

South Gippsland Shire Council

# COUNCIL PLAN 2017–2021



*2017-2021 Council Plan  
Revised July 2019*



**South Gippsland  
Shire Council**



*South Gippsland  
Shire Council*

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Version 3

# Our Vision

*South Gippsland Shire will be a place where our quality of life and sense of community are balanced by sustainable and sensitive development, population and economic growth.*

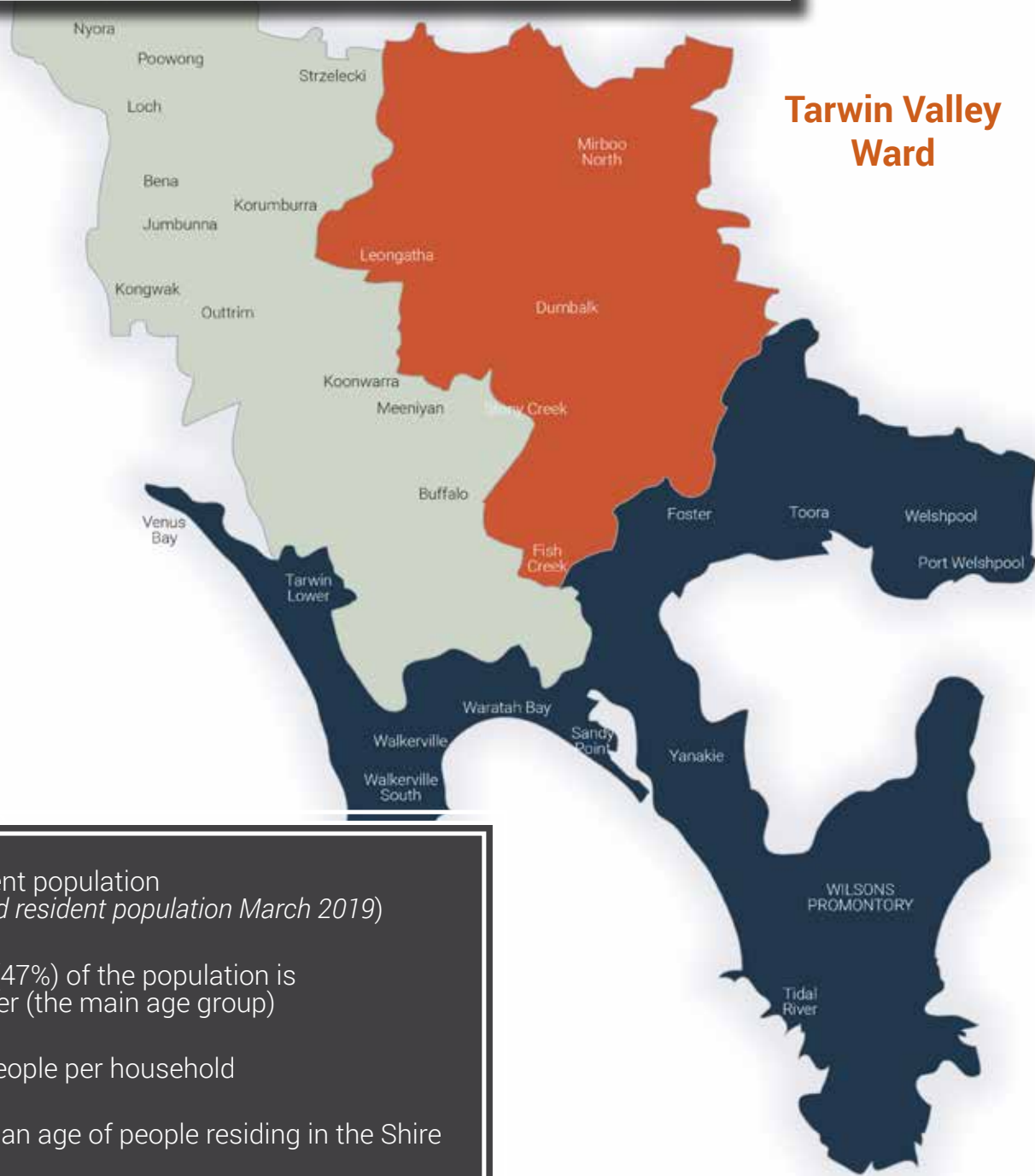
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# Snapshot of Council

## Strzelecki Ward



## Tarwin Valley Ward

## Coastal Promontory Ward

- 29,576 Resident population  
(ABS estimated resident population March 2019)
- 8,751 people (47%) of the population is aged 50 or over (the main age group)
- 2.4 average people per household
- 47 is the median age of people residing in the Shire
- 5% of the population have a non-English speaking background
- 30% of households are 'couples without children'
- 25% of households are 'couples with children'
- 27% are lone person households
- 26 Townships and Hamlets

# Purpose

Council's role is to provide leadership for the appropriate governance of the Shire and its local communities. Council undertakes its responsibilities in accordance with the *Local Government Act 1989* (the Act) and other Acts for the peace, order and good government of the Shire.

