



Minutes

Council Meeting held at 12.30 PM on Monday 27 June 2022 in the Perry Room, St Arnaud Town Hall.

Present

Cr Tony Driscoll (Mayor)
Cr Lauren Demspey
Cr Murray Emerson
Cr Kevin Erwin
Cr Trevor Gready
Cr Rob Haswell
Cr Eddy Ostarcevic PhD

Ms Liana Thompson, Chief Executive Officer
Mr Daryl Clifton, Acting Director Corporate and Community Services
Mr Trenton Fithall, Director Infrastructure and Amenity

Affirmation

We recognise the traditional owners of the land.
We are inspired by the early pioneers and by those who gave their lives for our country.
We now ask God's blessing on our deliberations
and on our commitment to build a better lifestyle and environment.

Confirmed at the meeting of Council on Monday 4 July 2022.

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1. Apologies

An apology was received from Cr Gready.

RESOLUTION

That the apology be received and leave of absence granted.

Moved: Cr Murray Emerson

Seconded: Cr Rob Haswell

Carried

2. Confirmation of Minutes

Council Meeting held on Monday, 6 June 2022

RESOLUTION

That the minutes as listed, copies of which have been circulated, be confirmed and adopted.

Moved: Cr Rob Haswell

Seconded: Cr Kevin Erwin

Carried

3. Matters Arising from the Minutes

Nil

4. Presentations/Awards

Nil

5. Presentation of Petitions and Joint Letters

Nil

6. Disclosure of a Conflict of Interest at a Council Meeting

A Councillor who has a conflict of interest in a matter being considered at a Council meeting at which he or she-

- (i) is present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the Council meeting immediately before the matter is considered; or**
- (ii) intends to be present must disclose that conflict of interest by providing to the Chief Executive Officer before the Council meeting commences a written notice-**
 - advising of the conflict of interest;**
 - explaining the nature of the conflict of interest; and**
 - detailing, if the nature of the conflict of interest involves a Councillor's relationship with or a gift from another person, the-**
 - name of the other person**
 - nature of the relationship with that other person or the date on receipt, value and type of gift received from the other person; and**
 - nature of that other person's interest in the matter;****and then immediately before the matter is considered at the meeting announcing to those present that he or she has a conflict of interest and that a written notice has been given to the Chief Executive Officer.**

The Councillor must, in either event, exclude themselves from the decision-making process, including any discussion or vote on the matter and any action in relation to the matter and leave the Council meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

Members of Staff

A member of Council staff must disclose any conflict of interest in a matter in respect of which they are preparing or contributing to the preparation of a report for a Council meeting. They must immediately upon becoming aware of the conflict of interest, provide a written notice to the Chief Executive Officer disclosing the conflict of interest and explaining its nature.

Nil

7. Informal Meetings of Councillors

[Liana Thompson, Chief Executive Officer]

Council's Governance Rules require that if there is a meeting of Councillors that-

- is scheduled or planned for the purpose of discussing the business of Council or briefing Councillors;
- is attended by at least one member of Council staff; and
- is not a Council meeting, delegated committee meeting or community asset committee meeting

the Chief Executive Officer must ensure that a summary of the matters discussed at the meeting are:

- tabled at the next convenient Council meeting; and
- recorded in the minutes of that Council meeting.

The records for the period since the last Council Meeting are listed below.

📅 Date	Meeting Description	🔍 Matters Considered At The Informal Meeting:	Conflict Of Interest Disclosures		
06/06/2022	Lifestyles and Community Briefing	7.1 Arts and Culture Action Plan - Draft	Councillor/Officer	Item Number	Left Meeting
		7.2 10:30am Presentation - Department of Transport			
		7.3 Economic Insights			
		7.4 Asset Plan 2022-32			
		7.5 Place naming - Lord Nelson Park Sporting Facility			
		7.6 Capital Projects Adjustment			
		8.1 Council Agenda Review			
			Nil	Nil	Nil

RESOLUTION

That the report on Informal Meetings of Councillors be approved.

Moved: Cr Kevin Erwin

Seconded: Cr Murray Emerson

Carried

8. Items Brought Forward

RESOLUTION

That Item 13.1 be brought forward.

Moved: Cr Murray Emerson

Seconded: Cr Kevin Erwin

Carried

9. Consideration of Reports of Officers

9.1. Enhance Lifestyles and Community

9.1.1. Adoption of Council Plan 2021-25

Author/Position: Liana Thompson, Chief Executive Officer

Purpose

To adopt the Council Plan 2021-25 in accordance with section 90 under the *Local Government Act 2020*.

Summary

This report provides information regarding the development of and subsequent recommendation to Council to adopt the revised Council Plan 2021-25.

Recommendation

That Council adopts the revised Council Plan 2021-25.

RESOLUTION

That Council adopts the revised Council Plan 2021-25.

Moved: Cr Eddy Ostarcevic

Seconded: Cr Lauren Dempsey

Carried

Background/Rationale

The Council Plan outlines the strategic objectives of the Council and how it will work towards achieving them. Under section 90 of the *Local Government Act 2020*, a council must prepare and adopt a Council Plan for a period of at least the next four financial years after a general election in accordance with its deliberative engagement practices.

The revised Council Plan 2021-25 has been updated to condense the information provided into a smaller document whilst keeping the same strategic objectives as the previous year.

Legislation, Council Plan, Strategy and Policy Implications

Local Government Act 2020

Community Engagement Policy

Options

Option 1

That Council adopts the revised Council Plan 2021-25. **[recommended]**

Option 2.

That Council does not adopt the revised Council Plan 2021-25 **[not recommended]**

Implications

Any identified sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications have been addressed in this report and Budget 2022-23.

Procurement

Not applicable.

Community Engagement

The community were invited to provide feedback on the revised plan after the 23 May Unscheduled Council Meeting. Notice for submissions was given on council's website, print media and council's social media. No Submissions were received.

Innovation and Continuous Improvement

Council will review the Council Plan 2021-25 annually to ensure the plan is in line with current matters and revise when required.

Collaboration

Not applicable.

Officer's Declaration of Interest

All officers providing advice to Council must disclose any interests, including the type of interest.

Liana Thompson, Chief Executive Officer

In providing this advice as the author, I have no disclosable interests in this report.

Attachments

1. Council Plan 2021-25 Final **[9.1.1.1 - 15 pages]**

Council Plan

2021-25

Revised Version, 2022



ACKNOWLEDGEMENT OF COUNTRY

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

Message from the Mayor

TONY DRISCOLL



My fellow councillors and I are delighted to present our refreshed and revised Council Plan for 2021-25.

2021 was a year impacted by COVID-19, and we are pleased that Council achieved many successes in the first year of our Council Plan 2021-25. We have reviewed the Council Plan for 2022, to ensure we remain adaptable, relevant and current. We review this annual plan and its actions quarterly through Council, to the community.

To ensure we provide documents that are user friendly we have simplified our plan into four main goals, and note the outcomes are cross-referenced to the eight priorities drawn from the Shire Vision 2040.

It is our commitment to you that we complete the defined actions within this plan to achieve the goals and outcomes required for us to be a progressive, desirable, and supportive place to live in, work in, invest in and encourage others to visit.

On behalf of my fellow councillors, we certainly look forward to working with, and for, our community.

Message from the CEO

LIANA THOMPSON



On behalf of the organisation, I am very pleased to present the revised and refreshed Council Plan 2021-25 to the Northern Grampians Shire community.

2021 saw us deliver on almost all of the actions that were set for year 1, despite the ever present threat of COVID-19. Year 2 has sound foundations for the organisation to ensure the services we provide and the infrastructure we deliver are done with a strategic purpose and offer the best possible value to the community.

This plan is the first for our organisation, your Council, that is aligned to a 20-year Community Vision and it is the first time we have aligned a Council Plan with a 10-year Economic Development Strategy to enable that vision. This has brought greater opportunity to shape this organisation into one that can better serve and provide for our community.

The refreshed version for year 2 has our goals first and foremost and sets out the yearly actions and outcomes that when achieved can be measured against the priorities in the Community Vision.

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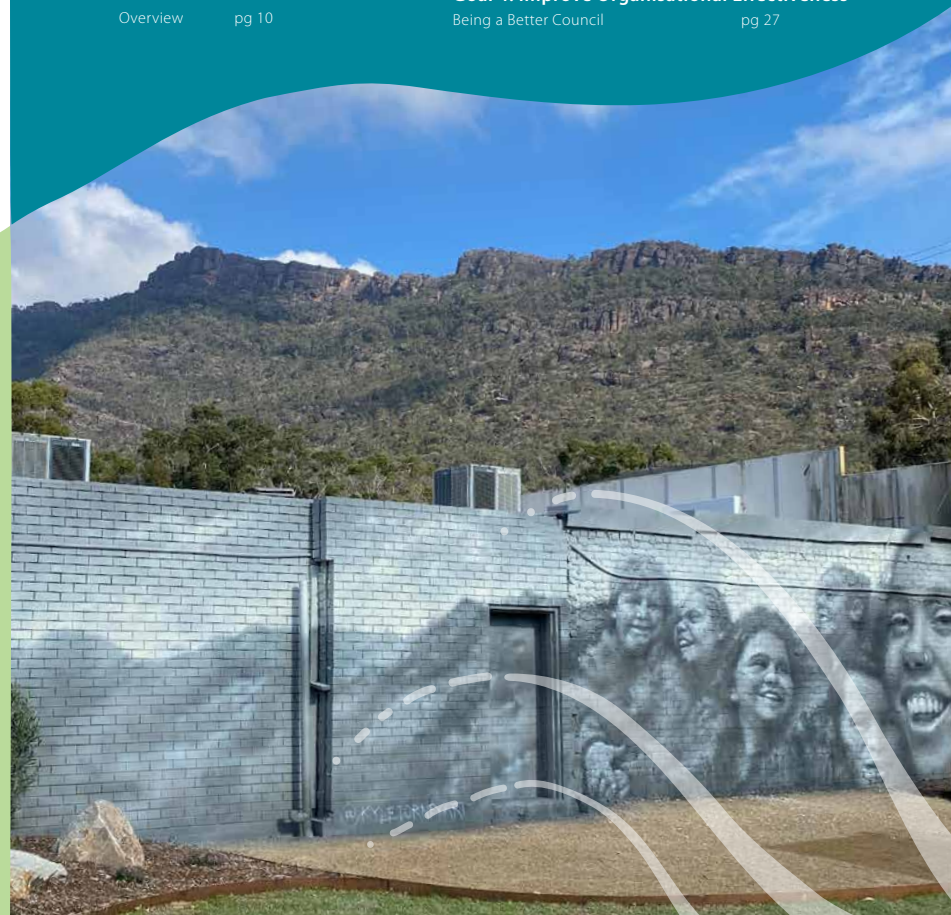
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Your Council WHO WE ARE

Northern Grampians Shire is in the state of Victoria's central west; 110 kilometres west of Ballarat and 220 kilometres north-west of Melbourne, and sits in the south-east of the Wimmera Southern Mallee Region.

Northern Grampians' major towns are Stawell in the south and St Arnaud in the north, both service centres, housing offices of the Northern Grampians Shire Council. Supporting townships include Great Western, Halls Gap, Navarre, Marnoo, Glenorchy and Stuart Mill, with many proud farming localities within our boundary.

The south of Northern Grampians sits in the State seat of Lowan, and in the north the State seat of Ripon. Our federal electorate is within the seat of Mallee.

www.knowyourcouncil.com.au for more information

Your Councillors and Wards



WHAT WE DO

The Northern Grampians Shire Council is made up of two key parts:

1. The Council which is made up of the seven elected Councillors

2. The Administration which is made up of all the staff, including the CEO

Both the elected members and the organisation work together to support the community.

The Council is elected to provide leadership for the good governance of the municipal district and the local community. The Council's main role is to set the strategic direction for the organisation.

The Administration, led by the CEO, on the other hand, is responsible for overseeing the day-to-day management of the organisation's operation in accordance with the Council Plan, providing timely advice to Council and ensuring the decisions of Council are implemented promptly. The CEO is also responsible for appointing, directing and managing staff and establishing and maintaining an appropriate organisational structure.

Your Executive Leadership Team

L-R: **TRENTON FITHALL**,
Director Infrastructure and Amenity,
LIANA THOMPSON,
Chief Executive Officer,
VAUGHAN WILLIAMS,
Director Corporate and
Community Services.

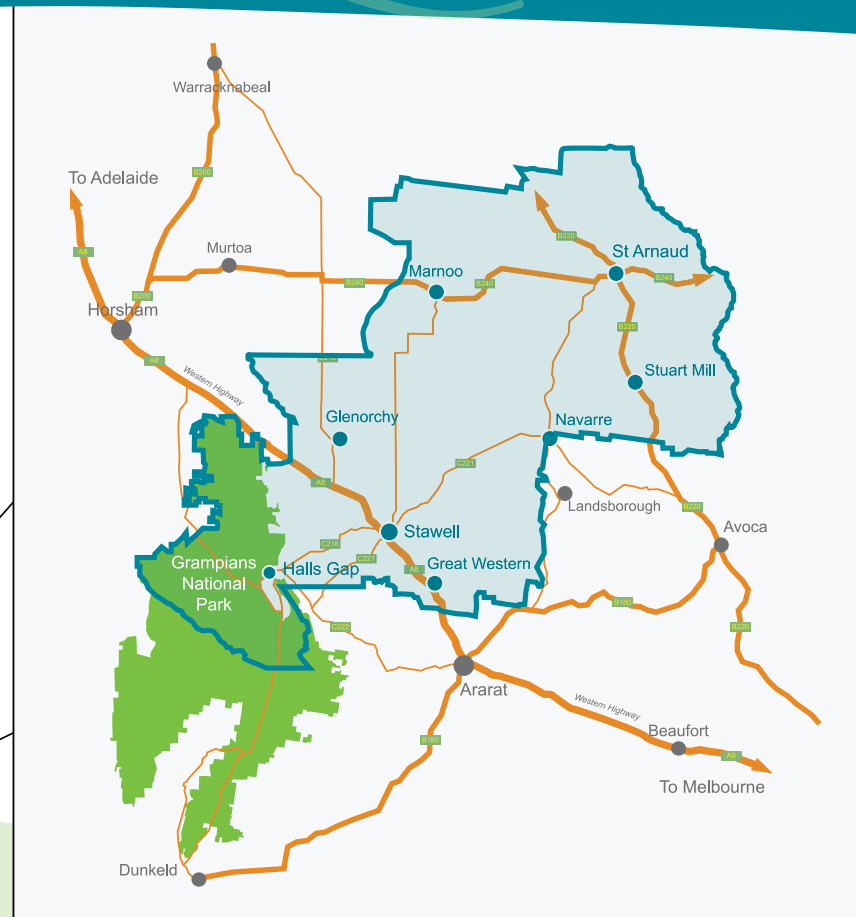
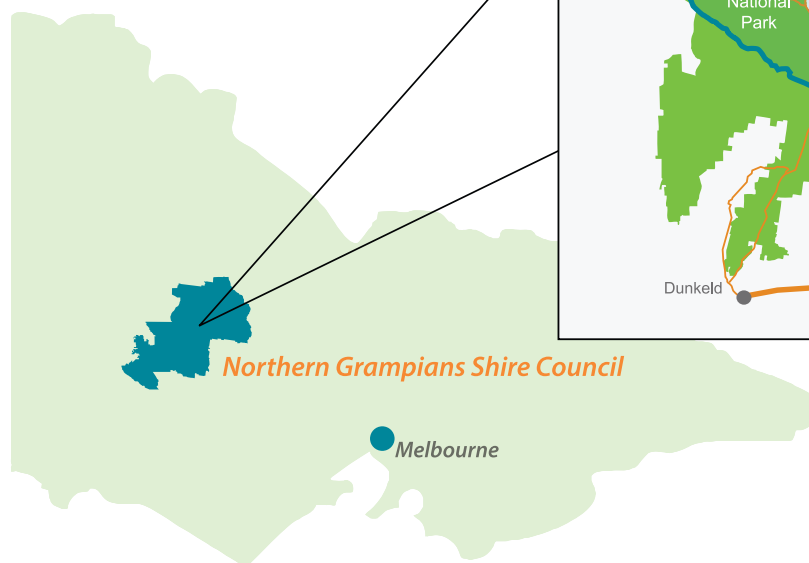


Your Council WHERE WE ARE

Facts and Figures

- 1 142 0** People call us Home
- 3 375** Kilometres of local road
- 9 367** Rateable Properties
- \$ 18.3 M** Rates/Charges Revenue
- \$ 32.0 M** Total Revenue
- 700+** Businesses
- 1 M** Tourists and Visitors

Northern Grampians Shire comprises four wards governed by seven councillors. The wards are Central Ward, Stawell Ward, Kara Kara Ward and South West Ward.



Your Council VALUES

VISION



OUR NORTHERN GRAMPIANS SHIRE Community Vision 2041

to **LOVE**
where
we **LIVE**



LIVE | WORK | INVEST | VISIT

STRATEGY Goals and Outcomes

COUNCIL DOCUMENTS

key document



**4
yr. plan**

Council Plan



The 2021-25 Council plan is the first in a series responding to the Shire Vision and Economic Development Strategy, alongside other community and government requirements.

**10
yr. plan**

Asset Plan



The Asset Plan contains information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the Council over a period of at least 10 years.

**10
yr. plan**

Financial Plan



The Financial Plan reports what Council is projecting to spend over the course of the next ten years to continue to deliver services, maintain and renew existing assets as well as build new infrastructure.

key document



**10
yr. plan**

**Economic
Development
Strategy**



For achieving the Shire (community) vision through economic development.

key document



**20
yr. plan**

A shared vision of future success for Northern Grampians Shire with long term goals to help make our communities better, together.



Shire Vision 2041

COMMUNITY PLANS document the aspirations of individual communities and inform the larger plans, strategies and vision.



GOAL 1 Boost Economic Growth

THROUGH Building More Housing



STRATEGY

Ensure Land Use Policy enables housing investment



ACTIONS

- Deliver a Rural Land Use Strategy
- Develop a St Arnaud Structure Plan
- Handover the Sloane Street Residential Housing Development
- Investigate "Urban Growth Area" opportunities and constraints to accommodate long term housing supply in Stawell
- Participate in the Wimmera Southern Mallee Taskforce



THROUGH Growing Local Businesses



STRATEGY #1

Ensure infrastructure that enables investment



ACTIONS

- Advocate for funding the Halls Gap Heath Street bridge
- Advocate for an outer township gateway at the proposed London Rd intersection, Stawell
- Explore options for improved wayfinding (incl. signage and local information) along key urban routes
- Finalise delivery of the Halls Gap commercial centre 'Rear Laneway Commercial Expansion'
- Advocate for the realignment of the Lake Road level crossing
- Review the Northern Grampians Shire Council Stawell Aerodrome Masterplan
- Upgrade B-Double routes
- Undertake a Bridges and Major Culvert renewal program
- Futureproof key transport routes for public transport and the movement of large goods to export markets



STRATEGY #2

Ensure Land Use Policy enables commercial investment



ACTIONS

- Establish land use precincts along the Western Highway, Stawell
- Develop a Halls Gap Structure Plan
- Explore opportunities for long term industrial growth along Gilchrist Rd, Stawell and St Arnaud

GOAL 1: Boost Economic Growth THROUGH Growing Local Business



STRATEGY #3

Attract and retain a skilled workforce



ACTIONS

- Review and determine additional funding of the Grampians New Resident and Workforce Attraction Strategy and Action Plan 2020
- Deliver the Opportunities Pyrenees, Ararat and Northern Grampians (OPAN) project
- Identify emerging opportunities to address housing and workforce challenges



STRATEGY #4

Attract new rural industries



ACTION

- Determine feasible value-add opportunities to the agriculture sector



STRATEGY #5

Attract research and development associations



ACTION

- Oversight the Stawell Underground Physics Laboratory (SUPL)



STRATEGY #6

Encourage commercial investment in the region



ACTIONS

- Develop a Priority Investment Prospectus
- Investigate retail options in Marnoo



STRATEGY #7

Reduce Costs of Energy on Business and Impact on Climate Change



ACTION

- Support the establishment of renewable community energy hubs



STRATEGY #8

Support Existing Business



ACTIONS

- Develop and implement mechanisms to support our businesses to be strong, innovative and sustainable
- Revitalise and reactivate retail opportunities in Stawell and St Arnaud
- Advocate to State and Commonwealth Governments for the implementation of key recommendations in the Wimmera Southern Mallee Regional Digital Plan
- Develop and implement mechanisms to support growth focused entrepreneurs to embrace innovation, best practice, grow exports and jobs

