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# Council Plan

2017 - 2021

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# Contents

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About the Council Plan	3
Vision, Mission, Values	3
About Towong Shire	4
Facts, statistics and characteristics	5
Mayor's introduction	6
Councillors	7
Our planning and reporting framework	8
Strategic objectives	9
Strategies and indicators	
Organisational improvement	10
Community wellbeing	12
Asset management	15
Land-use planning	18
Environmental sustainability	21
Economic and tourism development	24
Strategic Resource Plan	
Comprehensive income statement	27
Balance Sheet	28
Statement of Cash Flows	29
Statement of Capital Works	30
Statement of Human Resources	31

# About the Council Plan

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The Council Plan guides Council’s direction and activities during the term of the current group of Councillors and supports Council’s budget and service delivery decisions.

A comprehensive community engagement program assisted with the development of this plan. Almost 200 members of the community met with Council during a series of workshops held in February and March 2017. Others have contributed to this plan by engaging directly with Council on matters that concern them most. Many more have been involved in other community planning projects that are linked with this Council Plan.

We share the community’s aspirations for a healthy, vibrant and prosperous place to live, and appreciate the time and effort many have spent assisting us to develop this plan.

## Vision

We will be a World Class small Council and Towong Shire will be the ideal place to live.

## Mission

To provide leadership and service to the Towong Shire community that adds value and enhances social, economic and environmental wellbeing now and in the future.

## Values

### Respect

We will listen and consider other perspectives and treat each other with courtesy

### Integrity

We will seek the common good

### Pride

We will always take care in what we do

### Teamwork

We will help others to achieve by being positive, enthusiastic and confident

## About Towong Shire

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Towong Shire, positioned in far north-eastern Victoria, possesses some of Australia's most pristine environment. Unique wilderness areas, lakes, rivers and streams create diverse landscapes that are enjoyed by around 6,000 residents and many more visitors across an area of 6,600 square kilometres.

The economy of the region revolves around a rich agricultural sector, tourism and timber production and processing. Approximately two-thirds of businesses located in the Shire are in the agriculture and forestry industries.

Like many rural areas, Towong Shire's small population and vast geographic area presents Council with a significant challenge: to adequately fund the maintenance and renewal of community assets. Council is taking action to improve this situation through strategies that promote economic and population growth and deploying innovative methods to reduce costs wherever it can. Council is confident that this approach delivers best value to the community and will secure a long-term future for the organisation.

### **Our communities**

Bellbridge, Berringama, Bethanga, Burrowye, Bullioh, Corryong, Cudgewa, Dartmouth, Eskdale, Granya, Koetong, Lucyvale, Mitta Mitta, Nariel, Old Tallangatta, Talgarno, Tallangatta, Tallangatta Valley, Tintalra, Towong, Walwa

## Facts, statistics and characteristics

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Population (2011 census)	5,958
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Area	6,635 km <sup>2</sup>
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Property assessments	4,422
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### Roads and transport

Council roads	825 km
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Arterial roads	483 km
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Number of registered vehicles <sup>1</sup>	7,112
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People who live near public transport <sup>2</sup>	5.3%
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### Economy

Businesses <sup>1</sup>	919
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Employment participation rate <sup>1</sup>	59.3%
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Median weekly household income <sup>2</sup>	\$850
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### Individuals and households

Median age <sup>1</sup>	49.7
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People born overseas <sup>1</sup>	11.1%
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Average household size <sup>1</sup>	2.3
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Access to internet at home <sup>1</sup>	66%
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### Social and health

People who rated their community as a pleasant environment <sup>2</sup>	96%
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Children fully immunised between 24 and 27 months <sup>2</sup>	100%
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Kindergarten participation <sup>2</sup>	93.6%
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People who are members of a sports group <sup>2</sup>	38.6%
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Data sources:

<sup>1</sup> Australian Bureau of Statistics (<http://stat.abs.gov.au/itt/r.jsp?databyregion#/>)

<sup>2</sup> Victorian Department of Health (<https://www2.health.vic.gov.au/about/publications/data/hume-region-2015>)

Unless otherwise indicated, statistics are taken from the latest year available. The statistics on this page are presented for information purposes and may differ from the data sources used for performance reporting purposes.

# Mayor's introduction

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- **How can we make Towong Shire a better place to live?**
- **What can we do to help individuals, families and older people achieve their goals?**
- **How can we be responsible custodians of our public infrastructure and environment?**

In addition to providing services that our community expects from day to day, Council is also keenly focused on planning for a healthy, prosperous Shire where all have the opportunity to live life to the full. That is what our 2017 – 2021 Council Plan is – it identifies and plans for what needs to be done to make Towong Shire a better place to live.

