



GANNAWARRA

Shire Council

Wednesday, 18 August 2021

6:30pm

Senior Citizens Centre

Kerang

AGENDA

Council Meeting

The Council Meeting will be live-streamed via Council's website which can be accessed at this link
gannawarra.vic.gov.au/Council/Council-Meetings/Meeting-livestream

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	Nil	

Tom O'Reilly
CHIEF EXECUTIVE OFFICER

1 WELCOME TO COUNTRY

Playing of the Welcome to Country video clip.

2 OPENING DECLARATION

We, the Councillors of the Shire of Gannawarra, declare that we will undertake the duties of the office of Councillor, in the best interests of our community, and faithfully, and impartially, carry out the functions, powers, authorities and discretions vested in us, to the best of our skill and judgement.

3 APOLOGIES AND LEAVE OF ABSENCE

4 CONFIRMATION OF MINUTES

Meeting - 21 July 2021

5 DECLARATION OF CONFLICT OF INTEREST

General conflict of interest

Unless exempt under section 129 of the *Local Government Act 2020* (the Act) or regulation 7 of the Local Government (Governance and Integrity) Regulations 2020, a Councillor or member of Council staff has a general conflict of interest in a matter if an impartial, fair-minded person would consider that the person's private interests (as defined in section 127(2) of the Act) could result in that person acting in a manner that is contrary to their public duty.

Material conflict of interest

Unless exempt under section 129 of the *Local Government Act 2020* or regulation 7 of the Local Government (Governance and Integrity) Regulations 2020, a Councillor or member of Council staff has a material conflict of interest in respect of a matter if an affected person (as defined in section 128(3) of the Act) would gain a benefit or suffer a loss depending on the outcome of the matter.

Disclosure of a conflict of interest

A Councillor who has a conflict of interest and is attending a meeting of the Council must make a full disclosure of that interest by either advising:

- a) the Council at the meeting immediately before the matter is considered at the meeting; or
- b) the Chief Executive Officer in writing before the meeting –

whether the interest is a general conflict of interest or a material conflict of interest; and the nature of the interest.

Note: If a Councillor advises the Chief Executive Officer of the details under b) above, the Councillor must make a disclosure of the class of interest only to the meeting immediately before the matter is considered at the meeting.

In accordance with section 130 of the Act, a councillor who has disclosed a conflict of interest in respect of a matter must exclude themselves from the decision making process in relation to the matter, including any discussion or vote on the matter at any Council meeting, and any action in relation to the matter.

Failure to comply with section 130 of the Act may result in a penalty of 120 penalty units

6 BRIEFING SESSIONS

6.1 RECORDS OF COUNCILLOR BRIEFINGS - 14 JULY TO 10 AUGUST 2021

Author: Mel Scott, Executive Assistant - Chief Executive Office

Authoriser: Tom O'Reilly, CEO

Attachments: 1 Record of a Councillor Briefing - 9 August 2021

RECOMMENDATION

That Council note the records of Councillor Briefings from 14 July to 10 August 2021.

EXECUTIVE SUMMARY

This report presents to Council written records of Councillor Briefings in accordance with Clause 31 of the Gannawarra Shire Council Governance Rules.

DECLARATIONS OF CONFLICT OF INTEREST

The Officer preparing this report declares that they have no conflict of interest in regards to this matter.

COUNCIL PLAN

Council Plan 2017-2021: Good Governance and a Healthy Organisation.

BACKGROUND INFORMATION

In accordance with Clause 31 of the Gannawarra Shire Council Governance Rules, a written record of a meeting held under the auspices of Council is, as soon as practicable, reported at a meeting of the Council and incorporated in the minutes of that Council meeting.

The record must include:

1. The names of all Councillors and members of Council staff attending
2. The matters considered
3. Any conflict of interest disclosures made by a Councillor attending
4. Whether a Councillor who has disclosed a conflict of interest left the meeting.

CONSULTATION


Consultation with Councillors and staff has occurred to ensure the accuracy of the Councillor Briefing records.

CONCLUSION

To ensure compliance with Clause 31 of the Gannawarra Shire Council Governance Rules, it is recommended that Council note the Councillor Briefing records as attached to this report.

RECORD OF A COUNCILLOR BRIEFING



Type of Meeting	Councillor Briefing	
Date:	Monday, 9 August 2021	
Time:	9:00am – 5:24pm	
Location:	Senior Citizens Centre, Kerang	
In Attendance: (Councillors)	Cr Charlie Gillingham Cr Ross Stanton Cr Kelvin Burt Cr Travis Collier Cr Jane Ogden Cr Keith Link Cr Garner Smith	
Apologies:	Nil	
In Attendance: (Officers)	Tom O'Reilly, Phil Higgins, Geoff Rollinson, Stacy Williams, Lisa Clue, Mel Scott, Wade Williams, Paul Fernee, Roger Griffiths, Kieran Schnieder, Narelle O'Donoghue, Alissa Harrower, Leigh Hollingworth, Kellie Burmeister, Amit Patel	
In Attendance: (Other)	Ben Bainbridge – Otium Planning Group Pty Ltd (Virtual) Kate Maddock – Otium Planning Group Pty Ltd (Virtual)	
Matters Discussed:	Draft Council Agenda – August Meeting of Council Reports: 7.1 Councillor Committee Memberships – Timber Towns Victoria 7.2 Council Policy Review 7.3 Draft Financial Plan 7.4 Council Plan 2021-25, Community Vision and Action Plan – Year 1	
	Councillor Briefing Updates: <ul style="list-style-type: none">• A Data Snapshot of Gannawarra• Draft Aquatics Strategy• Corporate Performance Reporting Framework Quarterly Report• Creative Gannawarra Strategy and Public Art Policy• Council Chambers Accessibility Upgrades	
	Councillor Strategic Briefing Update: <ul style="list-style-type: none">• 2020/2021 Planning Year in Review• 2020/2021 Capital Works Year in Review• Strategic Projects – Towards 2025 Update Councillor Issues Raised	
Conflict of Interest Disclosures		
Matter No.	Councillor/Officer making disclosure	Councillor/Officer left meeting Yes/No
Nil		
Completed By:	Tom O'Reilly –Chief Executive Officer 	

7 BUSINESS REPORTS FOR DECISION

7.1 COUNCILLOR COMMITTEE MEMBERSHIPS - TIMBER TOWNS VICTORIA

Author: Mel Scott, Executive Assistant - Chief Executive Office

Authoriser: Tom O'Reilly, CEO

Attachments: 1 Timber Towns Victoria Membership Request
2 Letter from Koondrook Development Committee

RECOMMENDATION

That Council:

- 1. become a financial member of Timber Towns Victoria; and**
- 2. appoint a Councillor delegate to represent Council on Timber Towns Victoria.**

EXECUTIVE SUMMARY

Council holds financial memberships for various committees, both locally and regionally, in the interests of advocating for and on behalf of the community. Membership to these and a number of other committees provides for Councillors to act as a Council delegate or representative on behalf of the Gannawarra Shire Council.

Timber Towns Victoria (TTV) has recently requested Council consider becoming a financial member along with requests from Arbuthnot Sawmills Koondrook and the Koondrook Development Committee.

PURPOSE

The purpose of this report is for Council to determine TTV financial membership and appoint a Councillor delegate to represent Council on TTV.

ATTACHMENTS

Timber Towns Victoria Membership Request

Letter of support – Koondrook Development Committee

DISCUSSION

TTV is an incorporated Local Government Association representing the interests of municipal councils in relation to forestry on both public and private land.

In the 30 years since TTV was founded, the relationship between the Association and its members has seen many advances in forestry, together with the demand on key infrastructure such as roads and bridges.

Benefits to individual councils in becoming a member of a local government group such as TTV include:

- Road funding opportunities through the TIRES strategic study
- Networking opportunities across the sector
- Communication channels at both the State and Federal level

- Access to information regarding forest policy development
- Opportunity to direct projects and policy initiatives that benefit the local government sector.

Since the November 2019 State Government legislative changes to logging in native forests, TTV has been proactively engaging with key stakeholders on behalf of member councils.

Membership of the association is open to all Victorian municipalities where forest industries are recognised as significant contributors to the economy and community. Forest based industries and other interest groups are not represented by the Association.

RELEVANT LAW

Not Applicable

RELATED COUNCIL DECISIONS

Not Applicable

OPTIONS

Council may determine to accept or decline the TTV financial membership request.

SUSTAINABILITY IMPLICATIONS

Not Applicable

COMMUNITY ENGAGEMENT

Council is committed to advocating in the best interest of the community and region.

INNOVATION AND CONTINUOUS IMPROVEMENT

Not Applicable

COLLABORATION

Not Applicable

FINANCIAL VIABILITY

The adopted Annual Budget 2021/2022 provides for both subscriptions and memberships, and expenses associated with Councillor representation on existing committee memberships only.

The annual TTV fee for the next membership period of 1 July 2021 to 30 June 2022 is \$2,750.00 including GST.

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Committees are governed by individual strategic plans and policies relevant to their charter and purpose.

COUNCIL PLANS AND POLICIES

Council Plan 2017-2021 – Good Governance and a Healthy Organisation

TRANSPARENCY OF COUNCIL DECISIONS

This report will be considered in an open Council meeting.

CONFLICT OF INTEREST

The officer preparing this report declares that they have no conflict of interest in regards to this matter.

**TIMBER TOWNS VICTORIA**

A Local Government Association

7 July 2021

Cr Charlie Gillingham,
Mayor
Gannawarra Shire Council
Kerang VIC 3579

Tom O'Reilly
Chief Executive Officer
Gannawarra Shire Council
Kerang VIC 3579

Timber Towns Victoria Membership

Dear Charlie & Tom,

We received a copy of the attached letter that was sent to Council from the Koondrook Development Committee Inc. on Monday 17 May 2021.

Timber Towns Victoria (TTV) is an incorporated Local Government Association representing the interests of municipal councils in relation to forestry on both public and private land.

In the 30 years since TTV was founded, the relationship between the Association and its members has seen many advances in forestry, together with the demand on key infrastructure such as roads and bridges.

At the last TTV meeting, members decided to write to you with information about the Association which you may like to become a member of.

There are many benefits to individual councils in becoming a member of a local government group such as TTV, including:

- Road funding opportunities through the TIRES strategic study
- Networking opportunities across the sector.
- Communication channels at both the State and Federal level.
- Access to information regarding forest policy development.
- Opportunity to direct projects and policy initiatives that benefit the local government sector.

Since the State Government legislative changes to logging in native forest in November 2019, TTV has been proactively engaging with key stakeholders on behalf of member councils.

Membership of the association is open to all Victorian municipalities where forest industries are recognised as significant contributors to the economy and community. Forest based industries and other interest groups are not represented by the Association.

| PO Box 152, Portland Vic 3305 | Phone: [REDACTED] |
| Email: secretary@timbertownsvictoria.com.au | Website: www.timbertownsvictoria.com.au |



TIMBER TOWNS VICTORIA



TIMBER TOWNS VICTORIA

A Local Government Association

Each member council nominate two representatives to attend meetings, one of whom must be an elected councillor.

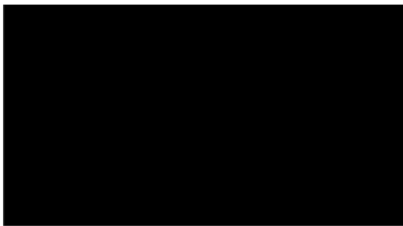
Administration of TTV is vested in the Executive Committee. A President, Vice President and Treasurer are appointed annually, and the Association is supported by a part-time administration support officer. Members meet on alternate months to the General Meetings of Association.

Currently the 12 monthly membership fee is \$2,750.00 including GST for the next membership period 1 July 2021 – 30 June 2022.

Below this letter is a brochure about Timber Towns Victoria. I have also attached the TTV Statement of Rules - Adopted 2 July 2020 and the TTV Strategic Plan 2019-2022. Please feel free to explore our website for further information. <https://timbertownsvictoria.com.au/>

If you should have any enquiries, please contact myself on [REDACTED] or email [REDACTED]

Yours sincerely,



President

| PO Box 152, Portland Vic 3305 | Phone: [REDACTED] |
| Email: secretary@timbertownsvictoria.com.au | Website: www.timbertownsvictoria.com.au |



TIMBER TOWNS VICTORIA



TIMBER TOWNS VICTORIA

A Local Government Association

About Timber Towns Victoria

‘Timber Towns Victoria is an incorporated Local Government Association formed in the early 1980s, representing the interests of municipal councils in relation to forestry on both public and private land. The Association’s primary function is to provide a forum for local government to address the management of forests and forest industries and their impact on local communities.



A key strategic priority for Timber Towns Victoria is the TIRES report (Timber Industry Road Evaluation Study) which aims to identify and quantify upgrades needed to the road network that supports the timber industry across Victoria. The study provides a detailed assessment of the projected works and costs for road infrastructure required to serve the needs of the timber industry.

TIRES reports are reviewed every five years, 2011-2015 & 2016-2020 with another review currently in the scoping stage.

The TIRES report is divided into the four regions – North East, Gippsland, Central Victoria and South West Victoria - with the overall outcome being a prioritised plan for upgrades required to the road network for the next five years. It places these works in a state-wide economic context, with the report examining the economic benefits of the forest industry in Victoria to the State Government, local governments, industry, and the community.



Timber Towns Victoria continues to be a strong advocate for the community and industry to the State Government on the impact that changes to legalisation have regarding the timber industry and our communities.’ – Cr Karen Stephens, President, Timber Towns Victoria 2017 - current

To find out more about the history of Timber Towns Victoria, please read the book ‘Let Sanity Prevail’ written by Joely Taylor and available [here](#) on the [Timber Towns Victoria](#) website under the ‘[Resources](#)’ tab.

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TIMBER TOWNS VICTORIA

KOONDROOK DEVELOPMENT COMMITTEE INC

ABN: 34 846 715 610

Date: Monday 17th May, 2021

Attention: Tom O'Reilly
CEO
Gannawarra Shire Council
Kerang, Vic, 3579

Subject: Timber Towns Victoria Membership

Dear Tom,

Koondrook Development Committee held their last meeting on Tuesday 11th May, 2021. Included in the agenda was the discussion surrounding the Victorian Government decision to close down Native Timber harvesting in the remaining Red Gum State Forest within the Gannawarra Shire. The forest includes Gunbower Island, Guttrum and Benwell State Forests.

The importance of the Red Gum Industry to the Koondrook community and the Gannawarra Shire was acknowledged by the attendants at the meeting.

- Economic impact- There is great concern for the loss of income to the communities within the Shire and the economic impacts to the businesses and allied trades that service the Red Gum Industry.
- Social impact- The social impacts of this forest closure decision will cause loss of jobs, which in turn will force younger families to move on affecting numbers for schools, sporting clubs and community organisations.
- Environment impact- Environmentally there are concerns for forest management and the health of the forest. As discussed at the meeting, the Red Gum Forests prior to European settlement were more of an open wood land space. Since European management commenced in the 1860's the forest has gradually become a far denser bush, with less fire management practises. The role of the Timber Industry has been to thin out and reduce the number of trees and maintain a healthy forest with all the values including flora and fauna, cultural and tourism all as high priorities.

Without the management and forestry practises the forests will become overgrown, fire tracks will be inaccessible and the community being in close proximity will be under threat from wildfire that undoubtably will happen.

Another concern for the Koondrook community and many other residents within the Gannawarra Shire is access to firewood. A precedent has been set in the Barmah forest where the government allowed firewood collection for a few years following the National Park decision but then closing the bush for firewood collection some years later leaving the local community in the Moira Shire without options for firewood.

The matter of tourism was raised and agreed that tourism serves our community well when it adds to the economy of the community. But there are times when tourism fails due to a range of issues including

- Floods that impact the forest, resulting in closed camping areas and tracks that are inaccessible for any tourism activities
- Extreme heat conditions, when it is far too hot in our mid-summer climates to be venturing out
- Natural disaster outbreaks. Such as when mosquitoes and Ross River Virus is rampant. Blue green algae outbreaks and signs go up at forest entrances deterring campers from staying due to unusable water conditions. Covid19 outbreak restricting potential visitors leaving their local areas and access to the area can be disrupted for periods of time due to lockdowns

KDC members acknowledged at the meeting that the Red Gum Timber Industry operates the whole year round. Additionally bringing tourists to the Shire with the popular tourist friendly walkway at the Arbuthnot Sawmill, this is seen as an important attraction. The Red Gum Statues have created a great deal of interest to visitors and it is important to recognise that the statues were an initiative instigated by the Red Gum Industry.

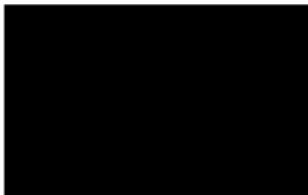
These reasons and concerns have generated much discussion by the community which were raised at the latest KDC meeting. Our members agreed that every possible action should be undertaken to overturn the Andrew's Government Native Forest closure decision. One approach would be for Gannawarra Shire Council to join Timber Towns Victoria. Timber Towns Victoria are a group of councils from areas throughout the State that are affected by the Forest closure decision.

At the KDC May meeting conversations on the benefits of being part of Timber Towns Victoria was discussed. A motion was moved, seconded and agreed upon by all KDC members for KDC to write to the Gannawarra Shire and request for Gannawarra Shire including Koondrook to become part of Timber Towns Victoria.

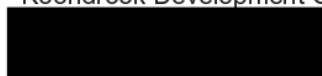
Another key element to the conversation was due to concerns that accepting transition funds-Local Development Strategy grants program funds from the Victorian State Government, this would be seen as an acceptance of the Forest closure decision. For this reason, a second motion was moved, seconded and agreed upon by all KDC members, that KDC resist any transition funding from the Department of Jobs, Precincts and Regions and for this decision to be reviewed at a later date.

KDC look forward to your positive reply to this very important matter for the local Red Gum Industry and prosperity of the Koondrook community.

Yours sincerely



President
Koondrook Development Committee



Email cc'ed to:

Paul Madden- KDC member. OAM. Chairman, Arbuthnot Sawmills Pty Ltd

GSC Councillors- Charlie Gillingham

Ross Stanton

Kelvin Burt

Jane Ogden

Keith Link

Travis Collier

Garner Smith

7.2 COUNCIL POLICY REVIEW

Author: Lisa Clue, Manager Governance

Authoriser: Phil Higgins, Director Corporate Services

Attachments: 1 Policy No. 068 - Dogs and Cats - Designated Areas
2 Policy No. 069 - Roads - Drainage

RECOMMENDATION

That Council:

1. Endorse reviewed Policy No. 068 – Dogs and Cats – Designated Areas
2. Repeal Policy No. 063 – Roads – Drainage.

EXECUTIVE SUMMARY

Council officers undertake regular reviews of Council policies to ensure compliance with relevant legislation and that they are reflective of current practices. This report addresses the following policies which have recently been reviewed:

- Policy No. 068 – Dogs and Cats – Designated Areas
- Policy No. 069 – Roads - Drainage

PURPOSE

This report addresses two recently reviewed policies for the consideration of Council.

ATTACHMENTS

Policy No. 068 – Dogs and Cats – Designated Areas

Policy No. 069 – Roads - Drainage

DISCUSSION

Council officers undertake regular reviews of Council policies to ensure compliance with relevant legislation and that they are reflective of current practice. Council policies are reviewed as needed, however most policies must be reviewed within either 12 months or two years after a General Election. Reviewed policies are presented to Council for endorsement, or for repeal if it has been determined the policy is no longer required.

Council policies provide guidance to staff, Council and the community and are published on Council's website.

Below is a summary of recommended adjustments to reviewed policies:

Policy No.	Policy Title	Comments
068	Dogs and Cats – Designated Areas	This policy is made in accordance with Section 26 of the <i>Domestic Animals Act 1994</i> and provides guidance on permissible public places for dogs and cats. Recommended adjustments to this policy are for administrative purposes only.