GOAL 1: Boost Economic Growth THROUGH Boosting Tourism



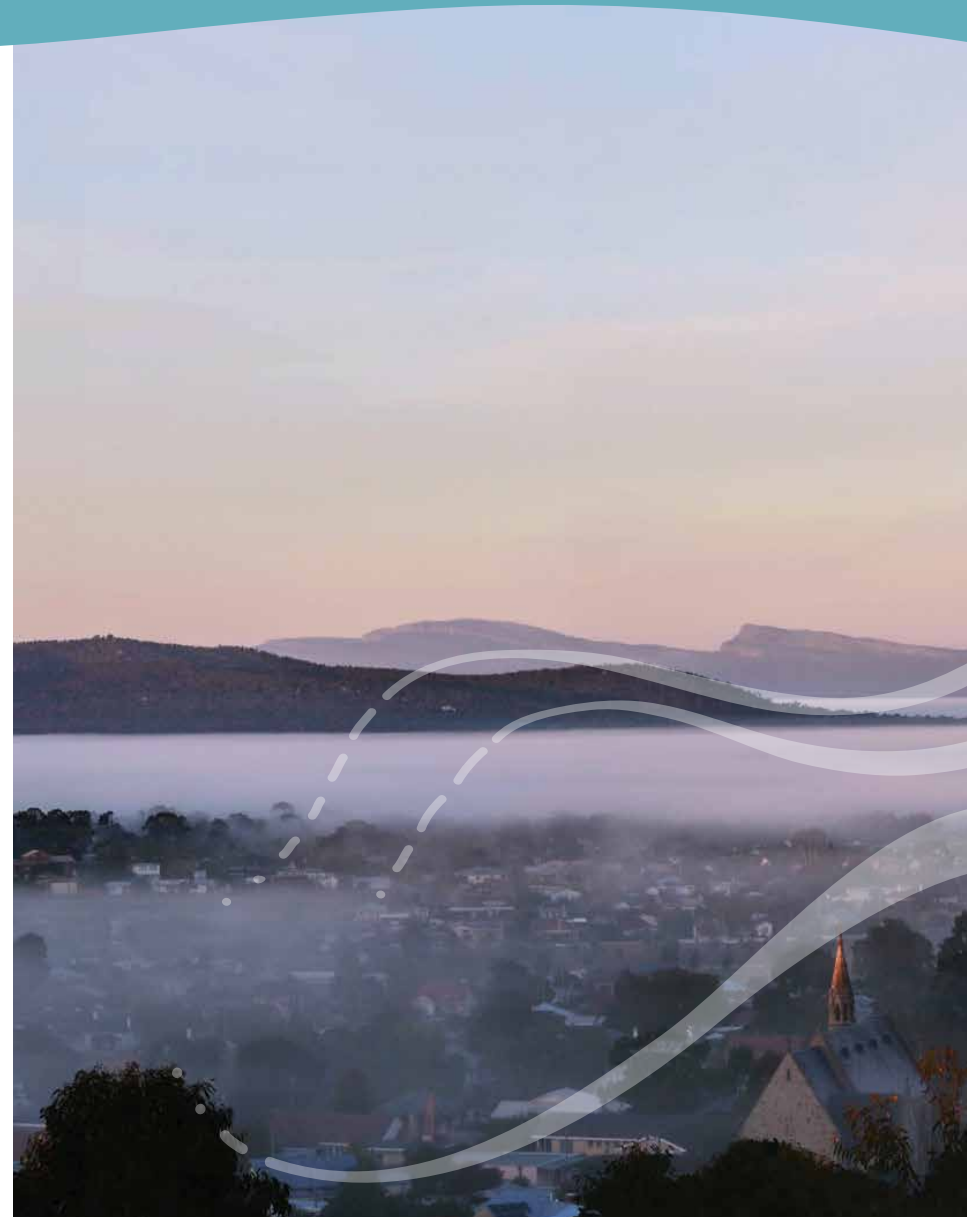
STRATEGY

Ensure Quality Tourism Experience



ACTIONS

- Develop a feasibility study for visitor accommodation in Halls Gap and surrounds
- Develop a Stawell Tourism Action Plan
- Deliver the Grampians Peaks Trail Halls Gap connection
- Deliver a 'Visitor Servicing and Halls Gap Hub Management' Review
- Develop a St Arnaud Tourism Action Plan
- Develop and implement a comprehensive Events Strategy to grow the visitor offering
- Support Victoria's Goldfields to be given UNESCO World Heritage status
- Upgrade the St Arnaud Caravan Park
- Upgrade the Stawell Caravan Park



GOAL 2

Enhance Lifestyle and Community

THROUGH Wellness and Welfare



STRATEGY #1

Create an Enriching Place to Live



ACTION

- Deliver the Arts and Culture web hub
- Develop a new Arts & Culture Action Plan 2022
- Redevelop Stawell Library
- Undertake a customer service review and develop an action plan for the Stawell Sports and Aquatic Centre
- Undertake a program review for the Stawell Sports and Aquatic Centre
- Deliver a St Arnaud Market Square Performance Space
- Design the Great Western Football & Netball Clubrooms and Lighting
- Undertake a Drainage Improvement Works Program
- Undertake a Kerb and Channel Improvement Program
- Improve pedestrian safety in the St Arnaud Civic Precinct Market Square Carpark
- Install a new entrance sign in Queen Mary Gardens
- Develop a St Arnaud Market Square Senior Play Space
- Design Central Park Netball Courts and Changerooms
- Fit out the St Arnaud Town Hall with Audio-visual Equipment
- Finalise the Stawell Sports & Aquatic Centre (SSAC) Feasibility Study and Master Plan
- Design and deliver the Lord Nelson Park Sports Oval Lighting Upgrade
- Enhance the Lord Nelson Park Sporting Club
- Design and deliver the Navarre Recreation Reserve Facility Upgrades
- Adopt the Navarre Recreation Reserve Precinct Master Plan
- Resurface the North Park Precinct Tennis Courts
- Deliver the North Park Precinct Skate Park
- Deliver the North Park Precinct Soccer Lighting
- Renew the St Arnaud Tennis Clubrooms
- Implement regional library alternatives for Marnoo
- Develop a new Stuart Mill Community Plan
- Form a community working group to deliver actions in the Marnoo Community Plan
- Upgrade the St Arnaud pool and shade cover

ACTIONS, cont'd

- Develop a town beautification design plan for Marnoo
- Scope and deliver upgrades to Shanahan Park, Marnoo
- Supply and install a Community Notice Board in Marnoo
- Form a community working group to deliver the Navarre Community Plan
- Supply and install a Community Notice Board in Navarre
- Deliver Lord Nelson Park multi-purpose sporting facility
- Deliver North Park Precinct Netball Court upgrade
- Investigate additional Big Hill precinct lookout (including arboretum) upgrades
- Partner with community to seek funding for a shade sail at playground/picnic area in Navarre



GOAL 2: Enhance Lifestyle and Community THROUGH Wellness and Welfare



STRATEGY #2

Develop Improved Indigenous Relationships



ACTIONS

- Develop the Reconciliation Action Plan



STRATEGY #3

Ensure Integrated Access to Health and Human Services



ACTIONS

- Deliver the Age-Friendly Communities project
- Develop the Municipal Public Health and Wellbeing Plan 2021-25



STRATEGY #4

Improve Organisational Effectiveness



ACTIONS

- Review and retender 'Meals on Wheels' contract



STRATEGY #5

Protect and Enhance our Heritage Assets



ACTIONS

- Renew Heritage Trail signage
- Protect key heritage buildings and precincts
- Create and publish a new Historical Assets register



STRATEGY #6

Support Vulnerable People



ACTIONS

- Undertake Positive Ageing Services Service Level Review



GOAL 2: Enhance Lifestyle and Community THROUGH Improving Connectivity



STRATEGY #1

Develop Partnerships with Other Agencies



ACTIONS

- Develop an Agency Partnership Framework



STRATEGY #2

Foster a Safer Community



ACTIONS

- Support Schools to create their own Transport Safety Management Plans
- Review the Domestic Animal Management Plan
- Undertake a General Local Law Review
- Undertake a Great Western flood study
- Undertake a Stawell flood study
- Undertake a St Arnaud Flood Study
- Stawell Pound Update Works



STRATEGY #3

Improve Transport Connections



ACTIONS

- Additional Bike Path Development in Halls Gap
- Undertake a Cyclist Safety Improvement Program
- Undertake a Footpath Improvement Program
- Investigate ways to improve access and movement around Stawell
- Undertake a Major Rural Roads Improvement Program
- Undertake a Rural Residential Road Improvement Program
- Undertake a Town Road Sealing Improvement Program
- Undertake an Urban Residential Road Improvement Program
- Complete the St Arnaud wayfinding signage program
- Undertake the Great Western Trail Stage 1 - Trail Delivery
- Implement Great Western Trail Stage 2 signage
- Develop a safe path for workers on Abattoir Road
- Investigate the Ararat-Halls Gap Road bike path extension

THROUGH Advancing Education



STRATEGY

Support Young People



ACTIONS

- Develop a multi-agency Early Years Strategy
- Develop a Youth Strategy
- Deliver a Youth Engage program

GOAL 2: Enhance Lifestyle and Community THROUGH Protecting the Natural Environment



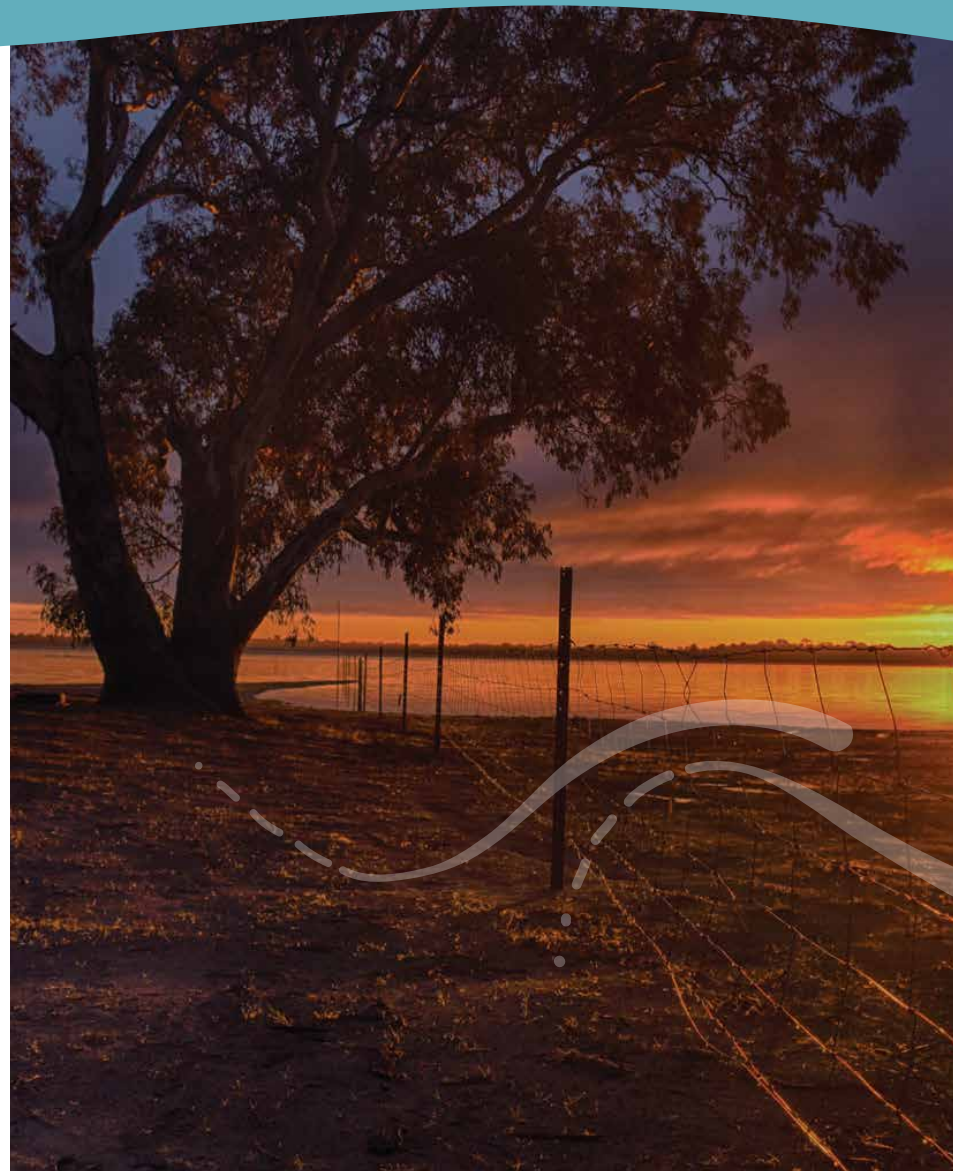
STRATEGY

Protect and Enhance our Natural and Cultural Environment



ACTIONS

- Review the feasibility and planning of the Walkers Lake Management Plan
- Implement the Walkers Lake Management Plan - Historical Plaque Project
- Implement the Walkers Lake Management Plan - Access, Tracks and Signage
- Develop stronger waste reduction practices at Council facilities
- Scope an Energy Efficiency Program
- Investigate and prepare for a separate glass recycling collection
- Investigate and prepare for a separate Food Organic and Garden Organic (FOGO) waste collection
- Research new technology and innovations to support Waste Management
- Develop an implementation plan for the introduction of public place recycling in high use areas
- Investigate opportunity for a resale/reuse area at the St Arnaud Transfer Station
- Develop stronger waste reduction practices at Council facilities
- Scope an Energy Efficiency Program



GOAL 3 Provide Sustainable Infrastructure

THROUGH Being a Better Council



STRATEGY #1

Ensure Quality Infrastructure Planning



ACTIONS

- Develop an Asset Plan
- Undertake a Quarry Resource Material Review
- Assess the condition of road & drainage assets
- Review the Building & Facilities Asset Management Plan
- Review the Stormwater Drainage Asset Management Plan
- Review the Footpath Asset Management Plan
- Review the Kerb & Channel Asset Management Plan
- Review the Public Open Spaces Asset Management Plan
- Undertake a Road Resealing Program
- Undertake a Road Resheeting Program
- Undertake a Stawell Cemetery Improvement Program



STRATEGY #2

Advocate for Sustainable Infrastructure



ACTIONS

- Advocate for funding and delivery of Great Western Football and Netball Clubrooms
- Advocate for new and existing spaces for arts and culture activities
- Advocate for Central Park Netball Courts and Changerooms
- Advocate for the Lord Nelson Park Sports Oval Lighting Upgrade
- Advocate for funding of the Navarre Recreation Reserve Facility Upgrades
- Advocate for funding of the North Park Precinct Skate Park detailed design
- Advocate for the North Park Precinct Soccer Lighting
- Partner with the Great Western Future Committee in delivering and advocating for funding as per the Great Western annual action plan

GOAL 4 Improve Organisational Effectiveness

THROUGH Being a Better Council



STRATEGY

Improve our Organisational Effectiveness



ACTIONS

- Develop a Victorian Protective Data Security Framework Plan
- Implement a new records management system
- Implement a new telephony system
- Investigate electronic payment options and digital monitoring of deposits at Transfer Stations
- Design, Implement and Report against a workplace gender audit
- Design, Implement and Report against a Gender Equality Action Plan
- Develop a Workforce Plan
- Review and update Enterprise Resource Planning (ERP) software
- Develop a new ICT Strategy
- Improve water quality and capacity at Mooney Dams, Stawell
- Undertake Community Safety Service Review
- Undertake 'Reduce Red Tape Projects'
- Develop a Stawell Aerodrome Manual of Standards
- Develop a Media and Communications Policy and Strategy
- Implement elementTIME



CONTACT

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ST ARNAUD Town Hall, 40 Napier Street

9.1.2. Council Action Plan 2022-23

Author/Position: Liana Thompson, Chief Executive Officer

Purpose

That Council adopts the Council Action Plan 2022-23.

Summary

The Council Plan 2021-25, provides the objectives that Council will undertake throughout the four year period. In order to achieve the goals set out in the Council Plan, the Council Action Plan 2022-23 has been developed to outline the actions that will be initiated or completed by Council in the second year.

Recommendation

That Council accepts and adopts the Council Action Plan 2022-23.

RESOLUTION

That Council accepts and adopts the Council Action Plan 2022-23.

Moved: Cr Murray Emerson

Seconded: Cr Kevin Erwin

Carried

Background/Rationale

The Council Action Plan 2022-23 provides the key actions that Northern Grampians Shire Council will deliver throughout the next 12 months to accomplish the objectives set out in the Council Plan 2021-25.

The action plan will also provide Council and the community with a clear understanding of the projects involved and what quarters works will be undertaken on the projects.

Legislation, Council Plan, Strategy and Policy Implications

Council Plan 2021-25 – Enhance Lifestyle and Community, Boost Economic Growth, Providing Sustainable Infrastructure, Improve Organisational Effectiveness.

Options

Option 1

That Council accepts and adopts the Council Action Plan 2022-23. **[recommended]**

Option 2

That Council makes changes or does not adopt the Council Action Plan 2022-23. **[not recommended]**

Implications

Any identified sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications have been addressed in this report.

Procurement

Not applicable.

Community Engagement

The community will be informed regularly of the outcomes of the action plan.

Innovation and Continuous Improvement

The purpose of the Council Action Plan is to improve transparency and provide clear information to Council and the community.

Collaboration

Not applicable.

Officer's Declaration of Interest

All officers providing advice to Council must disclose any interests, including the type of interest.

Liana Thompson, Chief Executive Officer

In providing this advice as the author, I have no disclosable interests in this report.

Attachments

1. Council Action Plan Yr 2 2022-23 **[9.1.2.1 - 4 pages]**

Council Action Plan 2022-23



Adopted Plan

	Off track
	Monitor
	On track

Forecast Plan

	Off track
	Monitor
	On track

Enhance Lifestyles and Community					
Action	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Comments
Wellness and Welfare					
Develop the Reconciliation Action Plan					
Develop a Library Strategy					
Redevelop Stawell Library					
Support communities to implement Community Plans					
Renew heritage trail signs					
Heritage Study Review					
Deliver a Sport and Active Recreation Strategy					
Enhance the Lord Nelson Park Sporting Club					
Deliver the North Park Precinct Skate Park					
Deliver Central Park Football Changerooms					
Deliver the North Park Precinct Soccer Lighting					
Deliver the Lord Nelson Park Sports Oval Lighting Upgrade					
Deliver the Age-Friendly Communities Project *					
Community Care Service Review					
Review Immunisation Service					
Review of the Early Learning Centre					
Undertake a Drainage Improvement Works Program					
Undertake a Kerb and Channel Improvement Program					
Support the Great Western Future Committee to deliver the Great Western Future Plan					
Advocate for Central Park Netball Changerooms					
Advocate for Central Park Netball Courts					
Deliver detailed design for Navarre Recreation Reserve Facility Upgrades					

Enhance Lifestyles and Community					
Action	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Comments
Improving Connectivity					
Undertake the Great Western Trail Stage 1 - Trail Delivery					
Undertake a flood study in Stawell					
Undertake a flood study in Marnoo					
Undertake a Footpath Improvement Program					
Undertake a Major Rural Roads Improvement Program					
Undertake a Rural Residential Road Improvement Program					
Undertake a Town Road Sealing Improvement Program					
Undertake an Urban Residential Road Improvement Program					
Advocate for funding and delivery of Great Western PPP Football and Netball Clubrooms					
Deliver Open Space and Active Transport Strategy and Implementation Plan					
Deliver Arts and Culture Action Plan, 2022-25					
Protecting the Natural Environment					
Container Deposit Scheme Implementation					
Establish a Transition Plan for a Glass Recycling Collection Service					
Transfer Station Upgrade - Deliver Glass Bins					
Undertake Food & Green Organic Waste Composting Trial					
Deliver Public Place Recycling in high use areas					
Implement the Walkers Lake Management Plan - Access, Tracks and Signage					
Scope an Energy Efficiency Program					
Boost Economic Growth					
Action	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Comments
Boosting Tourism					
Deliver Visitor Servicing and Halls Gap Hub Management					
Support Visitor Information volunteers at St Arnaud and Stawell					
Deliver the Grampians Peaks Trail Halls Gap connection					
Deliver Tourism Events Strategy					
Support Victoria's Goldfields to be given UNESCO World Heritage status					
Implement St Arnaud and Stawell Tourism Strategy Action Plans					

Boost Economic Growth					
Action	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Comments
Building more Housing					
Investigate Urban Growth opportunities and constraints to accommodate long term housing supply					
Continue to work with Passive Place on the delivery of the Sloane Street Development					
Deliver Sloane St Trunk Infrastructure, Stawell					
Growing Local Businesses					
Develop a St Arnaud Structure Plan					
Deliver 'Live the Grampians Way' campaign					
Investigate retail options in Marnoo					
Review the Northern Grampians Shire Council Stawell Aerodrome Master Plan					
Develop a Priority Investment Prospectus					
Advocate for funding for the Halls Gap Laneway expansion project					
Advocate for funding the Halls Gap Heath Street Bridge					
Undertake Heath St Bridge detailed design					
Advocate for an outer township gateway at the proposed London Road intersection, Stawell					
Upgrade B-Double routes					
Undertake a Bridges and Major Culvert renewal program					
Deliver Renewable Energy Transition Action Plan					
Establish land use precincts along the Western Highway, Stawell					
Advocate for funding to develop a Halls Gap Structure Plan					
Deliver Stawell Airport Runway Lighting Upgrade					
Advocate to State and Commonwealth Governments for the implementation of key recommendations in the Wimmera Southern Mallee Regional Digital Plan					
Deliver a feasible study for value-add opportunities to agriculture					
Provide Sustainable Infrastructure					
Action	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Comments
Being a better Council					
Undertake a Quarry Resource Material Review					
Undertake a Stawell Cemetery Improvement Program - Stage 1 Expansion					
Undertake a Stawell Cemetery Improvement Program - Water supply renewal					
Undertake a Road Resealing Program					
Undertake a Road Resheeting Program					
Undertake a Structural Assessment of the St Arnaud Pool					
Bridge and Major Culvert Condition Assessment					
Deliver North Park Master Plan					

Improve Organisational Effectiveness					
Action	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Comments
Being a better Council					
Improve water quality and capacity at Mooney Dams, Stawell					
Implement a new records management system					
Review and update Enterprise Resource Planning (ERP) software					
Implement elementTIME					
Reduce Red Tape, Website/Communication Review					
Reduce Red Tape, Pre-Application Review					
Reduce Red Tape, Referral Advice Review					
Plant & Equipment Review					
Review Nature strip Management Plan					

9.2. Boost Economic Growth

Nil

9.3. Providing Sustainable Infrastructure

9.3.1. Draft Asset Plan 2022-32

Author/Position: Jonathan Chinomona, Manager Infrastructure

Purpose

To endorse the draft Asset Plan 2022-32 in order to comply with Section 92 of the *Local Government Act 2020*. The Draft Asset Plan is required to be in principle adopted before going to community for comment.

Summary

Under section 92 of the *Local Government Act 2020*, Council must develop, adopt and keep in force an Asset Plan in accordance with its deliberative engagement principles and *Community Engagement Policy*. The Plan communicates how Council will manage its assets in order to deliver Council Vision objectives and the supporting Council Plan 2021-25. The Asset Plan should cover a period of at least the next ten financial years.