We understand that local jobs and business opportunities are essential for our community to grow and prosper, and over the next four years we will pursue initiatives that encourage business growth and increase visitor numbers. We will also explore ways to increase the availability of residential and industrial land so that we can attract new residents and businesses to our Shire.

In recent years, Council's focus on service delivery efficiency and achieving cost reductions has yielded significant results. Despite the pressure on Council's financial position, we are determined to do what we can to contain the cost of living for our ratepayers. We will continue to lobby other levels of government for increased financial support, as well as continue our systematic review of our business to identify additional productivity and cost savings.

Included in this plan are initiatives designed to support the health and wellbeing of our community. We will review childrens services, library services and immunisation services, as well as pursue opportunities for new and improved community infrastructure, including sports facilities, skate parks and playgrounds.

Responsible stewardship of our natural environment is a priority of Council. From landfill and kerbside waste management, to noxious weeds and the exploration of renewable energy options, we will continue our efforts to minimise our impact on the environment.

Council will continue to maintain and renew our vast network of roads and bridges. We will also work with VicRoads and funding agencies on projects to improve road safety and provide upgraded infrastructure throughout the Shire.

A program of amendments to the Towong Planning Scheme are scheduled over the term of this Council. These amendments seek to update the scheme and balance the need for development opportunities with the need to protect the environment, our heritage and high-quality land.

Council is looking forward to engaging with as many in the community as possible to make sure we are delivering what the community expects. We will keep our community informed of our progress through newsletters, local media, and social media. We're confident that our 2017 – 2021 Council Plan will enhance the experiences of our residents as they live, work and play in the Towong Shire.

**Cr David Wortmann**

Mayor

# Councillors

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## **Cr David Wortmann**

Cr David Wortmann has lived in Granya all his life and is married and has two children. He and his wife operate a school bus service. He also runs a beef and sheep farm. Cr Wortmann has served as the Mayor since November 2014.

## **Cr Aaron Scales**

Cr Aaron Scales was raised on his family's farm at Dartmouth and has settled in the town with his wife Naomi and three children. Cr Scales studied in Law, Accounting and Hospitality/Tourism and has completed a Master in Business Administration. He is currently the owner and manager of a hotel and also works in a business development role. Cr Scales serves as Deputy Mayor.

## **Cr Jennie Star**

Cr Jennie Star has called the Towong Shire home for the past twenty-five years and, with her husband, owns and operates a mixed beef and fine wool business in the Cudgewa Valley. Cr Star has a Bachelor of Education in Environmental Studies and has completed tertiary studies in information technology.

## **Cr Peter Tolsher**

Cr Peter Tolsher moved to Tallangatta in 1975, married a local, raised two children and currently lives in Tallangatta. Cr Tolsher has been involved in the water industry for over 30 years and is currently a Director for the Water Industry Operator Association of Australia and a Senior Manager at North East Water.

## **Cr Andrew Whitehead**

Cr Andrew Whitehead has been a resident of Towong Shire for over 40 years and is married with four children. He runs a beef and sheep farm and also works as a part time mechanic. He is involved in numerous community groups.

# Our planning and reporting framework

Planning			Reporting
Long term	Medium term	Short term	Annually
Long Term Financial Plan  Community plans <ul style="list-style-type: none"> <li>• Tallangatta Tomorrow</li> <li>• UM2030 Vision Plan</li> <li>• Our Valley, Our Future</li> <li>• Our Bellbridge</li> </ul>	Council Plan 2017 – 2021  Strategic Resource Plan 2017 - 2021  Healthy Communities Plan 2017 – 2021  Planning Scheme Municipal Strategic Statement	Annual Budget	Annual Report  Annual Financial Statements  Performance Reporting  'Know Your Council' website

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# Strategic objectives

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## **1. Organisational improvement**

Embed organisational excellence into our governance and management processes to deliver the best possible outcomes for our residents and ratepayers

## **2. Community wellbeing**

Assist all residents to attain a high level of health and safety, resilience and connectedness to their communities

## **3. Asset management**

Maintain and improve our Shire's infrastructure to meet agreed levels of service

## **4. Land-use planning**

Implement a strategic and sustainable long-term land-use direction for the Shire based on an integrated approach to the natural and built environment