Policy No.	Policy Title	Comments
069	Roads - Drainage	<p>This policy outlines the process in place where complaints are received concerning drainage waters.</p> <p>It is recommended this policy be repealed as issues with drainage water are managed in accordance with Council's Complaint Handling policy and related processes, taking into consideration any relevant flood and drainage strategies.</p>

RELEVANT LAW

S 26 – *Domestic Animals Act 1994* – Dogs and cats found in places specified by the Council

RELATED COUNCIL DECISIONS

Council Policy No. 068 – Dogs and Cats – Designated Areas was last reviewed by Council in October 2018

Council Policy No. 069 – Roads - Drainage was last reviewed by Council in June 2018.

OPTIONS

Council may wish to endorse the recommended, or alternative adjustments or decide to not make any adjustments to the policies at this time.

SUSTAINABILITY IMPLICATIONS

Not applicable.

COMMUNITY ENGAGEMENT

Not applicable.

INNOVATION AND CONTINUOUS IMPROVEMENT

Council policies provide guidance to Council, staff and the community in decision making and service delivery.

Policies are reviewed as required however most policies must be reviewed within either 12 months or two years of a Council election. Regular reviews of Council policies ensure compliance with relevant legislation and that they are reflective of current practices.

COLLABORATION

Not applicable.

FINANCIAL VIABILITY

Not applicable.

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

Not applicable

COUNCIL PLANS AND POLICIES

Gannawarra Shire Council Plan 2017 – 2021 – Good Governance and a Healthy Organisation

TRANSPARENCY OF COUNCIL DECISIONS

This report will be considered in an open Council meeting.

CONFLICT OF INTEREST

The officers preparing this report declares that they have no conflict of interest in regards to this matter.



Dogs and Cats –Designated Areas

COUNCIL POLICY NO. 068

This Policy is made in accordance with Section 26 of the *Domestic Animals Act 1994*.

1. POLICY

That Council prohibit dogs from the following areas:

- Cohuna Ski Run, Island Road, Cohuna
- Municipal Swimming pools and surrounds
- School grounds throughout the municipality
- Murrabit Market

That Council prohibit cats from the following areas:

- Atkinson Park, Kerang
- Municipal Swimming pools and surrounds
- Town & Back Swamp, Kerang
- School grounds throughout the municipality

That Council permit dogs in the following areas, but only on a leash:

- All recreation grounds within the municipality whilst a sporting fixture is taking place
- Garden Park, Cohuna
- Parks and playgrounds where children's play equipment has been installed
- Apex Park, Cohuna
- Roads as defined under Section 3(2)(a) of the *Road Safety Act 1986*
- Atkinson Park, Kerang
- Gorton Point, Kangaroo Lake
- Gilrule Park, Cohuna

That dogs be permitted in other public places and in recreation grounds whilst a sporting fixture is not taking place, but dogs in such locations must be under 'effective voice control'.

That 'other public places' means any park, garden, reserve, or other place of public recreation controlled by Council, but not areas where dogs have been prohibited or where dogs must be on a leash.

That 'effective voice control' is where the dog responds to the controlling person's command by the second call.



2. POLICY REVIEW

Council will review this policy as required but always within two years after a general election of the Council.

At the time of review, this policy was compliant with the *Victorian Charter of Human Rights and Responsibilities Act* 2006.

3. FURTHER INFORMATION

Members of the public may inspect all policies at Gannawarra Shire Council's Kerang and Cohuna office or online at www.gsc.vic.gov.au

Any enquiries in relation to this policy should be directed to the Chief Executive Officer on (03) 5450 9333.

Altus Folder – 3.000518

Originally adopted:	12/03/1996	Minute Book Reference:	394
Reviewed:	13/11/2002	Minute Book Reference:	2455
Reviewed:	27/06/2007	Minute Book Reference:	5894
Reviewed:	15/09/2010	Minute Book Reference:	8285
Reviewed:	17/07/2013	Minute Book Reference:	10156
Reviewed:	17/10/2018	Minute Book Reference:	13736
Reviewed:	18/08/2021		
To be reviewed by:	2026		



Roads – Drainage

COUNCIL POLICY NO.069

1. POLICY

Where complaints are received that Shire roads or works are holding up drainage waters, the Director Infrastructure and Development is to consult adjacent landowners and relevant departments, where possible. If the parties concerned cannot reach agreement, then the Director Infrastructure and Development shall take the necessary steps to ensure that the flow of drainage water follows its natural pattern as near as possible. Regard should be had to regional drainage patterns and flood and drainage strategies when new road works are being contemplated.

2. POLICY REVIEW

Council will review this policy as required but always within two years after a general election of the Council. At the time of review, this policy was compliant with the Victorian Charter of Human Rights and Responsibilities Act 2006.

3. FURTHER INFORMATION

Members of the public may inspect all Council policies at Gannawarra Shire Council's Kerang and Cohuna office or online at www.gannawarra.vic.gov.au.

Any enquiries in relation to this policy should be directed to the Director Infrastructure and Development on (03) 5450 9333.

Altus Folder – 3.000518

Originally adopted: 1995

Reviewed: 13/11/2002

Reviewed: 23/04/2008

Reviewed: 15/09/2010

Reviewed: 17/12/2014

Reviewed: 27/06/2018

To be reviewed 2022

Minute Book Reference: 2455

Minute Book Reference: 6421

Minute Book Reference: 8285

Minute Book Reference: 11168

Minute Book Reference: 12692

7.3 DRAFT FINANCIAL PLAN

Author: Phil Higgins, Director Corporate Services

Authoriser: Tom O'Reilly, CEO

Attachments: 1 Draft Financial Plan
2 Capital Works Program (10 Years)

RECOMMENDATION

That Council place the Draft Financial Plan out for public comment utilising the Communication Strategy Actions outlined in this report and reconsider the Draft Financial Plan for adoption at the 20 October 2021 Council meeting.

EXECUTIVE SUMMARY

The *Local Government Act 2020* (the Act) requires councils to develop a Financial Plan by 31 October 2021. The scope of the Financial Plan is for a period of 10 financial years and is to ensure the long term financial sustainability of the Council.

PURPOSE

The purpose of the Financial Plan is to ensure the long term financial sustainability of the Council.

The plan must include:

- Statements describing the financial resources required to undertake activities in the Council Plan and other strategic plans of Council;
- Information about decisions and assumptions that underpin the forecasts in Council and other strategic plans;
- Statements describing and other resource requirements Council considers appropriate to include in the financial plan; and
- Any other matters prescribed by regulations.

ATTACHMENTS

Draft Financial Plan

Capital Works Program (10 Years)

DISCUSSION

The Draft Financial Plan is based on the adopted Budget 2021/2022 and is presented utilising the Local Government Victoria template.

Strategic Actions

The Draft Financial Plan is being guided by the following strategic actions, as shown at item 2.2 in the attached Draft Financial Plan. Most of these emanated from the Financial Strategy considered by Council in 2019. These strategic actions are:-

- Balance the Budget – Surplus Underlying Result (2.2.1) and Surplus Cash Flow (2.2.6);
- Maintain our Assets – Asset Renewal 100% (2.2.8 and 2.2.9);

- Indebtness – low level of debt (2.2.3 and 2.2.4);
- Liquidity – Cash levels maintained (2.2.2, 2.2.5 and 2.2.7).

Council considered three draft models of the Financial Plan. The differences between the drafts relate to the assumptions on the forecasts. The Draft Financial Plan presented has the following criteria:

Summary

It is based on the adopted Budget 2021/2022 with future CPI increases at 2%. It then predicts that expenditure costs will index between .1 - .2% above CPI and income indexes between .1 – .25% below the CPI.

The ten year capital works program is based on the adopted Budget 2021/2022 capital works with the following alterations:-

- Provision for \$19.2 million to the Regional Wellbeing Centre, and the re-allocation of discretionary funding for this project. This project is being funded 75% from external sources. Council component is funded from the capital works program and loan funds over a three year period;
- Minor projects re-allocated over the ten year period to balance cash flow;
- Project re-classification to focus on asset renewal and upgrade.

The projected loan borrowings are \$2.4 million to fund half of the Council contribution to the proposed Regional Wellbeing Centre. The other half comes from the Capital Works program.

The annual operating costs to run the Regional Wellbeing Centre are estimated at \$478K from 2028/2029 and the debt servicing costs are \$272K pa. These two costs equate to a 5.23% rate increase in 2028/2029 over and above rate capping which is not shown.

Outcomes

- The underlying result is in surplus, up until 2028/2029 when the proposed Regional Wellbeing Centre commences operation;
- Loan Indebtness is sound with the \$2.4 million new loan commencing when the previous loans pay out;
- Cash assets are maintained over the life of the ten year plan;
- Asset renewal is above 100% for eight out of the ten years.

Actions to address Strategic Recommendations

- Increase revenue in 2028/2029 to cater for the Regional Wellbeing Centre operating and debt servicing costs.
- Utilise part of the extra funding to bolster cash reserves.
- Utilise a component of the funds to bolster asset renewal and refurbishment.

RELEVANT LAW

Section 9(g) *Local Government Act 2020*

Section 91 *Local Government Act 2020*

RELATED COUNCIL DECISIONS

The Draft Financial Plan is built on the adopted Budget for 2021/2022 and the Revenue and Rating Plan. Both of these documents were adopted in June 2021.

OPTIONS

Three options were considered by Council in July 2021. These were based on different price index scenarios between income and expenditure. The adopted pricing indexes are shown at 2.3 in the attached document. These show expenditure costs running between .1 - .2% above CPI and income indexes running between .1 – .25% below CPI. Since this option was considered by Council in July, the capital works program has been reviewed to address the asset renewal issues and cash position. The other major change includes catering for the Regional Wellbeing Centre.

SUSTAINABILITY IMPLICATIONS

The Draft Financial Plan caters for important social needs through the funding of key community projects.

COMMUNITY ENGAGEMENT

Consultation has been undertaken with Councillors and the Audit and Risk Committee. The Financial Plan is required to be adopted prior to 31 October 2021.

The Draft Financial Plan will be placed out for public comment following the Council meeting up until 24 September, 2021 as per the Communication strategy actions below. After the public comment period, the Draft Financial Plan will be presented to Council for adoption at the October 2021 meeting.

Public Participation Spectrum	Description	Communication Strategy Action
Inform	<i>Inform and engage by maintaining an honest dialogue</i>	2 – Media releases 3 – Gannawarra News 4 – Promote Council news through local radio 7 – Maintain branding / style guidelines 9 – Promote the draft Financial Plan on Council's website 10 – Publish information through social media and online
Consult	<i>Sharing information and giving a reasonable opportunity to express and take views</i>	14 – Regular consultation on major projects 16 – Consult regularly with community groups
Involve	<i>Include our community in the process of Council decision making that affects their community</i>	20 & 21– Interactive engagement online
Collaborate	<i>Ensure the community is enabled to participate in the decisions that affect them</i>	29 – Respond to community queries 32 – Liaison through the Audit and Risk Committee. 33 – Online engagement capacity.

INNOVATION AND CONTINUOUS IMPROVEMENT

The Financial Plan is one of the key new requirements of the *Local Government Act 2020*.

COLLABORATION

The Audit and Risk Committee have viewed the initial draft of the Financial Plan and will consider the plan at their September meeting.

FINANCIAL VIABILITY

Financial sustainability is the cornerstone of the Financial Plan over the ten year period. There are a raft of financial indicators utilised to ensure that the Council is financially sustainable.

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

The Draft Financial Plan is based on a state wide template.

COUNCIL PLANS AND POLICIES

The document is linked to the Council Plan, adopted Budget 2021/2022 and Revenue and Rating Plan.

TRANSPARENCY OF COUNCIL DECISIONS

This report is to be considered in an open Council Meeting.

CONFLICT OF INTEREST

The officer preparing this report declares that they have no conflict of interest in regards to this matter.



FINANCIAL PLAN

2021-22 TO 2030-31



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Draft

2. Financial Plan Context - Draft to Council meeting 18 August 2021

2.1 Financial Policy Statements

Policy Statement	Measure	Target	Forecast Actual											
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
Examples:														
Consistent underlying surplus results	Adjusted underlying result greater than \$0 shown in '000)	> \$0	\$2,007	\$593	\$395	\$345	\$99	\$264	\$235	\$226	(\$847)	(\$491)	(\$473)	
Ensure Council maintains sufficient working capital to meet its debt obligations as they fall due.	Current Assets / Current Liabilities greater than 1.25	1.25	2.67	2.58	2.41	2.46	2.41	2.54	2.55	2.45	2.26	2.27	2.22	
Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life.	Asset renewal and upgrade expenses / Depreciation above 100%	100%	129.2%	114.0%	111.3%	113.3%	124.7%	141.1%	141.5%	141.2%	99.2%	89.7%	88.8%	
That Council applies loan funding to new capital and maintains total borrowings in line with rate income and growth of the municipality.	Total borrowings / Rate revenue to remain below 60%	60%	2.5%	1.8%	1.1%	0.4%	0.0%	10.2%	13.9%	12.2%	10.5%	8.8%	7.2%	
Council maintains sufficient unrestricted cash to ensure ongoing liquidity as well as to address unforeseen cash imposts if required.	Unrestricted cash / current liabilities to be maintained above 80%	80%	64.1%	56.7%	48.3%	53.8%	50.3%	68.5%	70.3%	61.3%	53.6%	54.6%	50.1%	
Council generates sufficient revenue from rates plus fees and charges to ensure a consistent funding for new and renewal capital.	Capital Outlays as a % of Own Source Revenue to remain above 30%	30%	73.2%	84.0%	64.3%	55.6%	52.1%	59.0%	59.2%	57.5%	33.5%	30.3%	31.6%	

2.2 Strategic Actions

That Council :-

2.2.1 Maintain an Underlying result surplus for each year through the life of the Financial Plan.

2.2.2 Ensure that the Current Assets ratio is greater than 1.25 for each year through the life of the Financial Plan.

2.2.3 Ensure that any new borrowings are for either inter generational assets or for commercially viable business undertakings.

2.2.4 Ensure that loan borrowing repayments are affordable in a rate capping environment. This can be measured through the "total borrowings / rate revenue remain below 60%.

2.2.5 Improve the Unrestricted cash / current liabilities ratio to 80% over the life of the Financial Plan.

2.2.6 Ensure a positive Cash Flow result over the life of the Financial Plan.

2.2.7 Ensure that the Unrestricted Cash position is positive annually.

2.2.8 Maintain the Capital outlays to Own source revenue above 30%.

2.2.9 Reduce the Asset Renewal Gap. This can be measured annually through the "Asset Replacement and Upgrade / Depreciation ratio remaining above 100%.

2.3 Assumptions to the financial plan statements Draft to Council meeting 18 August 2021

This section presents information in regard to the assumptions to the Comprehensive Income Statement for the 10 years from 2021/22 to 2030/31.

Description and table of annual escalations, for the 10 year period, for each income and expenditure line item contained in the Comprehensive Income Statement.

Escalation Factors % movement	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
CPI	1.1%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Growth	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Rates and charges	1.5%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
Statutory fees and fines	1.5%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
User fees	1.5%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
Grants - Operating	1.5%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
Grants - Capital	1.5%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%	1.8%
Contributions - monetary	1.5%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
Contributions - non-monetary	1.5%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
Other income	2.0%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
Employee costs	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%
Materials and services	2.0%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%
Depreciation & Amortisation	4.6%	1.0%	1.0%	1.0%	0.5%	0.6%	0.7%	5.2%	0.7%	1.0%
Other expenses	2.0%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%	2.1%

3. Financial Plan Statements - Draft to Council meeting 18 August 2021

This section presents information in regard to the Financial Plan Statements for the 10 years from 2021/22 to 2030/31.

Comprehensive Income Statement
Balance Sheet
Statement of Cash Flows
Statement of Capital Works

Draft

3.1 Comprehensive Income Statement

	Forecast / Actual 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Income											
Rates and charges	13,498	13,740	14,001	14,267	14,537	14,813	15,095	15,381	15,674	16,083	16,389
Statutory fees and fines	444	399	407	415	423	431	439	448	456	465	474
User fees	3,221	3,359	3,423	3,488	3,554	3,622	3,690	3,760	3,832	3,905	3,979
Grants - Operating	12,871	10,477	10,545	10,750	10,959	11,151	11,346	11,544	11,747	11,952	12,161
Grants - Capital	4,250	8,781	4,761	4,206	3,321	4,166	4,166	4,166	6	6	6
Contributions - monetary	188	60	61	62	63	704	705	706	68	69	70
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	225	365	314	318	321	315	309	303	297	291	285
Other income	3,029	3,747	3,818	3,891	3,966	4,041	4,117	4,195	4,274	4,354	4,437
Total income	37,726	40,928	37,330	37,397	37,144	39,242	39,867	40,504	36,352	37,125	37,800
Expenses											
Employee costs	15,322	16,065	16,363	16,783	17,214	17,593	17,980	18,375	18,780	19,193	19,615
Materials and services	9,229	8,452	8,677	8,860	9,045	9,235	9,429	9,627	9,829	10,035	10,246
Depreciation	6,345	6,639	6,704	6,771	6,839	6,874	6,914	6,962	7,324	7,375	7,448
Bad and doubtful debts	3	3	-	-	-	-	-	-	-	-	-
Borrowing costs	26	20	14	8	2	30	55	50	44	39	33
Other expenses	472	366	408	415	616	431	439	448	1,206	957	914
Total expenses	31,397	31,545	32,165	32,837	33,715	34,163	34,817	35,462	37,183	37,600	38,256
Surplus/(deficit) for the year	6,329	9,383	5,165	4,560	3,429	5,080	5,050	5,042	(831)	(475)	(456)
Other comprehensive income											
Total comprehensive result	6,329	9,383	5,165	4,560	3,429	5,080	5,050	5,042	(831)	(475)	(456)
Adjusted Underlying Surplus / (deficit)	2,007	593	395	345	99	264	235	226	(847)	(491)	(473)

3.2 Balance Sheet

28/29	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets											
Current assets											
Cash and cash equivalents	4,019	3,690	3,290	3,585	3,417	4,565	4,716	4,243	3,890	3,967	3,733
Trade and other receivables	3,620	3,701	3,388	3,376	3,366	3,556	3,615	3,662	3,300	3,363	3,428
Other financial assets	4,471	4,471	4,471	4,471	4,471	4,471	4,471	4,471	4,471	4,471	4,471
Inventories	726	733	741	748	755	763	771	778	786	794	802
Other assets	925	925	925	925	925	925	925	925	925	925	925
Total current assets	13,761	13,520	12,814	13,105	12,935	14,280	14,497	14,080	13,372	13,520	13,359
Non-current assets											
Property, infrastructure, plant & equipment	209,895	219,531	225,386	229,621	233,267	238,544	244,034	249,343	249,163	248,354	247,892
Investment property	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152	1,152
Total non-current assets	211,047	220,683	226,538	230,773	234,419	239,696	245,186	250,495	250,315	249,506	249,044
Total assets	224,808	234,203	239,352	243,878	247,353	253,976	259,684	264,575	263,687	263,025	262,403
Liabilities											
Current liabilities											
Trade and other payables	1,217	1,277	1,313	1,338	1,394	1,400	1,430	1,456	1,581	1,582	1,608
Trust funds and deposits	720	720	720	720	720	720	720	720	720	720	720
Provisions	3,124	3,155	3,187	3,219	3,251	3,283	3,316	3,349	3,383	3,417	3,451
Interest-bearing liabilities	90	95	102	53	-	217	222	228	233	239	245
Total current liabilities	5,151	5,247	5,322	5,330	5,365	5,620	5,688	5,753	5,917	5,957	6,023
Non-current liabilities											
Provisions	1,103	1,114	1,125	1,136	1,148	1,159	1,171	1,183	1,194	1,206	1,218
Interest-bearing liabilities	250	155	53	-	-	1,277	1,855	1,627	1,394	1,155	910
Total non-current liabilities	1,353	1,269	1,178	1,136	1,148	2,436	3,026	2,810	2,588	2,361	2,128
Total liabilities	6,504	6,516	6,500	6,466	6,513	8,057	8,714	8,563	8,505	8,319	8,152
Net assets	218,304	227,687	232,852	237,412	240,840	245,920	250,970	256,012	255,182	254,707	254,251
Equity											
Accumulated surplus	97,602	106,985	112,150	116,710	120,138	125,218	130,268	135,310	134,480	134,005	133,549
Reserves	120,702	120,702	120,702	120,702	120,702	120,702	120,702	120,702	120,702	120,702	120,702
Total equity	218,304	227,687	232,852	237,412	240,840	245,920	250,970	256,012	255,182	254,707	254,251