Council's Vision 2020, developed in 2006/07, represents the aspirations of our diverse communities and articulates a vision of what South Gippsland should be like in the year 2020. The vision was refined in 2015 to reflect changing community needs and expectations.

This vision still aspires to achieve a number of key outcomes with the aim of creating South Gippsland as a place which has:

- A caring community where people feel safe and secure.
- A wide range of recreation and leisure amenities.
- High grade transport links.
- Appropriate infrastructure to meet community needs.
- Respect for the environment by being clean and green, with consideration of the sustainability of nature, plant and animal life.
- Sustainable economic growth.
- Coordinated health services.
- Youth who are valued and participate in the community.
- A sustainable agricultural industry, including direct and indirect support for businesses.
- A sustainable thriving tourism industry.



# Council's Commitment to the Community

*As the Council of South Gippsland Shire, we are committed to demonstrating leadership by working constructively together and with the organisation to achieve success.*

## **The next four years we commit to:**

- Value the contribution made by everyone; to listen to you and each other.
- Value individual diversity, act with respect and professionalism in our interactions with you and each other, and never seek to undermine, mislead or undervalue anyone.
- Value opportunities that come from change, keeping our focus on the future and our responses flexible for a constantly evolving world.
- Value the community spirit, vibrancy and unique character of each of our towns and rural areas.
- Encourage our communities and support our community leaders.
- Value the depth and breadth of creative thinking and the outcomes that can be achieved from working closely with our communities, businesses, supporting agencies, government agencies and other councils.
- Embrace and encourage community engagement, work collaboratively with others and establish partnerships that benefit our communities and the wider region.
- Value our reputation in the community and the region, and acknowledge that we are the guardians of community information.
- Respect the trust placed in us by seeking to be as open and transparent in our decisions as the law allows, to help the community understand the decisions Council makes.
- Value constructive criticism that helps us understand how and where we need to improve.
- Proactively reflect on our own behaviour, that of each other and of the organisation as a whole, to continually build the capacity, passion and success of this Council.



# Community Requests for Consideration

*The following verbatim comments encapsulate some key themes from our community consultation process.*

## Infrastructure

"Improve the **roads** and **roadsides** – both Council's sealed and unsealed roads, and **advocate** to encourage VicRoads to improve its roads."

"Build **footpaths** so we can get from place to place more **safely**."

## Lifestyle

"More or better **community facilities** for libraries, equestrian, trails, recreation and **community spaces** are needed."

"Development of **Arts and Culture** has commenced; please **keep the focus** on it going."



# Community Requests for Consideration

*The following verbatim comments encapsulate some key themes from our community consultation process.*

## Growth & Prosperity

“Focus attention on the **economic growth** of our Shire, the **sustainability** of our **businesses** and the **creation of jobs**; our survival depends on it.”

“Our main townships are struggling; continue their **revitalisation**, but don't forget about some of our **smaller communities** as there are things we need too.”

“The cost of living is escalating, so please improve the **efficiency** of your operations to minimise rate rises, **keep rates affordable** and reduce them where you can.”

## Community

“Please **listen** to what we are saying to you.”

“**Work with us** - we want to get involved in what you're **planning** and doing that affects us, we also have things we want to **achieve** that will **benefit our communities**.”

“**Communicate** what you are doing – open up and be more **transparent** about what you've based your decisions on.”





# Council's Response

This 2017-2021 Council Plan responds to these community requests.

The Strategic Objectives with their Strategic Overviews and Strategic Outcomes provide the overarching direction for the Council over its four year term.