## **5. Environmental sustainability**

Integrate sustainable environmental management practices into all our activities

## **6. Economic and tourism development**

Expand employment and economic opportunities whilst continuing to maintain and promote our natural environment and the lifestyle our municipality offers

# Organisational improvement

## Strategic objective

Embed organisational excellence into our governance and management processes to deliver the best possible outcomes for our residents and ratepayers

Strategies	17/18	18/19	19/20	20/21
1.1 Continue to lobby for increased ongoing government funding support	•	•	•	•
1.2 Investigate new/additional funding streams with a view to reducing reliance on rate revenue (in conjunction with other small Councils)	•	•	•	•
1.3 Improve service delivery and reduce costs through process improvement and shared services	•	•	•	•
1.4 Continue to improve our Long Term Financial Plan	•	•	•	•
1.5 Deploy software that leverages improved IT infrastructure – finance and rates, human resources, asset management, environmental sustainability	•	•	•	•
1.6 Implement business improvements – OHS, outdoor pools, saleyards, landfills and transfer stations	•	•	•	•
1.7 Undertake a review of Local Laws		•		
1.8 Review services provided to the community and the cost Council (ratepayers) are willing to bear as part of Council Plan and Budget preparation		•	•	•

# Organisational improvement

Strategic indicators	Target
Number of business improvements and shared services initiatives that achieve cost savings	Increase
Proportion of revenue secured from non-rates sources	Increase
Percentage of customer requests resolved within one month	Increase

## Our services and responsibilities

- Continue to develop and foster positive relationships with residents, ratepayers and other stakeholders
- Produce material (including newsletters and media releases) and hold meetings as required to communicate with residents and ratepayers
- Prepare the Council Plan, Budget and Annual Report and Financial Statements
- Manage human resources and ensure personal workplans are maintained for all staff members (which are linked to the Council Plan)
- Prepare monthly finance reports
- Conduct budget reviews
- Monitor cashflow and manage investments
- Complete statutory returns
- Collect rate and other revenue, pay suppliers and prepare fortnightly payroll
- Manage the insurance portfolio
- Implement best practice OHS and risk management processes, including the Risk Management Strategy and Action Plan
- Manage Council's property and electoral databases
- Deliver information technology and geographical information services
- Deliver Protected Disclosure and Freedom of Information services
- Deliver a compliant records management function
- Ensure compliance with the Councillor Governance Protocol/Code of Conduct and Staff Code of Conduct
- Continue to review and update the Emergency Management Plan
- Support the operation of the Audit Committee
- Maintain positive relationships with neighbouring councils
- Support the Alliance of Councils and Shires of the Upper Murray (ACSUM) and the Hume Region Local Government Network
- Support Council in its role as the Corryong Cemeteries Trust

# Community wellbeing

## Strategic objective

Assist all residents to attain a high level of health and safety, resilience and connectedness to their communities

Strategies	17/18	18/19	19/20	20/21
2.1 Develop the 2017-2021 Towong Shire Healthy Communities Plan	•			
2.2 Review immunisation services	•			
2.3 Review Maternal and Child Health services	•			
2.4 Review library services and servicing of remote areas and where appropriate engage with other stakeholders to explore innovative solutions	•	•		
2.5 Provide guidance to the Corryong Memorial Hall Committee to update their masterplan and seek funding for hall improvements	•	•		
2.6 Establish a Tallangatta Neighbourhood House Advisory Committee to deliver an annual program of activities with a view to building standalone capability	•	•		
2.7 Seek funding to upgrade Eskdale cricket facilities	•	•		
2.8 Continue to pursue extended child care services across the Shire	•	•	•	•
2.9 Encourage development of proactive community groups to progress local initiatives (e.g. funding for improvements at Bethanga Recreation Reserve, branding of localities)	•	•	•	•
2.10 Seek funding to upgrade the Tallangatta netball courts	•	•	•	•
2.11 Implement improvements to early years' services across the Shire	•	•	•	•

# Community wellbeing

Strategies		17/18	18/19	19/20	20/21
2.12	Implement the Towong Shire Access and Inclusion Plan to support people experiencing a disability	•	•	•	•
2.13	Seek funding for recreation facility upgrades / renewals (e.g. netball courts and shade sails)	•	•	•	•
2.14	Actively participate in the Towong Alliance with the three local health services	•	•	•	•
2.15	Develop a four-year Youth Plan and deliver FReeZA and other responsive youth programs	•	•	•	•
2.16	Seek funding to renew/upgrade playgrounds	•	•	•	•
2.17	Seek funding to upgrade skate parks in Bellbridge, Corryong and Tallangatta	•	•	•	•
2.18	Participate in community-led or government-led initiatives with the aim of reducing family violence	•	•	•	•
2.19	Facilitate an annual Seniors Week activity	•	•	•	•
2.20	Advocate for appropriate transport options for community members	•	•	•	•
2.21	Investigate options for delivery of stage two of Our Bellbridge		•	•	
2.22	Update recreation masterplans to determine future recreation priorities				•