Recommendation

That Council endorses the draft Asset Plan 2022-32 and goes to community for comment for a period of four weeks.

RESOLUTION

That Council endorses the draft Asset Plan 2022-32 and goes to community for comment for a period of four weeks.

Moved: Cr Eddy Ostarcevic

Seconded: Cr Kevin Erwin

Carried

Background/Rationale

Council owns a diverse asset portfolio which are of high value and are critical to service delivery and the community that uses them. To ensure appropriate infrastructure and services are in place for the current and future generations, Council is required to adopt the Asset Plan to provide a framework for asset managing system to be able to manage assets in a sustainable way, meeting the needs of the community.

The Asset Plan is a vital component of the Integrated Planning and Reporting Framework, and as such aligns with other Council planning and reporting documents which include:

- Shire Community Vision 2041
- Council Plan 2021-25
- Financial Plan 2021-31
- Budget 2022-23

Having gone through the process of deliberative engagement with the community, Council's approach in managing its asset portfolio for the next ten-years is to have an agreed position with the community that meets their needs and is financially sustainable. The plan takes a total lifecycle cost approach, that is operation cost, maintenance cost, renewal cost, upgrade and new cost, to forecast the ten-year financial projections required to deliver Council strategic objectives contained in the Council plan and Community Vision. These costs are based on sustaining the current level of service and are balanced with the available funding in the Financial Plan.

Legislation, Council Plan, Strategy and Policy Implications

Local Government Act 2020

Council Vision 2041

Council Plan 2021-2025

Financial Plan 2021-31

Sustainable Asset Management Policy

Sustainable Asset Management Strategy

Asset Management Plans

Road Management Plan

Community Engagement Policy

Options**Option 1**

That Council endorses the draft Asset Plan 2022-32 and goes to community for comment for a period of four weeks. **[recommended]**

Option 2

That Council does not endorse the draft Asset Plan 2022-32. **[not recommended]**

Implications

Any identified sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications have been addressed in this report.

Procurement

Not applicable

Community Engagement

Council conducted a deliberative engagement process in two phases.

Phase One was a community survey which was issues to establish a baseline, that is to gain community's perspective on service delivery. The survey was live for a month, open on 30 March 2022 and close on 2 May 2022. The community was requested to respond to a series of questions, giving their perspectives to key challenges facing Council when making decisions that balances asset performance and expenditure choices.

Phase Two of the deliberative engagement process included two walk-in information sessions, one at St Arnaud on 11 May 2022 followed by another in Stawell on 12 May 2022. Various asset classes were discussed in the information sessions.

Innovation and Continuous Improvement

Based on the feedback received during the community engagement, Council is looking to implement:

- continuous improvement across its operations and maintenance
- prioritise critical infrastructure for renewal and fit for purpose upgrades
- consolidate infrastructure and consider multi-use
- advocate for further funding opportunities
- monitor performance
- optimise unsealed road networks
- improve infrastructure resilience to extreme weather event
- balance community expectation and available resources

Collaboration

Some advice was received from IPWEA on how to package the document to make sure it simple and easy to understand for non-technical people.

Officer's Declaration of Interest

All officers providing advice to Council must disclose any interests, including the type of interest.

Jonathan Chinomona, Manager Infrastructure

In providing this advice as the author, I have no disclosable interests in this report.

Attachments

1. Draft Asset Plan 2022-32 [9.3.1.1 - 27 pages]

Asset Plan 2022-32 (Draft)

Version 1.00

June 2022



Northern Grampians Shire Council
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Schedule of Changes and Amendments

Version	Date	Changes/Amendment
V1.00	06/2022	First Draft prepared by Council Officers

- NB: 1. Primary number changes to Versions (eg V1.00 to V2.00) will be made when the document undergoes its regular review and when significant changes are made to standards and guidelines for inspections, intervention levels or work.
2. Secondary number changes (V1.00 to V1.01) will apply to minor amendments that do not materially impact the document and are intended only to clarify or update issues.

Asset Plan 2022-32

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1. Introduction

Northern Grampians Shire Council is in the central western part of Victoria, offering urban and rural lifestyles. Northern Grampians' major towns are Stawell in the south and St Arnaud in the north, both service centres for their surrounding rural communities. Smaller townships include Great Western, Halls Gap, Glenorchy, Navarre, Marnoo and Stuart Mill.

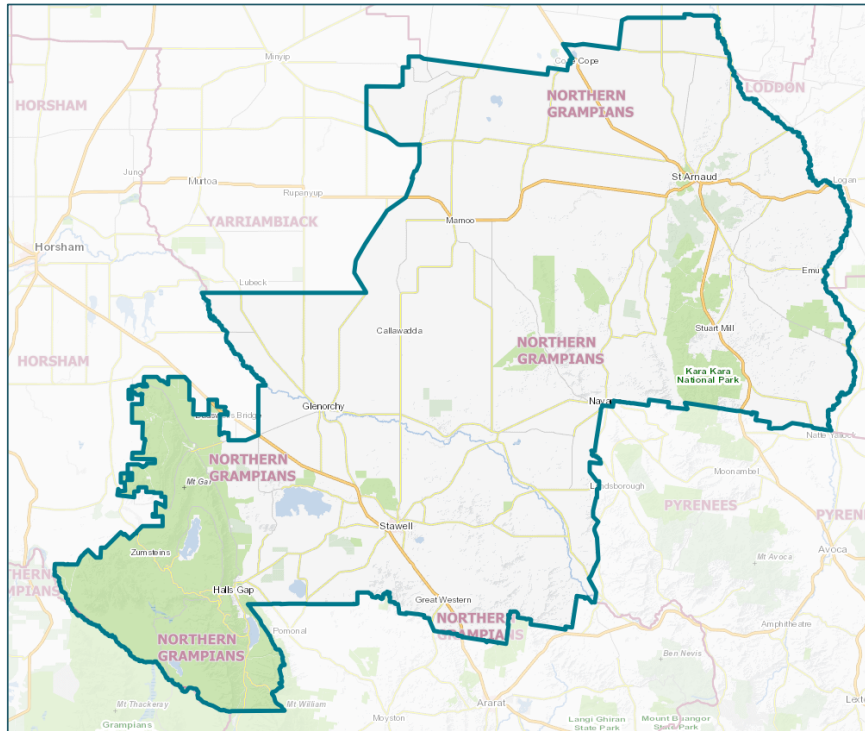


Figure 01: Map of Northern Grampians Shire Council.

Councils collect rates from residents and businesses in the municipality to help fund the delivery of community infrastructure and services, which is supplemented by funding from other levels of government to fund services and infrastructure for their communities.

Council owns a diverse asset portfolio which are critical to its service delivery and the community. To ensure appropriate infrastructure and services are in place for the current and future generations, this 10yr **Asset Plan** is established, providing a framework on how Council intends to manage its assets, achieving the objectives outlined in the Shire Vision and supporting Council Plan.

There are other State and Nationally significant assets within our shire which are managed by State and Federal authorities including GWM Water, Regional Roads Victoria, and Parks Victoria just to name a few. These assets are not covered in this Asset Plan.

2. The Purpose of the Asset Plan

Public assets play a pivotal role in the fabric of the community's day to day function; therefore it was important to develop this plan to ensure assets are strategically managed to meet current and future needs of our community. The purpose of the plan is therefore to:

- Communicate to the community the types and quantum of assets owned by Council

- Have better asset management outcomes through a more engaged community
- Demonstrate how Council will efficiently and responsibly manage assets to meet the service delivery needs of our community, now and into the future, in a cost-effective manner
- Ensure that Council complies with the legislation and regulatory requirements
- Ensure that there is alignment between asset management planning, Council Plan, Financial Plan, and the Budget.

Council's approach in managing its assets is to be able to meet the agreed level of service in a cost-effective manner. To achieve this there will be an ongoing review of any trade-offs on performance, cost, and risk through further engagement with the community.

3. Strategic Context

Alignment with Council Key Strategic Documents

The Asset Plan plays a vital role in Council's integrated planning and reporting framework, aligning with other key strategic planning. This approach ensures a consistent approach being applied in the delivery of services across Council. *Figure 02* below shows how the Asset Plan is linked to Council key strategic documents.

The Plan also sets the overarching framework of the Asset Management System (AMS) to be used that ensures assets are managed consistently in accordance with the objectives and principles set within the Community Vision and Council Plan. The AMS is used to analyse, consider and guide decision making in operating, maintaining, renewing, upgrading, disposal and creation of new assets.

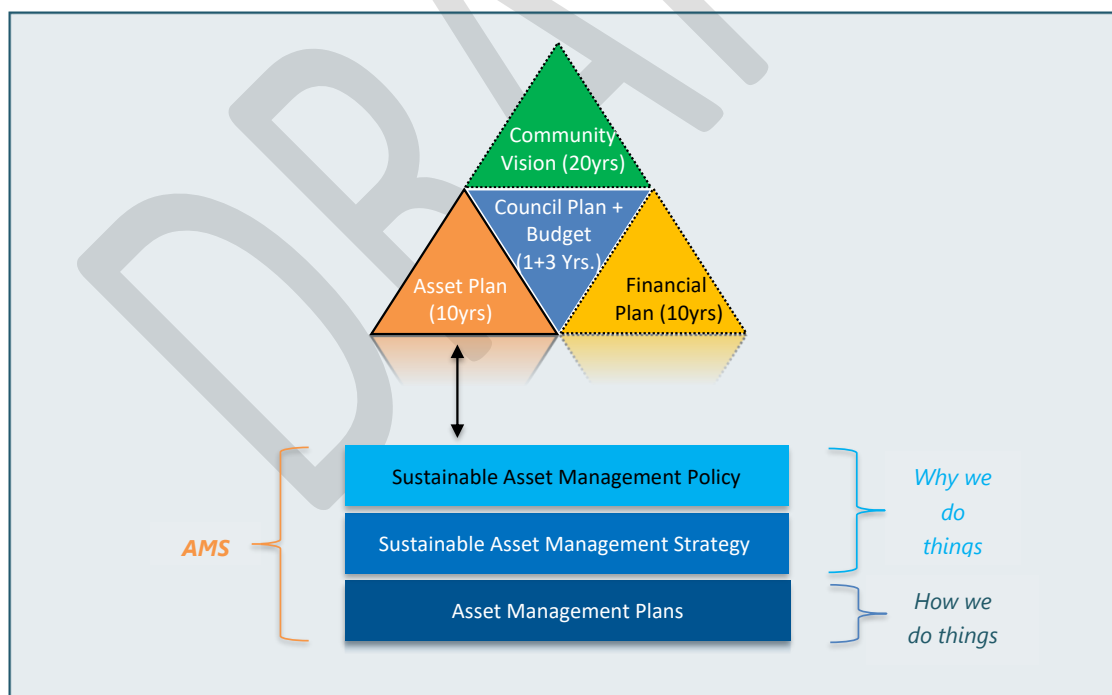


Figure 02: Link between Asset Plan, Asset Management System documents and other Council key strategic documents.

Compliance with *Local Government Act 2020*

Section 92 of the Local Government Act require Councils to adopt an initial Asset Plan by 30 June 2022

and review every 4 years in alignment with the Council term. Compliance against this Plan will be annually reviewed to ensure that community assets are managed in accordance with the Plan.

4. Our Approach

Council's approach in managing its asset portfolio is to have an agreed position with the community that meets the required level of service in a financially sustainable manner.

To understand the aspirations of the community regarding assets and service level provided, Council conducted an engagement process in two phases. The **first phase** was in the form of a community survey, establishing the needs of the communities as a baseline.

Phase two of the engagement included information sessions; various asset classes were discussed. These sessions provided an opportunity to provide community perspectives to key challenges facing Council when making decisions that balance asset performance and expenditure choices. The feedback received from the community has been used to develop this Plan.

The plan also incorporates a total lifecycle cost approach, that is operation, maintenance, renewal, upgrade and new cost, to forecast the ten-year financial projects required to deliver Council strategic objectives contained in the Council Plan and Community Vision. These costs are based on sustaining the current level of service and are balanced with the available funding in the **Financial Plan**.

5. What Do We Manage?

This Asset Plan covers infrastructure assets that are under the authority of Council and are used to provide a wide range of services to the community. These assets include roads, bridges and major culverts, kerb and channel, footpaths and open space, stormwater drainage and public buildings. Each asset class has been valued and details are as per *Table 01* below.

Table 01: Summary of Replacement Cost by Asset Class

Asset Class	Network Measure	Replacement Cost (2021/22)
Roads	3371km	\$283M
Bridges & M/Culverts	424	\$94M
Footpaths	115km	\$20M
Buildings	126	\$78M
Kerb and Channel	158km	\$24M
Storm Water Drainage	69km pipe network & 2477 pits	\$22M
Open Space	1,342,450 sqm	\$7M
TOTAL		\$528M

The combined value of assets covered in this plan is estimated at **\$528M** deteriorating at a rate of **2.27%** or **\$12M** per year (based on the number of years the assets can last) resulting in a written down value of **\$410.5M** as of 30 May 2022.

A breakdown of our asset classes by value is shown in *Figure 03*.

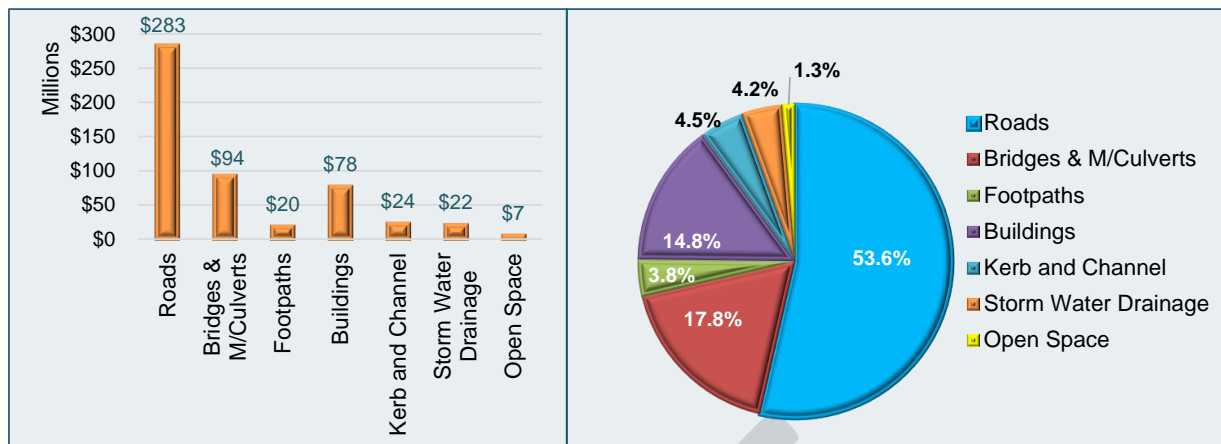


Figure 03: Summary of Replacement Cost by Asset Class

These assets are used to provide a wide range of services to the community. Roads and Bridges and Major Culverts represent **72%** of the total assets value.

6. Performance

The performance of the assets and therefore Council's management of them, is the measure of how effective the asset is in providing the service to the community. Council considers 3 grading criteria to determine asset performance, they include the assets:

- Capacity to meet the needs,
- Functionality in meeting intended use, and
- Condition.

The grading criteria for each asset is drawn from the levels of service or intended asset outcome which has been agreed upon with the community based on the community's ability to pay. By monitoring the asset performance, Council can track its performance against the level of services. Each asset is measured against the level of service with a Pass or Fail, ultimately asking does the asset meet the expected standard? Where information about an asset is unknown and a grading can't be determined, it is deemed "To be Determined" (TBD). *Figure 4* displays the current overall asset performance as a proportion of the asset value.

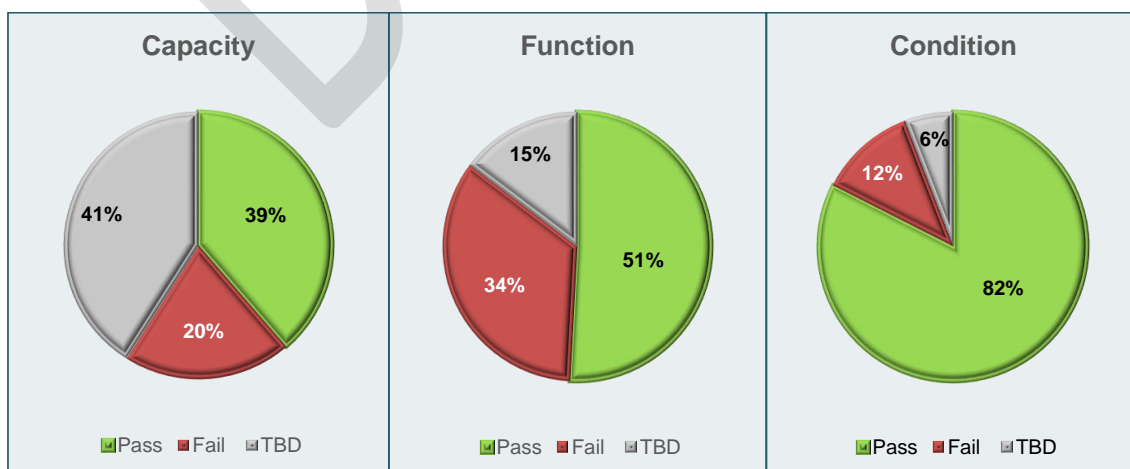


Figure 04: Asset Performance as a proportion of Asset Value

As depicted in *Figure 4*, asset capacity is an area in need of further discovery with 41% of assets (mostly Bridges and Roads) with unknown details regarding capacity or utilisation to determine if the asset is fit for purpose.

51% of assets have been determined to meet the functional requirements of the community. Assets that fail this criterion are those that have not undergone upgrades or expansion to meet current day functional requirements, i.e. increased size/weights of trucks and farm machinery, etc.

Condition of assets is largely known and regularly monitored. 82% of assets have been determined to pass these criteria. Overall asset condition is considered here, if assets can be rectified with routine maintenance, it is not considered in poor condition.

7. Future Demand

The main demands for new and altered services are created by:

- Changes in the local economic/commercial practises
- Changing customer expectations
- Changing regulations
- More frequent extreme weather events
- Increasing operational costs
- Ageing assets.

These will be managed through a combination of applying non-asset solutions, managing existing assets and building fit for purpose assets. Demand management strategies include:

- Monitoring and reporting performance and expectations
- Communicating the risks
- Encourage higher utilisation/multi-use
- Identifying assets that can be consolidated or disposed
- Adjusting service levels in consultation with the community.

With a large stock of ageing infrastructure assets which are due for intervention, Council is required to maintain a significant maintenance and renewal program to keep asset up to safe standards. This has significantly affected Council's ability to raise enough revenue to fund upgrades or new infrastructure assets. Despite this revenue pressure faced by Council, Federal and State Governments provide competitive short term grant funding which require a significant ongoing commitment of time and available budget to leverage in the best possible way. For Council to maximise the level of external funding secured for new and upgraded assets, it must maintain a flexible and balanced approach to its budget allocation.

8. Financial Plan Integration

The integration between the Asset Plan and Financial Plan is a key principle of Council strategic planning. Asset management requirements identified in the Asset Plan inform the ten-year Financial Plan to ensure appropriate funding is allowed for, for asset management activities.

The current Financial Plan, 2021-2031, allocates expenditure into Operating and Capital. Under asset management these expenditures can further be broken into five categories as detailed in *Table 02*.

Table 02: Asset Management Expenditure activities

Expenditure	Asset Management Activity	Description
Operating	Operation	Day to day running cost associated with the operation of the asset, like mowing the grass, cleaning, inspections cost, etc.
	Maintenance	Cost incurred due to routine servicing works on the asset to keep it in service in order to get maximum life. Works may include repairing some defects like potholes on the road.
Capital	Renewal	Cost incurred in replacing assets at end of life. Replacement is like-for-like.
	Upgrade	Cost associated with building additional capacity on the existing asset, for example widening a road.
	New	Cost associated with creating new asset, for example building new footpaths.

Every year funding is allocated to these asset management expenditures through the budget process, a process informed by the AMS and asset planning.

9. What Does it Cost?

The estimated total lifecycle cost (that is operation, maintenance, renewal, upgrade and new build costs) over the next ten years to deliver objectives outlined in the Council Vision and supporting Council Plan is **\$24.37M** on average per year.

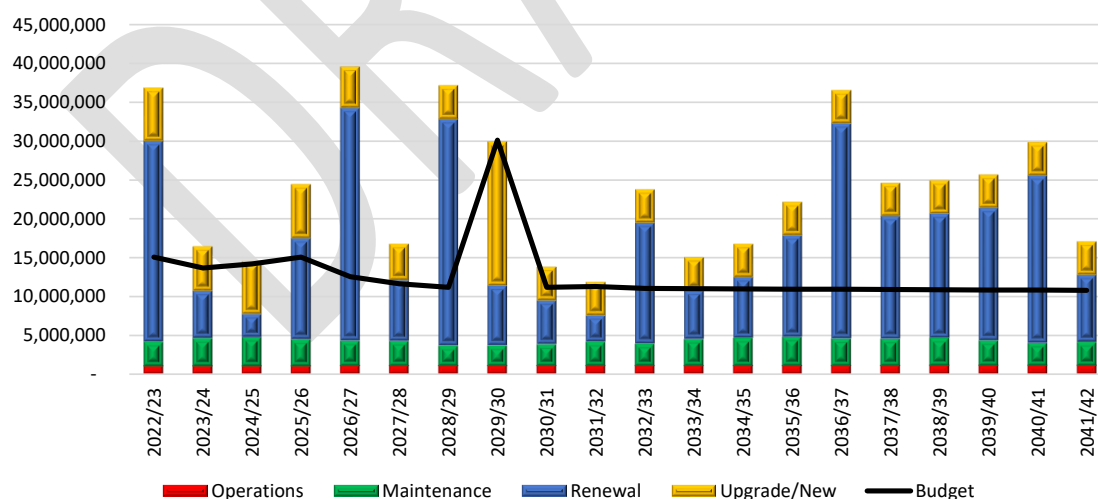
**Figure 05:** Forecast lifecycle cost to deliver strategic objectives in the Council Plan

Figure 05 displays the estimated total lifecycle cost demands over the next 10 years for all asset categories. The horizontal black line on the graph is the planned budget in the long-term financial plan. For each financial year, all the work programs above the budget line are ready for intervention but are not funded, which means the projected works are deferred to future years.

