.9%

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	2021/22 cents/\$CIV	2022/23 cents/\$CIV	Change
General rate for residential properties	0.5705	0.4738	(17.0%)
General rate for commercial properties	0.5705	0.5365	(6.0%)
General rate for rateable industrial properties	0.5705	0.5365	(6.0%)
General rate for rateable farm properties	0.2682	0.1854	(30.9%)
Rate concession for rateable recreational properties	0.3309	0.3300	(0.3%)

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	2021/22 \$000's	2022/23 \$000's	Change
Residential	7,922	8,494	7.2%
Commercial	742	769	3.7%
Industrial	298	398	33.7%
Farm	5,353	5,488	2.5%
Cultural and recreational	11	12	10.3%
Total amount to be raised by general rates	14,326	15,161	5.8%

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	2021/22	2022/23	Change
Residential	6,598	6,651	0.8%
Commercial	377	371	(1.6%)
Industrial	207	209	1.0%
Farm	2,218	2,219	0.0%
Cultural and Recreational	8	8	0.0%
Total number of assessments	9,408	9,458	0.5%

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	2021/22 \$000's	2022/23 \$000's	Change
Residential	1,388,604	1,792,700	29.1%
Commercial	130,113	143,359	10.2%
Industrial	52,162	74,242	42.3%
Farm	1,996,058	2,960,057	48.3%
Cultural and Recreational	3,267	3,675	12.5%
Total value of land	3,570,204	4,974,033	39.3%

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

Type of Charge	Per Rateable Property		Change
	2021/22 \$	2022/23 \$	
Municipal Charge	164	123	(25.0%)

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

Type of Charge	2021/22 \$000's	2022/23 \$000's	Change
Municipal Charge	1,330	1,003	(24.6%)

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

Type of Charge	Per Serviced Property		Change
	2021/22 \$	2022/23 \$	
Kerbside Collection	277	277	0.0%
Additional Kerbside Collection	159	159	0.0%
Recycling	190	190	0.0%
Total	626	626	0.0%

1. Rates and Charges (continued)

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	2021/22 \$000's	2022/23 \$000's	Change
Kerbside Collection	1,629	1,634	0.3%
Additional Kerbside Collection	55	55	0.3%
Recycling	1,159	1,159	(0.0%)
Total	2,842	2,848	0.2%

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

Type of Charge	2021/22 \$000's	2022/23 \$000's	Change
General rates	14,326	15,161	5.8%
Municipal charge	1,330	1,003	(24.6%)
In lieu of rates (wind farm)	24	355	1364.1%
Kerbside collection and recycling	2,842	2,848	0.2%
Rates and charges	18,522	19,368	4.6%

1.12 Fair Go Rates System Compliance

Northern Grampians Shire Council is fully compliant with the State Governments 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	2020/21 Budget	2021/22 Budget
Total Rates and Municipal Charge	\$15,436,593	\$15,882,801
Number of rateable properties	9,400	9,450
Base Average Rate	\$1,642	\$1,681
Maximum Rate Increase (set by the State Government)	1.50%	1.75%
Capped Average Rate	\$1,667	\$1,710
Maximum General Rates and Municipal Charges Revenue	\$15,667,000	\$16,161,000
Budgeted General Rates and Municipal Charges Revenue	\$15,644,000	\$16,152,000

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 of use of land such that rateable land becomes non-rateable land and vice versa and
- Changes of use of land such that residential land becomes 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 0.4738% (0.4738 cents in the dollar of CIV) for all rateable general properties
- a commercial rate of 0.5365% (0.5365 cents in the dollar of CIV) for all rateable commercial properties
- a industrial rate of 0.5365% (0.5365 cents in the dollar of CIV) for all rateable industrial properties
- a farm rate of 0.1854% (0.1854 cents in the dollar of CIV) for all rateable farm properties
- a general rate of 0.3300% (0.3300 cents in the dollar of CIV) for all rateable recreational properties

For the 2022/23 rating year, Council is introducing 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 2022/23, the total rates collected by Council will apportioned as follows:

- general - 56.02%
- commercial/industrial - 7.70%
- farm - 36.20%
- recreational - 0.08%

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*, 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 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.

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 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 farm land 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 Council's *Farm Land Rate Differential Policy*.

Farm land under the Act, means land that it is not less than 2 hectares in area and is used primarily for grazing (including agistment), dairying, pig farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities.

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

Council's *Farm Land Rate Differential Policy* gives guidance to the community on what 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.

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 Recreation & Cultural Rate Land

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*.