# Community wellbeing

Strategic indicators	Target
Vaccination of children	Maintain
Participation in the Maternal and Child Health Service	Maintain
Library collection usage	Increase
Utilisation of aquatic facilities	Increase
Level of participation in Seniors Week event	Increase
Level of participation in youth events	Increase

## Our services and responsibilities

- Continue to provide kindergarten services where there are sufficient enrolments (currently Bellbridge, Corryong and Tallangatta)
- Ensure quality Maternal and Child Health Services are available to families
- Maintain a positive relationship with State Government departments
- Maintain strong working relationships with Tallangatta Health Services, Upper Murray Health and Community Services and Walwa Bush Nursing Centre through the Towong Alliance
- Deliver library services
- Ensure community members have access to an immunisation service
- Facilitate the implementation of applicable food safety standards to businesses and community groups
- Implement the Road Safety Strategy
- Maintain good relationships with neighborhood houses, community centres and senior citizens groups
- Operate the Corryong and Tallangatta pools

# Asset management

## Strategic objective

Maintain and improve our Shire's infrastructure to meet agreed levels of service

Strategies	17/18	18/19	19/20	20/21
3.1 Deliver Corryong Airport upgrade	•			
3.2 Deliver the Corryong Swimming Pool upgrade	•			
3.3 Deliver Eskdale Netball Courts upgrade project	•	•		
3.4 Deliver the Great River Road project	•	•		
3.5 Deliver the Destination Tallangatta project: foreshore upgrade, path links, playground, road improvements, retail precinct upgrade	•	•	•	
3.6 Deliver town improvement and beautification program: Year 1 Walwa, Year 2 Granya, Year 3 Bethanga, Year 4 Mitta Valley towns	•	•	•	•
3.7 Liaise with VicRoads to consider road safety improvements throughout the Shire (e.g. upgrade Y-intersections to T-intersections)	•	•	•	•
3.8 Deliver the adopted Capital Works program	•	•	•	•
3.9 Work with VicRoads and other stakeholders to progress the upgrade/sealing of the Benambra-Corryong Road	•	•	•	•
3.10 Continue Georges Creek Road upgrade and seek funding for improvements to the intersection with River Road	•	•	•	•
3.11 Seek funding and deliver the strategic path links program	•	•	•	•
3.12 Complete condition assessments for road assets and non-road assets (e.g. buildings, playgrounds)	•	•	•	•
3.13 Pursue suitable funding to improve Lake Road from Bellbridge to Kurrajong Gap Road	•	•	•	•

# Asset management

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Strategies	17/18	18/19	19/20	20/21
3.14 Improve town entrances and signage at key locations throughout the Shire	•	•	•	•
3.15 Assess critical stormwater areas in Bethanga for low flow piping		•		
3.16 Seek funding for the refurbishment of the Bethanga Bay toilet block			•	

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# Asset management

Strategic indicators	Target
Sealed local roads maintained to condition standards	Maintain
Number of customer requests for unsealed roads	Decrease
Condition assessments completed in accordance with Asset Management Plan	100%
Projects scheduled in Council Plan delivered	100%

## Our services and responsibilities

- Inspect assets regularly to determine maintenance required
- Implement programmed maintenance of assets within intervention levels
- Respond to customer requests and coordinate reactive maintenance
- Maintain up-to-date Asset Registers as a basis for asset renewal, replacement and decision making
- Prepare VicRoads funding bids for Better Roads and Road Safety Projects as required and implement funded projects.
- Ensure all capital works proposals are properly designed, specified and estimated with all necessary planning and environmental approvals and work authorities
- Prepare tenders and manage contracts
- Maintain and replace vehicles and plant in accordance with the vehicle policy and plant management plan
- Manage works within road reserves by utility companies and contractors including road openings and property access
- Ensure subdivision and development proposals meet all Council standards including access and drainage requirements
- Maintain Council's capital works database, consider requests for upgrade of assets, investigate and develop proposals for budget consideration

# Land-use planning

## Strategic objective

Implement a strategic and sustainable long-term land-use direction for the Shire based on an integrated approach to the natural and built environment