The Long-Term Financial Plan for the ten-year period allows for **\$14.6M** on average per year, which is 60% of the estimated cost to deliver service. *Table 03* quantifies the extend of the unfunded works on a average basis, establishing a **\$9.8M** financial shortfall each year for the next 10 years.

Table 03: Ten-year Financial Planning – All assets

10-year Financial Planning	
10-year average forecast	\$24.37M
10-year average planned budget	\$14.60M
10-year average Funding Shortfall	-\$9.8M

The backlog of work is expected to increase each year, resulting in assets that cannot deliver on the required service. The risk associated with the use of the assets will increase and may result larger maintenance costs, non-compliance with legislation and regulations or increased risk to life or injury.

Table 04: Ten-year Financial Planning per asset class

Asset Class	Average Forecast/Year	Average Budget/Year	Average Shortfall/Year
Roads	\$12.66M	\$5.78M	-\$6.88M
Bridges and M/Culverts	\$2.6M	\$1.15M	-\$1.45M
Footpaths	\$1.04M	\$0.38M	-\$0.67M
Buildings	\$4.8M	\$4.23M	-\$0.57M
Kerb and Channel	\$0.43M	\$0.31M	-\$0.12M
Storm Water Drainage	\$0.61M	\$0.54M	-\$0.07M
Open Space Roads	\$2.23	\$2.22M	-\$0.01M
TOTAL	\$24.37M	\$14.6M	-\$9.8M

As it can be seen in *Table 04*, these issues are particularly higher for the roads and bridges and major culvert asset, with a combined shortfall of **\$8.3M**, which is 85% of the total shortfall.

10. What We Can Do

To combat and reduce the projected financial costs associated with assets, Council aims to:

- Prioritise renewal and fit-for purpose upgrade programs over new
- Increase funding to deliver priority renewal and fit-for purpose upgrades
- Improve asset life by optimising maintenance schedules and enhancing practises, including material selection
- Upgrade assets which pose a high operating and maintenance cost
- Investigate alternative procurement strategies and cost-effective treatments to reduce lifecycle cost
- Promote and encourage high asset utilisation and multi-use, as opposed to providing new

It is important to establish the community essential needs to ensure that assets can attain the best possible outcomes with what the community can afford. Further engagement with community is required to:

- Balance community expectation with an affordable service delivery,
- Negotiate service levels that may need to be reduced on underutilised assets, to fund community priorities, and
- Consider the disposal of assets when the life of the asset has expired, and services provided has disappeared.

11. What We Cannot Do

The estimated average cost of priority work and services that cannot be provided over the next ten years of this asset plan is \$9.8M per year. This will result in deferral of approximately:

- \$6.2M worth of renewal projects on average per year, and
- \$3.6M worth of upgrade/new projects per year.

Without a significant ongoing injection of funding, the deferral of works is unavoidable.

12. Managing the Risk

Council has identified the following major risks associated with providing services in the next ten years:

- Financing the estimated shortfall of \$9.8M per year in priority projects, programs and activities required to deliver all Council Plan objectives over the next ten years
- Accelerated deterioration of several ageing assets as a result of increased backlog
- Climate Change - Over the past decade we have experience extreme weather events in our region, which include bush fires, droughts, heatwaves and flooding. This has impacted the life cycle of our assets, our natural environment and the wellbeing of our community.

Council will endeavour to manage these risks within the available funding by:

- Undertaking sample annual condition, function, and capacity reviews to better understand performance and report status to the community
- Climate resilience to be built into all new projects to improve adaptability to changing climate condition
- Looking at enhancing tree canopies to reduce urban heat island effect.

Subject to the outcome of the above it may be still necessary to spend more on managing assets to maintain services in the future. This will be closely monitored over time and outcomes will be reported in the future asset plan updates.

13. The Next Step

The medium to long-term outlook suggests that priorities should remain focused on ensuring operations, maintenance and replacement of existing assets remain at sustainable levels whilst monitoring and responding to demand and growth challenges as they occur.

The actions resulting from this Asset Plan are detailed in *Table 11*:

Table 05: Asset Management Improvement plan.

Improvement Plan Task	Responsibility	Timeframe
1. Periodic monitoring and review of the Asset Management System documents including Long Term Financial Plan to remain current.	Manager Infrastructure, Asset Engineer	Ongoing
2. Projects identified in master plans and other strategies must be incorporated into relevant asset management plans before implementation.	Manager Infrastructure, Manager Economic Development, Asset Engineer	Ongoing
3. Assess remaining life of our assets and align with up-to-date performance data in Assetic Cloud.	Asset Engineer, Manager Infrastructure	Ongoing
4. Ensure Levels of Service are key components of the community consultation process.	Manager Infrastructure, Asset Engineer	Ongoing
5. Ensure that Assetic Cloud is one source of truth for all our assets and data is collected and reviewed regularly.	Manager infrastructure, Asset Engineer,	Ongoing
6. Financial summaries in Asset Management Plan must inform Long-Term-Financial Plan (LTFP), not the other way round.	Manager infrastructure, Manager Finance, Asset Engineer	Ongoing
7. To employ a continuous improvement strategy to assess and report on the condition, function, and capacity of all Council assets	Manager Infrastructure, Asset Engineer	June 2022
8. Check the completeness of our asset register and ensure asset lives are conforming to ongoing depreciation.	Asset Engineer, Manager Finance	Ongoing
9. Perform Level of Service modelling under different scenarios to inform the annual budget process.	Manager Infrastructure, Asset Engineer	Ongoing
10. Develop and implement annual maintenance plans for all asset categories.	Manager Infrastructure Manager Operations, Asset Engineer	Ongoing
11. Review and update the ten-year Long Term Financial Plan (every year).	Manager Finance, Manager Infrastructure, Asset Engineer.	Ongoing
12. Align Capital Works Program with asset management plans and Long-Term Financial Plan.	Manager Infrastructure, Asset Engineer.	Ongoing

Appendix A, Engagement Results Summary



What did the People Say?

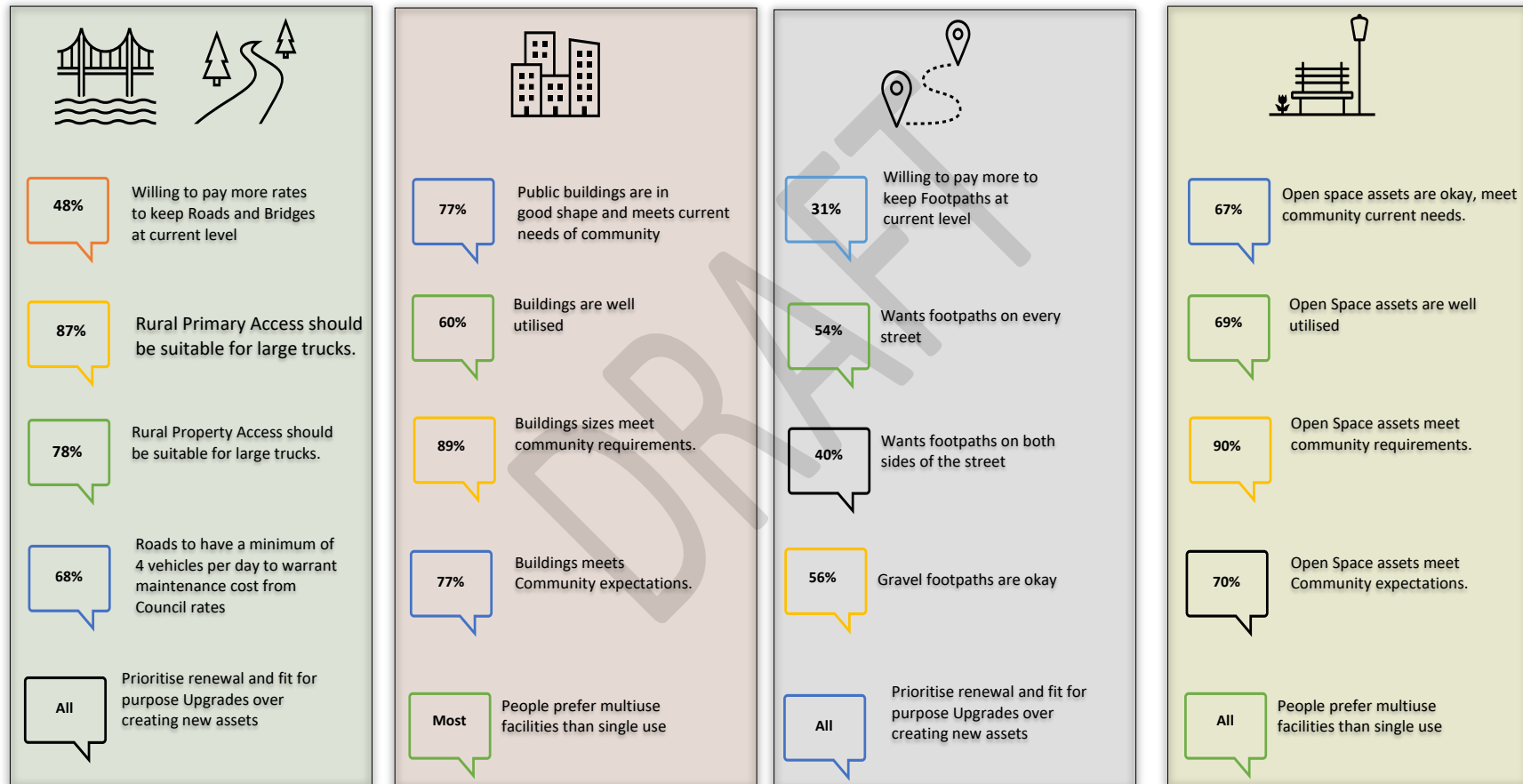


Figure 05: Survey Results snapshot

Appendix B, Roads Asset Category Information

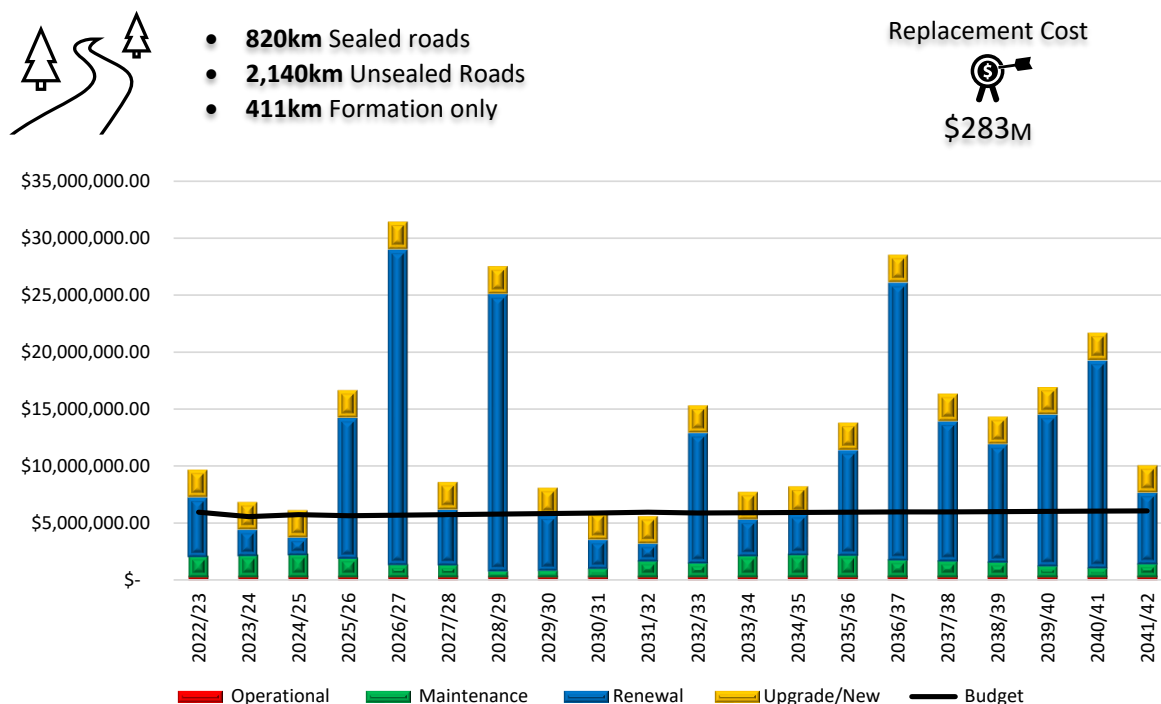


Figure 07: Roads forecast lifecycle cost

Council Roads are the biggest asset group by value, making up almost 54% of the total asset value. As can be seen from the graph, the Long-Term Financial Plan does not allocate enough funding to cater for all priority works required to keep the assets in service for the next ten years. There is an average shortfall of about **\$6.88M** per year. All works above the **budget line** (black line) are unfunded and as such Council will look at alternative funding methods, like grants from State and Federal Governments. Over the next ten years, operation and maintenance works will be prioritised, and the remainder of the funds will be balanced between asset renewal and fit-for purpose upgrades based on community priorities and needs. The remaining unfunded works will be rolled over to future years, which will increase the backlog.

In addressing this funding shortfall, Council is looking at optimising the unsealed network which will unlock potential savings each year. For example, by changing our treatment approach for low hierarchy roads (rural property access) from resheeting to grading at appropriate times, this alone will unlock a saving of over **\$2M** per year. More items to be looked at under asset optimisation include, the use of better materials (gravel), useful lives adjustment and level of service adjustment to affordable levels.

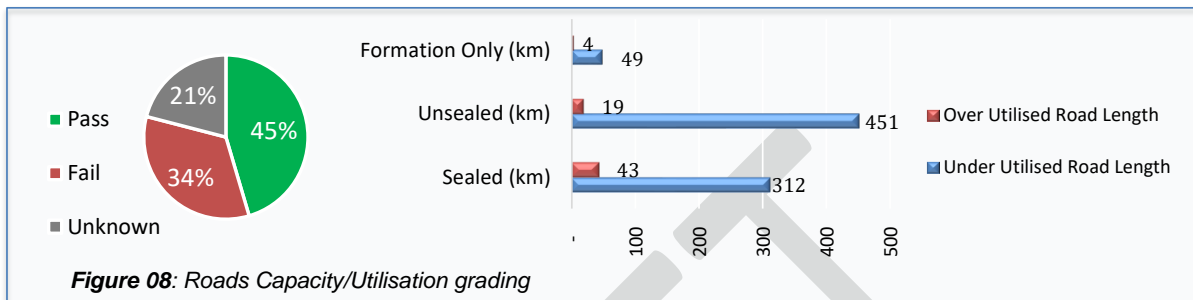
Table 06: Roads Ten-year Financial Planning

ROADS 10-year Financial Planning	
10-year average annual forecast	\$12.66M
10-year average annual planned budget	\$5.78M
10-year average annual funding shortfall	-\$6.88M

Current Performance

Council currently uses three grading criteria to establish the level of service, which are:

- ❖ **CAPACITY OR UTILISATION** – Asset's overall ability to meet customers' utilisation requirements. A Pass or Fail indicator system exist as a measure of performance.
 Pass - is where Asset usage is within design threshold,
 Fail - is where usage is outside design threshold, that is, where usage exceeds or is below design capacity.



Current Performance

- 45% of Road network Pass the Capacity grading criterion
- 34% of Road network Fail the Capacity grading criterion
- 21% is Unknown.

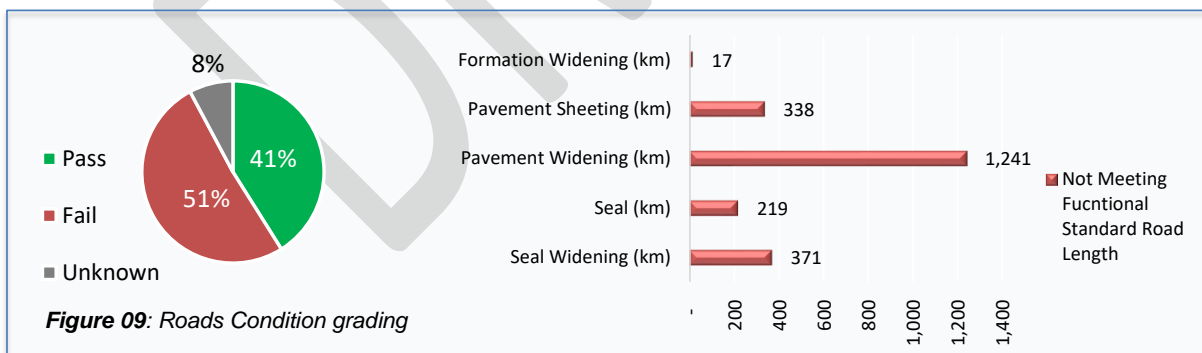
Of the 34% that Fail;

- 312km of our sealed network is under-utilised, and 43 km is over utilized.
- 451km of our unsealed network is under-utilised, and 19km is over utilized
- 49km of formation only or tracks is under-utilised, and 4km is over utilized.

- ❖ **FUNCTION** - Asset overall ability to meet delivery needs.

Pass - when asset width is within threshold, that is, asset function meets service delivery needs.

Fail - When asset width is outside threshold, that is, function doesn't meet service delivery needs



Current Performance

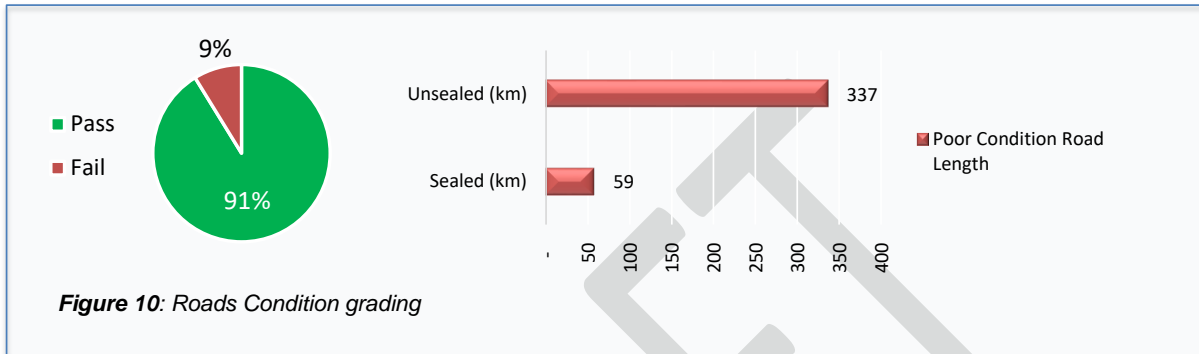
- 41% of Road network Pass meets function service delivery,
- 51% of Road network Fail the function grading criterion
- 8% is Unknown.

Of the 51% that Fail;

- 17km of formation widening

- 338km of Pavement sheeting
- 1241km of Pavement widening
- 219km Seal
- 371km Seal widening.

- ❖ **CONDITION** – The overall quality of the asset to be able to meet the intended level of service.
 Pass – is when asset condition is fair to very good, only planned or significant maintenance is required,
 Fail - is when asset condition is poor to very poor, significant renewal or the asset is beyond rehabilitation.



Current Performance

- 91% of Road network Pass the condition criteria, meets function service delivery,
- 9% of Road network Fail the condition grading criterion.

Of the 9% Fail.

- 337km of unsealed network is in poor condition,
- 59km of sealed network is in poor condition

Appendix C, Bridge and Major Culvert Asset Category Information



- **145 Road Bridges**
- **279 Major Culverts**

Replacement Cost



\$94M

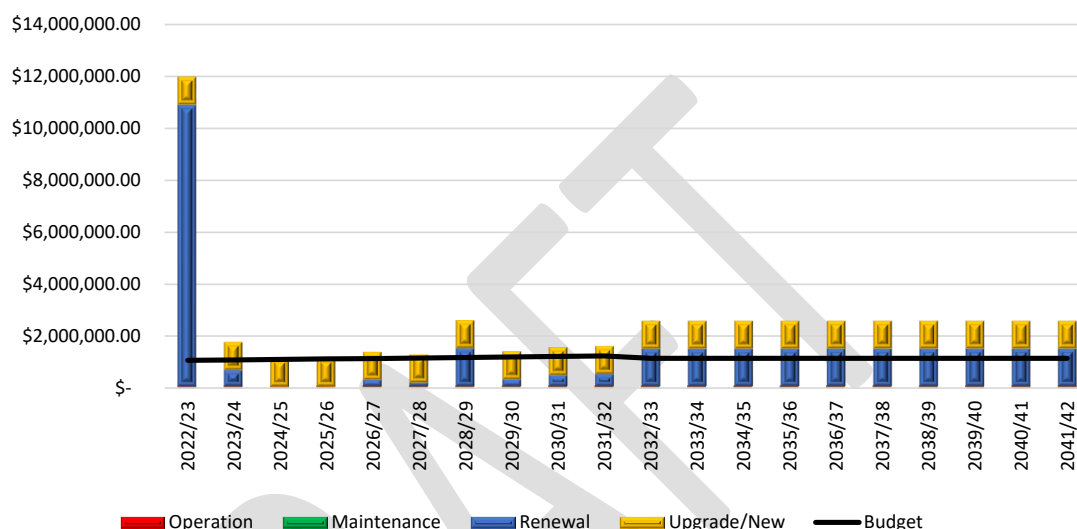


Figure 11: Bridge & Major Culverts forecast lifecycle cost

Based on our updated data, we have \$10M worth of works which are due for intervention as of FY 2022/23, this is because of continued building up of backlog over the past years. As can be seen from the graph, the budget allocation, the black horizontal line, is not sufficient to cater for all due intervention works. There is an average funding shortfall of \$1.45M per year for the next ten years. Unfunded works will be rolled over to future years. The budgeting process will give priority to asset renewal and fit for purpose upgrades over creation of new assets.