3.3 Statement of Cash Flows

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities											
Rates and charges	13,998	13,536	13,853	14,121	14,382	14,659	14,937	15,225	15,506	15,805	16,105
Statutory fees and fines	444	437	447	456	464	473	482	492	501	510	520
User fees	3,542	3,675	3,759	3,832	3,903	3,978	4,053	4,131	4,208	4,289	4,370
Grants - operating	11,920	10,423	10,539	10,736	10,940	11,135	11,330	11,531	11,728	11,935	12,144
Grants - capital	4,334	8,735	5,091	4,253	3,393	4,097	4,166	4,167	347	6	6
Contributions - monetary	188	60	61	62	63	704	705	706	68	69	70
Interest received	40	40	41	42	42	43	43	43	43	44	44
Other receipts	2,905	4,181	4,276	4,359	4,440	4,532	4,676	4,765	4,845	4,982	5,086
Net GST refund / payment	1,989	1,828	1,360	1,192	1,152	1,230	1,265	1,260	921	818	850
Employee costs	(15,283)	(16,055)	(16,359)	(16,778)	(17,207)	(17,588)	(17,974)	(18,371)	(18,773)	(19,187)	(19,609)
Materials and services	(10,465)	(9,256)	(9,525)	(9,734)	(9,932)	(10,143)	(10,356)	(10,577)	(10,792)	(11,022)	(11,253)
Other payments	(475)	(322)	(365)	(377)	(573)	(415)	(400)	(408)	(1,150)	(997)	(923)
Net cash provided by/(used in) operating activities	13,137	17,282	13,178	12,162	11,066	12,704	12,927	12,964	7,450	7,252	7,409
Cash flows from investing activities											
Payments for property, infrastructure, plant and equipment	(15,026)	(18,196)	(14,163)	(12,462)	(11,894)	(13,736)	(14,020)	(13,880)	(8,247)	(7,618)	(8,086)
Proceeds from sale of property, infrastructure, plant and equipment	429	695	694	705	715	715	715	715	715	715	715
Net cash provided by/ (used in) investing activities	(14,597)	(17,501)	(13,468)	(11,757)	(11,179)	(13,021)	(13,305)	(13,165)	(7,532)	(6,903)	(7,371)
Cash flows from financing activities											
Finance costs	(26)	(20)	(14)	(8)	(2)	(30)	(55)	(50)	(44)	(39)	(33)
Repayment of borrowings	(116)	(90)	(95)	(102)	(53)	(106)	(217)	(222)	(228)	(233)	(239)
Net cash provided by/(used in) financing activities	(142)	(110)	(109)	(110)	(55)	1,464	528	(272)	(272)	(272)	(272)
Net increase/(decrease) in cash & cash equivalents	(1,602)	(329)	(400)	295	(168)	1,148	151	(473)	(353)	77	(234)
Cash and cash equivalents at the beginning of the financial year	5,621	4,019	3,690	3,290	3,585	3,417	4,565	4,716	4,243	3,890	3,967
Cash and cash equivalents at the end of the financial year	4,019	3,690	3,290	3,585	3,417	4,565	4,716	4,243	3,890	3,967	3,733

3.4 Statement of Capital Works

	Forecast / Actual										
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property											
Land improvements	1,421	229	50	-	-	-	-	-	-	-	-
Total land	1,421	229	50	-	-	-	-	-	-	-	-
Buildings	145	475	-	1,500	350	6,400	6,400	6,400	-	-	-
Building improvements	556	920	70	100	100	495	495	495	495	495	495
Leasehold improvements	280	-	-	-	-	-	-	-	-	-	-
Total buildings	981	1,395	70	1,600	450	6,895	6,895	6,895	495	495	495
Total property	2,402	1,624	120	1,600	450	6,895	6,895	6,895	495	495	495
Plant and equipment											
Plant, machinery and equipment	1,137	731	822	807	807	807	807	807	807	807	807
Fixtures, fittings and furniture	-	50	-	-	-	-	-	-	-	-	-
Computers and telecommunications	350	170	190	180	180	180	180	180	180	180	180
Library books	100	100	140	100	100	100	100	100	100	100	100
Total plant and equipment	1,587	1,051	1,152	1,087	1,087	1,087	1,087	1,087	1,087	1,087	1,087
Infrastructure											
Roads	4,165	3,964	2,920	2,900	4,835	2,965	3,025	3,085	3,145	3,205	3,265
Bridges	406	300	-	-	300	500	500	500	500	500	500
Footpaths and cycleways	148	2,504	2,552	1,118	1,295	135	140	140	140	140	140
Drainage	-	1,314	-	650	899	249	249	249	249	249	359
Recreational, leisure and community facilities	3,157	3,092	2,705	2,960	1,525	210	275	210	275	210	210
Waste management	-	60	980	300	-	-	-	-	1,200	-	400
Parks, open space and streetscapes	828	2,110	2,090	355	60	80	30	80	30	160	30
Other infrastructure	934	523	356	359	362	366	544	372	376	879	865
Total infrastructure	9,638	13,867	11,603	8,642	9,276	4,505	4,763	4,636	5,915	5,343	5,769
Total capital works expenditure	13,627	16,542	12,875	11,329	10,813	12,487	12,745	12,618	7,497	6,925	7,351
Represented by:											
New asset expenditure	5,020	7,988	5,401	2,905	2,070	2,790	2,965	2,790	230	230	630
Asset renewal expenditure	7,156	6,604	5,437	4,797	5,281	7,650	7,733	7,781	7,140	6,488	6,534
Asset expansion expenditure	409	983	15	750	215	-	-	-	-	80	110
Asset upgrade expenditure	1,042	966	2,023	2,878	3,248	2,048	2,048	2,048	128	128	78
Total capital works expenditure	13,627	16,542	12,875	11,329	10,813	12,487	12,745	12,618	7,497	6,925	7,351
Funding sources represented by:											
Grants	6,227	10,099	6,079	5,524	4,665	5,510	5,510	5,510	1,350	1,390	1,390
Contributions	156	15	15	15	15	655	656	656	16	16	17
Council cash	7,244	6,428	6,781	5,790	6,133	4,722	5,779	6,452	6,131	5,519	5,944
Total capital works expenditure	13,627	16,542	12,875	11,329	10,813	12,487	12,745	12,618	7,497	6,925	7,351

3.5 Summary of Planned Human Resources Expenditure - Draft to Council meeting 18 August 2021 For the ten years ended 30 June 2031

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer										
Permanent - Full time	342	349	356	363	371	378	386	393	401	409
Female	94	95	97	99	101	103	105	107	110	112
Male	249	254	259	264	269	275	280	286	292	297
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	0	0	0	0	0	0	0	0	0	0
Female	0	0	0	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total - Chief Executive Officer	342	349	356	363	371	378	386	393	401	409
Community Wellbeing										
Permanent - Full time	2,555	2,606	2,658	2,711	2,765	2,821	2,877	2,935	2,993	3,053
Female	2,077	2,119	2,161	2,204	2,248	2,293	2,339	2,386	2,434	2,482
Male	478	487	497	507	517	528	538	549	560	571
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	4,183	4,267	4,352	4,439	4,528	4,618	4,711	4,805	4,901	4,999
Female	3,980	4,059	4,141	4,223	4,308	4,394	4,482	4,572	4,663	4,756
Male	203	207	211	215	220	224	229	233	238	243
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total - Community Wellbeing	6,738	6,872	7,010	7,150	7,293	7,439	7,588	7,740	7,894	8,052
Corporate Services										
Permanent - Full time	1,594	1,626	1,659	1,692	1,726	1,760	1,795	1,831	1,868	1,905
Female	1,218	1,242	1,267	1,293	1,318	1,345	1,372	1,399	1,427	1,456
Male	376	384	391	399	407	415	424	432	441	450
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	507	517	527	538	549	560	571	582	594	606
Female	507	517	527	538	549	560	571	582	594	606
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total - Corporate Services	2,101	2,143	2,186	2,230	2,274	2,320	2,366	2,413	2,462	2,511
Infrastructure Services										
Permanent - Full time	4,474	4,564	4,655	4,748	4,843	4,940	5,039	5,140	5,243	5,347
Female	556	567	578	590	601	614	626	638	651	664
Male	3,919	3,997	4,077	4,159	4,242	4,327	4,413	4,501	4,592	4,683
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	341	348	355	362	369	377	384	392	400	408
Female	269	274	280	285	291	297	303	309	315	321
Male	72	74	75	77	78	80	82	83	85	87
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total - Infrastructure Services	4,816	4,912	5,010	5,111	5,213	5,317	5,423	5,532	5,642	5,755
Strategic Development										
Permanent - Full time	330	337	344	351	358	365	372	379	387	395
Female	94	95	97	99	101	103	105	107	110	112
Male	237	242	246	251	256	261	267	272	277	283
Self-described gender	0	0	0	0	0	0	0	0	0	0
Permanent - Part time	105	107	109	112	114	116	118	121	123	126
Female	105	107	109	112	114	116	118	121	123	126
Male	0	0	0	0	0	0	0	0	0	0
Self-described gender	0	0	0	0	0	0	0	0	0	0
Total - Strategic Development	435	444	453	462	471	481	490	500	510	520
Casuals, temporary and other expenditure	1,903	1,941	1,980	2,019	2,060	2,101	2,143	2,186	2,229	2,274
Total staff expenditure	16,335	16,662	16,995	17,335	17,682	18,035	18,398	18,764	19,139	19,522
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Chief Executive Officer										
Permanent - Full time	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Female	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Male	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Female	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total - Chief Executive Officer	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Community Wellbeing										
Permanent - Full time	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0	26.0
Female	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0	21.0
Male	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	49.7	49.7	49.7	49.7	49.7	49.7	49.7	49.7	49.7	49.7
Female	46.9	46.9	46.9	46.9	46.9	46.9	46.9	46.9	46.9	46.9
Male	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8	2.8
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total - Community Wellbeing	75.7	75.7	75.7	75.7	75.7	75.7	75.7	75.7	75.7	75.7
Corporate Services										
Permanent - Full time	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0	15.0
Female	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0	12.0
Male	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
Female	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6	6.6
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total - Corporate Services	21.6	21.6	21.6	21.6	21.6	21.6	21.6	21.6	21.6	21.6

	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Infrastructure Services										
Permanent - Full time	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0	52.0
Female	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Male	46.0	46.0	46.0	46.0	46.0	46.0	46.0	46.0	46.0	46.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2	5.2
Female	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Male	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total - Infrastructure Services	57.2	57.2	57.2	57.2	57.2	57.2	57.2	57.2	57.2	57.2
Strategic Development										
Permanent - Full time	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Female	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Male	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Permanent - Part time	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Female	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3
Male	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Self-described gender	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total - Strategic Development	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3	4.3
Casuals, temporary and other expenditure	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6	25.6
Total staff numbers	186.4	186.4	186.4	186.4	186.4	186.4	186.4	186.4	186.4	186.4

4. Financial performance indicators - Draft to Council Meeting 18 August 2021

The following table highlights Council's projected performance across a range of key financial performance indicators. These indicators provide an analysis of Council's 10 year financial projections and should be interpreted in the context of the organisation's objectives and financial management principles.

Indicator	Measure	Notes	Forecast Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	Trend +/-
Operating position														
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	6.0%	1.8%	1.2%	1.0%	0.3%	0.8%	0.7%	0.6%	-2.3%	-1.3%	-1.3%	+
Liquidity														
Working Capital	Current assets / current liabilities	2	267.2%	257.7%	240.8%	245.9%	241.1%	254.1%	254.9%	244.7%	226.0%	226.9%	221.8%	o
Unrestricted cash	Unrestricted cash / current liabilities	3	64.1%	56.7%	48.3%	53.8%	50.3%	68.5%	70.3%	61.3%	53.6%	54.6%	50.1%	o
Obligations														
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	2.5%	1.8%	1.1%	0.4%	0.0%	10.2%	13.9%	12.2%	10.5%	8.8%	7.2%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		1.1%	0.8%	0.8%	0.8%	0.4%	0.9%	1.8%	1.8%	1.8%	1.7%	1.7%	+
Indebtedness	Non-current liabilities / own source revenue		6.6%	5.9%	5.4%	5.1%	5.0%	10.5%	12.8%	11.6%	10.5%	9.4%	8.3%	+
Asset renewal and upgrade	Asset renewal and upgrade expense / Asset depreciation	5	129.2%	114.0%	111.3%	113.3%	124.7%	141.1%	141.5%	141.2%	99.2%	89.7%	88.8%	-
Stability														
Rates concentration	Rate revenue / adjusted underlying revenue	6	40.4%	42.8%	43.0%	43.0%	43.0%	43.0%	43.1%	43.1%	43.1%	43.3%	43.4%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.72%	0.73%	0.75%	0.76%	0.77%	0.79%	0.80%	0.82%	0.84%	0.85%	0.87%	o
Efficiency														
Expenditure level	Total expenses/ no. of property assessments		\$4,573	\$4,555	\$4,645	\$4,742	\$4,869	\$4,933	\$5,028	\$5,121	\$5,370	\$5,430	\$5,524	+
Revenue level	Total rate revenue / no. of property assessments		\$1,647	\$1,658	\$1,691	\$1,725	\$1,759	\$1,794	\$1,830	\$1,867	\$1,904	\$1,942	\$1,981	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		12.1%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	+

Indicator	Measure	Notes	Forecast											Trend
			Actual 2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	
Sustainable Capacity														
Population	Total expenses/ Municipal population		\$3,019	\$3,033	\$3,093	\$3,157	\$3,242	\$3,285	\$3,348	\$3,410	\$3,575	\$3,615	\$3,678	
Population	Value of infrastructure / Municipal population		\$16,882	\$17,768	\$18,104	\$18,354	\$18,692	\$18,691	\$18,716	\$18,674	\$18,728	\$18,729	\$18,772	
Population	Municipal population / Kilometres of local roads		\$4.5	\$4.5	\$4.5	\$4.5	\$4.5	\$4.5	\$4.5	\$4.5	\$4.5	\$4.5	\$4.5	
Own-source revenue	Own source revenue / Municipal population		\$1,974	\$2,082	\$2,116	\$2,156	\$2,197	\$2,238	\$2,279	\$2,321	\$2,364	\$2,418	\$2,463	
Recurrent grants	Recurrent grants / Municipal population		\$1,238	\$1,008	\$1,015	\$1,034	\$1,054	\$1,073	\$1,092	\$1,111	\$1,130	\$1,150	\$1,170	

Key to Forecast Trend:

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

Notes to indicators**1. Adjusted underlying result**

The adjusted underlying result is the net surplus or deficit for the year adjusted for non-recurrent capital grants, non-monetary asset contributions, and capital contributions from other sources. It is a measure of financial sustainability and Council's ability to achieve its service delivery objectives as it is not impacted by capital income items which can often mask the operating result.

The adjusted underlying result up until 2028/2029 is a small surplus. The operating costs for the Community Wellbeing centre cause the underlying result to go into deficit from 2028/2029. In calculating the adjusted underlying result includes Road to Recovery funding as it is treated as a recurrent grant. Contributions of non-monetary assets are excluded as the value of assets assumed by Council is dependent on the level of development activity each year.

2. Working Capital

This ratio indicates the level of current assets compared to current liabilities. Council's working capital ratio is in a sound financial position. Noting that it is bolstered by the early payment of part of the Financial Assistance Grant.

3. Unrestricted Cash

Unrestricted cash represents cash and cash equivalents held by Council less the amount of grants received during the year but not expended by 30 June and the amount of capital works not completed by 30 June. The benchmark result of 80% is not attained over the life of the Financial Plan.

4. Debt compared to rates

Council existing borrowings are expected to be fully paid out by September 2024. In 2025/26 and 2026/27 a \$2.4 million loan is taken out for the Community Wellbeing centre.

5. Asset renewal and upgrade

Asset renewal and upgrade represents the amount of capital expenditure being directed towards the replacement of Council's existing assets. This ratio represents the amount of renewal and upgrade works as a percentage of the depreciation expense shown for each year. A ratio less than 100% represents an increase in the asset renewal gap. The renewal and upgrade expenditure is sound for the years up to 2028/2029.

6. Rates concentration

Rates concentration represents rates proportion of total operating revenue. Council is reliant on external grants for the funding of its operations.

5. Strategies and Plans - Draft to Council meeting 18 August 2021

This section describes the strategies and plans that support the 10 year financial projections included to the Financial Plan.

5.1 Borrowing Strategy

5.1.1 Current Debt Position

The loan liability as at 30 June 2021 is \$340K relating to one loan for works associated with the Patchell Plaza building. This loan will pay out on 16 September 2024. In 20/21 a loan for works at the Gateway building paid out.

5.1.2 Future Borrowing Requirements

In 2025/26 and 2026/27 \$2.4 million is borrowed for the Regional Wellbeing centre. The loan is to be repaid over ten years and based on a 2.5% interest rate.

	Forecast / Actual 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	2025/26 \$'000	2026/27 \$'000	2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Opening balance	456	340	250	155	53	-	1,494	2,077	1,855	1,627	1,394
Plus New loans						1,600	800				
Less Principal repayment	(116)	(90)	(95)	(102)	(53)	(106)	(217)	(222)	(228)	(233)	(240)
Closing balance	340	250	155	53	-	1,494	2,077	1,855	1,627	1,394	1,154
Interest payment											

Performance Indicator	Target	Forecast / Actual 2020/21 %	2021/22 %	2022/23 %	2023/24 %	2024/25 %	2025/26 %	2026/27 %	2027/28 %	2028/29 %	2029/30 %	2030/31 %
Total borrowings / Rate revenue	Below 60%	2.5%	1.8%	1.1%	0.4%	0.0%	10.2%	13.9%	12.2%	10.5%	8.8%	7.2%
Debt servicing / Rate revenue	Below 5%	0.2%	0.1%	0.1%	0.0%	0.0%	0.2%	0.3%	0.3%	0.2%	0.2%	0.2%
Debt commitment / Rate revenue	Below 10%	1.1%	0.8%	0.8%	0.8%	0.4%	0.9%	1.8%	1.8%	1.8%	1.7%	1.7%
Indebtedness / Own source revenue	Below 60%	6.6%	5.9%	5.4%	5.1%	5.0%	10.5%	12.8%	11.6%	10.5%	9.4%	8.3%

5.2 Reserves Strategy

5.2.1 Current Reserves

There are two types of Reserves detailed below. Restricted Reserves are those where there is an external requirement or obligation for Council to hold funds for a specific purpose. This may be because they are another entities funds that are held by Council contingent on certain activities being undertaken, such as compliance with development conditions or a tender deposit being refunded after the satisfactory completion of a tender. The key reserves shown are Unexpended Grants and Trust Funds. Movement in and out of these reserves Discretionary Reserves are decisions made by the Council and controlled by the Future Use Investment Policy.