Strategies	17/18	18/19	19/20	20/21
4.1 Finalise the Rural Activity Zone amendment	•			
4.2 Analysis of the residential and industrial needs of Tallangatta and identification of future residential and industrial development options for the town	•			
4.3 Section 12B Whole of Scheme Review	•	•		
4.4 Creation of Developer Contributions Policy	•	•		
4.5 Anomalies/Corrections Amendment	•		•	
4.6 Potable Water Supply Catchment ESO Amendment		•		
4.7 Roadside Vegetation ESO/VPO Amendment		•		
4.8 Translation of Upper Murray Flood Study to new Floodway Overlay and Land Subject to Inundation Overlay		•	•	
4.9 Tallangatta CBA Mixed Use Zone Amendment		•	•	
4.10 Rewrite of MSS and Local Planning Policies including new 'Extractive Industry Haulage Route' Local Planning Policy		•	•	
4.11 Clause 52.17 Schedule – Nominate Blackberry as Specified Weed		•	•	
4.12 Bushfire Management Overlay Schedules		•	•	
4.13 Wastewater Treatment Plant ESO Amendment (Bellbridge, Corryong and Tallangatta)		•	•	
4.14 Backzone areas of General Residential Zone at Corryong to Low Density Residential Zone		•	•	
4.15 Corryong Consolidated School Rezoning			•	

# Land-use planning

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<b>Strategies</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	<b>20/21</b>
4.16 Significant Landscape Overlay Amendment (as recommended by regional landscape study)			•	
4.17 Heritage Places Assessment and Heritage Overlay Amendment			•	•
4.18 Tom Groggin Rezoning				•

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# Land-use planning

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Strategic indicators	Target
Time taken to decide planning applications	Maintain
Planning applications decided within required time frames	Maintain
Percentage of scheduled planning scheme amendments completed	100%

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## Our services and responsibilities

- Assess development proposals against the requirements of the Planning Scheme, and State and Local Planning Policies
- Prepare amendments to the Planning Scheme as required
- Represent Council at VCAT and Planning Panel hearings
- Prepare Planning Certificates
- Provide information and advice on planning and development related matters
- Maintain registers and statistical returns required by the Act and Planning Scheme
- Ensure compliance with Planning Scheme Policies and Planning Permit conditions

# Environmental sustainability

## Strategic objective

Integrate sustainable environmental management practices into all our activities

Strategies	17/18	18/19	19/20	20/21
5.1 Research options for Mitta Mitta town water with North East Water	•			
5.2 Continue to explore solutions for Bellbridge Wastewater expansion (in conjunction with North East Water)	•			
5.3 Review waste services across the Shire (including green waste, hard waste, recycling and rubbish bin options)	•			
5.4 Continue to lobby for the expansion/improvement of North East Water's Tallangatta wastewater plant to accommodate Tallangatta's future development and the elimination of odour emanating from the plant	•	•		
5.5 Maintain current and future landfills to best practice and investigate improvements to operations (e.g. covers)	•	•	•	•
5.6 Continue to implement noxious weed control along roadsides with available funding and lobby for additional funding	•	•	•	•
5.7 Encourage adjoining landowners (including DELWP and Parks Victoria) to implement weed controls on their land	•	•	•	•
5.8 Investigate and seek funding for solar street lighting in key locations	•	•	•	•
5.9 Continue to look at renewable energy projects where funding is available (e.g. Banking on Our Solar Future)	•	•	•	•
5.10 Deliver strategic tree plantings under the Tree Management Plan as funding becomes available	•	•	•	•

# Environmental sustainability

Strategies	17/18	18/19	19/20	20/21
5.11 Encourage (and where possible deliver) sustainable design for community buildings and residential development	•	•	•	•
5.12 Support waste initiatives in the North East Regional Waste Implementation Plan and Regional Waste Minimisation Strategy	•	•	•	•
5.13 Consider the options available for the Bethanga Wastewater Project, explore preferred solutions and seek funding to deliver a solution (if feasibility can be established)		•		
5.14 Investigate the options for the development and reporting of Environmental Performance indicators		•		
5.15 Research options available for reticulated sewerage in Eskdale				•

# Environmental sustainability

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## Strategic indicators

## Target

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Kerbside bin collection requests

Decrease

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Kerbside collection waste diverted from landfill

Increase

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## Our services and responsibilities