Council will focus on building a rigorous bridge and major culvert testing program to make informed decisions on opening new heavy vehicle routes. This will be followed by a bridge and major culvert strengthening program to meet high demand for these routes. This is a very costly exercise and will depend heavily on successful grant application.

Table 07: Bridge & Major Culverts Ten-year Financial Planning

BRIDGE & MAJOR CULVERTS 10-year Financial Planning	
10-year average forecast	\$2.60M
10-year average planned budget	\$1.15M
10-year average Funding Shortfall	-\$1.45M

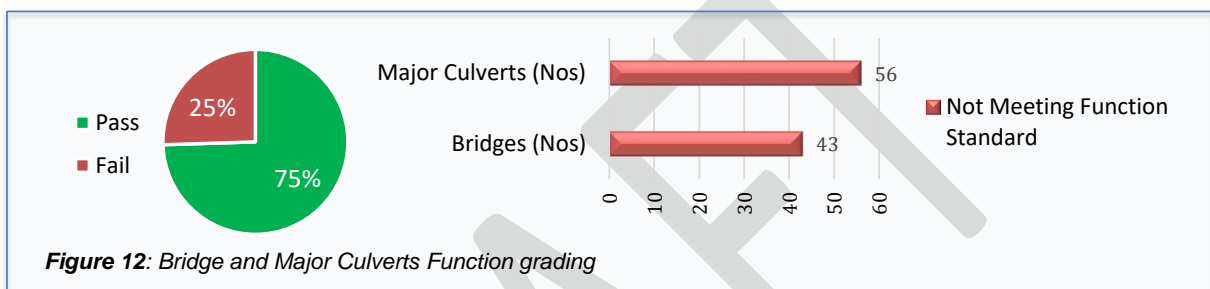
Bridge and Major Culverts current Performance

Council currently uses three grading criteria to establish the level of service. These are

- ❖ **CAPACITY OR UTILISATION** – Asset's overall ability to meet customers' utilisation requirements. A Pass or Fail indicator system exist as a measure of performance.
 Pass - is where Asset usage is within design threshold,
 Fail - is where usage is outside design threshold, that is, where usage exceeds or is below design capacity.

Council is still collecting this data to establish current performance.

- ❖ **FUNCTION** - Asset overall ability to meet delivery needs.
 Pass - when asset width is within threshold, that is, asset function meets service delivery needs.
 Fail - When asset width is outside threshold, that is, function doesn't meet service delivery needs



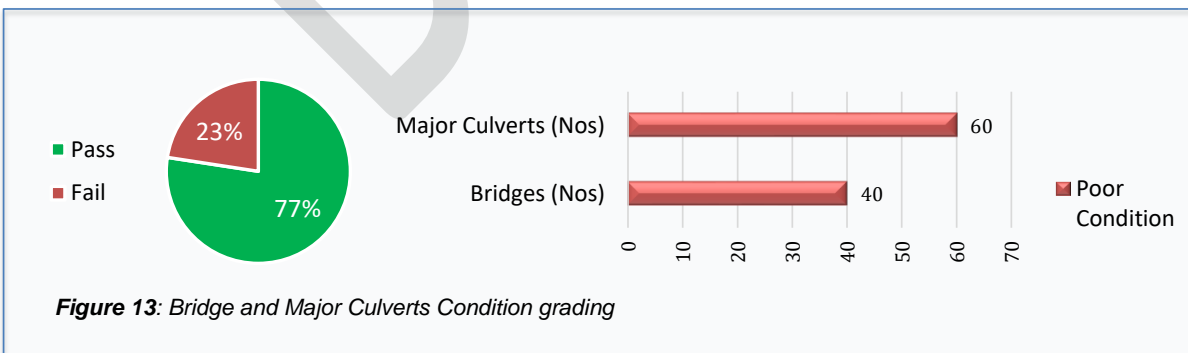
Current Performance

- 75% of the network meets the function service delivery needs
- 25% of the network fails.

Of the 25% Fail;

- 43 are bridges
- 56 Major culverts.

- ❖ **CONDITION** – The overall quality of the asset to be able to meet the intended level of service.
 Pass – is when asset condition is fair to very good, only planned or significant maintenance is required,
 Fail - is when asset condition is poor to very poor, significant renewal or the asset is beyond rehabilitation.



Current Performance

- 77% of Road network Pass the condition criteria, meets function service delivery,

- 23% of Road network Fail the condition grading criterion.

Of the 23% Fail.

- 40 bridges
- 60 Major culverts

DRAFT

Appendix D, Footpath Asset Category Information

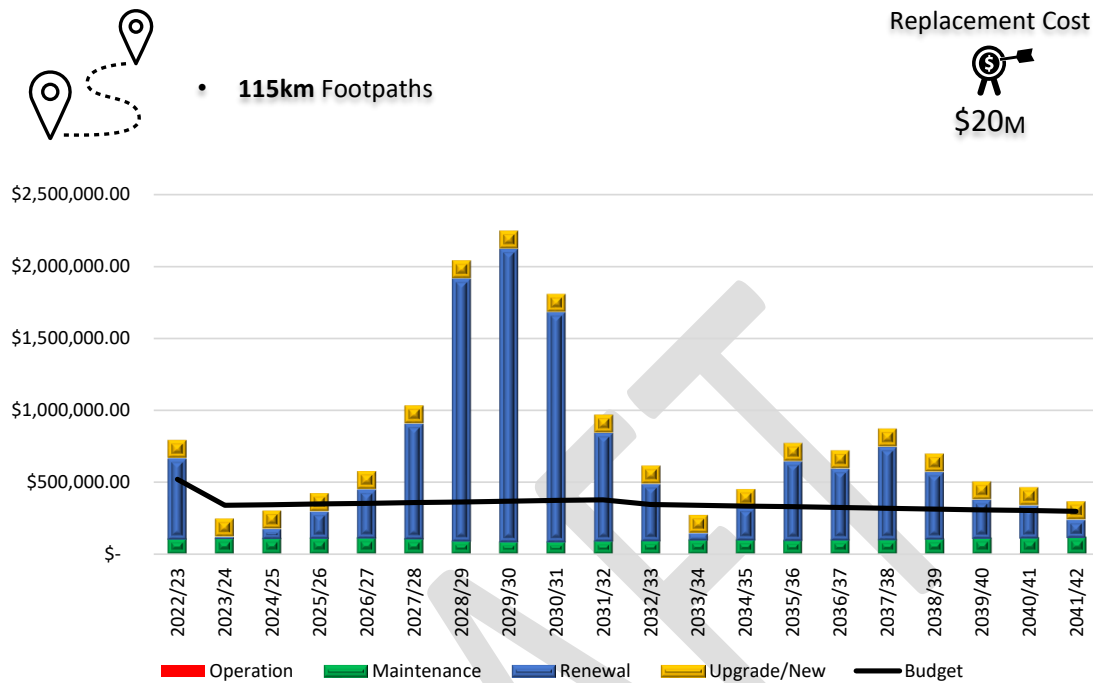


Figure 14: Footpaths forecast lifecycle cost

Council builds footpaths to provide access for pedestrians, gophers and other mobility assistance vehicles. The recently completed community engagement indicated that there is a high demand for having footpaths on every street. The planned funding level over the next ten years leaves an average funding shortfall of \$668K per year. Works which are above the black line, the budget, are unfunded. The footpath program will prioritise areas with high pedestrian traffic volumes and streets with no footpaths at all.

Table 08: Footpaths Ten-year Financial Planning

FOOTPATHS 10-year Financial Planning	
10-year average forecast	\$1.04M
10-year average planned budget	\$375K
10-year average Funding Shortfall	-\$668K

Footpaths current Performance

Council currently uses three grading criteria to establish the level of service. These are

- ❖ **CAPACITY OR UTILISATION** – Asset's overall ability to meet customers' utilisation requirements. A Pass or Fail indicator system exist as a measure of performance.
 Pass - is where Asset usage is within design threshold,
 Fail - is where usage is outside design threshold, that is, where usage exceeds or is below design capacity.

Council is still collecting this data to establish current performance.

- ❖ **FUNCTION** - Asset overall ability to meet delivery needs.
 Pass - when asset width is within threshold, that is, asset function meets service delivery needs.
 Fail - When asset width is outside threshold, that is, function doesn't meet service delivery needs

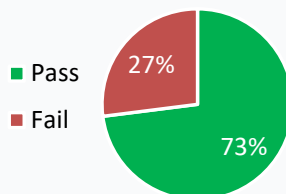


Figure 15: Footpaths Function grading

Current Performance

- 73% of the network meets the function service delivery needs
- 27% of the network fails.

- ❖ **CONDITION** – The overall quality of the asset to be able to meet the intended level of service.
 Pass – is when asset condition is fair to very good, only planned or significant maintenance is required,
 Fail - is when asset condition is poor to very poor, significant renewal or the asset is beyond rehabilitation.

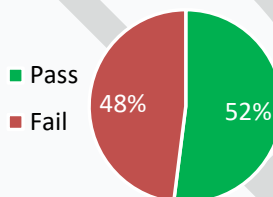


Figure 16: Footpaths Function grading

Current Performance

- 52% of Road network Pass the condition criteria, meets function service delivery,
- 48% of Road network Fail the condition grading

Appendix E, Buildings Asset Category Information

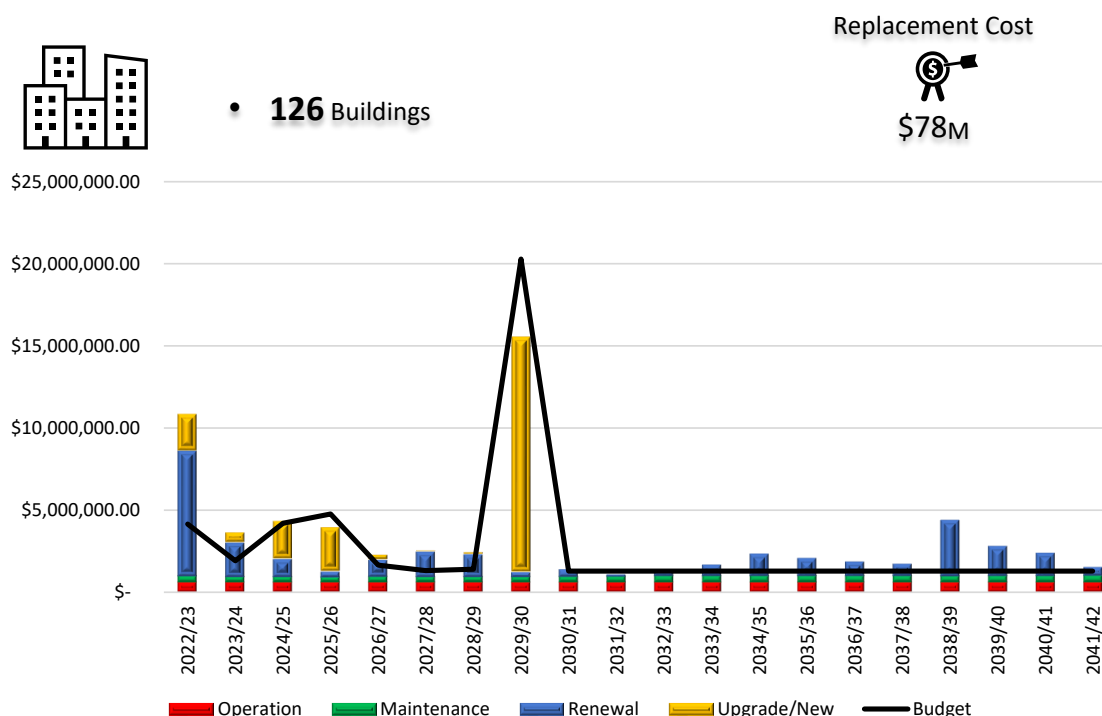


Figure 17: Building forecast lifecycle cost

Council building stock comprise of sporting facilities (40), Seniors and Aged care (2), Tourist facilities (10), Offices & Libraries (5), Halls for business (6), Halls for admin (2), Depot and animal buildings (33), Public toilets (7), Childcare (6), Caravan parks and camping (13), and others (2). The results of the community survey show that the community is happy with the status of our buildings, with 77% of the responses identifying our buildings as meeting community expectations. Most people prefer multiuse facilities than single use.

For the next ten years Council will continue to move in this direction and also engaging the community in identifying unsafe and non-functional building stocks which can be decommissioned. The current funding level for the next ten years leaves an average shortfall of about \$570K per year, to be able to keep the assets in their current state. Further details are shown in table 08 below.

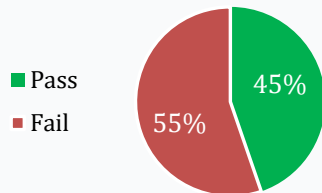
Table 09: Building Ten-year Financial Planning

FOOTPATHS 10-year Financial Planning	
10-year average forecast	\$4.80M
10-year average planned budget	\$4.23K
10-year average Funding Shortfall	-\$570K

Current Performance

Council currently uses three grading criteria to establish the level of service. These are

- ❖ **CAPACITY OR UTILISATION** - Gives information on whether building usage is appropriate to form and size and have a Pass or Fail indicator system.
 Pass - Demand and occupancy is within design threshold,
 Fail - Demand exceeds capacity or is less than 75% of building capacity

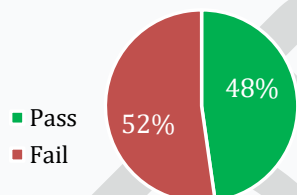


Current Performance

- 45% of Road network Pass the Capacity grading criterion
- 55% of Road network Fail the Capacity grading criterion

Figure 18: Buildings Capacity/Utilisation grading

- ❖ **FUNCTION** – Buildings meets regulatory standards and provide the facilities for their intended use. We have a Pass or Fail indicator system.
 Pass - Building has no shortfalls affecting availability and Usage.
 Fail - Buildings have design, safety, regulatory compliance, access issues affecting availability & usage.

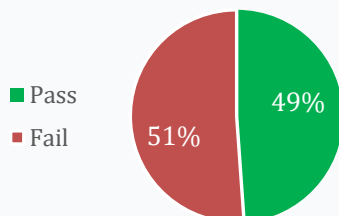


Current Performance

- 48% of Road network Pass meets function service delivery,
- 52% of Road network Fail the function grading criterion

Figure 19: Building Function grading

- ❖ **CONDITION** – Buildings are in a suitable condition for their purpose, creating a pleasing environment for users. We have a Pass or Fail indicator system.
 Pass - Building only require planned maintenance or significant maintenance,
 Fail - Building requires significant renewal or rehabilitation.



Current Performance

- 49% meets condition service delivery,
- 51% Fail the condition grading criterion

Figure 20: Building Condition grading

Appendix F, Kerb and Channel Asset Category Information

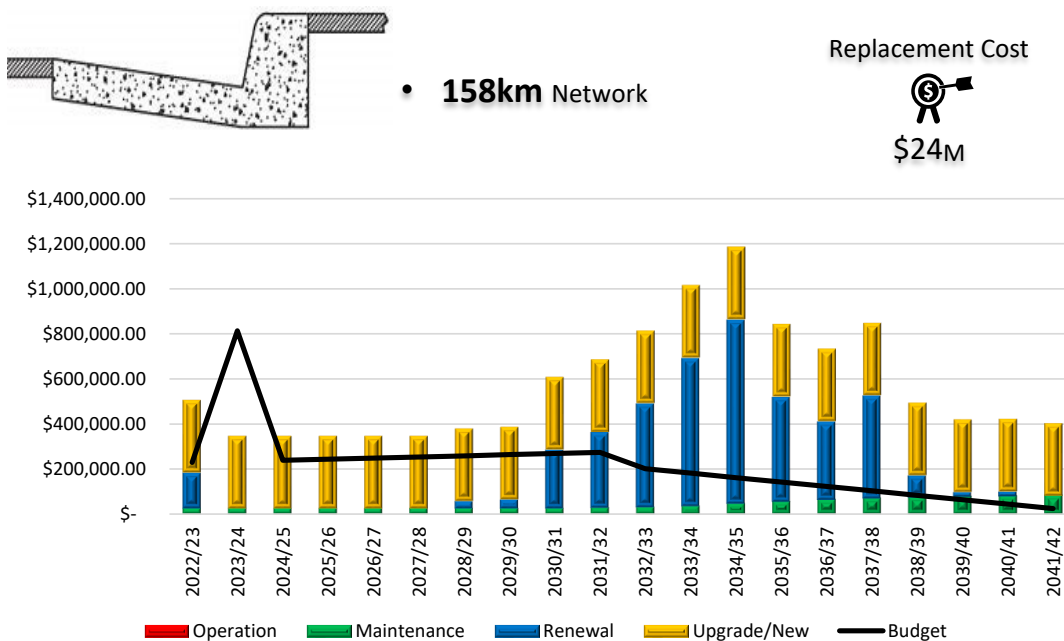


Figure 21: Kerb & Channel forecast lifecycle cost

Council Kerb and Channel assets provide road drainage which is critical for preventing water from entering under the road surface, thereby minimising potholes and other road defects. Kerb and channel also help with road safety, delineating the road edge and providing a visible barrier preventing vehicles from straying into surrounding area.

For the next ten years Council will undertake a combination of new and rehabilitation kerb and channel works within the limitation of the available funding in the LTFP. There is an average funding shortfall of about \$122k per year for the next ten years. Further details are shown in table 09 below.

Council will prioritise kerb and channel projects based on:

- Stormwater discharge alleviation through private properties
- Resolving road drainage issues
- Customer requests and, traffic volumes.

Once a kerb and channel project has been identified, a consultation process will be undertaken with the affected property owners to ensure the design meets their expectations.

Table 10: Kerb & Channel Ten-year Financial Planning

Kerb & channel	10-year Financial Planning
10-year average forecast	\$431k
10-year average planned budget	\$309k
10-year average Funding Shortfall	-\$122K

Current Performance

Council currently uses three grading criteria to establish the level of service. These are

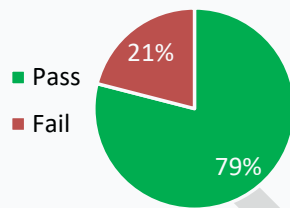
- ❖ **CAPACITY OR UTILISATION** – Asset’s overall ability to meet customers’ utilisation requirements. A Pass or Fail indicator system exist as a measure of performance.
 Pass - is where Asset usage is within design threshold,
 Fail - is where usage is outside design threshold, that is, where usage exceeds or is below design capacity.

Council is still collecting this data to establish current performance.

- ❖ **FUNCTION** - Asset overall ability to meet delivery needs.
 Pass - when asset width is within threshold, that is, asset function meets service delivery needs.
 Fail - When asset width is outside threshold, that is, function doesn’t meet service delivery needs

Council is still collecting this data to establish current performance.

- ❖ **CONDITION** – The overall quality of the asset to be able to meet the intended level of service.
 Pass – is when asset condition is fair to very good, only planned or significant maintenance is required,
 Fail - is when asset condition is poor to very poor, significant renewal or the asset is beyond rehabilitation.

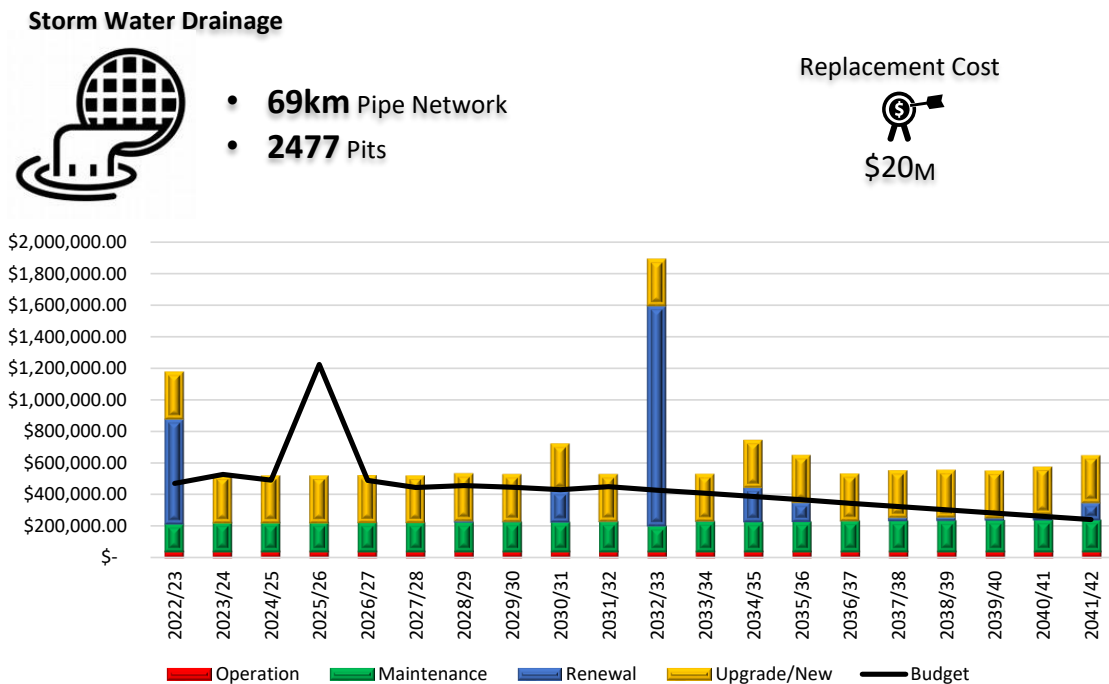


Current Performance

- 52% of Road network Pass the condition criteria, meets function service delivery,
- 48% of Road network Fail the condition grading criterion.