5.2.2 Reserve Usage Projections

10 Year projection of each reserve fund. Include restrictions to usage.

Reserves	Restricted / Discretionary	2020-21 \$000's	2021-22 \$000's	2022-23 \$000's	2023-24 \$000's	2024-25 \$000's	2025-26 \$000's	2026-27 \$000's	2027-28 \$000's	2028-29 \$000's	2029-30 \$000's	2030-31 \$000's
Reserves Summary	Total Restricted											
Trust Fund		717	717	717	717	717	717	717	717	717	717	717
Closing balance		717	717	717	717	717	717	717	717	717	717	717
Reserves Summary	Total Discretionary											
Land and Buildings		272	272	272	448	618	618	618	618	618	618	618
Plant and Equipment		664	664	664	664	664	664	664	664	664	664	664
Long Service Leave		1,969	1,969	1,969	1,969	1,969	1,969	1,969	1,969	1,969	1,969	1,969
Innovation Fund		1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Koondrook Caravan Park Lease		2	2	2	2	2	2	2	2	2	2	2
Financial Assistance Grant		2,948	2,992	3,037	3,083	3,129	3,176	3,223	3,272	3,321	3,371	3,421
Carry Over Works		539	0	0	0	0	0	0	0	0	0	0
Closing balance		7,394	6,899	6,944	7,166	7,382	7,429	7,476	7,525	7,574	7,624	7,674
Reserves Summary	Restricted & Discretionary											
Closing balance		8,111	7,616	7,661	7,883	8,099	8,146	8,193	8,242	8,291	8,341	8,391
Unrestricted Cash		379	545	100	173	-211	890	993	472	70	97	-187
Total		8,490	8,161	7,761	8,056	7,888	9,036	9,187	8,714	8,361	8,438	8,204
Cash and cash equivalents		4,019	3,690	3,290	3,585	3,417	4,565	4,716	4,243	3,890	3,967	3,733
Other financial assets		4,471	4,471	4,471	4,471	4,471	4,471	4,471	4,471	4,471	4,471	4,471
Total		8,490	8,161	7,761	8,056	7,888	9,036	9,187	8,714	8,361	8,438	8,204

Draft Capital Works Program 2021/2022

ID	Ref	Project Name	Location	2020/21	Federal Grant	State Grant	Council Cash	2021/22	Federal	State	Council	Council Cash
1) Core and Ongoing Programs												
2	2	Appin South Bridge Replacement (HVP) B84 Priority Project 16	Appin	406,000	110,000	-	296,000	-	-	-	-	-
61	3	Kerang Depot upgrades	Kerang	100,000	-	-	100,000	-	-	-	-	-
64	4	ICT Capital Renewals	Shire Wide	250,000	-	-	250,000	170,000	-	-	170,000	170,000
99	5	Computers for Children's Services (Building Blocks Improvement)	Shire Wide	3,869	-	3,869	-	-	-	-	-	170,000
16	6	New gravel pit geotechnical investigation	Denyers	-	-	-	-	-	-	-	-	170,000
73	7	RFID Installation	Shire Wide	-	-	-	-	-	-	-	-	170,000
22	8	Automating Irrigation Systems	Cohuna	46,301	-	-	46,301	50,000	-	-	50,000	220,000
75	9	Kerang Depot Fuel Facilities Upgrade	Shire Wide	-	-	-	-	-	-	-	-	220,000
27	10	Atkinson Park All Abilities Playground	Kerang	-	-	-	-	1,100,000	-	1,000,000	100,000	320,000
52	13	Cell 3 capping - Gannawarra Central Landfill	Denyers	-	-	-	-	-	-	-	-	320,000
53	14	Cell 5 construction - Gannawarra Central Landfill	Denyers	-	-	-	-	60,000	-	-	60,000	380,000
54	15	Cell 5 construction - Denyers	Denyers	-	-	-	-	-	-	-	-	380,000
86	19	Bridge Renewal	Shire Wide	-	-	-	-	-	-	-	-	380,000
59	20	Buildings Renewal	Shire Wide	-	-	-	-	150,000	-	-	150,000	530,000
8	21	Stormwater Network and Town Pump renewal	Kerang	-	-	-	-	160,000	-	-	160,000	690,000
9	22	Annual Footpath replacement	Shire Wide	102,000	-	-	102,000	104,000	-	-	104,000	794,000
15	23	Kerb replacement	Shire Wide	150,000	-	-	150,000	153,000	-	-	153,000	947,000
72	24	Library Resources	Shire Wide	100,000	-	6,000	94,000	100,000	-	6,000	94,000	1,041,000
21	25	Strategic Project Development and Planning	Shire Wide	200,000	-	-	200,000	200,000	-	-	200,000	1,241,000
26	26	Tree Planting Program - Cool It Program	Shire Wide	30,000	-	-	30,000	30,000	-	-	30,000	1,271,000
74	27	Heavy Plant Replacement	Shire Wide	794,065	-	-	794,065	300,000	-	-	300,000	1,571,000
76	28	Light Plant Replacement	Shire Wide	343,000	-	-	343,000	387,000	-	-	387,000	1,958,000
40	29	Promotional Infrastructure	Shire Wide	50,000	-	-	50,000	25,000	-	-	25,000	1,983,000
42	30	Swimming Pool Renewal Program	Shire Wide	135,000	-	-	135,000	135,000	-	-	135,000	2,118,000
43	31	Town/Boundary Entrances and Signage	Shire Wide	25,000	-	-	25,000	25,000	-	-	25,000	2,143,000
44	32	Bitumen Roads Reseal Program	Shire Wide	816,000	-	-	816,000	910,000	-	-	910,000	3,053,000
47	33	Gravel Re-sheeting Program	Shire Wide	973,000	-	-	973,000	994,000	-	-	994,000	4,047,000
49	34	Sealed Roads Rehabilitation Program	Shire Wide	2,023,000	-	-	2,023,000	1,060,000	-	-	1,060,000	5,107,000
Sub Total				6,547,235	110,000	9,869	6,427,366	6,113,000	-	1,006,000	5,107,000	
2) Discretionary												
58	35	Access Ramp for Cohuna Kangas FN Clubrooms	Cohuna	-	-	-	-	-	-	-	-	5,107,000
60	36	Climate Change Adaptation (was Energy efficiency upgrades)	Shire Wide	50,000	-	-	50,000	10,000	-	-	10,000	5,117,000
62	37	Leitchville Swimming Pool Changeroom Birdproofing	Leitchville	10,500	-	-	10,500	-	-	-	-	5,117,000
79	38	Kerang Childrens Centre 3 Year Old Kinda - Grant.Dep	Kerang	100,000	-	50,000	50,000	-	-	-	-	5,117,000
68	39	Koondrook Caravan Park - Stage 3 (Reception, Kitchen and Entrance)	Koondrook	-	-	-	-	-	-	-	-	5,117,000
89	40	Koondrook Caravan Park - Stage 2 (Roads and Drainage)	Koondrook	350,000	-	-	350,000	-	-	-	-	5,117,000
83	41	Truckwash Toilets	Kerang	20,000	-	-	20,000	-	-	-	-	5,117,000
5	42	Koondrook Stormwater Drainage	Koondrook	-	-	-	-	-	-	-	-	5,117,000
6	43	Leng Street Extension	Kerang	-	-	-	-	-	-	-	-	5,117,000
10	44	Cohuna - George to Channel St link footpath	Cohuna	-	-	-	-	-	-	-	-	5,117,000
11	45	Cohuna Mead Street School Crossing to School Crossing (250m)	Cohuna	46,699	-	-	46,699	-	-	-	-	5,117,000
13	46	Koondrook Bridge to town link footpath	Koondrook	-	-	-	-	-	-	-	-	5,117,000
81	48	Footpath extension Grigg Road Koondrook	Koondrook	-	-	-	-	-	-	-	-	5,117,000
85	49	ACRE21 (Art Work)	Shire Wide	30,000	-	-	30,000	-	-	-	-	5,117,000
70	50	RSL Memorial Park upgrades - Grant.Dep	Cohuna	85,000	70,000	-	15,000	-	-	-	-	5,117,000
23	51	Bendigo Road Irrigation Continuation	Kerang	-	-	-	-	-	-	-	-	5,117,000
80	52	Kangaroo Lake North End Stage 2	Lakes	-	-	-	-	830,000	415,000	-	415,000	5,532,000
57	53	Cohuna Swim Deck	Cohuna	-	-	-	-	-	-	-	-	5,532,000
34	54	Kerang Hall accoustics	Kerang	-	-	-	-	-	-	-	-	5,532,000
41	55	ReSpark the Park - Cullen Street	Cohuna	65,000	-	-	65,000	-	-	-	-	5,532,000
65	56	Cohuna Cemetery drain crossing	Cohuna	35,000	-	-	10,000	-	-	-	-	5,532,000
87	58	Discretionary Future Expenditure	Shire Wide	-	-	-	-	-	-	-	-	5,532,000

Presentation

Draft Capital Works Program 2021/2022

ID	Ref	Project Name	Location	2020/21	Federal Grant	State Grant	Council Cash	2021/22	Federal	State	Council	Council Cash
78	59	Power Upgrade Cohuna Caravan Park - Grant.Dep	Cohuna	280,000	-	200,000	80,000	-	-	-	-	5,532,000
98	65	Drought Funding Round 1	Shire Wide	45,379	45,379	-	-	-	-	-	-	5,532,000
38	66	Drought Funding Round 2	Shire Wide	239,400	239,400	-	-	-	-	-	-	5,532,000
63	67	Regional Wellbeing Centre	Shire Wide	-	-	-	-	-	-	-	-	5,532,000
77	68	Cohuna Gateway – Library Centre Design	Cohuna	-	-	-	-	-	-	-	-	5,532,000
17	69	Car Charging Station – Kerang/Cohuna	Shire Wide	110,000	-	110,000	-	-	-	-	-	5,532,000
36	70	Koondrook Levee Construction (inc Walking Track to Cassidy Lane) - Grar	Koondrook	350,000	125,000	125,000	100,000	-	-	-	-	5,532,000
67	71	Kangaroo Lake West Recreational Access Redevelopment	Lakes	-	-	-	-	-	-	-	-	5,532,000
66	75	Gannawarra Arts Trail	Shire Wide	50,000	-	-	50,000	-	-	-	-	5,532,000
45	76	Gannawarra Roads to Market Kangaroo Lake Road	Lakes	-	-	-	-	-	-	-	-	5,532,000
48	77	Kerang CBD Development Stage 2	Kerang	318,000	-	318,000	-	-	-	-	-	5,532,000
90	79	Quambatook Levee Continuation	Quambatook	32,000	-	31,700	300	-	-	-	-	5,532,000
91	80	Southern levee acquisition	Kerang	1,980	-	-	1,980	-	-	-	-	5,532,000
97	81	ICT Capital	Shire Wide	100,000	-	100,000	-	-	-	-	-	5,532,000
92	82	Street Lights	Shire Wide	60,000	-	-	60,000	-	-	-	-	5,532,000
93	83	Outdoor dining	Shire Wide	250,000	-	250,000	-	-	-	-	-	5,532,000
95	84	Koondrook Wharf and Goods Shed	Koondrook	35,000	-	-	35,000	-	-	-	-	5,532,000
33	85	Morton Garner Pavillion	Cohuna	125,000	99,000	-	26,000	-	-	-	-	5,532,000
94	86	Atkinson Park	Kerang	74,840	-	64,656	10,184	-	-	7,184	(7,184)	5,524,816
96	87	Koondrook Nature Based Tourism Hub	Koondrook	260,000	-	-	260,000	-	-	-	-	5,524,816
100	89	Kerang Children's Centre Furniture Renewal	Kerang	-	-	-	-	50,000	-	-	50,000	5,574,816
50	90	Wellington Street – Murray Valley Highway Intersection	Kerang	-	-	-	-	-	-	-	-	5,574,816
		Sub Total		3,123,798	578,779	1,234,312	1,285,707	890,000	415,000	7,184	467,816	
		3) Strategic Grant Funded										
20	91	Industrial Estate Expansions Tate Drive – Kerang	Kerang	1,071,000	400,000	500,000	171,000	-	-	-	-	5,574,816
25	92	Koondrook All Abilities Park	Koondrook	592,000	-	320,000	224,500	-	-	70,000	(70,000)	5,504,816
24	93	Cohuna Skate Park	Cohuna	600,000	-	250,000	344,000	-	-	-	-	5,504,816
12	94	Kerang to Koondrook Rail Trail (Murray River Adventure Trail)	Koondrook	-	-	-	-	1,667,000	1,467,000	-	200,000	5,704,816
7	95	Murrabit Stormwater	Murrabit	-	-	-	-	227,912	227,912	-	-	5,704,816
71	96	Sustainable Recreational Water for Quambatook	Quambatook	-	-	-	-	387,000	187,000	-	200,000	5,904,816
29	97	Cohuna CBD Waterfront Development	Cohuna	1,693,000	847,000	-	846,000	1,707,000	853,000	-	854,000	6,758,816
101	98	Cohuna Recreation Reserve Power Upgrade	Cohuna	-	-	-	-	-	-	-	-	6,758,816
102	99	Cohuna Recreation Reserve Sporting Facility	Cohuna	-	-	-	-	-	-	-	-	6,758,816
103	100	Cohuna Sporting Precint Masterplan	Cohuna	-	-	-	-	100,000	-	-	100,000	6,858,816
104	101	Cohuna CBD Upgrade	Cohuna	-	-	-	-	-	-	-	-	6,858,816
105	102	Nondies Cricket Club Multi-Purpose Facility	Cohuna	-	-	-	-	-	-	-	-	6,858,816
		Sub Total		3,956,000	1,247,000	1,070,000	1,585,500	4,088,912	2,734,912	70,000	1,284,000	
		4) Carry Over Projects										
1	105	Apex Park Bridge Replacement (Local Roads to Market)	Lakes	-	-	-	-	300,000	-	150,000	150,000	7,008,816
59	106	Buildings Renewal	Shire Wide	-	-	-	-	160,000	-	-	160,000	7,168,816
79	107	Kerang Childrens Centre 3 Year Old Kinda - Grant.Dep	Kerang	-	-	-	-	600,000	-	550,000	50,000	7,218,816
48	108	Kerang CBD Development Stage 2	Kerang	-	-	-	-	1,000,000	-	1,000,000	-	7,218,816
91	109	Southern levee acquisition	Kerang	-	-	-	-	80,000	-	-	80,000	7,298,816
33	110	Morton Garner Pavillion	Cohuna	-	-	-	-	475,000	376,000	-	99,000	7,397,816
12	111	Kerang to Koondrook Rail Trail (Murray River Adventure Trail)	Koondrook	-	-	-	-	733,000	733,000	-	-	7,397,816
7	112	Murrabit Stormwater	Murrabit	-	-	-	-	926,000	926,000	-	-	7,397,816
71	113	Sustainable Recreational Water for Quambatook	Quambatook	-	-	-	-	813,000	813,000	-	-	7,397,816
76	114	Light Plant Replacement	Shire Wide	-	-	-	-	44,000	-	-	-	7,397,816
92	115	Street Lights	Shire Wide	-	-	-	-	90,000	-	-	-	7,397,816
20	116	Industrial Estate Expansions Tate Drive – Kerang	Kerang	-	-	-	-	229,000	-	-	-	7,397,816
		Sub Total		-	-	-	-	5,450,000	2,848,000	1,700,000	539,000	
Total	Total			13,627,033	1,935,779	2,314,181	9,298,573	16,541,912	5,997,912	2,783,184	7,397,816	

Presentation

Draft Capital Works Program 2021/2022

ID	Ref	Project Name	2022/23	Federal	State	Council	2023/24	Federal	State	Council	2024/25	Federal
1) Core and Ongoing Programs												
2	2	Appin South Bridge Replacement (HVP) B84 Priority Project 16	-	-	-	-	-	-	-	-	-	-
61	3	Kerang Depot upgrades	-	-	-	-	-	-	-	-	-	-
64	4	ICT Capital Renewals	190,000	-	-	190,000	180,000	-	-	180,000	180,000	-
99	5	Computers for Children's Services (Building Blocks Improvement)	-	-	-	-	-	-	-	-	-	-
16	6	New gravel pit geotechnical investigation	50,000	-	-	50,000	-	-	-	-	-	-
73	7	RFID Installation	40,000	-	-	40,000	-	-	-	-	-	-
22	8	Automating Irrigation Systems	-	-	-	-	50,000	-	-	50,000	-	-
75	9	Kerang Depot Fuel Facilities Upgrade	15,000	-	-	15,000	-	-	-	-	-	-
27	10	Atkinson Park All Abilities Playground	-	-	-	-	-	-	-	-	-	-
52	13	Cell 3 capping - Gannawarra Central Landfill	-	-	-	-	300,000	-	-	300,000	-	-
53	14	Cell 5 construction - Gannawarra Central Landfill	980,000	-	-	980,000	-	-	-	-	-	-
54	15	Cell 5 construction - Denyers	-	-	-	-	-	-	-	-	-	-
86	19	Bridge Renewal	-	-	-	-	-	-	-	-	300,000	-
59	20	Buildings Renewal	20,000	-	-	20,000	100,000	-	-	100,000	100,000	-
8	21	Stormwater Network and Town Pump renewal	-	-	-	-	-	-	-	-	249,000	-
9	22	Annual Footpath replacement	116,000	-	-	116,000	118,000	-	-	118,000	120,000	-
15	23	Kerb replacement	156,000	-	-	156,000	159,000	-	-	159,000	162,000	-
72	24	Library Resources	100,000	-	6,000	94,000	100,000	-	6,000	94,000	100,000	-
21	25	Strategic Project Development and Planning	200,000	-	-	200,000	200,000	-	-	200,000	200,000	-
26	26	Tree Planting Program - Cool It Program	30,000	-	-	30,000	30,000	-	-	30,000	30,000	-
74	27	Heavy Plant Replacement	420,000	-	-	420,000	420,000	-	-	420,000	420,000	-
76	28	Light Plant Replacement	387,000	-	-	387,000	387,000	-	-	387,000	387,000	-
40	29	Promotional Infrastructure	50,000	-	-	50,000	50,000	-	-	50,000	50,000	-
42	30	Swimming Pool Renewal Program	135,000	-	-	135,000	135,000	-	-	135,000	135,000	-
43	31	Town/Boundary Entrances and Signage	25,000	-	-	25,000	25,000	-	-	25,000	25,000	-
44	32	Bitumen Roads Reseal Program	930,000	-	-	930,000	950,000	-	-	950,000	965,000	-
47	33	Gravel Re-sheeting Program	1,010,000	-	-	1,010,000	1,030,000	-	-	1,030,000	1,100,000	-
49	34	Sealed Roads Rehabilitation Program	980,000	-	-	980,000	920,000	-	-	920,000	850,000	-
			5,834,000	-	6,000	5,828,000	5,154,000	-	6,000	5,148,000	5,373,000	-
2) Discretionary												
58	35	Access Ramp for Cohuna Kangas FN Clubrooms	50,000	-	-	50,000	-	-	-	-	-	-
60	36	Climate Change Adaptation (was Energy efficiency upgrades)	-	-	-	-	-	-	-	-	-	-
62	37	Leitchville Swimming Pool Changeroom Birdproofing	-	-	-	-	-	-	-	-	-	-
79	38	Kerang Childrens Centre 3 Year Old Kinda - Grant.Dep	-	-	-	-	-	-	-	-	-	-
68	39	Koondrook Caravan Park - Stage 3 (Reception, Kitchen and Entrance)	-	-	-	-	-	-	-	-	350,000	-
89	40	Koondrook Caravan Park - Stage 2 (Roads and Drainage)	-	-	-	-	-	-	-	-	-	-
83	41	Truckwash Toilets	-	-	-	-	-	-	-	-	-	-
5	42	Koondrook Stormwater Drainage	-	-	-	-	650,000	-	250,000	400,000	650,000	-
6	43	Leng Street Extension	-	-	-	-	-	-	-	-	-	-
10	44	Cohuna - George to Channel St link footpath	36,000	-	-	36,000	-	-	-	-	-	-
11	45	Cohuna Mead Street School Crossing to School Crossing (250m)	-	-	-	-	-	-	-	-	-	-
13	46	Koondrook Bridge to town link footpath	-	-	-	-	1,000,000	1,000,000	-	-	1,000,000	1,000,000
81	48	Footpath extension Grigg Road Koondrook	-	-	-	-	-	-	-	-	175,000	-
85	49	ACRE21 (Art Work)	-	-	-	-	-	-	-	-	-	-
70	50	RSL Memorial Park upgrades - Grant.Dep	30,000	-	15,000	15,000	-	-	-	-	30,000	-
23	51	Bendigo Road Irrigation Continuation	-	-	-	-	-	-	-	-	-	-
80	52	Kangaroo Lake North End Stage 2	830,000	415,000	-	415,000	-	-	-	-	-	-
57	53	Cohuna Swim Deck	-	-	-	-	-	-	-	-	-	-
34	54	Kerang Hall accoustics	80,000	-	-	80,000	-	-	-	-	-	-
41	55	ReSpark the Park - Cullen Street	65,000	-	-	65,000	-	-	-	-	65,000	-
65	56	Cohuna Cemetery drain crossing	-	-	-	-	-	-	-	-	-	-
87	58	Discretionary Future Expenditure	-	-	-	-	-	-	-	-	-	-