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

3. Grants

	Forecast Actual 2021/22 \$'000	Budget 2022/23 \$'000	Change \$'000 %	
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	13,539	12,880	(659)	(5%)
State funded grants	9,599	4,083	(5,516)	(57%)
Total grants received	23,138	16,963	(6,175)	(27%)
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	8,205	8,718	513	6%
Aged Care	642	676	34	5%
Other	3	3	-	0%
Recurrent - State Government				
Aged care	108	113	5	5%
Early Years Care	341	336	(5)	(1%)
Maternal and child health	302	331	29	10%
Libraries	151	162	11	0%
Youth Development	40	-	(40)	(100%)
Community safety	120	120	-	0%
Environment	75	75	-	0%
Total recurrent grants	9,987	10,534	547	5%
Non-recurrent - Commonwealth Government				
St Arnuad Childrens Precinct	35	70	35	100%
Non-recurrent - State Government				
Projects	99	-	(99)	(100%)
Family and children	107	74	(33)	(31%)
Other	178	75	(103)	(58%)
Total non-recurrent grants	419	219	(200)	(48%)
Total operating grants	10,406	10,753	347	3%
(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	979	478	(501)	(51%)
Buildings	533	-	(533)	(100%)
Streetscapes and open spaces	1,196	1,077	(119)	(10%)
Drainage	88	-	(88)	(100%)
Non-recurrent - State Government				
Road and Bridges	989	1,300	311	31%
Buildings	2,435	320	(2,115)	(87%)
Streetscapes and open spaces	4,654	893	(3,761)	(81%)
Waste	-	284	284	0%
Total non-recurrent grants	10,874	4,352	(6,522)	(60%)
Total capital grants	12,732	6,210	(6,522)	(51%)
Total Grants	23,138	16,963	(6,175)	(27%)

Appendix C Capital Works Program

This appendix presents a listing of the capital works projects that will be undertaken for the 2022/23 year grouped by class.

Summary

	Forecast			
	Actual	Budget	Change	%
	2021/22	2022/23	\$'000	
Property	7,246	680	(6,566)	(90.6%)
Plant and Equipment	1,046	859	(187)	(17.9%)
Infrastructure	16,255	10,105	(6,150)	(37.8%)
TOTAL	24,546	11,644	(12,903)	(52.6%)

Capital Works Program

For the year ending 30 June 2023

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 Library Redevelopment	620	-	-	620	-	620	-	-	-
Great Western Clubroom	60	-	-	60	-	-	-	60	-
Total Buildings	680	-	-	680	-	620	-	60	-
Total Property	680	-	0	680	-	620	0	60	-
Plant and Equipment									
Plant, Machinery and Equipment									
Heavy Plant	740	-	740	-	-	-	90	650	-
Minor Plant	50	-	50	-	-	-	-	50	-
Total Plant, Machinery and Equipment	790	-	790	-	-	-	90	700	-
Computers and Telecommunications	69	69	-	-	-	-	-	69	-
Total Plant and Equipment	859	69	790	-	-	-	90	769	-
Infrastructure									
Roads									
Final Seal Program	328	-	328	-	-	157	-	171	-
Kerb & Channel Program	503	-	503	-	-	270	-	233	-
Major Rural Roads Program	406	-	-	406	-	-	-	406	-
Resealing Program	1,205	-	1,205	-	-	880	-	325	-
Resheeting Program	948	-	948	-	-	521	-	427	-
Rural & Residential Program	245	-	-	245	-	-	-	245	-
Urban Road Improvement Program	84	-	-	84	-	-	-	84	-
Road Rehabilitation Program	254	-	254	-	-	140	-	114	-
B Double Route Upgrade	416	-	-	416	-	208	-	208	-
Town Street Sealing Program	84	-	-	84	-	-	-	84	-
Total Roads	4,473	-	3,238	1,235	-	2,176	-	2,297	-
Bridges									
Bridge Renewal Program	696	-	696	-	-	100	-	596	-
Major Culvert Renewal Program	349	-	349	-	-	50	-	299	-
Drop Structure & Floodway Renewal Program	21	-	21	-	-	10	-	11	-
Total Bridges	1,066	-	1,066	-	-	160	-	906	-

Capital Works Program (continued)

For the year ending 30 June 2023

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	228	-	-	-	228	-	-	228	-
Drainage	78	-	-	78	-	-	-	78	-
Waste Management									
SMART Waste Technology	400	400	-	-	-	284	-	116	-
Parks, Open Space and Streetscapes									
Lord Nelson Sporting Facility Redevelop	130	-	130	-	-	65	-	65	-
Stawell Parks Precinct	150	-	-	150	-	50	-	100	-
North Park Precinct Projects	655	-	-	655	-	655	-	-	-
Halls Gap Action Plan Implementation	1,650	-	-	1,650	-	1,300	-	350	-
Stawell Cemetery Improvement Program	300	-	-	300	-	-	-	300	-
Walkers Lake Reserve Projects	75	75	-	-	-	-	-	75	-
Total Parks, Open Space and Streetscapes	2,960	75	130	2,755	-	2,070	-	890	-
Aerodromes									
Stawell Airport Upgrades	300	-	-	300	-	300	-	-	-
Other Infrastructure									
Moonlight Dam Revitalisation	600	-	600	-	-	600	-	-	-
Total Other Infrastructure	600	-	600	-	-	600	-	-	-
Total Infrastructure	10,105	475	5,034	4,368	228	5,590	-	4,515	-
Total Capital Works 2022/23	11,644	544	5,824	5,048	228	6,210	90	5,344	-
Summary									
Property	680	-	-	680	-	620	-	60	-
Plant and Equipment	859	69	790	-	-	-	90	769	-
Infrastructure	10,105	475	5,034	4,368	228	5,590	-	4,515	-
Total Capital Works	11,644	544	5,824	5,048	228	6,210	90	5,344	-