Figure 22: Kerb and Channel Condition grading

Appendix G, Storm Water Drainage Asset Category Information

**Figure 23:** Kerb & Channel forecast lifecycle cost

Council stormwater drainage assets are used to remove stormwater from residential areas and roads as quickly as possible, to reduce the risk of flooding and preventing water from stagnating. For the next ten years Council will maintain, renew, operate, and build new stormwater drainage assets in a financially sustainable manner, and this is tied to the annual capital budget. The current funding for the next ten years has an average shortfall of about \$71K per year, and as such works will be implemented on a priority basis subject to cost and level of risk. Table 10 below shows more details on the ten-year financial planning.

Table 11: Kerb & Channel Ten-year Financial Planning

Stormwater Drainage 10-year Financial Planning	
10-year average forecast	\$614k
10-year average planned budget	\$542k
10-year average Funding Shortfall	-\$71K

Current Performance

Council is still collecting capacity/utilisation, function and condition data to establish current performance.

Appendix H, Open Space Asset Category Information

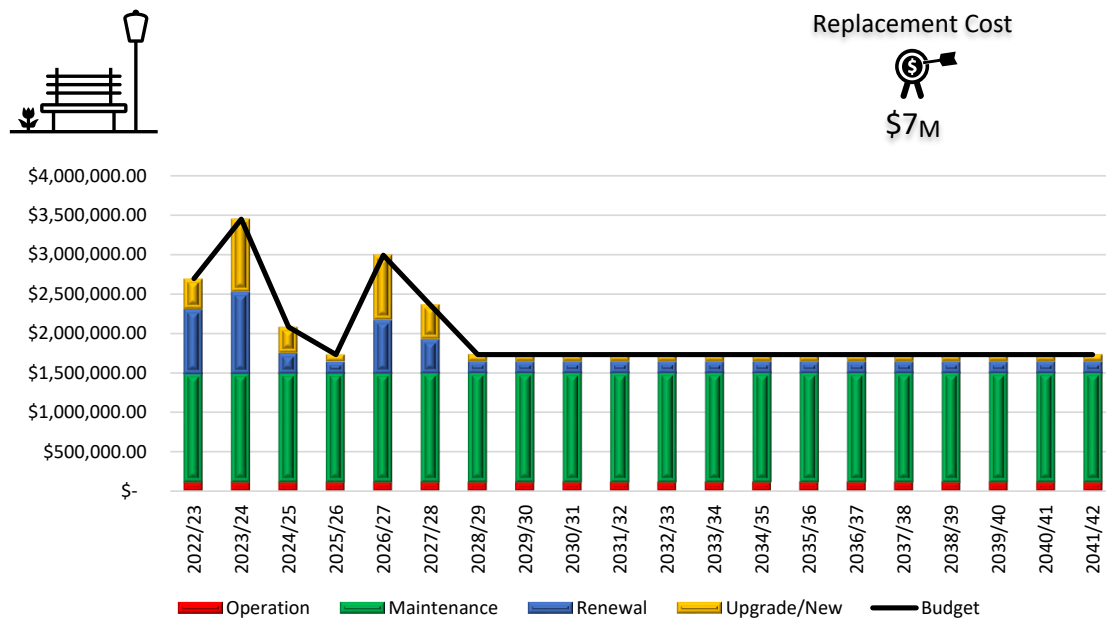


Figure 24: Open Space forecast lifecycle cost

Council Open Space assets which include parks, gardens, playgrounds, sporting fields, etc. provide recreational spaces for the community and help to enhance the beauty of our neighbourhood. The recent asset plan survey feedback shows that 90% of the respondents believe our open space assets meet community expectations. The proposed funding level for the next ten years allocates sufficient funding to be able to continue providing services at the current level. Council is currently developing the Open Space Strategy which is expected to drive projects in this asset category. The strategy will identify priority projects, which will be rolled out within the limitations of the available funding in the LTFP. Further details of the ten-year financial planning are shown below in table 11.

Table 12: Open Space Ten-year Financial Planning

Open Space 10-year Financial Planning	
10-year average forecast	\$2.23M
10-year average planned budget	\$2.22M
10-year average Funding Shortfall	-\$10K

Current Performance

Council is still collecting capacity/utilisation, function and condition data to establish current performance.

9.3.2. Infrastructure Program

Author/Position: Nic Murphy, Coordinator Engineering Services

Purpose

To seek Council's approval for the proposed Infrastructure Program 2022-23.

Summary

The proposed Infrastructure Program (road and bridge projects) under the 2022-23 Capital Works Program requires Council's endorsement so that works can commence 1 July without any delay.

Recommendation

That Council adopts the projects as proposed in the Infrastructure Program 2022-23.

RESOLUTION

That Council adopts the projects as proposed in the Infrastructure Program 2022-23.

Moved: Cr Eddy Ostarcevic

Seconded: Cr Kevin Erwin

Carried

Background/Rationale

The projects selected for each program area are done on a priority basis which comes from a range of asset data and cost benefit analysis. Projects are then inspected to ensure the proposed treatment is suitable and costings are correct. The list is then reviewed by the Engineering Services Team and Manager Infrastructure.

Renewal programs are developed using asset management principles to treat assets before failure. If the council's asset base is to service the community into the future, the renewal of these assets is vital. Upgrade programs are designed to increase the safety, functionality and efficiency of the existing network while reducing risk to the public.

This program is funded from varying sources including federal and state government grants, individual/business contributions and council's rate subsidy.

The program is broken down into 12 separate individual programs:

- Bridge Renewal Program
- Major Culver Renewal Program
- Footpath Program
- Drainage Program
- Road Rehabilitation Program
- Urban Road Improvement Program
- Final Sealing Program
- Kerb and Channel Program
- Drop Structure and Floodway Renewal
- Town Street Sealing Program
- Major Rural Roads Program
- B Double Route Upgrade

This breakdown divides the deliverables of each individual project into common overarching outcomes.

Legislation, Council Plan, Strategy and Policy Implications

Road Management Plan 2021

Council Plan 2021-25

Options**Option 1**

That Council adopts the projects as proposed in the Infrastructure Program 2022-23. **[recommended]**

Option 2

That Council does not adopt the projects proposed in the Infrastructure Program 2022-23 and requests that they be reviewed. **[not recommended]**

Implications

If the program is not adopted by Council the projects in the program cannot be started on 1 July 2022. This will delay the delivery of the projects and add extra pressure on project managers to have projects completed within the financial year. Given the shortage of some materials and lead times on some products, materials will need to be ordered as soon as the financial year commences.

Procurement

There is no option for collaboration with other councils or public bodies regarding the Infrastructure Program

Community Engagement

The Infrastructure Program budget was a part of the Council Budget 2022-23 community engagement process.

Individual projects do not form part of that consultation. Community engagement for individual projects occurs at a later date prior to projects commencing.

Innovation and Continuous Improvement

Council must pursue innovation and continuous improvement; the projects proposed in the Infrastructure Program are to be considered so that council can improve the safety, functionality and efficiency of council's assets.

Collaboration

Not applicable.

Officer's Declaration of Interest

All officers providing advice to Council must disclose any interests, including the type of interest.

Nic Murphy, Coordinator Engineering Services

In providing this advice as the author, I have no disclosable interests in this report.

Attachments

1. Infrastructure Program 2022-23 [9.3.2.1 - 4 pages]

Infrastructure Program 2022-23			
Asset ID	Name	Township	Project Description
Bridge/Major Culvert & Drop Structure Works			
Bridges			
BRG124928	Greens Creek Road		Widening, Strengthening & New Guardrail. NHVR Tier 2 report results show understrength. B-Double Approved Route.
BRG125006	Wallaloo East Road		Widening, Strengthening & New Guardrail. NHVR Tier 2 report results show understrength. B-Double Approved Route.
BRG125011	Kooreh Road		Strengthening and new guardrail. NHVR Tier 2 report results show understrength. High use with gravel cartage.
BRG124927	Carrols Bridge Road		Substructure Strengthening Works Required. Bridge Rail Upgrades required & B-Double Approved Route.
BRG125001	Baldwin Plains Road		Substructure Strengthening Works Required. Bridge Rail Upgrades required & B-Double Approved Route.
BRG125025	Wallaloo East Road		Substructure Strengthening Works Required. Bridge Rail Upgrades required & B-Double Approved Route.
Major Culverts			
RDS119185	Illawarra Road		Two sets of single cell 1200 x 600 Box Culverts which are classed and individual minor culverts are in a very poor condition. Major concrete spalling and very weak structures. Immediate replacement required and new endwalls to be installed.
Rural Residential Improvements			
Rural Sealing			
RDS118761, RDS118762, RDS118763	Glenvale Road	Stawell	Seal 2100m of Glenvale Road. 8 Houses have primary access from the road, traffic count of 50 per day and high maintenance grading costs currently required on this section.
Intersection & Road Safety Treatments			
RDS118144, RDS118146	Concongella School Road	Concongella	These is a 1700m section of the road that has a 3.4m seal width. This road has a high use with the Concongella Primary School located on the road and used by the School Bus. On one section of the narrow seal there is a crest which presents a road safety issue. Classed at a rural collector with a traffic count of 41 veh/day (20% heavy vehicles).
Road Rehabilitation			
RDS119691	Madden Street	Stawell	Replace 40m of B2 kerb which is in a very poor condition. Dig out and rehabilitate 350sqm and reseal entire section of road.
RDS119444	Lake Road	Stawell	Digout poor sections that have broken up around the roundabout and replace with 150mm asphalt.
RDS118216	Crowlands Road	Stawell	Renew a section of Landsborough Road around 1200sqm in size. Digout, reshape and reseal. Road is in a poor condition and deteriorating quickly. Remove deep gutter and replace with kerb to stop water getting into pavement and running into private property. Reseal a small section.
Urban Residential Improvement			
	Saleyards Road	Stawell	Seal the 260m section of Saleyards Road. \$33k contribution already recieved from Frews as they are using the road as the main access point for their accomodation development. Council to fund remaining amount and construct internally. Minor drainage works required as a lot of water crossed the road and sits on road edges.
RDS121200	Sumner Street	Stawell	Seal 200m of unsealed road which is primary access for 6 residential lots. Has thru traffic use the road to access the crown reserve. New houses either been constructed or recently constructed in the area. Would need a court bowl for garbage trucks to turn around. Minor Native Veg Removal.
Resealing Program			
RDS117268	Anderson Road - Sutherland		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS117352, RDS117355, RDS117351	Baldwin Plains Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS117431	Banyena Silo Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS117639, RDS117638	Bolangum Inn Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS117958	Carapooee Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS118144, RDS118146, RDS118148, RDS118149	Concongella School Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS118217, RDS118219	Crowlands Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS118580, RDS118581	Florence Street		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS118603, RDS118604	Frampton Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS118728 RDS118729	Glenorchy Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS118864	Grant Street - Stawell		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS118884, RDS118885	Gray Street - St Arnaud		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS118932, RDS118933	Greens Creek Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS119065	High Street Service Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS119070, RDS119075	Hill Street - Stawell		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS121770, RDS121771, RDS121773, RDS121774	Horsham Road Service Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS119346	Kell Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.

RDS119379	Kings Avenue		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS119445	Lake Road - Stawell		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS119451	Lamont Street		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS119454	Landsborough Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS119595	Ligar Street		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS119638	Lock Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS119760, RDS119762	Marnoo East Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS119962	Mewkill Court		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS119989	Millett Street		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS120064	Mokepilly Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS120213, RDS120210, RDS120214, RDS120211, RDS120215, RDS120216, RDS120217	Napier Street - Stawell		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS120247	Newall Street Service Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS120368	O'Regan Street		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS120483	Phillips Road - Coonooer West		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS120489	Phillips Road - Glenorchy		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS120580	Proctor Street		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS120698	Reservoir Road - St Arnaud		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS120845	Salisbury Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS121034, RDS121037, RDS121036, RDS121031, RDS121029	Sloane Street		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS121124, RDS121125, RDS121126	Station Street		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS121189, RDS121185	Studall Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS121192	Sturt Street		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS121318, RDS121319, RDS121320	Teddington Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS121417, RDS121411, RDS121412	Tulkara Railway Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS121619, RDS121620, RDS121621	Wallaloo East Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS121777	Wheeler Street		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS121816	Willaring Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS121850, RDS121851, RDS121853, RDS121854	Wimmera Downs Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS121865, RDS121866, RDS121867, RDS121873, RDS121868, RDS121869	Wimmera Street		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS121886	Wingfield Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
RDS121969	Yawong Road		Reseal the road which is starting to show signs of fatigue. Reseal will ensure the asset life in maximised.
Final Seal Program			
RDS120166, RDS120163	Moyston Great Western Rd		Final Seal on Bridge Upgrade.
RDS119889	McLaughlin Street		Drainage Improvements.
RDS120256	Newton Street		Footpath and Kerb Project
RDS119881, RDS119876	McKenzie St		Footpath and Kerb Project.

RDS121530, RDS121532	Victoria St		Footpath and Kerb Works.
RDS117693, RDS120613	Bowen Street & Raglan Street		Kerb & Channel Works.
RDS120910	School Road Halls Gap		Parking Bay Area.
RDS118223	Cubitt St Great Western		Parking Bay Area.
	Lord Nelson Park Precinct		Rear Car Parking Area.
	North Park Netball Court Parking		Carpark Area around new Netball Courts.
RDS127224, RDS119324	Bolangum Inn Road / Kanya Road Intersection		Road Intersection Safety Works.
RDS119068	Hill Street - Stawell		Road Upgrade Works.
RDS119587	Liddell Road		Unsealed Road Upgrade.
RDS119634	Little William Lane - Stawell		Urban Sealing Upgrade.
RDS121768	West Road		West Road Sealing Upgrade.
Footpath Program			
	Child Pedestrian and Cyclist Safety St.Arnaud Schools Implementation	St Arnaud	Apply for TAC funding to complete the next round of projects to improve pedestrian and cyclist safety at the St Arnaud Schools.
RDS121061, RDS121777	Wheeler & Smith St	St Arnaud	High Priority - Connects traffic from below North Western Rd to Secondary College. Currently there is a Bike path, but no Kerb and Channel.
RDS121837	Wills St	St Arnaud	High Priority, between two busy roads, no Path either side. K&C on only one side.
RDS118869, RDS118868, RDS118867, RDS118866, RDS126968	Grant Street	Stawell	Big pedestrian generator as is connects to the pedestrian bridge that crosses the railway line to Warren Street.
Major Rural Road Improvement Program			
RDS120848, RDS120846, RDS120842	Salt Creek Road	Concongella	Seal 3400m of gravel road. Funding recieved for Black Spot Funding to improve road alignment, remove dangerous trees, improve road shape & seal around sharp bends. Gravel pavement improvements for 2200m under the grant plus Council to contribute funds to seal this 2200m section. A further 1200m section to be sealed under the grant = 3400m in total. High crash rate area with a traffic count of 63 veh/day.
RDS121623, RDS121624, RDS121625, RDS121626, RDS121628	Wallaloo East Road	Greens Creek	Widen the existing sealed road to a min seal width of 6.2m for 6.2km. Current section at 3.4-3.8m wide with some blind crests. Lot of seal edge breaking and presents safety risk when vehicles meet. B-Double approved route and a Council Link Road. Traffic Count of 85 veh/day with 45% heavy vehicles.
Resheeting Program			
St Arnaud Depot			
RDS121387, RDS121388, RDS121390	Traynors Lagoon Road	Traynors Lagoon	
RDS1183889, RDS1183388, RDS118387, RDS118386	Donald Avon Plains Road	Avon Plains	
RDS121272, RDS121273	Swanwater Road	Swanwater	
RDS120809, RDS120810, RDS120811	Rostron Road	Rostron	
RDS117290, RDS117291	Archdale Road	Carapooee	
RDS121622, RDS121633, RDS121365, RDS121364	Tottington Road	Faulkner creek	
RDS117751, RDS117752	Bryce Road	Traynors Lagoon	
Stawell Depot			
RDS117632	Blythewood Road	Fyans Creek	
RDS117768, RDS117769, RDS117770, RDS117771, RDS117772, RDS117773	Bulgana Road	Concongella	
RDS118848	Granny's Lane	Black Range	
RDS119773	Marsdale Road	Wal Wal	
RDS120333, RDS120332	Old Rupanyup Road	Glenorchy	
RDS122541, RDS122609	Paynes Pool Road	Wal Wal	
RDS120460, RDS120459	Perry Jones Road	Joel Joel	
RDS121158, RDS121157	Stradford Road	Wallaloo East	

RDS121514, RDS121516	Vances Crossing	Joel Joel	
RDS121614, RDS121612	Wallace Road	Kanya	
RDS121825, RDS121826	Williams Lane	Lake Lonsdale	
RDS118764	Glenvale Road	Lake Lonsdale	
RDS120280	North Woodlands Road	Joel Joel	
Kerb and Channel Works			
RDS118672	Gertrude Street	Stawell	Install 340m of kerb and underground drainage. Construct a footpath on the North Side which will connect to the bus station. Have had quite a lot of complaints over the years to get this one upgraded. Lot of drainage and maintenance issues currently.
RDS118479	Wolfe & Edwards Street	St Arnaud	Install 200m kerb and underground drainage at the Wolfe and Edwards St intersection. This is aimed to reduce flood impacts in this area. Will direct water to underground drainage network and reduce likelihood of flood damage.
RDS120073, RDS120079	Montague St	St Arnaud	Drainage complaints. No kerb and water running through property on downstream side. Kerb to be installed on both sides (510m) and some minor underground drainage to connect to existing.
Drainage Improvement Program			
RDS117928	Campbell & Ligar St Drainage	Stawell	Two issues along the street here with water running down driveways and into carports. 65m of pipe required and a SEP with grate in the kerb. In heavy rain the water overflows the kerb and floods into residents driveway and yard.
RDS117947	Canterbury St	St Arnaud	The box culvert which runs under the road has failed. Need to renew this culvert and install a new side entry pit in the kerb on the SW side of the road. Currently no pit there. New pit most likely required to replace existing one on NE side.
Transport Development Program			
RDS117358, RDS117361, RDS126977, RDS121369, RDS121370, RDS121367	Baldwin Plains Road & Tottington Road Upgrade		Upgrade 4800m of gravel road to sealed road with a minimum seal width of 6.2m. Very high heavy vehicle use which is creating frequent road defects. Grading required on multiple occasions throughout the year.

9.4. Improve Organisational Effectiveness

9.4.1. Adoption of Budget 2022-23

Author/Position: Graham Haylock, Manager Financial Services

Purpose

The purpose of this report is to adopt the Budget 2022-23 in accordance with section 94 of the *Local Government Act 2020* and declare Rates and Charges pursuant to section 155 of the *Local Government Act 1989*.

Summary

The Budget 2022-23 is prepared in accordance with the new *Local Government Act 2020* and in compliance with the State Government's Fair Go Rates system. The budget is financially sustainable and represents a fair and proportionate allocation of Council resources.

Recommendation

That Council, having considered the draft Budget 2022-23 and having distributed the budget for community consultation, resolves as follows:

1. To adopt the Budget 2022-23, comprising the 2022-23 financial year plus the subsequent three financial years 2023-24 to 2025-26, pursuant to Section 94 of the Local Government Act 2020.
2. To declare Rates and Charges for the 2022-23 financial year as follows:
 - a. An amount of \$19,012,000 be declared as the amount which Council intends to raise by general rates, municipal charges, and annual service charges later described in this resolution which amount is calculated as follows:

i. Residential rate	\$8,494,000
ii. Commercial rate	\$769,000
iii. Industrial rate	\$398,000
iv. Farm rate	\$5,488,000
v. Cultural and recreational land	\$12,000
vi. Municipal charge	\$1,003,000
vii. Annual garbage charge	\$1,689,000
viii. Annual recycling charge	\$1,159,000
ix. Total	\$19,012,000
 - b. A general residential rate of 0.4738 cents in the dollar of the Capital Improved Value be declared for the period 1 July 2022 to 30 June 2023.
 - c. A farm differential rate of 0.1854 cents in the dollar of the Capital Improved Value be declared for the period 1 July 2022 to 30 June 2023.
 - d. A commercial differential rate of 0.5365 cents in the dollar of the Capital Improved Value be declared for the period 1 July 2022 to 30 June 2023.
 - e. An industrial differential rate of 0.5365 cents in the dollar of the Capital Improved Value be declared for the period 1 July 2022 to 30 June 2023.
 - f. In accordance with section 4 of the Cultural and Recreational Lands Act 1963, it be confirmed that the amount payable in respect of the recreational lands listed below be determined by multiplying the Capital Improved Value of these lands by 0.3300 cents in the dollar.
 - g. Municipal charge - Council resolves to adopt a municipal charge for the period 1 July 2022 to 30 June 2023 at the rate of \$123 per assessment.
 - h. Service rate/charge - Annual service charges be declared for the period 1 July 2022 to 30 June 2023 as follows:

i. Kerbside garbage collections services	\$277
ii. Additional kerbside garbage collection services	\$159
iii. Recycling - Kerbside recycling collection services	\$190
 - i. Consequential that the Chief Executive Officer be authorised to levy and recover the general rates and the municipal charge and annual service charges described earlier in this resolution.

RESOLUTION

That Council, having considered the draft Budget 2022-23 and having distributed the budget for community consultation, resolves as follows:

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Moved: Cr Eddy Ostarcevic

Seconded: Cr Kevin Erwin

Carried

Background/Rationale

The budget has been prepared on the principles of responsible financial management to achieve a budgeted result that ensures and maintains long term financial sustainability.