- Provide best practice kerbside waste and recycling services
- Provide cost effective waste collection and recycling options including hard waste collection, recycling sheds, Corryong Landfill and Tallangatta Transfer Station
- Prioritise resource allocation to support environment systems
- Increase staff and community environmental awareness and integrate environmental management into Shire activities where possible
- Continue to maintain Council's parks, reserves and public areas to a high standard
- Provide animal control and local law enforcement services

# Economic and tourism development

## Strategic objective

Expand employment and economic opportunities whilst continuing to maintain and promote our natural environment and the lifestyle our municipality offers

Strategies	17/18	18/19	19/20	20/21
6.1 Develop and launch the Valleys Lakes and Vistas tourism website	•			
6.2 Explore options in relation to a Centre for Dairy Excellence in the Upper Murray	•	•		
6.3 Develop and implement a Recreational Hunting Tourism Strategy	•	•		
6.4 Explore options for creating cycle product within the Towong Shire and where feasible, deliver or facilitate new product (e.g. new cycle event linked to the Tallangatta 50's Festival)	•	•		
6.5 Explore options to capitalise on Tallangatta's Notable Town status (e.g. establishment of a Museum to celebrate Tallangatta's unique heritage)	•	•		
6.6 Seek further funding and deliver the Upper Murray Events Centre	•	•	•	
6.7 Continue to lobby for improved mobile phone and internet coverage across the Shire	•	•	•	•
6.8 Seek funding for the Connecting Corryong project	•	•	•	•
6.9 Work with business operators to assist them to become more profitable (e.g. Business After Hours program, targeted training, etc)	•	•	•	•
6.10 Work with UM2030 Community Board to deliver outcomes from the UM2030 Plan	•	•	•	•
6.11 Advocate for houseboats on Lake Hume and Dartmouth Dam	•	•	•	•



# Economic and tourism development

Strategies	17/18	18/19	19/20	20/21
6.12 Work with key stakeholders, including TNE and Parks Victoria, to provide opportunities for ecotourism in our Shire (e.g. Pine Mountain)	•	•	•	•
6.13 Continue to advocate for The Narrows project at Tallangatta	•	•	•	•
6.14 Work with local operators to facilitate the development of a farm gate trail in the Mitta Valley and replicate in other localities as appropriate	•	•	•	•
6.15 Support the delivery of the North East Regional Dairy Growth Plan and Workforce Development Strategy through Alpine Valleys Dairy Pathways Group	•	•	•	•
6.16 Create branding for the Great River Road and the Upper Murray and deliver marketing campaign		•	•	
6.17 Leverage off Rural Councils Victoria project to attract people to live in rural areas / seek funding opportunity for associated study		•	•	
6.18 Explore options to increase the availability of residential and industrial land in Corryong and Tallangatta		•	•	•
6.19 Host a Towong Shire economic development forum in 2020			•	
6.20 Investigate options to support/promote farmgate/agribusiness opportunities			•	•

# Economic and tourism development

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## Strategic indicators

## Target

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Number of businesses

Increase

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Utilisation of Visit Upper Murray and Valleys Lakes and Vistas websites

Increase

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## Our services and responsibilities

- Work with key regional stakeholders, such as Tourism North East (TNE) and North East municipalities, to increase economic activity in the Shire
- Continue to engage with local groups to advance the interests of business operators (eg. UMBI, Upper Murray 2030 Board, Mitta Valley Tourism Group)
- Assist with business enquiries and develop and maintain business relationships and networks
- Prepare promotional material
- Identify funding opportunities and prepare and submit funding applications
- Provide information and advice on tourism and economic development related matters
- Continue agricultural services programs

## Strategic Resource Plan | Comprehensive Income Statement

	2016	2017	2018	2019	2020	2021
	Actual \$'000	Forecast \$'000	Budget \$'000	SRP \$'000	SRP \$'000	SRP \$'000
<b>Revenue</b>						
Rates and charges	7,481	7,770	8,153	8,567	9,003	9,456
Statutory fees and fines	172	178	177	180	184	187
User fees	463	397	890	898	906	914
Grants – Operating (recurrent)	2,403	6,530	2,687	4,770	4,758	4,746
Grants – Operating (non-recurrent)	763	321	221	-	-	-
Grants – Capital (recurrent)	1,927	2,214	671	671	-	-
Grants – Capital (non-recurrent)	317	1,077	1,048	664	532	-
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	35	-	-	-	-	-
Share of net profit/(loss) of joint arrangements	(14)	-	-	-	-	-
Other Income	906	826	622	624	633	650
<b>Total revenue</b>	<b>14,453</b>	<b>19,313</b>	<b>14,469</b>	<b>16,374</b>	<b>16,016</b>	<b>15,953</b>
<b>Expenses</b>						
Employee costs	4,922	5,067	6,408	6,597	6,786	6,980
Materials and services	4,116	5,100	3,373	4,049	4,131	4,219
Depreciation	3,536	3,693	4,114	4,114	4,124	4,139
Finance costs	10	5	127	140	174	192
Other Expenses	331	291	755	350	455	460
<b>Total expenses</b>	<b>12,915</b>	<b>14,156</b>	<b>14,777</b>	<b>15,250</b>	<b>15,670</b>	<b>15,990</b>
<b>Surplus/(deficit) for the year</b>	<b>1,538</b>	<b>5,157</b>	<b>(308)</b>	<b>1,124</b>	<b>346</b>	<b>(37)</b>