Presentation

Draft Capital Works Program 2021/2022

ID	Ref	Project Name	2022/23	Federal	State	Council	2023/24	Federal	State	Council	2024/25	Federal
78	59	Power Upgrade Cohuna Caravan Park - Grant.Dep	-	-	-	-	-	-	-	-	-	-
98	65	Drought Funding Round 1	-	-	-	-	-	-	-	-	-	-
38	66	Drought Funding Round 2	-	-	-	-	-	-	-	-	-	-
63	67	Regional Wellbeing Centre	-	-	-	-	-	-	-	-	-	-
77	68	Cohuna Gateway – Library Centre Design	-	-	-	-	1,500,000	-	-	1,500,000	-	-
17	69	Car Charging Station – Kerang/Cohuna	-	-	-	-	-	-	-	-	-	-
36	70	Koondrook Levee Construction (inc Walking Track to Cassidy Lane) - Gra	-	-	-	-	-	-	-	-	-	-
67	71	Kangaroo Lake West Recreational Access Redevelopment	-	-	-	-	275,000	-	200,000	75,000	-	-
66	75	Gannawarra Arts Trail	100,000	-	-	100,000	-	-	-	-	-	-
45	76	Gannawarra Roads to Market Kangaroo Lake Road	-	-	-	-	-	-	-	-	1,200,000	-
48	77	Kerang CBD Development Stage 2	-	-	-	-	-	-	-	-	300,000	-
90	79	Quambatook Levee Continuation	-	-	-	-	-	-	-	-	-	-
91	80	Southern levee acquisition	-	-	-	-	-	-	-	-	-	-
97	81	ICT Capital	-	-	-	-	-	-	-	-	-	-
92	82	Street Lights	-	-	-	-	-	-	-	-	-	-
93	83	Outdoor dining	-	-	-	-	-	-	-	-	-	-
95	84	Koondrook Wharf and Goods Shed	-	-	-	-	-	-	-	-	-	-
33	85	Morton Garner Pavillion	-	-	-	-	-	-	-	-	-	-
94	86	Atkinson Park	-	-	-	-	-	-	-	-	-	-
96	87	Koondrook Nature Based Tourism Hub	-	-	-	-	-	-	-	-	-	-
100	89	Kerang Children's Centre Furniture Renewal	-	-	-	-	-	-	-	-	-	-
50	90	Wellington Street – Murray Valley Highway Intersection	-	-	-	-	-	-	-	-	420,000	-
			1,191,000	415,000	15,000	761,000	3,425,000	1,000,000	450,000	1,975,000	4,190,000	1,000,000
		3) Strategic Grant Funded										
20	91	Industrial Estate Expansions Tate Drive – Kerang	-	-	-	-	-	-	-	-	-	-
25	92	Koondrook All Abilities Park	-	-	-	-	-	-	-	-	-	-
24	93	Cohuna Skate Park	-	-	-	-	-	-	-	-	-	-
12	94	Kerang to Koondrook Rail Trail (Murray River Adventure Trail)	2,400,000	2,200,000	-	200,000	-	-	-	-	-	-
7	95	Murrabit Stormwater	-	-	-	-	-	-	-	-	-	-
71	96	Sustainable Recreational Water for Quambatook	1,200,000	1,000,000	-	200,000	-	-	-	-	-	-
29	97	Cohuna CBD Waterfront Development	-	-	-	-	-	-	-	-	-	-
101	98	Cohuna Recreation Reserve Power Upgrade	250,000	-	-	250,000	-	-	-	-	-	-
102	99	Cohuna Recreation Reserve Sporting Facility	-	-	-	-	1,250,000	-	1,000,000	250,000	1,250,000	-
103	100	Cohuna Sporting Precinct Masterplan	-	-	-	-	-	-	-	-	-	-
104	101	Cohuna CBD Upgrade	1,500,000	750,000	-	750,000	1,500,000	750,000	-	750,000	-	-
105	102	Nondies Cricket Club Multi-Purpose Facility	500,000	-	375,000	125,000	-	-	-	-	-	-
			5,850,000	3,950,000	375,000	1,525,000	2,750,000	750,000	1,000,000	1,000,000	1,250,000	-
		4) Carry Over Projects										
1	105	Apex Park Bridge Replacement (Local Roads to Market)										
59	106	Buildings Renewal										
79	107	Kerang Childrens Centre 3 Year Old Kinda - Grant.Dep										
48	108	Kerang CBD Development Stage 2										
91	109	Southern levee acquisition										
33	110	Morton Garner Pavillion										
12	111	Kerang to Koondrook Rail Trail (Murray River Adventure Trail)										
7	112	Murrabit Stormwater										
71	113	Sustainable Recreational Water for Quambatook										
76	114	Light Plant Replacement										
92	115	Street Lights										
20	116	Industrial Estate Expansions Tate Drive – Kerang										
			-	-	-	-	-	-	-	-	-	-
Total	Total		12,875,000	4,365,000	396,000	8,114,000	11,329,000	1,750,000	1,456,000	8,123,000	10,813,000	1,000,000

Presentation

Draft Capital Works Program 2021/2022

ID	Ref	Project Name	State	Council	2025/26	Federal	State	Council	2026/27	Federal	State	Council
1) Core and Ongoing Programs												
2	2	Appin South Bridge Replacement (HVP) B84 Priority Project 16	-	-	-	-	-	-	-	-	-	-
61	3	Kerang Depot upgrades	-	-	-	-	-	-	-	-	-	-
64	4	ICT Capital Renewals	-	180,000	180,000	-	-	180,000	180,000	-	-	180,000
99	5	Computers for Children's Services (Building Blocks Improvement)	-	-	-	-	-	-	-	-	-	-
16	6	New gravel pit geotechnical investigation	-	-	-	-	-	-	-	-	-	-
73	7	RFID Installation	-	-	-	-	-	-	-	-	-	-
22	8	Automating Irrigation Systems	-	-	50,000	-	-	50,000	-	-	-	-
75	9	Kerang Depot Fuel Facilities Upgrade	-	-	-	-	-	-	-	-	-	-
27	10	Atkinson Park All Abilities Playground	-	-	-	-	-	-	-	-	-	-
52	13	Cell 3 capping - Gannawarra Central Landfill	-	-	-	-	-	-	-	-	-	-
53	14	Cell 5 construction - Gannawarra Central Landfill	-	-	-	-	-	-	-	-	-	-
54	15	Cell 5 construction - Denyers	-	-	-	-	-	-	-	-	-	-
86	19	Bridge Renewal	-	300,000	500,000	-	-	500,000	500,000	-	-	500,000
59	20	Buildings Renewal	-	100,000	495,000	-	-	495,000	495,000	-	-	495,000
8	21	Stormwater Network and Town Pump renewal	-	249,000	249,000	-	-	249,000	249,000	-	-	249,000
9	22	Annual Footpath replacement	-	120,000	135,000	-	-	135,000	140,000	-	-	140,000
15	23	Kerb replacement	-	162,000	166,000	-	-	166,000	169,000	-	-	169,000
72	24	Library Resources	6,000	94,000	100,000	-	6,000	94,000	100,000	-	6,000	94,000
21	25	Strategic Project Development and Planning	-	200,000	200,000	-	-	200,000	200,000	-	-	200,000
26	26	Tree Planting Program - Cool It Program	-	30,000	30,000	-	-	30,000	30,000	-	-	30,000
74	27	Heavy Plant Replacement	-	420,000	420,000	-	-	420,000	420,000	-	-	420,000
76	28	Light Plant Replacement	-	387,000	387,000	-	-	387,000	387,000	-	-	387,000
40	29	Promotional Infrastructure	-	50,000	50,000	-	-	50,000	50,000	-	-	50,000
42	30	Swimming Pool Renewal Program	-	135,000	135,000	-	-	135,000	135,000	-	-	135,000
43	31	Town/Boundary Entrances and Signage	-	25,000	25,000	-	-	25,000	25,000	-	-	25,000
44	32	Bitumen Roads Reseal Program	-	965,000	985,000	-	-	985,000	1,005,000	-	-	1,005,000
47	33	Gravel Re-sheeting Program	-	1,100,000	1,130,000	-	-	1,130,000	1,150,000	-	-	1,150,000
49	34	Sealed Roads Rehabilitation Program	-	850,000	850,000	-	-	850,000	870,000	-	-	870,000
			6,000	5,367,000	6,087,000	-	6,000	6,081,000	6,105,000	-	6,000	6,099,000
2) Discretionary												
58	35	Access Ramp for Cohuna Kangas FN Clubrooms	-	-	-	-	-	-	-	-	-	-
60	36	Climate Change Adaptation (was Energy efficiency upgrades)	-	-	-	-	-	-	-	-	-	-
62	37	Leitchville Swimming Pool Changeroom Birdproofing	-	-	-	-	-	-	-	-	-	-
79	38	Kerang Childrens Centre 3 Year Old Kinda - Grant.Dep	-	-	-	-	-	-	-	-	-	-
68	39	Koondrook Caravan Park - Stage 3 (Reception, Kitchen and Entrance)	-	350,000	-	-	-	-	-	-	-	-
89	40	Koondrook Caravan Park - Stage 2 (Roads and Drainage)	-	-	-	-	-	-	-	-	-	-
83	41	Truckwash Toilets	-	-	-	-	-	-	-	-	-	-
5	42	Koondrook Stormwater Drainage	250,000	400,000	-	-	-	-	-	-	-	-
6	43	Leng Street Extension	-	-	-	-	-	-	-	-	-	-
10	44	Cohuna - George to Channel St link footpath	-	-	-	-	-	-	-	-	-	-
11	45	Cohuna Mead Street School Crossing to School Crossing (250m)	-	-	-	-	-	-	-	-	-	-
13	46	Koondrook Bridge to town link footpath	-	-	-	-	-	-	-	-	-	-
81	48	Footpath extension Grigg Road Koondrook	-	175,000	-	-	-	-	-	-	-	-
85	49	ACRE21 (Art Work)	-	-	-	-	-	-	-	-	-	-
70	50	RSL Memorial Park upgrades - Grant.Dep	15,000	15,000	-	-	-	-	-	-	-	-
23	51	Bendigo Road Irrigation Continuation	-	-	-	-	-	-	-	-	-	-
80	52	Kangaroo Lake North End Stage 2	-	-	-	-	-	-	-	-	-	-
57	53	Cohuna Swim Deck	-	-	-	-	-	-	-	-	-	-
34	54	Kerang Hall accoustics	-	-	-	-	-	-	-	-	-	-
41	55	ReSpark the Park - Cullen Street	-	65,000	-	-	-	-	65,000	-	-	65,000
65	56	Cohuna Cemetery drain crossing	-	-	-	-	-	-	-	-	-	-
87	58	Discretionary Future Expenditure	-	-	-	-	-	-	-	-	-	-

Presentation

Draft Capital Works Program 2021/2022

ID	Ref	Project Name	State	Council	2025/26	Federal	State	Council	2026/27	Federal	State	Council
78	59	Power Upgrade Cohuna Caravan Park - Grant.Dep	-	-	-	-	-	-	-	-	-	-
98	65	Drought Funding Round 1	-	-	-	-	-	-	-	-	-	-
38	66	Drought Funding Round 2	-	-	-	-	-	-	-	-	-	-
63	67	Regional Wellbeing Centre	-	-	6,400,000	2,560,000	1,600,000	2,240,000	6,400,000	2,560,000	1,600,000	2,240,000
77	68	Cohuna Gateway – Library Centre Design	-	-	-	-	-	-	-	-	-	-
17	69	Car Charging Station – Kerang/Cohuna	-	-	-	-	-	-	175,000	-	-	175,000
36	70	Koondrook Levee Construction (inc Walking Track to Cassidy Lane) - Gra	-	-	-	-	-	-	-	-	-	-
67	71	Kangaroo Lake West Recreational Access Redevelopment	-	-	-	-	-	-	-	-	-	-
66	75	Gannawarra Arts Trail	-	-	-	-	-	-	-	-	-	-
45	76	Gannawarra Roads to Market Kangaroo Lake Road	800,000	400,000	-	-	-	-	-	-	-	-
48	77	Kerang CBD Development Stage 2	-	300,000	-	-	-	-	-	-	-	-
90	79	Quambatook Levee Continuation	-	-	-	-	-	-	-	-	-	-
91	80	Southern levee acquisition	-	-	-	-	-	-	-	-	-	-
97	81	ICT Capital	-	-	-	-	-	-	-	-	-	-
92	82	Street Lights	-	-	-	-	-	-	-	-	-	-
93	83	Outdoor dining	-	-	-	-	-	-	-	-	-	-
95	84	Koondrook Wharf and Goods Shed	-	-	-	-	-	-	-	-	-	-
33	85	Morton Garner Pavillion	-	-	-	-	-	-	-	-	-	-
94	86	Atkinson Park	-	-	-	-	-	-	-	-	-	-
96	87	Koondrook Nature Based Tourism Hub	-	-	-	-	-	-	-	-	-	-
100	89	Kerang Children's Centre Furniture Renewal	-	-	-	-	-	-	-	-	-	-
50	90	Wellington Street – Murray Valley Highway Intersection	250,000	170,000	-	-	-	-	-	-	-	-
			1,315,000	1,875,000	6,400,000	2,560,000	1,600,000	2,240,000	6,640,000	2,560,000	1,600,000	2,480,000
		3) Strategic Grant Funded										
20	91	Industrial Estate Expansions Tate Drive – Kerang	-	-	-	-	-	-	-	-	-	-
25	92	Koondrook All Abilities Park	-	-	-	-	-	-	-	-	-	-
24	93	Cohuna Skate Park	-	-	-	-	-	-	-	-	-	-
12	94	Kerang to Koondrook Rail Trail (Murray River Adventure Trail)	-	-	-	-	-	-	-	-	-	-
7	95	Murrabit Stormwater	-	-	-	-	-	-	-	-	-	-
71	96	Sustainable Recreational Water for Quambatook	-	-	-	-	-	-	-	-	-	-
29	97	Cohuna CBD Waterfront Development	-	-	-	-	-	-	-	-	-	-
101	98	Cohuna Recreation Reserve Power Upgrade	-	-	-	-	-	-	-	-	-	-
102	99	Cohuna Recreation Reserve Sporting Facility	1,000,000	250,000	-	-	-	-	-	-	-	-
103	100	Cohuna Sporting Precint Masterplan	-	-	-	-	-	-	-	-	-	-
104	101	Cohuna CBD Upgrade	-	-	-	-	-	-	-	-	-	-
105	102	Nondies Cricket Club Multi-Purpose Facility	-	-	-	-	-	-	-	-	-	-
			1,000,000	250,000	-	-	-	-	-	-	-	-
		4) Carry Over Projects										
1	105	Apex Park Bridge Replacement (Local Roads to Market)										
59	106	Buildings Renewal										
79	107	Kerang Childrens Centre 3 Year Old Kinda - Grant.Dep										
48	108	Kerang CBD Development Stage 2										
91	109	Southern levee acquisition										
33	110	Morton Garner Pavillion										
12	111	Kerang to Koondrook Rail Trail (Murray River Adventure Trail)										
7	112	Murrabit Stormwater										
71	113	Sustainable Recreational Water for Quambatook										
76	114	Light Plant Replacement										
92	115	Street Lights										
20	116	Industrial Estate Expansions Tate Drive – Kerang										
			-	-	-	-	-	-	-	-	-	-
Total	Total		2,321,000	7,492,000	12,487,000	2,560,000	1,606,000	8,321,000	12,745,000	2,560,000	1,606,000	8,579,000

Presentation

Draft Capital Works Program 2021/2022

ID	Ref	Project Name	2027/28	Federal	State	Council	2028/29	Federal	State	Council	2029/30	Federal	State
1) Core and Ongoing Programs													
2	2	Appin South Bridge Replacement (HVP) B84 Priority Project 16	-	-	-	-	-	-	-	-	-	-	-
61	3	Kerang Depot upgrades	-	-	-	-	-	-	-	-	-	-	-
64	4	ICT Capital Renewals	180,000	-	-	180,000	180,000	-	-	180,000	180,000	-	-
99	5	Computers for Children's Services (Building Blocks Improvement)	-	-	-	-	-	-	-	-	-	-	-
16	6	New gravel pit geotechnical investigation	-	-	-	-	-	-	-	-	-	-	-
73	7	RFID Installation	-	-	-	-	-	-	-	-	-	-	-
22	8	Automating Irrigation Systems	50,000	-	-	50,000	-	-	-	-	50,000	-	-
75	9	Kerang Depot Fuel Facilities Upgrade	-	-	-	-	-	-	-	-	-	-	-
27	10	Atkinson Park All Abilities Playground	-	-	-	-	-	-	-	-	-	-	-
52	13	Cell 3 capping - Gannawarra Central Landfill	-	-	-	-	-	-	-	-	-	-	-
53	14	Cell 5 construction - Gannawarra Central Landfill	-	-	-	-	-	-	-	-	-	-	-
54	15	Cell 5 construction - Denyers	-	-	-	-	1,200,000	-	-	1,200,000	-	-	-
86	19	Bridge Renewal	500,000	-	-	500,000	500,000	-	-	500,000	500,000	-	-
59	20	Buildings Renewal	495,000	-	-	495,000	495,000	-	-	495,000	495,000	-	-
8	21	Stormwater Network and Town Pump renewal	249,000	-	-	249,000	249,000	-	-	249,000	249,000	-	-
9	22	Annual Footpath replacement	140,000	-	-	140,000	140,000	-	-	140,000	140,000	-	-
15	23	Kerb replacement	172,000	-	-	172,000	176,000	-	-	176,000	179,000	-	-
72	24	Library Resources	100,000	-	6,000	94,000	100,000	-	6,000	94,000	100,000	-	6,000
21	25	Strategic Project Development and Planning	200,000	-	-	200,000	200,000	-	-	200,000	200,000	-	-
26	26	Tree Planting Program - Cool It Program	30,000	-	-	30,000	30,000	-	-	30,000	30,000	-	-
74	27	Heavy Plant Replacement	420,000	-	-	420,000	420,000	-	-	420,000	420,000	-	-
76	28	Light Plant Replacement	387,000	-	-	387,000	387,000	-	-	387,000	387,000	-	-
40	29	Promotional Infrastructure	50,000	-	-	50,000	50,000	-	-	50,000	50,000	-	-
42	30	Swimming Pool Renewal Program	135,000	-	-	135,000	135,000	-	-	135,000	135,000	-	-
43	31	Town/Boundary Entrances and Signage	25,000	-	-	25,000	25,000	-	-	25,000	25,000	-	-
44	32	Bitumen Roads Reseal Program	1,025,000	-	-	1,025,000	1,045,000	-	-	1,045,000	1,065,000	-	-
47	33	Gravel Re-sheeting Program	1,170,000	-	-	1,170,000	1,190,000	-	-	1,190,000	1,210,000	-	-
49	34	Sealed Roads Rehabilitation Program	890,000	-	-	890,000	910,000	-	-	910,000	930,000	-	-
			6,218,000	-	6,000	6,212,000	7,432,000	-	6,000	7,426,000	6,345,000	-	6,000
2) Discretionary													
58	35	Access Ramp for Cohuna Kangas FN Clubrooms	-	-	-	-	-	-	-	-	-	-	-
60	36	Climate Change Adaptation (was Energy efficiency upgrades)	-	-	-	-	-	-	-	-	-	-	-
62	37	Leitchville Swimming Pool Changeroom Birdproofing	-	-	-	-	-	-	-	-	-	-	-
79	38	Kerang Childrens Centre 3 Year Old Kinda - Grant.Dep	-	-	-	-	-	-	-	-	-	-	-
68	39	Koondrook Caravan Park - Stage 3 (Reception, Kitchen and Entrance)	-	-	-	-	-	-	-	-	-	-	-
89	40	Koondrook Caravan Park - Stage 2 (Roads and Drainage)	-	-	-	-	-	-	-	-	-	-	-
83	41	Truckwash Toilets	-	-	-	-	-	-	-	-	-	-	-
5	42	Koondrook Stormwater Drainage	-	-	-	-	-	-	-	-	-	-	-
6	43	Leng Street Extension	-	-	-	-	-	-	-	-	-	-	-
10	44	Cohuna - George to Channel St link footpath	-	-	-	-	-	-	-	-	-	-	-
11	45	Cohuna Mead Street School Crossing to School Crossing (250m)	-	-	-	-	-	-	-	-	-	-	-
13	46	Koondrook Bridge to town link footpath	-	-	-	-	-	-	-	-	-	-	-
81	48	Footpath extension Grigg Road Koondrook	-	-	-	-	-	-	-	-	-	-	-
85	49	ACRE21 (Art Work)	-	-	-	-	-	-	-	-	-	-	-
70	50	RSL Memorial Park upgrades - Grant.Dep	-	-	-	-	-	-	-	-	-	-	-
23	51	Bendigo Road Irrigation Continuation	-	-	-	-	-	-	-	-	80,000	-	-
80	52	Kangaroo Lake North End Stage 2	-	-	-	-	-	-	-	-	-	-	-
57	53	Cohuna Swim Deck	-	-	-	-	-	-	-	-	-	-	-
34	54	Kerang Hall accoustics	-	-	-	-	-	-	-	-	-	-	-
41	55	ReSpark the Park - Cullen Street	-	-	-	-	65,000	-	-	65,000	-	-	-
65	56	Cohuna Cemetery drain crossing	-	-	-	-	-	-	-	-	-	-	-
87	58	Discretionary Future Expenditure	-	-	-	-	-	-	-	-	500,000	-	-