Major factors influencing the budget:

- The 2022-23 budget has been developed through a process of consultation and review with Council and Council Officers.
- The budget for 2022-23 has been formed on the basis of the Financial Plan (a 10 year plan) and developed in line with the Council Plan 2021-25.
- The budget complies with the 1.75% rate cap set by the Minister for Local Government. The rate cap includes the total rates (excluding cultural and recreational land and income in lieu of rates) and the municipal charge income.
- Waste and recycling kerbside collection charges are excluded from the rate capping requirements. Council has determined that no increases in charges will be made as the current waste levies are sufficient to fully recover the cost of waste management.
- No new loan funds are to be borrowed during 2022-23. Council will repay \$97,000 in loans during the year so net indebtedness will decrease from \$1.10 million to \$1.0 million during the period.
- The 2022-23 capital program totals \$11.6 million that includes \$4.5 million for roads, \$1.1 million for bridges and \$3.0 million for investment in parks and recreation.

A key change in budget follows the adoption of Council's revised Revenue and Rating Plan 21-24, which sees Council move to a 'floating differential' model. This is in response to recent trends in property valuations. In particular there have been 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 the new floating differential 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. It is proposed that Council phases this in over the next four years to return the proportion of rates paid by each property type to historical levels.

In addition, the revised Revenue and Rating Plan includes the intention to reduce the municipal charge each year. This will have the effect of benefiting low valued properties.

Legislation, Council Plan, Strategy and Policy Implications

The preparation of the Budget 2022-23 has been undertaken in accordance with the *Local Government Act 2020*, the *Cultural and Recreational Lands Act 1963*, council's *Farm Rate Differential Policy*, Local Government Model Budget 2022-23 and council's Engagement Policy.

Options**Option 1**

That Council adopts the Budget 2022-23 and declaration of Rates and Charges 2022-23. **[recommended]**

Option 2

That Council does not adopt the Budget 2022-23 and declaration of Rates and Charges 2022-23. **[not recommended]**

Implications

The subject matter has not raised any sustainability issues (economic, social, environmental or climate change) or heritage/cultural, amenity, human rights/gender equality, privacy, risk management, budgetary and asset management implications.

Procurement

This report does not raise any procurement implications.

Community Engagement

The proposed budget was made available to the public during the month of June 2022 for community feedback.

Innovation and Continuous Improvement

The four-year budget demonstrates the available funding and investment in services and capital infrastructure projects to support the community and to foster new initiatives and ongoing improvements.

Collaboration

No collaboration was required with other councils, government departments or statutory authorities.

Officer's Declaration of Interest

All officers providing advice to Council must disclose any interests, including the type of interest.

Graham Haylock, Manager Financial Services

In providing this advice as the author, I have no disclosable interests in this report.

Attachments

1. NGSC Budget 2022-23 [9.4.1.1 - 56 pages]
2. Budget 2022-23 Submissions [9.4.1.2 - 3 pages]



Budget 2022-23



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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', written over a white background.

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

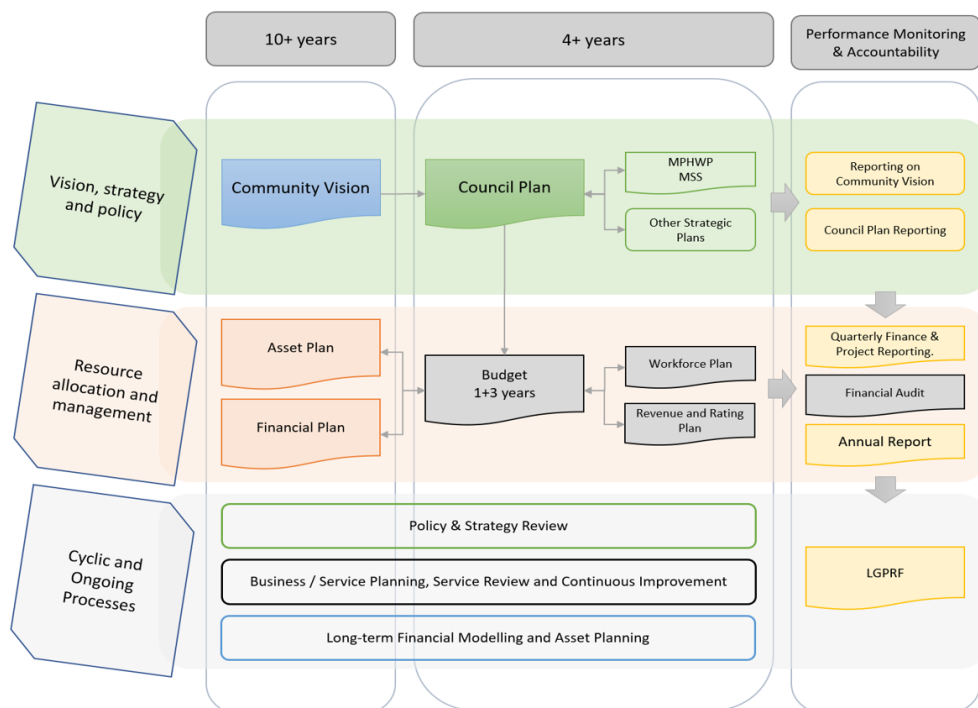
COUNCIL PLAN

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)



2022-23

Page

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.

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

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

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.

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

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



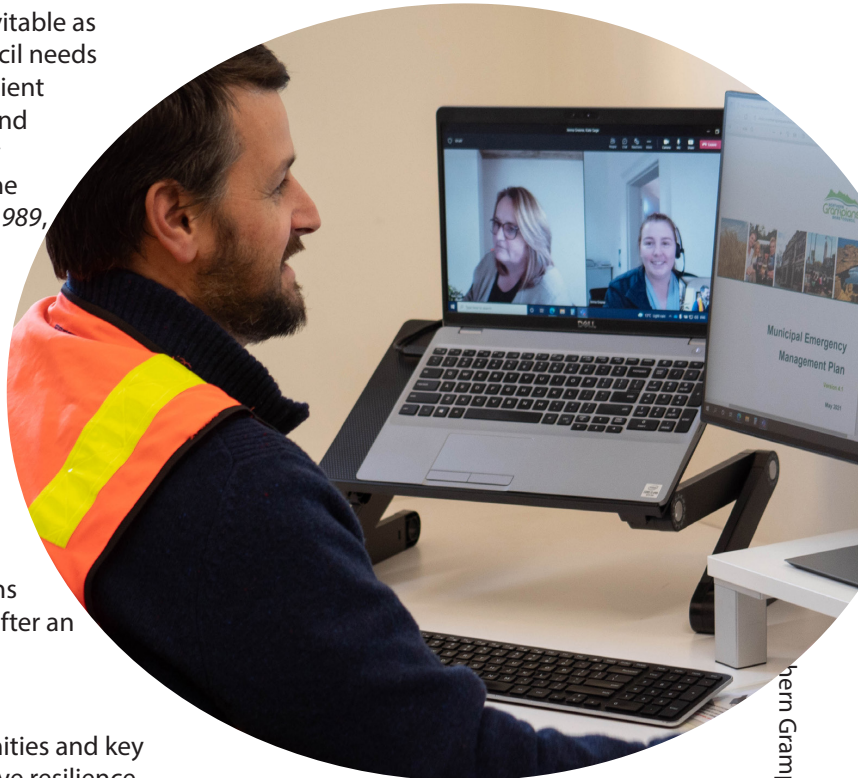
Emergency Planning

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 Actual 2021/22 \$'000	Budget 2022/23 \$'000	Projections		
			2023/24 \$'000	2024/25 \$'000	2025/26 \$'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 Actual 2021/22 \$'000	Budget 2022/23 \$'000	Projections		
			2023/24 \$'000	2024/25 \$'000	2025/26 \$'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 Actual 2021/22 \$'000	Budget 2022/23 \$'000	Projections		
			2023/24 \$'000	2024/25 \$'000	2025/26 \$'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 Actual 2021/22 \$'000	Budget 2022/23 \$'000	Projections		
			2023/24 \$'000	2024/25 \$'000	2025/26 \$'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 2022/23 \$'000	Comprises		
		Full Time \$'000	Part Time \$'000	Casual \$'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 2022/23 FTE	Comprises		
		Full Time FTE	Part Time FTE	Casuals 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		
	2021/22	2022/23	
	\$	\$	Change
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		
	2021/22	2022/23	
	\$	\$	Change
Kerbside Collection	277	277	0.0%
Additional Kerbside Collection	159	159	0.0%
Recycling	190	190	0.0%
Total	626	626	0.0%

1. 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 Arnua 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	\$'000	\$'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	Renewal	Upgrade	Expansion	Grants	Contributions	Council Cash	Loan Funds
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'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
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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
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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

		Forecast Actual 2021/22	Budget 2022/23	Projections		2025/26	
Indicator	Measure	\$'000	\$'000	2023/24 \$'000	2024/25 \$'000	\$'000	+ / o / -
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

BUDGET 2022-23 SUBMISSIONS

NAME	SUBMISSION
Karen Hyslop	<p>At the NGS Council's Revenue and Rating Plan Info Session in April, a graph was shown with the historical amount of rates paid by each category with a proposed plan to return the Farm Category to the historical average of 32.5%.</p> <p>In the proposed draft budget, the amount of rates paid by the Farm category has unfortunately remained high at 36.2%, meaning farm rates with previous cumulative years of increments will stay high and continue to increase.</p> <p>I am requesting that the amount of rates raised by the farm category goes back to the historical average of 32.5% in the 2022-23 budget.</p>
Michelle Jess	<p>After watching and responding to your Revenue and Rating Plan on Facebook, I came to the conclusion that you all understood the farming sector in regards to rates. I now realise that I was wrong.</p> <p>I was unhappy to hear that council held an unscheduled council meeting in May to discuss this important decision regarding rates. I was bamboozled when I read that the council is not taking their Revenue and Rating Plan forward. Did you not watch your own video and understand what was being said? I read on your website: 'NGSC is revisiting its Revenue and Rating Plan in response to the concerns raised by ratepayers last year.'. I'm disappointed that you do not remember the many discussions regarding farming and the amount farmers pay with the realisation that rates will keep increasing.</p> <p>Farmers are not guaranteed to make money in any given year due to the climate and commodity prices that are beyond the farmers control. The input costs of fuel, fertilizer, veterinary supplies, agriculture sprays etc have continued to rise. We (unlike the shire) have no option of applying for grants from the State and Federal Governments to assist us in trading. We are forced to use our banks to help plant the crops, grow the wool and or meat to feed our state, country and world. The majority of farmers have made profits over the last couple of years. A large majority, like us, are still paying off loans that we took out to continue trading through drought and poor commodity prices. Farmers are trying to invest any capital into their farms to ensure they can keep farming in the years to come.</p> <p>I respectfully ask that you consider the amount of rates raised by the farm category to go back to the historical average of 32.5% in the 2022 – 23 budget. Thank you for considering my request.</p> <p>Yours sincerely Michelle Jess</p>
Maryanne Jess	<p>I am concerned about the farm rates increases compared to house rates in the township of Stawell. I am fortunate to own a property in the farming area and a house in Stawell.</p> <p>Farm rates have gone up by an average \$112 a year from 2010 (\$1086) to 2022 (\$2436) where as house rates have increased by an average \$70 a year from 2010 (\$1299) to 2022 (\$2136) It would seem to me to be unfairly taxing people who own farming property who in my opinion receive very little maintenance from the shire, roads and table drains are not maintained very well out our way.</p>

<p>Avon Plains Banyena Landcare Group</p>	<p>Thank you for providing the opportunity to make a submission on the draft budget for 2022-23.</p> <p>The Avon Plains Banyena Landcare Group (APBLG) is concerned about the management of environmental aspects of the Shire.</p> <p><u>Allocation of Funding for an Environmental /Sustainability Officer</u> Care and protection of our natural environment are core values of the Northern Grampians Shire Council (NGSC) and recognised in the Draft Budget Economic Development Strategy and Action Plan 2021-31 where the “wellbeing of rural people and places depends upon many things including...a healthy natural environment”.</p> <p>Within the budget there are items such as business growth, community events and tourism that depend in varying degrees on a healthy natural environment. With the growing understanding of our dependence on a well-functioning and biodiverse environment it is imperative that we step up our efforts to foster and protect our local natural areas and the serious broader issue of climate change.</p> <p>The 2020-21 Northern Grampians Report, Governance Management and Other Information, states that: the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.</p> <p>Given the recognition by the Council that a healthy environment underpins their core values, I am advocating that provision be made in the budget to employ an Environmental/ Sustainability Management Officer. I understand that the current roles of Environmental Health, Planning or Management of Pests and Weeds already address some aspects but there is a pressing need to have someone whose priority is to protect and enhance our natural environment.</p> <p>Aspects of the role could include sustainability, natural resource management, the development of long-term strategies that promote renewable energy and energy efficiency to address climate change, regenerative agriculture, biosecurity and biodiversity.</p> <p>Currently the only funds dedicated to addressing climate change are \$30,000 under the Public Health banner and there is no mention in the budget of any steps to transition towards a carbon neutral future for the Council.</p> <p>There are many Councils across the state that now employ sustainability officers, recognising the growing demand for the community to have access to expertise, resources and education. The NGSC has employed an Environmental Officer in the past and we strongly advocate for the reinstatement of such an important position. It is now time for the Council to step up and show the community that they are taking the impact of climate change and the role we can play in protecting our natural environment seriously. Allocating funds for the position of Environmental /Sustainability Officer would be a step in the right direction.</p> <p><u>Funding for Walkers Lake Projects</u> With the presentation of the NGSC commissioned report, Environmental and Heritage Management Advice: Walkers Lake Management Plan 2022 detailing the risks of a “do nothing” approach, it is imperative that funding over the next three years be provided for the recommendations outlined in the report to be implemented. Allocated funds over the past years have largely gone unspent with the cost of water and basic services leaving savings each year which we believe has gone back into general revenue. The vegetative communities around the lake have suffered as a result and the report identifies the risks to the lake environs of non-compliance with current Environmental and Cultural Heritage Laws and Regulations.</p> <p>In the Wimmera Development Association Report on the Social-Economic Vale of Recreational Water, published in 2021, it states that Walkers Lake attracted expenditure in the district of \$138,000 from both campers and day visitors. It’s environmental and</p>
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	<p>economic values are certainly worthy of support in the Budget for 2022 and beyond. Given the little money spent on the area and the ongoing environmental degradation, the Avon Plains Banyena Landcare Group suggests a budget of at least \$100,000 each year for the next three years is more appropriate, rather than the \$75,000 proposed.</p> <p>Yours sincerely, Avon Plains Banyena Landcare Group - Prue McAllister Treasurer, Carol Campbell President and Jennie Guthrie Secretary</p>
<p>Barry Bibby Chris Bibby Shane Bibby Jarrod Bibby</p>	<p>We, as farming families, are responding after watching your Revenue and Rating Plan on Facebook.</p> <p>After watching that we were all of the belief that you, as Councillors had a full understanding of the Farming Sector.</p> <p>We now realise that our assumption was wrong.</p> <p>It is extremely disappointing to hear that Council held an unscheduled meeting in May to further discuss this important decision regarding rates.</p> <p>We are completely at a loss to read that Council is NOT taking their Revenue and Rating Plan Forward.</p> <p>We can only conclude that you as Councillors did not watch or understand what was presented in the video.</p> <p>When we read on your website: NGSC is revisiting its Revenue and Rating Plan, as there had been concerns raised by Ratepayers last year.</p> <p>It is very disappointing that your memories about the discussions regarding farming and the amount farmers pay, with the realisation that rates will keep increasing.</p> <p>As you may or may not realise farmers are not guaranteed an income in any given year. Many contributing factors make farming income uncertain. Climate being the main factor along with commodity prices, all of which are beyond the farmers control.</p> <p>The input cost of fuel, fertiliser, agriculture sprays, veterinary supplies etc are all increasing and likely to continue to increase.</p> <p>Thus, contributing to any incomes from our farming annually.</p> <p>We, (unlike the Shire), have NO option to apply for State or Federal grants to assist with our farming businesses.</p> <p>We are forced to depend on our banks to finance our cropping and harvests, whilst at the same time producing wool and meat to feed our country.</p> <p>We acknowledge that many farmers have made profits over the last couple of years.</p> <p>Having said this, the majority of farmers are running high bank overdrafts and loans which need to be repaid.</p> <p>Farmers are trying to invest any capital back into their business to ensure they can keep farming for years to come.</p> <p>Farming is a business and a lifestyle which is often proudly generational. Many sacrifices are made to ensure our success.</p> <p>We ask you to consider the amount of rates raised by the Farming Category and revert back to the historical average of 32.5% in the 2022-23 budget.</p> <p>We appreciate that you will consider our request and look forward to further discussing our concerns with you.</p>

10. Notices of Motion or Rescission

Nil

11. Reports from Councillors/Committees

St Arnaud Recreationa Advisory Group Meeting Minutes – 24 May 2022

Stawell Recreation Advisory Group Meeting Minutes – 2 June 2022

Councillors provided brief reports on their activities on behalf of Council since the last Council meeting.

Cr Driscoll reported on his attendance at the St Arnaud Recreation Advisory Group meeting at which a new name was discussed for the Lord Nelson Park multipurpose facility and said the open day for the new building was very successful. He said it is a magnificent legacy building for our community for years to come.

Cr Emerson reported on the Stawell Recreation Advisory Group meeting at which matters discussed included the Stawell skate park, the council budget and spreading it across the whole community, the State election opportunities for extra funding, North Park Master plan and the participating plan template that is applicable to both recreation advisory groups. He said in the last few months the budget has been discussed during his attendances at meetings of the MAV Board, North West Municipalities Association, Audit and Risk Committee and advisory groups. He said it is difficult to come up with a budget to suit everybody; if we had x amount of dollars above what we have got we may well be like the Melbourne City Council and spend \$10M-\$20M on fireworks.

Cr Dempsey reported on attending the working group meetings for the Stawell skate park with a number of key community members to iron out details of finalising the plan. She said it is underway and should be constructed later in the year. She said she wanted to pass on her thanks to the Stawell Little Athletics Club for the invitation to their presentation night last week; it is great to see that there are numbers coming back to junior sports as well and the club seems to be thriving.

Cr Ostarcevic reported on his attendance at the SCAN meeting at which Mr Trevor Adams CEO EWHS provided a comprehensive discussion on their activities including the fact that they are trying to promote a spend for a new \$50M+ hospital facility (staged). He said we saw some of that presented to us at the meeting but the service planning review document is currently not available. He said big issues remain as housing, business assistance for new businesses setting up and attracting staff and challenges exist for accreditation of aged services at EWHS campuses. He said their main drive is home care and they are developing their offering; there is certainly more need for community input into service provision within our communities from Birchip through to St Arnaud.

Cr Erwin spoke on his attendance at a Stawell Uniting Church gathering for overseas immigrants that was very well attended with 50+ people representing four or five countries. They were appreciative of the recognition and the welcome received to Stawell and community. He said the main message was housing, housing, housing that was duly noted and they are hopeful for improvements in the next few months.

RESOLUTION

That the reports be received.

Moved: Cr Murray Emerson

Seconded: Cr Rob Haswell

Carried

Northern Grampians Shire Council

St Arnaud Recreation Advisory Group Meeting Minutes

The scheduled meeting was held at 6 pm on Tuesday 24 May 2022 at LNP new admin/board room

Chair: Cr Driscoll

Attendees: Cr Driscoll, Nicole Amos, Tara Lowe, Sharlene Bertalli, Kim Birthisel, Kaye Boyd, Peter Knights, Jason Smith

Tony Dark (NGSC)

Apologies: Mark MacTaggart

1. Business arising from the previous meeting:

Sports club container – Tony Dark met with Bendigo Stadium, and we are looking at design and funding options to rearrange the existing changerooms to cater for storage. Toilets are to remain as a part of the remodel that includes storage for the items held in the container.

Peter Knights met with the Council infrastructure team to look at the sheep pavilion loading bay and the outcome was it will all work. May need to look at some external wall repairs to neaten up the look.

The football and hockey ovals were marked with locations of the light towers. Some will need to be moved inwards and the oval is large enough to cater for this to take place.