Summary of Planned Capital Works Expenditure
For the three years ending 30 June 2026

2023/24	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	961	961	-	-	-	961	480	40	440	-
Total Property	961	961	-	-	-	961	480	40	440	-
Plant and Equipment										
Plant, machinery and equipment	813	-	813	-	-	813	-	165	648	-
Total Plant and Equipment	813	-	813	-	-	813	-	165	648	-
Infrastructure										
Roads	4,254	-	2,994	-	1,260	4,254	1,910	-	2,344	-
Bridges	1,084	-	1,084	-	-	1,084	160	-	924	-
Footpaths and cycleways	232	-	-	232	-	232	-	10	222	-
Drainage	80	-	-	-	80	80	-	-	80	-
Waste management	715	715	-	-	-	715	-	-	715	-
Parks, open space and streetscapes	2,350	-	-	-	2,350	2,350	1,200	68	1,082	-
Total Infrastructure	8,715	715	4,078	232	3,690	8,715	3,270	78	5,367	-
Total Capital Works Expenditure	10,489	1,676	4,891	232	3,690	10,489	3,750	283	6,455	-

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	1,441	1,441	-	-	-	-	721	-	721	-
Total Property	1,441	1,441	-	-	-	1,441	721	-	721	-
Plant and Equipment										
Plant, machinery and equipment	867	-	867	-	-	867	-	180	687	-
Total Plant and Equipment	867	-	867	-	-	867	-	180	687	-
Infrastructure										
Roads	4,305	-	3,020	-	1,285	4,305	1,914	-	2,391	-
Bridges	1,103	-	1,103	-	-	1,103	160	-	943	-
Footpaths and cycleways	236	-	-	236	-	236	-	10	226	-
Drainage	82	-	-	-	82	82	-	-	82	-
Waste management	300	300	-	-	-	300	-	-	300	-
Parks, open space and streetscapes	12,690	50	-	-	12,640	12,690	10,725	50	1,213	702
Total Infrastructure	18,716	350	4,123	236	14,007	18,716	12,799	60	5,155	702
Total Capital Works Expenditure	21,024	1,791	4,990	236	14,007	21,024	13,520	240	6,563	702

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
Plant and Equipment										
Plant, machinery and equipment	918	-	918	-	-	918	-	190	728	-
Total Plant and Equipment	918	-	918	-	-	918	-	190	728	-
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	-
Waste management	400	400	-	-	-	400	-	-	400	-
Parks, open space and streetscapes	1,260	-	-	-	1,260	1,260	305	-	955	-
Total Infrastructure	7,463	400	4,168	241	2,654	7,463	2,383	10	5,070	-
Total Capital Works Expenditure	8,381	400	5,086	241	2,654	8,381	2,383	200	5,798	-

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. 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)	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100

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

Appendix D - Performance Reporting (continued)

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.

Appendix D - Performance Reporting (continued)

Organisational Effectiveness

Indicator	Measure	Forecast	Budget	Projections			+ / o / -
		Actual 2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	
Operating Position							
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	(30.8%)	(26.6%)	(26.0%)	(25.3%)	(25.5%)	o
Liquidity							
Working Capital	Current assets / current liabilities	199.1%	179.9%	155.5%	120.4%	104.6%	-
Unrestricted cash	Unrestricted cash / current liabilities	129.8%	114.8%	88.1%	55.2%	52.8%	-
Obligations							
Loans and borrowings	Interest bearing loans and borrowings / rates & charges revenue	5.8%	5.2%	5.1%	8.4%	3.4%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rates & charges revenue	6.2%	0.9%	0.2%	0.2%	5.1%	-
Indebtedness	Non-current liabilities / own source revenue	9.2%	8.8%	8.6%	7.2%	7.0%	-
Asset renewal	Asset renewal and upgrade expenses / depreciation	148.5%	76.9%	59.9%	130.7%	53.2%	-
Stability							
Rates concentration	Rates & charges revenue / adjusted underlying revenue	55.4%	55.1%	55.1%	55.2%	55.3%	o
Rates effort	Rates & charges revenue / CIV of rateable properties in the municipality	0.7%	0.6%	0.6%	0.6%	0.6%	o
Efficiency							
Expenditure level	Total expenditure / number of property assessments	\$4,754	\$4,748	\$4,800	\$4,849	\$4,932	o
Revenue level (rates & charges)	Total rate revenue / number of property assessments	\$2,008	\$2,059	\$2,094	\$2,129	\$2,164	o
Workforce turnover	No. of permanent staff resignations & terminations / average number of permanent staff for the financial year	16.6%	10.1%	10.0%	9.9%	9.8%	o