Presentation

Draft Capital Works Program 2021/2022

ID	Ref	Project Name	2027/28	Federal	State	Council	2028/29	Federal	State	Council	2029/30	Federal	State
78	59	Power Upgrade Cohuna Caravan Park - Grant.Dep	-	-	-	-	-	-	-	-	-	-	-
98	65	Drought Funding Round 1	-	-	-	-	-	-	-	-	-	-	-
38	66	Drought Funding Round 2	-	-	-	-	-	-	-	-	-	-	-
63	67	Regional Wellbeing Centre	6,400,000	2,560,000	1,600,000	2,240,000	-	-	-	-	-	-	-
77	68	Cohuna Gateway – Library Centre Design	-	-	-	-	-	-	-	-	-	-	-
17	69	Car Charging Station – Kerang/Cohuna	-	-	-	-	-	-	-	-	-	-	-
36	70	Koondrook Levee Construction (inc Walking Track to Cassidy Lane) - Gra	-	-	-	-	-	-	-	-	-	-	-
67	71	Kangaroo Lake West Recreational Access Redevelopment	-	-	-	-	-	-	-	-	-	-	-
66	75	Gannawarra Arts Trail	-	-	-	-	-	-	-	-	-	-	-
45	76	Gannawarra Roads to Market Kangaroo Lake Road	-	-	-	-	-	-	-	-	-	-	-
48	77	Kerang CBD Development Stage 2	-	-	-	-	-	-	-	-	-	-	-
90	79	Quambatook Levee Continuation	-	-	-	-	-	-	-	-	-	-	-
91	80	Southern levee acquisition	-	-	-	-	-	-	-	-	-	-	-
97	81	ICT Capital	-	-	-	-	-	-	-	-	-	-	-
92	82	Street Lights	-	-	-	-	-	-	-	-	-	-	-
93	83	Outdoor dining	-	-	-	-	-	-	-	-	-	-	-
95	84	Koondrook Wharf and Goods Shed	-	-	-	-	-	-	-	-	-	-	-
33	85	Morton Garner Pavillion	-	-	-	-	-	-	-	-	-	-	-
94	86	Atkinson Park	-	-	-	-	-	-	-	-	-	-	-
96	87	Koondrook Nature Based Tourism Hub	-	-	-	-	-	-	-	-	-	-	-
100	89	Kerang Children's Centre Furniture Renewal	-	-	-	-	-	-	-	-	-	-	-
50	90	Wellington Street – Murray Valley Highway Intersection	-	-	-	-	-	-	-	-	-	-	-
			6,400,000	2,560,000	1,600,000	2,240,000	65,000	-	-	65,000	580,000	-	-
		3) Strategic Grant Funded											
20	91	Industrial Estate Expansions Tate Drive – Kerang	-	-	-	-	-	-	-	-	-	-	-
25	92	Koondrook All Abilities Park	-	-	-	-	-	-	-	-	-	-	-
24	93	Cohuna Skate Park	-	-	-	-	-	-	-	-	-	-	-
12	94	Kerang to Koondrook Rail Trail (Murray River Adventure Trail)	-	-	-	-	-	-	-	-	-	-	-
7	95	Murrabit Stormwater	-	-	-	-	-	-	-	-	-	-	-
71	96	Sustainable Recreational Water for Quambatook	-	-	-	-	-	-	-	-	-	-	-
29	97	Cohuna CBD Waterfront Development	-	-	-	-	-	-	-	-	-	-	-
101	98	Cohuna Recreation Reserve Power Upgrade	-	-	-	-	-	-	-	-	-	-	-
102	99	Cohuna Recreation Reserve Sporting Facility	-	-	-	-	-	-	-	-	-	-	-
103	100	Cohuna Sporting Precint Masterplan	-	-	-	-	-	-	-	-	-	-	-
104	101	Cohuna CBD Upgrade	-	-	-	-	-	-	-	-	-	-	-
105	102	Nondies Cricket Club Multi-Purpose Facility	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-
		4) Carry Over Projects											
1	105	Apex Park Bridge Replacement (Local Roads to Market)											
59	106	Buildings Renewal											
79	107	Kerang Childrens Centre 3 Year Old Kinda - Grant.Dep											
48	108	Kerang CBD Development Stage 2											
91	109	Southern levee acquisition											
33	110	Morton Garner Pavillion											
12	111	Kerang to Koondrook Rail Trail (Murray River Adventure Trail)											
7	112	Murrabit Stormwater											
71	113	Sustainable Recreational Water for Quambatook											
76	114	Light Plant Replacement											
92	115	Street Lights											
20	116	Industrial Estate Expansions Tate Drive – Kerang											
			-	-	-	-	-	-	-	-	-	-	-
Total	Total		12,618,000	2,560,000	1,606,000	8,452,000	7,497,000	-	6,000	7,491,000	6,925,000	-	6,000

Presentation

Draft Capital Works Program 2021/2022

ID	Ref	Project Name	Council	2030/31	Federal	State	Council
1) Core and Ongoing Programs							
2	2	Appin South Bridge Replacement (HVP) B84 Priority Project 16	-	-	-	-	-
61	3	Kerang Depot upgrades	-	-	-	-	-
64	4	ICT Capital Renewals	180,000	180,000	-	-	180,000
99	5	Computers for Children's Services (Building Blocks Improvement)	-	-	-	-	-
16	6	New gravel pit geotechnical investigation	-	-	-	-	-
73	7	RFID Installation	-	-	-	-	-
22	8	Automating Irrigation Systems	50,000	-	-	-	-
75	9	Kerang Depot Fuel Facilities Upgrade	-	-	-	-	-
27	10	Atkinson Park All Abilities Playground	-	-	-	-	-
52	13	Cell 3 capping - Gannawarra Central Landfill	-	-	-	-	-
53	14	Cell 5 construction - Gannawarra Central Landfill	-	-	-	-	-
54	15	Cell 5 construction - Denyers	-	-	-	-	-
86	19	Bridge Renewal	500,000	500,000	-	-	500,000
59	20	Buildings Renewal	495,000	495,000	-	-	495,000
8	21	Stormwater Network and Town Pump renewal	249,000	249,000	-	-	249,000
9	22	Annual Footpath replacement	140,000	140,000	-	-	140,000
15	23	Kerb replacement	179,000	165,000	-	-	165,000
72	24	Library Resources	94,000	100,000	-	6,000	94,000
21	25	Strategic Project Development and Planning	200,000	200,000	-	-	200,000
26	26	Tree Planting Program - Cool It Program	30,000	30,000	-	-	30,000
74	27	Heavy Plant Replacement	420,000	420,000	-	-	420,000
76	28	Light Plant Replacement	387,000	387,000	-	-	387,000
40	29	Promotional Infrastructure	50,000	50,000	-	-	50,000
42	30	Swimming Pool Renewal Program	135,000	135,000	-	-	135,000
43	31	Town/Boundary Entrances and Signage	25,000	25,000	-	-	25,000
44	32	Bitumen Roads Reseal Program	1,065,000	1,085,000	-	-	1,085,000
47	33	Gravel Re-sheeting Program	1,210,000	1,230,000	-	-	1,230,000
49	34	Sealed Roads Rehabilitation Program	930,000	950,000	-	-	950,000
			6,339,000	6,741,000	-	6,000	6,735,000
2) Discretionary							
58	35	Access Ramp for Cohuna Kangas FN Clubrooms	-	-	-	-	-
60	36	Climate Change Adaptation (was Energy efficiency upgrades)	-	-	-	-	-
62	37	Leitchville Swimming Pool Changeroom Birdproofing	-	-	-	-	-
79	38	Kerang Childrens Centre 3 Year Old Kinda - Grant.Dep	-	-	-	-	-
68	39	Koondrook Caravan Park - Stage 3 (Reception, Kitchen and Entrance)	-	-	-	-	-
89	40	Koondrook Caravan Park - Stage 2 (Roads and Drainage)	-	-	-	-	-
83	41	Truckwash Toilets	-	-	-	-	-
5	42	Koondrook Stormwater Drainage	-	-	-	-	-
6	43	Leng Street Extension	-	110,000	-	-	110,000
10	44	Cohuna - George to Channel St link footpath	-	-	-	-	-
11	45	Cohuna Mead Street School Crossing to School Crossing (250m)	-	-	-	-	-
13	46	Koondrook Bridge to town link footpath	-	-	-	-	-
81	48	Footpath extension Grigg Road Koondrook	-	-	-	-	-
85	49	ACRE21 (Art Work)	-	-	-	-	-
70	50	RSL Memorial Park upgrades - Grant.Dep	-	-	-	-	-
23	51	Bendigo Road Irrigation Continuation	80,000	-	-	-	-
80	52	Kangaroo Lake North End Stage 2	-	-	-	-	-
57	53	Cohuna Swim Deck	-	-	-	-	-
34	54	Kerang Hall accoustics	-	-	-	-	-
41	55	ReSpark the Park - Cullen Street	-	-	-	-	-
65	56	Cohuna Cemetery drain crossing	-	-	-	-	-
87	58	Discretionary Future Expenditure	500,000	500,000	-	-	500,000

Presentation

Draft Capital Works Program 2021/2022

ID	Ref	Project Name	Council	2030/31	Federal	State	Council
78	59	Power Upgrade Cohuna Caravan Park - Grant.Dep	-	-	-	-	-
98	65	Drought Funding Round 1	-	-	-	-	-
38	66	Drought Funding Round 2	-	-	-	-	-
63	67	Regional Wellbeing Centre	-	-	-	-	-
77	68	Cohuna Gateway – Library Centre Design	-	-	-	-	-
17	69	Car Charging Station – Kerang/Cohuna	-	-	-	-	-
36	70	Koondrook Levee Construction (inc Walking Track to Cassidy Lane) - Gra	-	-	-	-	-
67	71	Kangaroo Lake West Recreational Access Redevelopment	-	-	-	-	-
66	75	Gannawarra Arts Trail	-	-	-	-	-
45	76	Gannawarra Roads to Market Kangaroo Lake Road	-	-	-	-	-
48	77	Kerang CBD Development Stage 2	-	-	-	-	-
90	79	Quambatook Levee Continuation	-	-	-	-	-
91	80	Southern levee acquisition	-	-	-	-	-
97	81	ICT Capital	-	-	-	-	-
92	82	Street Lights	-	-	-	-	-
93	83	Outdoor dining	-	-	-	-	-
95	84	Koondrook Wharf and Goods Shed	-	-	-	-	-
33	85	Morton Garner Pavillion	-	-	-	-	-
94	86	Atkinson Park	-	-	-	-	-
96	87	Koondrook Nature Based Tourism Hub	-	-	-	-	-
100	89	Kerang Children's Centre Furniture Renewal	-	-	-	-	-
50	90	Wellington Street – Murray Valley Highway Intersection	-	-	-	-	-
			580,000	610,000	-	-	610,000
3) Strategic Grant Funded							
20	91	Industrial Estate Expansions Tate Drive – Kerang	-	-	-	-	-
25	92	Koondrook All Abilities Park	-	-	-	-	-
24	93	Cohuna Skate Park	-	-	-	-	-
12	94	Kerang to Koondrook Rail Trail (Murray River Adventure Trail)	-	-	-	-	-
7	95	Murrabit Stormwater	-	-	-	-	-
71	96	Sustainable Recreational Water for Quambatook	-	-	-	-	-
29	97	Cohuna CBD Waterfront Development	-	-	-	-	-
101	98	Cohuna Recreation Reserve Power Upgrade	-	-	-	-	-
102	99	Cohuna Recreation Reserve Sporting Facility	-	-	-	-	-
103	100	Cohuna Sporting Precinct Masterplan	-	-	-	-	-
104	101	Cohuna CBD Upgrade	-	-	-	-	-
105	102	Nondies Cricket Club Multi-Purpose Facility	-	-	-	-	-
			-	-	-	-	-
4) Carry Over Projects							
1	105	Apex Park Bridge Replacement (Local Roads to Market)					
59	106	Buildings Renewal					
79	107	Kerang Childrens Centre 3 Year Old Kinda - Grant.Dep					
48	108	Kerang CBD Development Stage 2					
91	109	Southern levee acquisition					
33	110	Morton Garner Pavillion					
12	111	Kerang to Koondrook Rail Trail (Murray River Adventure Trail)					
7	112	Murrabit Stormwater					
71	113	Sustainable Recreational Water for Quambatook					
76	114	Light Plant Replacement					
92	115	Street Lights					
20	116	Industrial Estate Expansions Tate Drive – Kerang					
			-	-	-	-	-
Total	Total		6,919,000	7,351,000	-	6,000	7,345,000

Presentation

7.4 COUNCIL PLAN 2021-25, COMMUNITY VISION AND ACTION PLAN - YEAR 1

Author: Paul Fernee, Manager Community Engagement

Authoriser: Stacy Williams, Director Community Wellbeing

Attachments:

- 1 Council Plan 2021-2025 and Community Vision
- 2 Action Plan - Year One
- 3 Council Plan 2021-2025 (Plan on a Page)

RECOMMENDATION

That Council

1. **Adopt the Council Plan 2021-2025 and Community Vision**
2. **Adopt the Council Plan 2021-2025 Action Plan – Year One**

EXECUTIVE SUMMARY

This report provides Council with the opportunity to consider the draft Council Plan 2021-2025, Community Vision and Action Plan – Year One for adoption.

The Council Plan 2021-2025 and Action Plan – Year One incorporate the Municipal Health and Wellbeing Plan that identifies goals and strategies based on evidence for creating a local community in which people can achieve maximum health and wellbeing. Feedback received from two community members and the Victorian Government have been incorporated into the final suite of documents.

PURPOSE

The purpose of this report is to present to Council for adoption the draft 2021 – 2025 Council Plan, Community Vision and Action Plan - Year One.

ATTACHMENTS

1. Council Plan 2021-2025 and Community Vision;
2. Action Plan - Year One;
3. Council Plan 2021-2025 (Plan on a Page).

DISCUSSION

At its June 2021 Meeting, Council reviewed the Draft Council Plan, Community Vision and Action Plan – Year One, and endorsed the documents for further community feedback after the extensive community consultation on the Council Plan in January and February 2021.

After a five week consultation process, Council received feedback from two members of the community. The feedback included;

Individual	Feedback	Response
1	<i>Council to change strategic priority 1.3 to 'Investigate the viability and need for a wellbeing Centre.'</i>	No change. Through the planning stages, it will be determined the extent and viability of such a facility

Individual	Feedback	Response
	<i>Council to change strategic priority 3.4 to 'Take action to reduce Council's carbon emissions in order to fight climate change.'</i>	No change. The current priority provides similar direction.
	<i>Year 1 Action Plan to highlight Action 'Support the planning for the Kerang Lakes Eco Trail.'</i>	Action included as 1.2.4 to explore feasibility.
2	<i>Include '...home of choice...' within the Strategic Statement to reflect the community as well as Tourism.</i>	Home of choice has been included in the Strategy Statement
	<i>Year 1 Action Plan could include the development of a Housing Action Plan.</i>	To be considered as a future year action.
	<i>Should COVID 19 be mentioned in the Council Plan?</i>	Updated Action 3.4.3 to include COVID-19.
	<i>Cannot see an action on Childcare in response to Strategic Priority 1.4.</i>	To be considered as a future year action.

Further changes have been made to the Council Plan and Action Plan documents based on advice from the Victorian Government as part of the exemption process to include Council's Municipal Health and Wellbeing Plan identified in the *Public Health and Wellbeing Act 2008* within the Council Plan document. Furthermore, minor administrative changes have also been made to ensure consistency of language through all documents.

RELEVANT LAW

The preparation and adoption of a Council Plan for a period of at least the next four financial years after a general election is required under the *Local Government Act 2020*.

A Municipal Health and Wellbeing Plan is a requirement of the *Public Health and Wellbeing Act 2008*.

Council is required to prepare the following in accordance with the *Local Government Act 2020*:

- A four-year Council Plan by 31 October 2021 (Section 90).
- A Community Vision in accordance with its deliberative engagement practices (Section 88).

RELATED COUNCIL DECISIONS

At its June 2021 meeting, Council resolved to seek feedback from the community on the Draft Council Plan, Community Vision and Action Plan – Year One.

OPTIONS

It is recommended Councillors adopt the Council Plan 2021-2025, Community Vision and Action Plan – Year One.

SUSTAINABILITY IMPLICATIONS

The Council Plan 2021 - 2025 presents sustainability priorities and responds to the requirements of the *Climate Change Act 2017*, that it must consider climate change when preparing a Municipal Health and Wellbeing Plan and Council Plan.

COMMUNITY ENGAGEMENT

Community feedback on the draft Council Plan 2021-2025, Community Vision and Action Plan – Year One was sought over a five week period.

INNOVATION AND CONTINUOUS IMPROVEMENT

The Council Plan 2021-2025 and Action Plan – Year One identifies a number of innovative strategic priorities and continuous improvement actions that will be implemented across the life of the plan. A new Action Plan will be established annually to ensure the actions are reflective of current issues and focus on continuous improvement.

COLLABORATION

In developing the Council Plan, Community Vision and Action Plan – Year One, Councillors and officers have collaborated with a range of stakeholders to ensure alignment with relevant state and federal legislative requirements.

FINANCIAL VIABILITY

The Council Plan 2021 – 2025 and Action Plan – Year One form part of Council's integrated strategic planning framework which includes the 10 Year Financial Plan and Revenue and Rating Plan. In addition, the annual budget underpins resourcing the strategic priorities and actions in these documents.

REGIONAL, STATE AND NATIONAL PLANS AND POLICIES

The development of the Council Plan 2021 – 2025 has taken into account relevant legislative requirements.

COUNCIL PLANS AND POLICIES

In keeping with legislative requirements, Council has a range of strategic planning documents which guide its operations. The Council Plan 2021 - 2025 has considered this planning framework in the development of this document.

TRANSPARENCY OF COUNCIL DECISIONS

This report is to be considered in an open Council Meeting.

CONFLICT OF INTEREST

The officer preparing this report declares that they have no conflict of interest in regards to this matter.



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GANNAWARRA SHIRE COUNCIL

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ABOUT THE COUNCIL PLAN

A Council must prepare and adopt a Council Plan for a period of at least the next 4 financial years after a general election in accordance with its deliberative engagement practices (Local Government Act 2020).

Gannawarra Shire Council's 2021 - 2025 Council Plan is a strategic document reflecting where Council, and the community, wants to be in 2025 and how it will achieve those outcomes. The Council Plan is the overarching strategy for the organisation that clearly identifies what the Council is planning to achieve in the next 4 years.