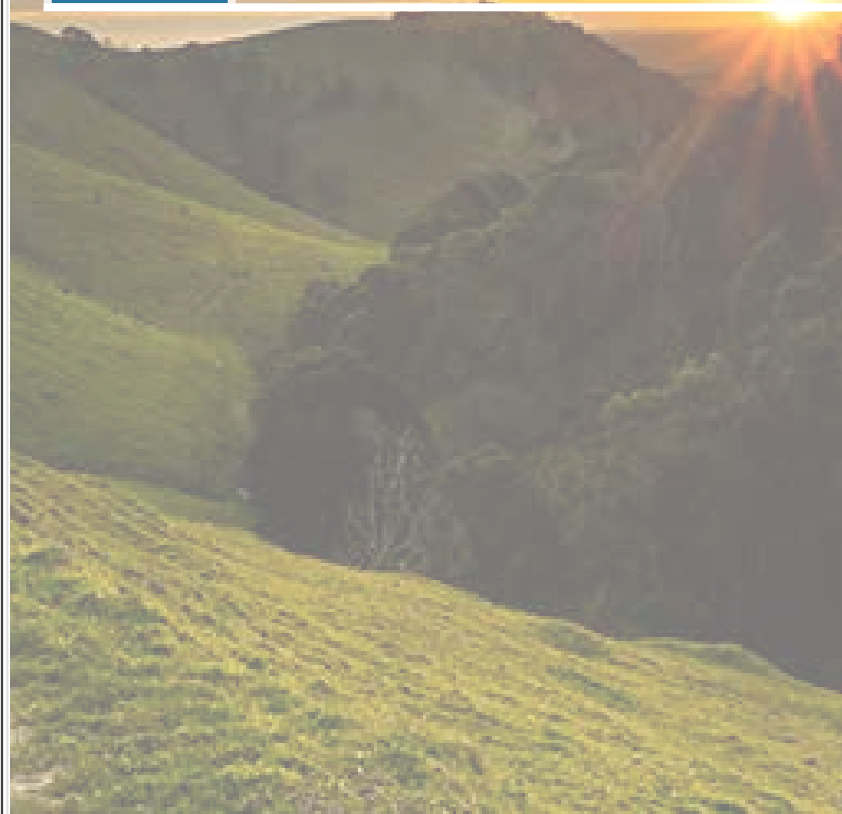
The Strategies provide greater detail on the focus areas that Council realistically aims to address and the Strategic Indicators assist in monitoring progress to achieve them.

## Council's Vision

*South Gippsland Shire  
will be a place  
where our quality of life  
and sense of community  
are balanced by  
sustainable and sensitive  
development, population  
and economic growth.*

## Council's Strategic Objectives

- 1** Strengthen Economic Growth & Prosperity
- 2** Build Strong Partnerships, Strengthen Arts & Culture & Deliver Equitable Outcomes
- 3** Improve South Gippsland's Built Assets & Value our Natural Environment
- 4** Enhance Organisational Development & Implement Governance Best Practice



# Objective Overview

*A strong, resilient and growing regional economy with vibrant commercial precincts where businesses are supported and jobs created.*

*Our region's agriculture, value adding, food production and manufacturing sectors are promoted and supported, recognising that the diversity and strength of these industries is the major economic base of the Shire.*

*Attracting businesses, investments, tourism and new residents will grow the Shire.*

*A well-planned Shire that identifies areas for population growth, protects natural resources and agricultural land, guides development, considers climate change and encourages sustainable economic growth – all supported by appropriate infrastructure.*

*The unique character of our smaller towns is recognised and supported.*

## Successful Outcomes

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- The Shire has a vibrant, resilient regional economy that continues to support and grow agriculture, value adding, food production, manufacturing and the visitor economy.
- Our main towns have vibrant commercial precincts.
- Priority Projects are identified, advocated for and aligned to State and Federal policy objectives.
- Existing rail trails promoted and new trails developed to support growth to our visitor economy, enable a healthier lifestyle and enhance wildlife corridors.
- An adequate supply of land to support future business, residential, agriculture and tourism markets.

## KEY PLANS AND STRATEGIES

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- Council Vision
- Municipal Strategic Statement
- Planning Scheme
- Asset Management Strategy
- Economic Development and Tourism Strategy
- Priority Projects
- Rural Land-Use Strategy
- Branding Strategy
- Recreational Vehicle RV Strategy

## SERVICES

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- Caravan Parks
- Coal Creek Community Park and Museum
- Statutory, Strategic and Social Planning
- Regulatory Services



# Strengthen Economic Growth & Prosperity



## STRATEGIC OBJECTIVES

**1.1 Develop a 'vision' for the future growth and development of the Shire in partnership with the community.**

**1.2 Identify Priority Projects and advocate to the State and Federal Governments for funding and support.**

- **Leongatha Revitalisation Project - Bair Street and Railway Station Stage 1**
- **Korumburra Revitalisation Project**
- **Great Southern Rail Trail - Welshpool to Alberton Link component**
- **Great South Rail Trail - Leongatha to Korumburra and West of Korumburra**
- **Mirboo North Pool Refurbishment**
- **Leongatha Community Hub Development**

**1.3 Develop a strategy to grow the Shire, attract investment and promote tourism consistent with the 'vision'.**

1.3.1 Review and implement the Economic Development and Tourism Strategy to provide direction to support our businesses to grow, generate employment and pursue economic development and the attraction of visitors.