## Strategic Resource Plan | Balance Sheet

	2016	2017	2018	2019	2020	2021
	Actual	Forecast	Budget	SRP	SRP	SRP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>						
<b>Current assets</b>						
Cash and cash equivalents	11,081	10,540	9,599	9,169	9,325	8,635
Other financial assets	-	-	-	-	-	-
Trade and other receivables	1,085	1,098	835	942	924	923
Inventories	301	300	300	300	300	300
Other assets	42	10	10	10	10	10
<b>Total current assets</b>	<b>12,509</b>	<b>11,948</b>	<b>10,744</b>	<b>10,421</b>	<b>10,559</b>	<b>9,868</b>
<b>Non-current assets</b>						
Trade and other receivables	153	-	-	-	-	-
Investments in joint arrangements	21	21	21	21	21	21
Property, infrastructure, plant & equipment	181,895	187,712	190,640	192,548	193,316	194,472
<b>Total non-current assets</b>	<b>182,069</b>	<b>187,733</b>	<b>190,661</b>	<b>192,569</b>	<b>193,337</b>	<b>194,493</b>
<b>Total Assets</b>	<b>194,578</b>	<b>199,681</b>	<b>201,405</b>	<b>202,990</b>	<b>203,896</b>	<b>204,361</b>
<b>Liabilities</b>						
<b>Current liabilities</b>						
Trade and other payables	818	665	509	542	565	577
Trust funds and deposits	297	302	307	312	317	322
Provisions	1,113	887	1,089	1,089	1,086	1,082
Interest-bearing loans and bearings	-	-	200	272	334	355
<b>Total current liabilities</b>	<b>2,228</b>	<b>1,854</b>	<b>2,105</b>	<b>2,215</b>	<b>2,302</b>	<b>2,336</b>
<b>Non-current liabilities</b>						
Provisions	639	959	1,012	1,235	1,242	1,465
Interest-bearing loans and borrowings	34	34	1,762	1,890	2,356	2,601
<b>Total non-current liabilities</b>	<b>673</b>	<b>993</b>	<b>2,774</b>	<b>3,125</b>	<b>3,598</b>	<b>4,066</b>
<b>Total liabilities</b>	<b>2,901</b>	<b>2,847</b>	<b>4,879</b>	<b>5,340</b>	<b>5,900</b>	<b>6,402</b>
<b>Net assets</b>	<b>191,677</b>	<b>196,834</b>	<b>196,526</b>	<b>197,650</b>	<b>197,996</b>	<b>197,959</b>
<b>Equity</b>						
Accumulated surplus	79,924	85,081	84,773	85,897	86,243	86,206
Reserves	111,753	111,753	111,753	111,753	111,753	111,753
<b>Total equity</b>	<b>191,677</b>	<b>196,834</b>	<b>196,526</b>	<b>197,650</b>	<b>197,996</b>	<b>197,959</b>