2. General Business:

Item	Topic	Discussion	Action/ Outcome
1.1	Multipurpose Facility Design	Project update Discussed the official opening completed with MP's Pulford and Webster on 6 May. Home game of sports is Saturday 28 May and Community opening 8 June 2022, 2.30pm to 5.30pm	Action: 1. Name options to be provided to

		<ul style="list-style-type: none"> • Catering is offered to the canteen or other groups. Kim advised that the canteen committee can do a BBQ or something that will cater for the community. The council will pay the costs. • Discussed if the Group wants to assist in tours with community and it may be a combination of council staff and the group if required. The community may just wander the spaces and ask questions as required. • Suggestions were that if the event is open from 2.30pm and then a ceremony or speech is made at about 5.30pm with everyone to be gone by 6pm approximately. This will cover all community members' times e.g. before school pickup and after work etc. • Access from 24 May for groups to start moving equipment. <p>Outstanding works:</p> <ul style="list-style-type: none"> • Kitchen fixtures/fittings (Combi oven) - Plumbers and electricians will be on site Wednesday 25 May. • Fridge and Freezer have been moved but still not in correct locations. • Cabinetry fit off will be over the next few weeks. • The car park is to be completed with spray and seal by the end of June. • External stairs to the oval will be completed by the end of June. The council is locating a contractor to complete the work. • The netball door is still to be moved. • The Chook shed and sheep pavilion need to be completed for use, which will be by June. • Door signage is to be reviewed for best options. • Schedule for demolition of Old Football Changerooms and Toilets will be following tenancy of the new building. It is expected this will take place by end of July and Council will relocate the lights for training. • Advertising screen – power is available off netball club or via clubrooms (if mounted on an external wall) but needs to be easily visible from many areas. • Salto lock system. Remote system as per the North Park building in Stawell the external locks would be Salto and internal normal keys. The group agreed with a similar locking system and setup (external Salto and internal key locks) as well as the separation of the change rooms, public toilets (NGSC) and social/kitchen/bar. Additionally, we need to 	<p>Council for consideration and allow the wider community to have input.</p> <p>2. Signage on the doors is required e.g. change room identification and some wayfinding signs</p>
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		<p>make sure there is toilet access for the social space for evenings where the public toilets are closed at a scheduled time. Salto locks still 6 weeks away so initially will be normal keys</p> <ul style="list-style-type: none"> • Security is not a part of the scope of the building construction. This can be fitted later and consideration to be given to what the sporting club have that may assist as well as additional items and the group agreed it could be covered by community fundraising. • Voting for an official name for the facility. 3 options required and provided as follows: <ol style="list-style-type: none"> 1. St Arnaud Recreation Facility 2. Lord Nelson Park Recreation Facility 3. St Arnaud Community Facility 4. Lord Nelson Park Community Facility 5. St Arnaud Community Sports Centre 	
1.2	Football and Hockey Lighting	<ul style="list-style-type: none"> • Timeline - Design Completed • Budget – Started at \$350k with funding obtained through the Federal Government. Due to similar projects being quoted higher we sought further funding through Sport & Recreation Victoria of \$250k depending on the design outcomes with the project estimated at \$600k. Further increases in pricing due to Covid, supply demands and Council was presented with a new estimate of up to \$900k to deliver. The council will work with options to reduce costs but maintaining 100lux for football and 300 lux for hockey. This project is a priority and unfortunately some other projects in the shire may miss out with funds allocated to these works. • Tender will be initiated after funding outcomes known and most likely after July • Netball lighting is currently substandard, so it is to be considered, if possible, utilising old football lights. 	Action:
1.3	User Fees	<p>Review of fees structure and methodology.</p> <ul style="list-style-type: none"> • Consultant Otium Planning Group has been engaged by the Council • Shire wide review • The group will be consulted during this process. • Timeline – June/July 	Action:

1.4	Agreements	<p>Agreement – Current agreements will be seasonal types. Future use and agreement/s will be reviewed over the next few months and will be a shire wide perspective. The council has engaged Otium Planning Group to assist this process. The council has agreed to waive booking fees for this initial period and utilities costs such as power, water and gas will be distributed across users. Also discussed the option to include perishables such as toilet paper, paper towel, cleaning liquids etc. in the fees just to make it simpler and Council would order from their suppliers and then they would comply with safe chemical use etc.</p>	Action:
1.5	Fundraising	<p>Update from the group and there has been no meeting since the Ball where they raised approx. \$14,500. The group have approx. \$93k raised and lengthy discussion held on reaching the remaining \$57k for the \$150k target/commitment. It was agreed that firstly the advertisement/press release in the paper this week may attract further sponsors. Secondly the group thought that the balance should now come from the user groups individually and they need to get together to decide how this will happen. A date of 30 June 2022 to have a strategy for the final funds.</p> <p>Discussed allocation of the community contribution to projects and it was decided that the funds should come to council as a whole contribution to finish outstanding items.</p>	Action:

2. Other discussed:

Sporting Club – Discussed options to update the sporting club to make it more connected to the user groups and continue the priority that it is the venue for major social events. Changerooms will be converted to storage and toilets will remain. Memorabilia should remain there and any opportunities to update and expand should be considered. For the social enhancements there needs to be a PA system and technological improvements such as a large TV to show sponsors and normal TV channels.

3. Close: 7.41pm

4. Next Meeting: TBC

Northern Grampians Shire Council

Stawell Recreation Advisory Group Meeting - Minutes

The meeting was held at 6.00pm on 2 June 2022 in the Central Park Football Clubrooms Stawell.

Chair: Cr Emerson

To be Present: Cr Murray Emerson, Nathan Baker, Reg Smith, Jason Oosthuizen (proxy for Rob Lembo), Scotney Hayter, Ian O'Donnell, John Griffiths, Steve Walker, Travis Nicholson (GCA Rep), Zander McDougall (NGSC), Tony Dark (NGSC), Nic Baird (NGSC)

Apologies: Amber Mitchell (Stawell Interchurch Netball), Cr Lauren Dempsey, David Hwang, Rob Lembo, Anna Sullivan, Cr Tony Driscoll

Moved Jason Oosthuizen and Seconded Nathan Baker

1. Minutes of the previous meeting: 8 March 2022

Motion moved that they were true and correct Reg Smith and seconded Scotney Hayter

2. Business arising from the previous meeting:

- a. Acknowledgement for Kaye Dalton was moved to general business for discussion.
- b. Tennis court lighting is to be reviewed with the bottom four courts are new and the other 8 to be upgraded at some stage to LED given the original lighting is many years old and they lose their effectiveness over time.
- c. Athletics access via ramp from the upper level of North Park is identified in the master plan to be addressed.

3. General Business

Item	TOPIC	Discussion	Action/ Outcome
1.1	Project Update	<p>North Park Netball Courts</p> <p>Opening took place on 28 May 2022 with Danielle Green, Parliamentary Secretary for Sport cutting the ribbon. There were many people in attendance and the courts were being well used on the day for the Swifts home game. There are some remaining works such as lighting (upgrade due in July), car park may be sealed in the future, acrylic surface between the courts and at the end of court three, shed storage, scoreboard should arrive soon and no scooter/bike signs have been installed.</p>	<p>Action:</p> <ol style="list-style-type: none">1. Central Park Clubs to write to council expressing their needs in relation to

	<p>Cr Emerson provided an overview of the day and how there was a lot of praise for the new courts and the whole North Park site. Daffy also provided some feedback on the day and that the courts are a great outcome for the whole community.</p> <p>Cr Emerson also provided comment that North Park has seen a lot of investment to make it into a great community asset and the council will move their focus to other sites within the shire to develop their facilities based on community need, budget constraints and funding opportunities.</p> <p>Stawell Park Skate Park</p> <p>The skate park project is progressing well and there was an onsite session with users and the designer held 30 March 2022 to discuss the latest concept and seek support to form a working group. The Working group would assist with concept finalisation, opening event organising and ideas and future programming ideas. The Budget is \$655k which is fully funded by the Federal Government. There will be a survey of the community in the next few weeks so we can finalise concept before we complete the detailed design and tender for construction by September. Construction will take place after September 2022 and is expected to be finished by 30 June 2023.</p> <p>Jason asked about security as there have been some incidents at the skate park. Cr Emerson covered off from Council's perspective and that security cameras and monitoring have been discussed at Council level and there are different scenarios that need to be considered in terms of ongoing costs, responsibility of monitoring and privacy.</p> <p>John asked about lighting for security etc and it was advised that lighting will be provisioned for but budget will dictate if it can be installed at this stage. Lighting can be used for security and also holding events at the site and neighbors will need to be involved in how that may work.</p> <p>North Park Football Pitch Lighting Project</p> <p>The project was initially estimated at \$228k and funded by SRV Grant \$146k, Council contribution \$72k and club \$10k. Tenders closed recently and prices had increased to approx \$400k and we council has seen this shift in cost due to Covid, supply issues and resourcing.</p> <p>Council to resolve if they will re-allocate other project funds to cover the balance of the project cost as per successful tenderer and if contract awarded construction to commence July/August 2022</p> <p>Cr Emerson advised that through this process there are some projects in the shire that have been pushed back to get others done.</p> <p>Central Park Female Friendly Changerooms (Main Clubroom Pavillion)</p> <p>This project has a total cost \$1.455M for female friendly changerrooms for the football clubrooms. Council has a Federal grant of \$655k and an application to Sport and Recreation Victoria (SRV) \$800k which we are waiting on an answer.</p> <p>The focus is female friendly changerrooms to comply with AFL Guidelines, Cricket and Athletics requirements and designs are being reviewed now with SRV.</p> <p>Cr Emerson advised that there are three things to look at female friendly changerrooms in the clubrooms, 2 netball courts and netball changerrooms/facilities. The clubrooms project is a priority now</p>	<p>access to the first floor</p> <p>2. Clubs to review North Park masterplan needs and write to Tony Dark/Nic Baird with any updates</p>
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		<p>and the other two are included in Council's 10 year capital plan and are reliant on funding and extra planning work.</p> <p>Discussed the complexities of Central Park with its Heritage overlay, impacts on the site such as Victoria St and substantial tree considerations.</p> <p>John also mentioned access to upstairs and the importance of this for the Football/Netball club and Athletic club and how many people cannot access the social space for events/functions. Cr Emerson advised he has spoken to many politicians over the years but hasn't had any luck so far. Clubs need to talk to ministers directly, make appointments and get them to the facilities to explain their needs on site if possible. Daffy provided feedback on showing politicians around facilities and getting in their ear consistently about the issues.</p> <p>Cr Emerson suggested that impacted clubs should write to Council expressing their needs and overall view.</p> <p>Sport and Active Recreation Strategy</p> <p>Council has been successful in obtaining a SRV approved grant \$30k and Council will contribute \$20k to the project. The current Open Space Sport and Recreation Strategy has now expired and the new one will be for 10 years and cover the whole shire. The recreation advisory groups in both Stawell and St Arnaud will play a key role in the provision of input to the document.</p> <p>Timeline of delivery is still in progress as Council is waiting for the agreement and to define full scope.</p> <p>Council Budget and 10 Year capital Plan</p> <p>Council undergo an annual budget process which includes review and endorsement of the 10 Year Capital Plan. This will be endorsed at the June Council meeting and provides council direction for managing all projects within the shire.</p> <p>North Park Masterplan</p> <p>The update of the plan was provided and the draft document is being reviewed at the moment and will be presented to Council in June/July. The group will be provided with the document and council has requested clubs review their needs through the document provided at the meeting to ensure it is up to date. Clubs are asked to return this by Monday 8 June</p>	
1.2	2022 State Election	<p>Cr Emerson to discuss opportunities</p> <p>Priority projects from council</p> <p>Promises may be made</p> <p>Talked about Navarre and Great Western,</p> <p>Things may move around and a lot of work is being done behind the scenes</p> <p>Takes a lot of time and depends on commitments by the government</p>	Action: Nil

1.3	Agreements and User Fees	Through the NP masterplan process, Otium Consultants have provided a draft report and is to be presented to management and Council in June/July for review.	Action: Nil
1.4	Participation Plans	<p>Zander McDougall, Manager Active Communities to provide an overview – mandated to do when required through funding</p> <p>Zander is currently working on a couple of participation plans at Great Western Football lighting and NP Netball courts due at end of year but will start in July whilst the momentum and energy is still present. The plan focuses on that project specifically about how the courts will be activated and how participation will be managed for growth. The process involves a couple of sessions with the group of representatives and SRV to reach an agreed outcome.</p> <p>Zander explained it would be hoped that the template provided by SRV can be used by all clubs to assist in developing participation opportunities.</p>	Action: 1. Participation Plan template to be provided to clubs by Zander

Other business:

Reg asked about the Newington Rd access for North Park and whether it can now be closed to only be for fire track access. All agreed that the projects are complete then this access from Newington Rd to be closed and used by the CFA as they have previously done.

Action: Gate to be closed to general access

Kaye Dalton – Murray suggestion to recognise her efforts of over 50 years with Interchurch. Daffy said we need some recognition of her and others, maybe a plaque in centre entrance way to the court, naming the courts was a suggestion or a combination of both based on a recommendation from the group. Cr Emerson asked if there was anyone else who should be recognised and there was an agreed response that no one they knew of had similar history. Cr Emerson would like to take this to Council, would need to get the families ok and hand over to Mary Scully to check the requirements for this process. **Action:** Cr Emerson to discuss with Council

Motion moved by Ian O'Donnell and seconded by Jason Oosthuizen that:

“The Stawell Recreation Advisory Group recommend to council that the new facility be recognised as The Kaye Dalton Netball Centre by means of a plaque in close proximity of the netball court”

User fees – John asked about fees for this year. This was discussed by the group and the football gate takings are down. Cr Emerson suggested to leave it an action item for him to chase up with council and he will check if it can be considered as a part of hardship policy similar to in other years. **Action:** Cr Emerson to discuss with Council

Jason advised that the Soccer club will host a preliminary final and both ovals will be used for 10 games, 4 September. This shouldn't clash with Swifts for finals.

4. **Close time:** 7.30 pm

5. **Next meeting:** TBC

12. Urgent Business

Nil

13. Public Question Time

Item 13.1 was dealt with at item 8.1 earlier in the meeting.

Anne Hughes, 51 Shearing Shed Road, Carapooee West

Q1. Budget – where is the allocation for the Library Service, or have we been subsumed into the Pest Plants and Animals program?

A1. The CEO responded and said that although not highlighted in the public document, the 2022/23 Budget includes a gross allocation of \$417,000 for Library Services.

Q2. Given that Council has funding for Walkers Lake, when is Council going to implement at least one, if not all the recent studies and recommendations?

A2. The CEO responded and said that the Council Action Plan 2022-23 which Council is to consider adopting at the 27 June Council Meeting, includes the action “Implement the Walkers Lake Management Plan – Access, Tracks and Signage”.

She said Council has allocated a budget of \$75,000 to implement these actions as outcomes of the management plan and recommendations from the Walkers Lake Advisory Group. The Walkers Lake Advisory Group has membership from the community and organisations including Dja Dja Wurrung, Landcare, VRFish and Department of Education.

Q3. The Permit for Wild Horses Festival expired on 27 March 2022. Under what Permit has further native vegetation clearance been allowed?

A. Mr Fithall responded and said Native vegetation for works associated with the Wild Horses Music Festival was completed in accordance with planning permit 5.2021.94.1. No additional planning permit for a native vegetation removal has been sought. If you would like to report native vegetation removal, you are free to provide details of the alleged activities to Council's Planning department.

Tania Walter, 396 Raluana Road, Marnoo West

Q. Since 2020 my farm rates have increased from \$14560 to \$21,028 per annum. These overwhelming rate increases to our sector have considerably lowered morale within the Marnoo Community. Morale slumped even lower when the Northern Grampians Shire flatly refused to help the Marnoo Community reopen its local Swimming Pool. Would the Northern Grampians Shire at the very least please return the total amount of rates paid by the Farm Category to its historical average of 32.5% in the 2022-23 Budget?

A. Mr Haylock responded and said Council's revised Revenue & Rating Plan includes a four-year roadmap to return the amount of rates paid by the farm category to the historical average of 32.5% by 2025/26. During budget discussions, Council saw that the farm property valuations (as provided by the Valuer General Victoria) had continued to increase by more than the other categories. If Council did nothing, this would have seen the farm category paying a greater percentage of the total rates bill - the modelled results showed this number to be 40.9% of total rates (up from 37.4% in 2021/22).

The 2022/23 budget is the first year of the new floating differential model and sees that the amount by paid by the farm category reduced to 36.2%. Council modelled the scenario of returning to 32.5% in one year, however as Council needed to consider the impact on whole community, this sudden movement (4.9% shift between categories) would have adversely impacted a greater number of ratepayers in the community.

Council considers the staged approach to be the most equitable way of returning the distribution of the rates bill to the historical averages.

The Mayor informed the meeting that written responses will be sent to the other questions on notice received.

The Mayor informed the meeting that the two questions without notice handed to the Chair at the start of the meeting were taken on notice and written responses will also be sent.

The Mayor invited any persons present that made a submission to the Budget 2022-23 to speak to their submission.

Karen Hylsop, 7 Clifton Avenue, Stawell

Q. Will Council consider reducing the total amount of revenue paid by the farming community back to 32.5% which is the historical amount in this year's budget?

A. Mr Haylock responded that it is Council's intention to return to 32.5% by 2025/26. The model to do it in one year determined that it would have greater impact on the whole community and so the most equitable way on returning to the historical averages was over a staged approach. Mr Haylock noted that if Council had done nothing the farm category would have been impacted the greatest by the changes in valuation movements and would have gone from paying just under 41% of total rates. Council through this budget has reduced that to 36%. It is the staged approach that will ensure the impact on community is less.

Pru McAllister, Avon Plains Banyena Landcare Group

Q1. Allocation of Funding for an Environmental /Sustainability Officer
Care and protection of our natural environment are core values of the Northern Grampians Shire Council (NGSC) and recognised in the Draft Budget Economic Development Strategy and Action Plan 2021-31 where the "wellbeing of rural people and places depends upon many things including...a healthy natural environment".

Within the budget there are items such as business growth, community events and tourism that depend in varying degrees on a healthy natural environment. With the growing understanding of our dependence on a well-functioning and biodiverse environment it is imperative that we step up our efforts to foster and protect our local natural areas and the serious broader issue of climate change.

The 2020-21 Northern Grampians Report, Governance Management and Other Information, states that: the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted.

Given the recognition by the Council that a healthy environment underpins their core values, I am advocating that provision be made in the budget to employ an Environmental/ Sustainability Management Officer. I understand that the current roles of Environmental Health, Planning or Management of Pests and Weeds already address some aspects but there is a pressing need to have someone whose priority is to protect and enhance our natural environment.

Aspects of the role could include sustainability, natural resource management, the development of long-term strategies that promote renewable energy and energy efficiency to address climate change, regenerative agriculture, biosecurity and biodiversity.

Currently the only funds dedicated to addressing climate change are \$30,000 under the Public Health banner and there is no mention in the budget of any steps to transition towards a carbon neutral future for the Council.

There are many Councils across the state that now employ sustainability officers, recognising the growing demand for the community to have access to expertise, resources and education. The NGSC has employed an Environmental Officer in the past and we strongly advocate for the reinstatement of such an important position. It is now time for the Council to step up and show the community that they are taking the impact of climate change and the role we can play in protecting our natural environment seriously. Allocating funds for the position of Environmental /Sustainability Officer would be a step in the right direction.

A. Mr Fithall responded and said that environmental sustainability is an increasing area of consideration for Council. Because of the regions landscape and communities, the environment does have an affect the social and economic wellbeing of our communities in far-reaching ways. Working with our leading partners within the State Government, strategies are being developed, ensuring that life in the region remains sustainable and healthy.

Greater emphasis on environmental sustainability and its impact on communities has been recognised in the Council Plan, Economic Development Strategy and the Health and Wellbeing Plan. This recognition within Council's key strategic documents and greater regulatory requirements set by state authorities, ensures that Council is conscious of its environmental responsibilities and consideration is woven within it's service delivery, including but not limited to Waste, Environmental Health, Planning, Depot Operations, Economic Development, etc.

Council has not deemed to provide broader environmental/sustainability support services to the community but relies on State Government funded organisations and agencies to provide that support in the way the Department of Environment, Land, Water & Planning, Sustainability Victoria, Environmental Protection Authority, Catchment Management Authorities, Agriculture Victoria, and Landcare funded programs do.

Specific Projects within the Council Plan that consider environmental sustainability includes but not limited to:

- Deliver Open Space and Active Transport Strategy and Implementation Plan
- Container Deposit Scheme Implementation
- Establish a Transition Plan for a Glass Recycling Collection Service
- Undertake Food & Green Organic Waste Composting Trial
- Deliver Public Place Recycling in high use areas
- Implement the Walkers Lake Management Plan - Access, Tracks and Signage
- Scope a Building Energy Efficiency Improvement Program
- Develop the Renewable Energy Transition Action Plan
- Undertake a Quarry Resource Material Review
- Review Naturestrip Management Plan

Q2. Funding for Walkers Lake Projects

With the presentation of the NGSC commissioned report, Environmental and Heritage Management Advice: Walkers Lake Management Plan 2022 detailing the risks of a "do nothing" approach, it is imperative that funding over the next three years be provided for the recommendations outlined in the report to be implemented. Allocated funds over the past years have largely gone unspent with the cost of water and basic services leaving savings each year which we believe has gone back into general revenue. The vegetative communities around the lake have suffered as a result and the report identifies the risks to the lake environs of non-compliance with current Environmental and Cultural Heritage Laws and Regulations.

In the Wimmera Development Association Report on the Social-Economic Vale of Recreational Water, published in 2021, it states that Walkers Lake attracted expenditure in the district of \$138,000 from both campers and day visitors. It's environmental and economic values are certainly worthy of support in the Budget for 2022 and beyond. Given the little money spent on the area and the ongoing environmental degradation, the Avon Plains Banyena Landcare Group suggests a budget of at least \$100,000 each year for the next three years is more appropriate, rather than the \$75,000 proposed.

A. Mr Fithall responded and said that Council has committed to investing \$75,000 towards projects at Walkers Lake to ensure there is a considered approach to managing all values at the reserve including Recreation, Biodiversity and Cultural Heritage. The advice provided by Heritage and Ecology Partners supports the existing Walkers Lake Management Plan actions to complete projects that will enhance the visitor experience and protect all values considered. The action plan, in consultation with the Walkers Lake Advisory Group, will deliver biodiversity including management of weeds and pests, erosion/drainage and track access, camping areas, fire management, recreation and cultural heritage management. Future funding allocations will be decided by Council as a part of annual budget considerations.

14. Closure of Meeting Pursuant to Section 66(2)(a) of the Local Government Act 2020

A Council or delegated committee may resolve that the meeting be closed to members of the public if it considers it necessary because a circumstance specified below apply:

The circumstances are-

- (a) the meeting is to consider confidential information; or
- (b) security reasons; or
- (c) it is necessary to do so to enable the meeting to proceed in an orderly manner.

If the circumstances specified in subsection (b) or (c) apply, the meeting can only be closed to the public if the Council has made arrangements to enable the proceedings of the meeting to be viewed by members of the public as the meeting is being held.

14.1. C6 2021/22 - Stawell Library Refurbishment

RESOLUTION

That item 14.1 be considered in Closed Council as it deals with confidential information as detailed in section 3(1) of the *Local Government Act 2020*.

Moved: Cr Murray Emerson

Seconded: Cr Rob Haswell

Carried

RESOLUTION

That the meeting be closed to consider the item listed pursuant to section 66 of the *Local Government Act 2020*.

Moved: Cr Murray Emerson

Seconded: Cr Rob Haswell

Carried

OPEN COUNCIL

The Chief Executive Officer reported on the item discussed in Closed Council.

14.1 That Council agreed to award contract C6 2021/22 – Stawell Library Refurbishment to Onleys Holdings Pty Ltd for their submitted lump sum price

15. Close

There being no further business the Mayor declared the meeting closed at 1.25pm.

Confirmed



CR TONY DRISCOLL
MAYOR

Date: 4 July 2022