This Council Plan is supported by an annual Action Plan for each of the three priority areas. Each year, the Council Plan will undergo a review process against the actions set for the 12 month period in the annual Action Plan, and also at the outcome and objective level through a review of success measures. At this point, a revised Action Plan will be developed for the next 12 month period of the Plan. This approach supports the staged implementation of this plan.

This Council Plan also includes the Municipal Public Health and Wellbeing Plan that identifies goals and strategies based on evidence for creating a local community in which people can achieve maximum health and wellbeing.

A Municipal Public Health and Wellbeing Plan is a requirement of the Public Health and Wellbeing Act 2008.

Cover image: Aunty Esther Kirby OAM with Koondrook Primary School students at the Nature Based Tourism site, November 2020



ACKNOWLEDGEMENT OF COUNTRY

Gannawarra Shire Council acknowledges the Barapa Barapa, Yorta Yorta and Wamba Wamba people as the traditional owners of the land now known as Gannawarra.

We pay our respects to Elders past, present and emerging and acknowledge their rich culture and connection to Country.



Mayor's Message



Together with my fellow Councillors, I am pleased to present to our community Growing Gannawarra – our 2021-2025 Gannawarra Shire Council Plan. This Plan is a high level strategic document that reflects the needs of our community and will help guide us over the next four years to realise our full potential.

During the past four years we have seen the Gannawarra grow into a region renowned for its diverse agriculture sector, its renewable energy opportunities and the potential for the area to become Victoria's nature based tourism destination.

Growing Gannawarra aims to build on these objectives and focus on our efforts to enhance the health and wellbeing, connectivity and productivity of our community.

As Councillors, we are committed to developing and implementing this plan with our community, who played a key role in developing Growing Gannawarra's objectives following an extensive community engagement period that included in-person sessions, online forums, conversation boards and a survey.

Through the engagement process, residents identified that our natural environment and community/lifestyle are the Gannawarra's strengths, with access to services; such as access to health and early years services and recreational infrastructure, being a challenge and creating disadvantage for our rural community.

As a result of this feedback, we have identified three goals Council would like to achieve between 2021 and 2025:

- Enhance the wellbeing and liveability of the Gannawarra through creative infrastructure and access to services;

- Grow the Gannawarra by developing a diverse and broad economy;
- Supporting long-term financial and environmental sustainability.

Strategic priorities, as listed in this Council Plan, will ensure we achieve these goals. Working in partnership with the community is crucial to this process.

It is also important that throughout the life of this Council Plan that we, as Councillors, continue to listen to the community and work collaboratively to create a positive and progressive future for the Gannawarra together.

Growing Gannawarra is about all of us. It's about what we love about the Gannawarra and what we can do to continue making the Gannawarra a great location to work and live. Let's all work together to further grow hope and confidence in the Gannawarra.

Mayor
Charlie Gillingham

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GANNAWARRA SHIRE COUNCIL

Your Councillors



CR CHARLIE
GILLINGHAM,
MAYOR

Arca Ward



CR ROSS
STANTON

Murray Ward



CR KELVIN
BURT

Patchell Ward



CR TRAVIS
COLLIER

Patchell Ward



CR JANE
OGDEN

Patchell Ward



CR GARNER
SMITH

Yarman Ward



CR KEITH
LINK

Yarman Ward



Who is Gannawarra?

Gannawarra Shire encompasses a number of towns in the north of Victoria with an evolving agriculture sector and growing tourism industry.



LOCATION

Gannawarra Shire is located on the Murray River, just 1.25 hours from Bendigo, 40 minutes from Swan Hill and 3 hours from Melbourne. It is serviced by the Murray Valley and Loddon Valley highways.



DEMOGRAPHIC SNAPSHOT

Population

10,549



49.8%
Male



50.2%
Female



1.9%
Aboriginal and
Torres Strait
Islander



49
Median
age



9%
Speak language
other than
English at home



Source: Australian Bureau of Statistics 2016 Census

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GANNAWARRA SHIRE COUNCIL

ENVIRONMENTAL PROFILE

- Gannawarra is a region loaded with natural features, rivers, lakes, wetlands and forests. It is a perfect destination for relaxing on the riverbank, water skiing with friends or just soaking up the ambience of the majestic red gum forests. Gannawarra has many attractions such as beautiful golf courses, red gum sawmills, national parks, wetlands, diverse shopping centres and special places of interest.
- Our sensational climate attracts visitors and locals out to enjoy all the environmental features that Gannawarra has to offer.
- Climate change is however impacting different sectors of the economy. Water scarcity and drought are posing challenges. We are seeing a shift in the agriculture sector from traditional farming methods towards intensive modern methods.
- Despite the challenges of climate change, there are increasing opportunities for solar and renewable energy in the region.
- Supporting our community to adapt to a changing climate and to seek new opportunities is a priority for Council.

DEMOGRAPHIC PROFILE

- Demographic shifts are presenting both opportunities and challenges for Council.
- Gannawarra has an ageing population with 27.6% aged over 65 years, an increase from 24% as at the 2011 ABS Census. In 2016, 6.5% of the population in Gannawarra reported needing help in their day-to-day lives due to disability. This was a similar percentage to 2011.
- Maintaining the liveability of our municipality for our ageing population presents challenges and requires Council to rethink the services we deliver, including accessibility to transport and healthcare.
- At the same time remote and flexible working arrangements are driving young workers into regional areas, bringing new skills and experience which Council can capitalise on. Attracting young families and working age residents to our Shire is an important priority. Real estate and infrastructure considerations as well as connectivity will help drive this change into the future.
- The 2016 ABS Census highlighted a turnaround in previous population predictions, suggesting the Gannawarra would experience a population decline of 0.04% per annum during the next 20 years.
- Population increased by 183 people or 0.38% per annum from the 2011 to 2016 ABS Census. This positive growth is a sign that the work undertaken by Council in improving liveability and economic capacity is delivering positive population growth.

ECONOMIC PROFILE

- The major employing industries in the region are agriculture, forestry and fishing (26.6%) followed by healthcare and social assistance (12%), retail trade (10.1%), education and training (6.3%), and construction (6.2%).
- The Gannawarra has a diverse agricultural base. Dairy is the most prominent sector (39% of agricultural production) followed by cropping (38%), livestock (13%), and horticulture (10%). The dairy sector is undergoing significant change while broad acre irrigated cropping and horticulture are growing and likely to overtake dairy as the key sectors.
- Tourism is currently a relatively minor industry in the Gannawarra, accounting for around 4% of employment. However, there is opportunity for this sector to expand and play a greater role in the local economy.
- Renewable energy is providing significant investment, employment, rate revenue and business leverage potential. There is capacity to consider related green activities that align with nature-based tourism, energy and agriculture.
- Gannawarra has a strong manufacturing sector across Kerang, Cohuna and Koondrook. This sector needs to be a priority to build ongoing employment capacity.
- Technology is driving rapid change across the economy and this will create many new opportunities.

Heatwave
Vulnerability
Score



15.1

Employed
persons



3,754

Unemployment
rate



4.8%

Median
weekly
personal
income
people aged
15+



\$498

Internet
accessed
from
dwelling



69.7%

Socio-Economic
Disadvantage
Score



957

Family
Violence
incidents
2019



273

Source: Australian Bureau of Statistics 2016 Census

Our Community

In developing this 2021-2025 Council Plan we have listened to our community. Community consultation activities included in person sessions across the municipality, online engagement platform, and conversation boards. Hard copy surveys were also distributed. Through the community consultation process, we have heard from a wide cross section of our community about what is most valued about living in Gannawarra and what are some of the challenges.

Council has over 40 strategies and plans that guide Council decision making and each of these strategic documents has also been developed in consultation with the community. By hearing from our community we have been able to form the key themes of the Council Plan and this will help ensure that our work over the next four years reflects the needs of our community.

CAMPAIGN REACH



14 Consultation Sessions
(252 people)



Have Your Say Platform
(125 Comments)



8 Conversation Boards
(85 Comments)



Hardcopy Surveys
(56 Responses)



Emails
(5 direct to Council)

WHAT WE HEARD YOU LIKE ABOUT WHERE YOU LIVE



The natural environment



The community



The lifestyle

WHAT WE HEARD ARE YOUR CHALLENGES



Housing availability



Physical access (footpaths, connections etc)



Access and inclusion to early years, health services and recreation infrastructure



Full community engagement summary report and list of Council's strategic documents is available at www.gsc.vic.gov.au

Our Community Vision

VISION STATEMENT

Our community will be proud, connected and inclusive as we actively seek opportunities that enhance lifestyle and liveability.

We will recognise and appreciate the value of the natural environment and how it connects our communities.

We will strive to be resilient to a changing environment through innovation and collaboration.

The Gannawarra will grow through encouraging economic diversity, creating unique tourism destinations, and embracing our cultural and natural assets.

KEY OBJECTIVES

1.
Liveability

2.
Growth

3.
Sustainability

GANNAWARRA RESIDENTS TOLD US THEY LIKE..

“The friendly community spirit”

“We have good people and great potential!”

“Beauty of our surrounds”

“Peaceful”

“Safe”

About Municipal Public Health and Wellbeing

Council recognises that improving health and wellbeing outcomes is vital to achieve liveability and sustainability of Gannawarra into the future.

To support our residents to achieve maximum health and wellbeing, Council has incorporated the Municipal Public Health and Wellbeing Plan into this Council Plan.

A Municipal Public Health and Wellbeing Plan is a requirement under the Public Health and Wellbeing Act 2008.

The Act requires Council to work in partnership with the Department of Health and Human Services (now known as the Department of Health and Department of Families, Fairness and Housing) and other agencies undertaking public health initiatives, projects and programs to contribute to the achievement of the Victorian Public Health and Wellbeing Plan 2019-2023.

The Victorian Public Health and Wellbeing Plan has ten priorities. Over the next four years, Council will work towards addressing three of these priorities.

These priorities have been informed by what our community told us were key challenges, as well as an assessment of our health population data, other evidence and legislative requirements.

FOR THE NEXT FOUR YEARS, COUNCIL WILL FOCUS ON THE FOLLOWING THREE PRIORITIES:

Improving mental wellbeing (through reconciliation and community resilience)

Working towards gender equality and preventing family violence

Tackling climate change and its impact on health and wellbeing

To address specific areas of disadvantage in our community, a specific focus will be on:



Aboriginal health and wellbeing



Vulnerable children and young people

By focusing on these priority areas we will be building on existing work with our key partners and stakeholders and addressing areas of concern highlighted in the data and evidence.

We will also be meeting the requirements of various laws such as the new Local Government Act 2020 and the Gender Equality Act 2020 which put gender equality, diversity and inclusion as key priorities for Council.

The Climate Change Act 2017 also identifies local government as a decision-maker that must consider climate change and its impact on health and wellbeing when preparing a Municipal Public Health and Wellbeing Plan.

In addition, Council is required by law to specify measures to prevent family violence and respond to the needs of victims of family violence in the Municipal Public Health and Wellbeing Plan.

The rate of family violence incidents across Gannawarra continues to be a concern. In 2019 there were 273 family violence incidents, or a rate of 2,607.0 per 100,000 people (compared to the Victorian rate of 1,231.5). In the vast majority of cases, women were the victims of family violence and a concerning number of incidents occurred with a child, or children, recorded as a witness.

Council will continue to work towards supporting communities, organisations, and cultures that are non-violent, gender equitable, non-discriminatory, and that promote respectful relationships. In this way we will address the underlying drivers of family violence and create a safer community for all.

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GANNAWARRA SHIRE COUNCIL

OUR FOCUS ON HEALTHY PARTNERSHIPS

As we focus on these three health and wellbeing priorities, Council will seek to continue to engage and listen to our community.

We will build on our existing partnerships and seek new partnerships that support better health and wellbeing outcomes for our community.

At a local level, Council will continue to work particularly closely with the Department of Health, Department of Families, Fairness and Housing, Northern District Community Health, Kerang District Health, Cohuna District Hospital, Victoria Police, Mallee District Aboriginal Service, Mallee Family Care, Murray Primary Health Network, and the Southern Mallee Primary Care Partnership.

This local partnership group is known as the Gannawarra Local Agency Meeting (GLAM).

The Gannawarra Free from Family Violence Working Group sits under GLAM.

Council will continue to lead the Gannawarra Community Resilience Committee, a network of 28 agencies working together to support the Gannawarra community through rural change and the COVID-19 pandemic.

Council will also continue to be an active partner with our neighbouring councils as we work together to

implement the Buloke Loddon Gannawarra (BLG) Health Needs Analysis Implementation Plan. The BLG plan aims to reduce the prevalence of key chronic diseases within our region by focusing on Heart and Respiratory Health, Oral Health, Mental Health and Diabetes.

Council acknowledges that it can influence a reduction of chronic disease by working closely with the community and our partners to encourage and support health promoting behaviours.

To create healthier communities we will support and encourage our residents to:



Increase consumption of healthy foods



Increase levels of physical activity



Reduce alcohol and smoking rates

Advocacy for increased access to services will be a key component to achieving measurable change. Over the four year period, Council will continue to work in partnership to advocate for resources from state and federal governments that support improved health equity within our rural community.

ACTIONS, REVIEW AND EVALUATION

Strategies and actions to address health and wellbeing priorities will be detailed over the four year period in the 2021-2025 Action Plan which can be viewed at www.gsc.vic.gov.au/councilplan

Implementation and progress towards outcomes and impacts will be reviewed annually.

The GLAM Action Plan, Gannawarra Free from Family Violence Action Plan and Gannawarra Community Resilience Action Plan will assist in monitoring progress across the four year period.

In monitoring progress, the annual review will be undertaken with our partners and processes will be established to ensure ongoing community involvement in decisions which help support our residents to live healthy lives.

*Population Health Data for Gannawarra: Community Data Profile and Aboriginal Community Data Profile:
www.smpcp.com.au/data
The Buloke Loddon Gannawarra Health Needs Analysis:
www.blpcp.com.au/our-publications
Murray Primary Health Network Population Health Needs Assessment:
www.murrayphn.org.au/needsassessment
A Liveability Assessment for Gannawarra Shire:
www.gsc.vic.gov.au/councilplan



Strategy Statement

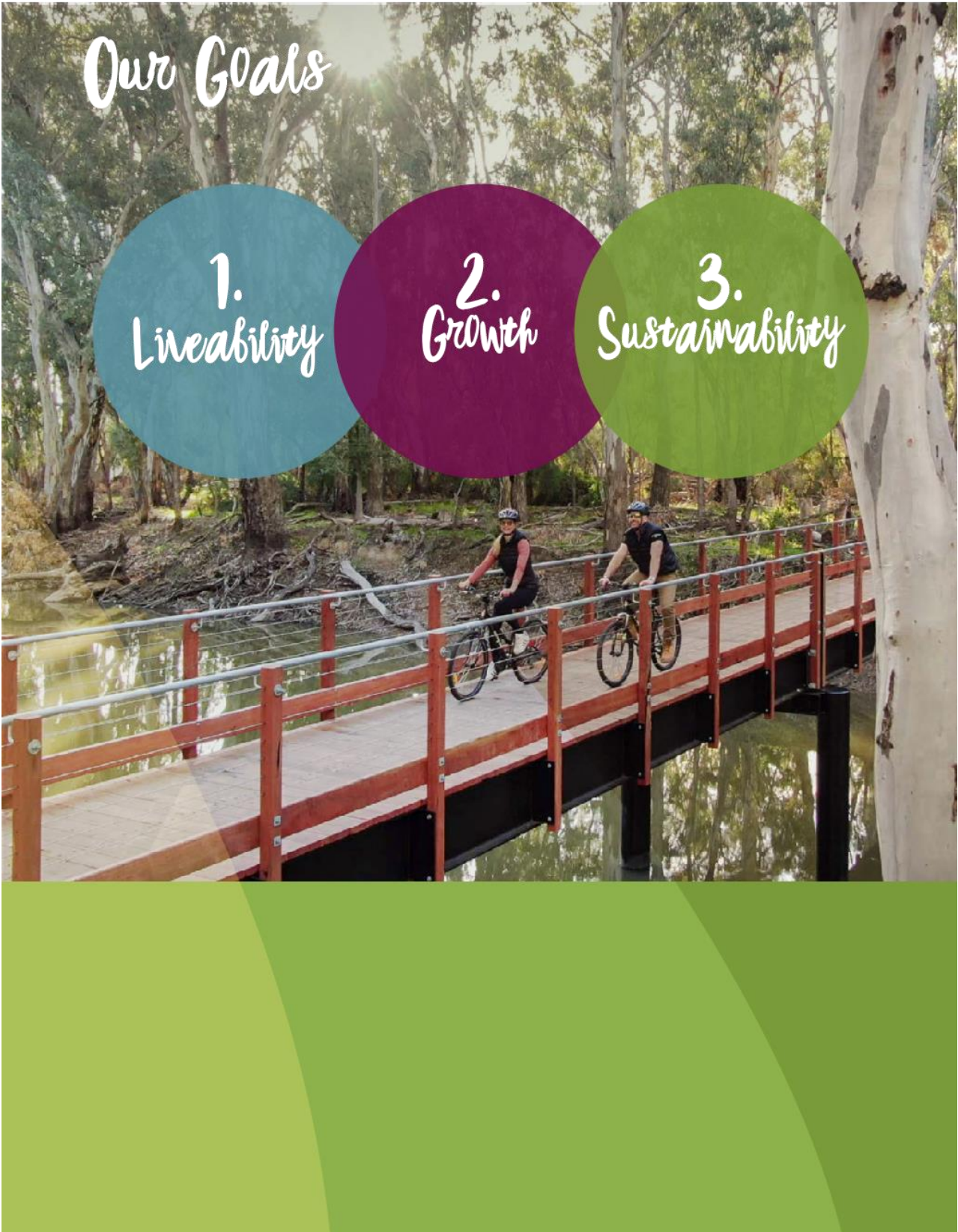
The Gannawarra will be renowned as an Australian destination and home of choice for its liveability and unique opportunities in innovative agriculture, renewable energy and nature-based tourism.

We focus on inclusive services and assets that enhance the health and wellbeing, cultural heritage, connectivity and productivity of our communities.

Values

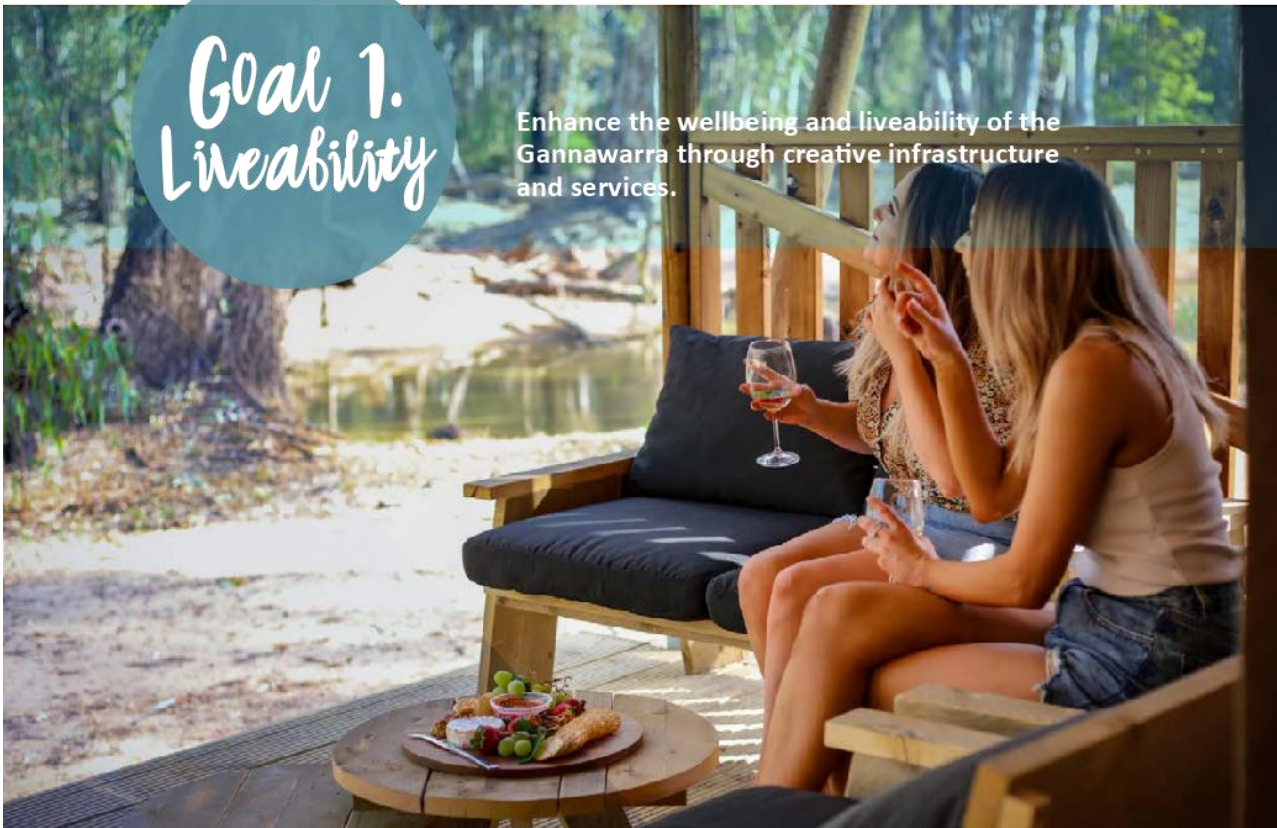


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GANNAWARRA SHIRE COUNCIL



Goal 1. Liveability

Enhance the wellbeing and liveability of the Gannawarra through creative infrastructure and services.