## Strategic Resource Plan | Statement of Cash Flows

	2016	2017	2018	2019	2020	2021
	Actual	Forecast	Budget	SRP	SRP	SRP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cash flows from operating activities</b>						
Rates and charges	7,399	7,928	8,130	8,542	8,977	9,429
Statutory Charges	172	178	177	180	184	187
User charges and other fines	463	397	890	898	906	914
Grants – Operating	3,166	6,833	3,194	4,688	4,802	4,774
Grants – Capital	2,244	3,291	1,719	1,335	532	-
Other Income	922	826	622	624	633	650
Employee costs	(4,146)	(4,973)	(6,153)	(6,374)	(6,782)	(6,761)
Materials and services	(4,873)	(5,511)	(4,284)	(4,366)	(4,563)	(4,667)
<b>Net cash provided by / (used in) operating activities</b>	<b>5,347</b>	<b>8,969</b>	<b>4,295</b>	<b>5,527</b>	<b>4,689</b>	<b>4,526</b>
<b>Cash flows from investing activities</b>						
Payments for property, infrastructure, plant and equipment	(5,774)	(9,510)	(7,042)	(6,021)	(4,892)	(5,296)
Payments for investments (in joint arrangements)	(35)	-	-	-	-	-
Proceeds from sale of assets	40	-	-	-	-	-
<b>Net cash provided by / (used in) investing activities</b>	<b>(5,769)</b>	<b>(9,510)</b>	<b>(7,042)</b>	<b>(6,021)</b>	<b>(4,892)</b>	<b>(5,296)</b>
<b>Cash flows from financing activities</b>						
Proceeds from borrowings	0	0	2,088	400	800	600
Repayment of borrowings	2	0	(160)	(200)	(272)	(334)
Finance costs	(10)	(5)	(127)	(140)	(174)	(192)
Trust Funds & Deposits	0	5	5	5	5	5
Repayment of Community Loans	0	0	0	0	0	0
Proceeds of finance leases	0	0	0	0	0	0
Repayment of finance leases	0	0	0	0	0	0
<b>Net cash provided by / (used in) financing activities</b>	<b>(8)</b>	<b>0</b>	<b>1,806</b>	<b>65</b>	<b>359</b>	<b>79</b>
<b>Net increase / (decrease) in cash and cash equivalents</b>	<b>(430)</b>	<b>(541)</b>	<b>(941)</b>	<b>(429)</b>	<b>156</b>	<b>(691)</b>
Cash and cash equivalents at the beginning of the financial year	11,511	11,081	10,540	9,599	9,169	9,325
<b>Cash and cash equivalents at the end of the financial year</b>	<b>11,081</b>	<b>10,540</b>	<b>9,599</b>	<b>9,169</b>	<b>9,325</b>	<b>8,635</b>

## Strategic Resource Plan | Statement of Capital Works

	2016	2017	2018	2019	2020	2021
	Actual	Forecast	Budget	SRP	SRP	SRP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>						
Land	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-	-
Buildings	3,944	102	-	-	-	-
Building improvements	-	1,561	612	630	649	669
<b>Total buildings</b>	<b>3,944</b>	<b>1,663</b>	<b>612</b>	<b>630</b>	<b>649</b>	<b>669</b>
<b>Total Property</b>	<b>3,944</b>	<b>1,663</b>	<b>612</b>	<b>630</b>	<b>649</b>	<b>669</b>
<b>Plant and equipment</b>						
Plant, machinery and equipment	188	1,257	743	765	787	810
<b>Total plant and equipment</b>	<b>188</b>	<b>1,257</b>	<b>743</b>	<b>765</b>	<b>787</b>	<b>810</b>
<b>Infrastructure</b>						
Roads	1,760	3,712	1,939	2,104	2,234	2,345
Bridges	114	20	308	337	364	393
Footpaths and cycleways	14	432	26	27	29	32
Kerb and channel	84	225	26	26	26	30
Drainage	91	20	-	1	2	2
Waste management	116	415	-	415	-	415
Parks, open space, streetscapes and footpaths	39	375	600	400	800	600
Aerodromes	-	692	-	-	-	-
Other infrastructure	220	1,391	2,788	1,316	-	-
<b>Total infrastructure</b>	<b>2,438</b>	<b>6,590</b>	<b>5,687</b>	<b>4,626</b>	<b>3,456</b>	<b>3,816</b>
<b>Total capital works</b>	<b>6,570</b>	<b>9,510</b>	<b>7,042</b>	<b>6,021</b>	<b>4,892</b>	<b>5,296</b>
Represented by :						
New	2,918	1,938	503	2,151	820	1,035
Renewal	2,154	6,181	5,864	3,870	4,072	4,261
Upgrade	1,378	1,391	675	-	-	-
Expansion	120	-	-	-	-	-
<b>Total capital works</b>	<b>6,570</b>	<b>9,510</b>	<b>7,042</b>	<b>6,021</b>	<b>4,892</b>	<b>5,296</b>

## Strategic Resource Plan | Statement of Human Resources

	2016	2017	2018	2019	2020	2021
	Actual	Forecast	Budget	SRP	SRP	SRP
Full time equivalent	55.9	65.0	73.1	73.1	73.1	73.1

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