STRATEGIC PRIORITIES

1. Improve the health, safety and wellbeing of our community through partnerships, services and programs.
2. Build unique transformational infrastructure that enhances liveability and passive and active recreation.
3. Construct a regional community wellbeing centre.
4. Respond to key community needs through innovative, commercially focused services including aged care and early childhood services.

SUCCESS MEASURES

Satisfaction with
services
(Community
Satisfaction Survey)

Meeting
Service
Quality
Frameworks

Reduction in
incidents of
family violence

Improvement in
perception
of community
safety

Improved
Population
Health

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GANNAWARRA SHIRE COUNCIL

Goal 2. Growth

Grow the Gannawarra through a diverse and broad economy.

STRATEGIC PRIORITIES

1. Facilitate infrastructure, programs and policies that support economic development and productivity, whilst considering our natural environment.
2. Facilitate the implementation of new energy infrastructure and energy projects.
3. Advocate for improvements in digital connectivity and services.
4. Support the creation of destinations in the Gannawarra to attract visitors to our region.
5. Continue to support existing agriculture and facilitate diversification to improve regional productivity through sustainable planning.
6. Support growth through land rezoning for future rural residential development opportunities.

SUCCESS MEASURES

Job creation
across the
region

Planning and
building
approvals

Income
generated in
region (GDP)

Increased
visitor
numbers

Population
growth

Goal 3. Sustainability

Achieve long-term financial and environmental sustainability.



STRATEGIC PRIORITIES

1. Generate additional revenue through new energy infrastructure and commercially viable services.
2. Carefully monitor expenditure to ensure value for money and monitor our long term financial plan to maintain financial sustainability.
3. Be a creative employer of choice through our adherence to good governance and our inclusive culture.
4. Support community resilience through climate adaptation, clean energy, environmental sustainability and waste management programs.

SUCCESS MEASURES

Maintaining
financial
sustainability of
Council

% revenue
from alternative
sources

Reduction
of Council's
carbon
footprint

Diversification
of waste from
landfill

Improvement of
Local Government
Performance
Reporting
Framework
indicators



CONTACT COUNCIL

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GANNAWARRA
Shire Council



2 YEAR ONE ACTION PLAN
GANNAWARRA SHIRE COUNCIL

About this Action Plan

The 2021-2025 Council Plan and Action Plan provides a 'roadmap' for working closely with the community and our partners to Grow the Gannawarra over the coming four years.

COUNCIL'S LONG TERM COMMUNITY PLAN GANNAWARRA 2025 FOCUSES ON SIX KEY STRATEGY PLATFORMS WHICH REMAIN RELEVANT TO THE GANNAWARRA COMMUNITY:

Reverse decline in working population

Revitalise our towns into vibrant places

Foster economic prosperity through diversity

Embrace Environmental Sustainability

Focus Education & Lifelong Learning

Facilitate Local, Regional & Global Connectivity

Council offers a wide range of services to the community. This includes services that in larger municipalities would be delivered by other agencies or private business such as aged care and disability services, swimming pools, transport, and early years services such as kindergartens, long day care and family day care. This direct service delivery provides Council with the unique ability to

influence service delivery to meet the needs and expectations of the community. It also ensures that the Gannawarra community has access to high quality services that may otherwise not be available.

Council has an advocacy strategy which defines those areas where Gannawarra residents are disadvantaged and where Council

requires assistance from other levels of government and our partners to achieve the goals of the community.

In developing this 2021-2025 Council Plan and Action Plan we have listened to the feedback from our community as well as the evidence that identifies some of the challenges and opportunities for the Gannawarra.



THE TOP FIVE ISSUES FOR ADVOCACY ARE:**1. Financial sustainability**

Gannawarra Shire Council is seeking a fairer funding framework for small rural councils in Victoria which provides ongoing financial sustainability.

2. Connections For Rural Communities

People living within the Gannawarra Shire need to connect and travel to surrounding communities to access services, education, recreation and employment. We advocate for improved connectivity to our rail, public transport, community transport and digital infrastructure.

3. Lakes, Riverfront And Waterfront Development

Gannawarra Shire Council is seeking policy and planning frameworks that support water front development to improve livability and tourism investment in our region.

4. Investment In Renewable Energy

We require significant network upgrades to facilitate investment in solar energy production in our region. Gannawarra Shire Council is a key partner in unlocking northern Victoria's solar potential and we are uniquely placed to work with key stakeholders to maximise this opportunity for our communities.

5. Healthy Communities

We advocate for improved access to services which support the health and wellbeing of our communities.



How we will Review and Evaluate?

Performance against this Council Plan will be monitored on a twice annual basis.

Each year, the Council Plan will undergo an annual review. This review will be two-fold and include achievement against the actions set for the twelve month period in the annual Action Plan, and also at the outcome and objective level through a review of success measures.

Population health data relating to Gannawarra will be monitored over the four year period and communicated to the community.

There is a strong focus on strengthening existing partnerships and building new partnerships within this 2021-2025 Council Plan.

Working collaboratively with a broad cross section of partners enhances Council's ability to deliver on our

community's aspirations and visions for the future.

Partners as well as the community will be involved in the review and evaluation and kept informed of Council's progress towards meeting the set objectives.



5 YEAR ONE ACTION PLAN
GANNAWARRA SHIRE COUNCIL

Year One Action Plan

A LIST OF ACTIONS THAT ALIGN WITH THE STRATEGIC PRIORITIES IDENTIFIED IN THE GANNAWARRA SHIRE COUNCIL PLAN 2021 - 2025, TO BE REPORTED AGAINST FOR YEAR ONE (2021/2022)



f = Facilitator



A = Advocate



S = Supporter



p = Partner

1.
Liveability

2.
Growth

3.
Sustainability



Goal 1. Liveability

Enhance the wellbeing and liveability of the Gannawarra through creative infrastructure and services.

Strategic Priority 1.

Improve the health, safety and wellbeing of our community through partnerships, services and programs.

Action Item

Measure

Council's Role

1.1.1

Review Council's Family Violence Statement of Commitment

Family Violence Statement of Commitment reviewed



1.1.2

Review Gannawarra Free from Family Violence Action Plan to include measures to prevent family violence and respond to the needs of victims

Gannawarra Free from Family Violence Action Plan reviewed and implemented



1.1.3

Develop and implement the Gannawarra Local Agency Meeting (GLAM) Action Plan 2021-2025 including the priorities of improving mental wellbeing (through reconciliation and resilience), working towards gender equality and preventing family violence, and tackling climate change and its impact on health and wellbeing. A focus of partnership work will be on Aboriginal health and wellbeing and Vulnerable children and young people

GLAM Action Plan endorsed and number of initiatives achieved



1.1.4

Adopt the Gannawarra Reconciliation Action Plan in partnership with the Gannawarra Local Agency Meeting (GLAM) and Kerang Elders Group

Gannawarra Reconciliation Action Plan adopted and number of initiatives achieved



1.1.5

Partner to deliver the Buloke Loddon Gannawarra Population Health Implementation Plan including preventative measures to improve the health priority areas of heart and respiratory health, diabetes, mental health and oral health








Number of actions from the Buloke Loddon Gannawarra Population Health Implementation Plan achieved



7 YEAR ONE ACTION PLAN
GANNAWARRA SHIRE COUNCIL






Goal 1. Liveability

Enhance the wellbeing and liveability of the Gannawarra through creative infrastructure and services.

	Action Item	Measure	Council's Role
Strategic Priority 2. Build unique transformational infrastructure that enhances liveability and passive and active recreation.	1.2.1 Develop a Walking and Cycling Strategy	Walking and Cycling Strategy adopted	
	1.2.2 Adopt Aquatic Strategy	Aquatic Strategy adopted	
	1.2.3 Deliver the Cohuna Waterfront Connections project and Murrabit Stormwater project	Cohuna Waterfront Connections project and Murrabit Stormwater project completed	
	1.2.4 Explore the feasibility of the Kerang Lakes Eco Trail with key stakeholders	Kerang Lakes Eco Trail feasibility study commenced	
	Action Item	Measure	Council's Role
Strategic Priority 3. Construct a regional community wellbeing centre.	1.3.1 Commence community engagement to explore the concept of a Regional Community Wellbeing Centre	Community engagement plan developed for a Regional Community Wellbeing Centre	
	Action Item	Measure	Council's Role
Strategic Priority 4. Respond to key community needs through innovative, commercially focused services including aged care and early childhood services.	1.4.1 Review existing framework for Community Planning to identify community needs	Community Planning Framework reviewed and endorsed	
	1.4.2 Develop the GROW Gannawarra and Strong Youth Strong Communities place based projects to reduce disadvantage across the age ranges of 0-18 years	GROW Gannawarra and Strong Youth Strong Communities project frameworks established and State of Gannawarra's Children and Young People report completed	

Goal 2. Growth










Grow the Gannawarra through a diverse and broad economy.

	Action Item	Measure	Council's Role
Strategic Priority 1. Facilitate infrastructure, programs and policies that support economic development and productivity, whilst considering our natural environment.	2.1.1 Continue to implement adopted Waterfront Masterplans	Percentage of projects completed from the Waterfront Masterplans	
Strategic Priority 2. Facilitate the implementation of new energy infrastructure and energy projects.	2.2.1 Continue to advocate for delivery of KerangLink	Keranglink named as preferred transmission line	
	2.2.2 Facilitate new energy projects in Gannawarra	Number of approved planning permits for new energy projects	
Strategic Priority 3. Advocate for improvements in digital connectivity and services.	2.3.1 Review community digital connectivity needs and map identified gaps	Digital connectivity needs analysis undertaken and gaps identified	
	2.3.2 Explore options for public wifi	Public wifi plan developed	

9 YEAR ONE ACTION PLAN
GANNAWARRA SHIRE COUNCIL

Goal 2. Growth

Grow the Gannawarra through a diverse and broad economy.

	Action Item	Measure	Council's Role
Strategic Priority 4. Support the creation of destinations in the Gannawarra to attract visitors to our region.	2.4.1 Implement relevant strategies that support destination development	Number of actions implemented from Tourism Strategy, Economic Development Strategy and Retail Strategy	
	2.4.2 Adopt and commence implementation of the Gannawarra Arts Trail	Gannawarra Arts Trail adopted and implementation commenced	
	Action Item	Measure	Council's Role
Strategic Priority 5. Continue to support existing, and facilitate diversification of agriculture to improve regional productivity through sustainable planning.	2.5.1 Continue to facilitate new industry projects which diversify agriculture	Number of new industry projects developed to diversify agriculture	 
	2.5.2 Support existing agricultural businesses to diversify and enhance their long term sustainability	Number of programs supported and promoted for agricultural businesses	 
	Action Item	Measure	Council's Role
Strategic Priority 6. Support growth through land rezoning for future residential development opportunities.	2.6.1 Review the Gannawarra Planning Scheme	Submit the review of the Gannawarra Planning Scheme to the Minister for Planning	
	2.6.2 Review Urban and Rural Land Use Strategy	Urban and Rural Land Use Strategy review commenced	 

Goal 3. Sustainability









Achieve long-term financial and environmental sustainability.





	Action Item	Measure	Council's Role
Strategic Priority 1. Generate additional revenue through new energy infrastructure and commercially viable services.	3.1.1 Support to develop Payment in Lieu of Rates (PILOT) certified energy farms across Gannawarra	Increase number of approved planning permits for energy projects	 
	3.1.2 Active pursuit of grants to assist in delivery of Council's capital and operational service delivery	Number of grants applied for versus successful grants	 
	3.1.3 Develop a long term business plan for NDIS/ Aged Care Service provision	Long Term Business Plan for NDIS/ Aged Care Service provision developed	
	Action Item	Measure	Council's Role
Strategic Priority 2. Carefully monitor expenditure to ensure value for money and monitor the long term financial plan to maintain financial sustainability.	3.2.1 Adopt a Long Term Financial Plan	Long Term Financial Plan adopted	
	3.2.2 Adopt an Asset Management Plan	Asset Management Plan adopted	
	Action Item	Measure	Council's Role
Strategic Priority 3. Be a creative employer of choice through our adherence to good governance and our inclusive culture.	3.3.1 Adopt a Workforce Plan	Workforce Plan adopted	
	3.3.2 Develop a Gender Equality Action Plan	Gender Equality Action Plan developed	

11 YEAR ONE ACTION PLAN
GANNAWARRA SHIRE COUNCIL

Goal 3. Sustainability

Achieve long-term financial and environmental sustainability.

	Action Item	Measure	Council's Role
Strategic Priority 4. Support community resilience through climate adaptation, clean energy, environmental sustainability and waste management programs.	3.4.1 Develop a plan for the rollout of the Food Organics, Garden Organics (FOGO) system to reduce waste to landfill	FOGO rollout plan developed	 
	3.4.2 Analyse the viability of transitioning to green energy powered plant and fleet	Viability report produced	 
	3.4.3 Implement the Gannawarra Community Resilience Action Plan in partnership with the Gannawarra Community Resilience Committee to support the community through rural change and the COVID-19 pandemic	Community Resilience Action Plan reviewed and implemented	 
	3.4.4 Develop Council's Climate Change Adaptation Plan which considers impacts on health and wellbeing	Climate Change Adaptation Plan developed	 

Strategy Statement			
The Gannawarra will be renowned as an Australian destination and home of choice for its liveability and unique opportunities in innovative agriculture, renewable energy and nature-based tourism. We focus on inclusive services and assets that enhance the health and wellbeing, cultural heritage, connectivity and productivity of our communities.			
Growing Gannawarra 2021 - 2025 COUNCIL PLAN			
			
Goals	Goal 1. Liveability	Goal 2. Growth	Goal 3. Sustainability
			
Strategic Priorities	Enhance the wellbeing and liveability of the Gannawarra through creative infrastructure and services	Grow the Gannawarra through a diverse and broad economy	Achieve long-term financial and environmental sustainability
	<ol style="list-style-type: none"> 1. Improve the health, safety and wellbeing of our community through partnerships, services and programs. 2. Build unique transformational infrastructure that enhances liveability and passive and active recreation. 3. Construct a regional community wellbeing centre. 4. Respond to key community needs through innovative, commercially focused services including aged care and early childhood services. 	<ol style="list-style-type: none"> 1. Facilitate infrastructure, programs and policies that support economic development and productivity, whilst considering our natural environment. 2. Facilitate the implementation of new energy infrastructure and energy projects. 3. Advocate for improvements in digital connectivity and services. 4. Support the creation of destinations in the Gannawarra to attract visitors to our region. 5. Continue to support existing agriculture and facilitate diversification to improve regional productivity through sustainable planning. 6. Support growth through land rezoning for future rural residential development opportunities. 	<ol style="list-style-type: none"> 1. Generate additional revenue through new energy infrastructure and commercially viable services. 2. Carefully monitor expenditure to ensure value for money and monitor long term financial plan to maintain financial sustainability. 3. Be a creative employer of choice through our adherence to good governance and our inclusive culture. 4. Support community resilience through climate adaptation, clean energy, environmental sustainability and waste management programs.
Success Measures	Satisfaction with services (Community Satisfaction Survey)	Job creation across the region	Maintaining financial sustainability of Council
	Meeting Service Quality Frameworks	Planning and building approvals	% revenue from alternative sources
	Reduction in incidents of family violence	Income generated in region (GDP)	Reduction of Council's carbon footprint
	Improvement in perception of community safety	Increased visitor numbers	Diversification of waste from landfill
	Improved Population Health	Population growth	Improvement of Local Government Performance Reporting Framework indicators

8 URGENT ITEMS**9 NOTICES OF MOTION****9.1 NOTICE OF MOTION - 79**

Author: Councillor Garner Smith

Authoriser: Tom O'Reilly, CEO

Attachments: Nil

I, Councillor Garner Smith , give notice that at the next Ordinary Meeting of Council be held on 18 August 2021, I intend to move the following motion:-

MOTION

That Gannawarra Council:

- 1. Call for a report to the next Council meeting to consider authorizing a contribution of up to \$50,000 to the Murray Border Region Government Advocacy Initiative and,**
- 2. The Council Report provide information and funding options to guide Councillors to make an informed decision on this proposed unbudgeted expenditure**

10 QUESTION TIME

Question Time provides an opportunity for members of the public to submit questions, in advance, to gain a response at the Council meeting.

QUESTIONS FROM THE GALLERY

Completed Question Time forms must be submitted to the Chief Executive Officer via email council@gannawarra.vic.gov.au no later than 5.00 pm on the day prior to the Council meeting.

A maximum number of two questions may be submitted in writing by any one person.

Questions will be read by the Mayor or Chief Executive Officer.

The Mayor or Chief Executive Officer may indicate that they require further time to research an answer. In this case, an answer will be provided in writing generally within ten (10) business days.

Questions will be answered at the meeting, or later in writing, unless the Mayor or Chief Executive Officer has determined that the relevant question seeks confidential information defined in Section 3 of the Local Government Act 2020 such as:

- Council business information
- security information
- land use planning information
- law enforcement information
- legal privileged information
- personal information
- private commercial information
- confidential meeting information
- internal arbitration information
- Councillor Conduct Panel confidential information
- an issue outside the Gannawarra Shire Council core business

or if the question is:

- defamatory, indecent, abusive or objectionable in language or substance
- repetitive of a question already answered (whether at the same or an earlier meeting)
- asked to embarrass a Councillor or Council officer.

No debate or discussion of questions or answers shall be permitted and all questions and answers shall be as brief as possible.

11 DELEGATES REPORTS

11.1 DELEGATES REPORTS

Author: Mel Scott, Executive Assistant - Chief Executive Office

Authoriser: Tom O'Reilly, CEO

Attachments: Nil

EXECUTIVE SUMMARY

Council has memberships with peak Local Government associations, local and regional forums along with statutory committees. Some memberships require that a Councillor be appointed to act as a delegate to formally represent Council; typically in a voting capacity. This Agenda item provides an opportunity for Council appointed delegates to present a verbal update on any pertinent matters arising from Council's membership on the following associations.

Association	Appointed Council Delegate
Central Victorian Greenhouse Alliance	Cr Stanton
Community Halls Community Asset Committee	Cr Burt
Loddon Campaspe Group of Councils	Mayor
Loddon Mallee Waste and Resource Recovery Group (LMWRRG) Forum	Cr Ogden
Municipal Association of Victoria	Cr Collier
Municipal Fire Management Planning Committee (MFMPC)	Cr Link
Murray River Group of Councils (MRGC)	Mayor
Rail Freight Alliance	Cr Stanton
Rural Councils Victoria	Cr Smith

NB: * Audit and Risk Committee - no delegate report is required as the Audit and Risk Committee formally reports back separately to Council in accord with the Audit and Risk Committee Charter.

12 CONFIDENTIAL ITEMS

Nil