1.3.2 Undertake a review of residential, commercial and industrial land supply to ensure that it is adequate to support growth.

1.3.3 Support our diversified agricultural sector.



1.3.4 Investigate feasibility of further extensions and upgrades to the Rail Trails, particularly between Leongatha and Korumburra and explore opportunities to develop nationally significant trails.

1.3.5 Finalise South Gippsland's Branding Strategy that supports the regional 'Destination Gippsland' branding and use both brands to promote the Shire.

1.3.6 Encourage increased tourism through the support of local community events and initiatives.

1.3.7 Undertake a feasibility study into establishing a multipurpose 'Equestrian / Expo Centre' within the Shire.

**1.4 Undertake a coastal study to explore opportunities for developing the Shire's coastal areas, while still protecting the coastline and environment.**

# Annual Initiatives



## Year 1 2017/18

### Major Initiatives

---

#### Target Progressed (*placed on hold*)

Commence the development of a Vision 2040 for the Shire.

*Chief Executive Officer*

---

#### Target Achieved

Review the Economic Development and Tourism Study.

*Economic Development and Tourism*

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#### Target Achieved

Advocate for funding of Council's Bair Street Leongatha Priority Project development.

*Economic Development and Tourism*

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### Council Plan Indicator

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#### Target Achieved

At least one delegation per year will be made to State and Federal politicians to advocate for the Shire's requirements.

*Chief Executive Officer*

---

### Initiatives

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#### Target Achieved

Identify and target 'Priority Projects' that are to be advocated to State and Federal Governments for funding support.

*Economic Development and Tourism*

---

#### Target Significantly Progressed

Investigate feasibility of further extensions and upgrades to the Rail Trails, particularly between Leongatha and Korumburra and explore opportunities to develop nationally significant trails.

*Infrastructure Planning and Infrastructure Delivery*

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#### Target Achieved

Complete a review of the Municipal Strategic Statement.

*Planning*

---

#### Target Achieved

Undertake a Population Growth Study.

*Planning*

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#### Target Achieved

Investigate protection of the Nyora sand resources.

*Planning*

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#### Target Not Achieved (*Scope Amended*)

Progress the development of a business case to investigate in detail factors to be considered in the establishment of a multipurpose undercover 'Equestrian / Expo Centre' and provide a report to Council by 30 June 2018.

*Infrastructure Planning*

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#### Target Achieved

Commence the review of residential, commercial and industrial land supply in the Shire.

*Planning*

---



# Annual Initiatives

## Year 2 2018/19 Initiatives

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### Target Achieved

Identify and target Priority Projects requiring external funding and advocate to State and Federal Governments seeking funds to implement them.

*Economic Development and Tourism*

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### Target Achieved

Develop the Branding Strategy.

*Economic Development and Tourism*

---

### Target Achieved

Develop a Strategic Investment Program by working closely with relevant stakeholders to deliver a targeted approach to business investment attraction.

*Economic Development and Tourism*

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### Target Achieved

Advocate for Critical Infrastructure (telecommunications, water, energy and transport) in the Shire that will facilitate further strategic investment and growth.

*Economic Development and Tourism*

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### Target Achieved

Deliver 'Southern Gippsland Food Futures Program' that supports existing and potential food networks through marketing, business support and the Southern Gippsland Food Map.

*Economic Development and Tourism*

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## Service Performance Indicator

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- Council planning decisions upheld at VCAT

*Local Government Performance Reporting Framework*

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## Council Plan Indicator

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### Target Achieved

At least one delegation per year will be made to State and Federal politicians to advocate for the Shire's requirements.

*Chief Executive Officer*

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# Annual Initiatives

## Year 3 2019/20

### Major Initiatives

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Identify and target Priority Projects requiring external funding and advocate to State and Federal Governments seeking funds to implement them, particularly 'project ready' priorities of:

- Leongatha Streetscape;
- Korumburra Hub; and
- Rail Trail – Leongatha to Korumburra

*Infrastructure Delivery and  
Economic Development and Tourism*

---

Develop and commence implementation of a 10 plus year Community Vision over the two year term of the Administrators, by instigating a significant community consultation project. The scope and process to be defined and reported to Council within the 2019/20 financial year.

*Corporate and Council Business, Community Strengthening  
and Executive Support and Community Information*

---

Develop and implement a 'Community Leadership Education Program' to enhance understanding of the role and purpose of Local Government, the services provided by Council, legislative and resource constraints, financial position and the roles and responsibilities of Councillors and the organisation.

*Community Strengthening, Corporate and Council Business  
and Executive Support and Community Information*

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### Council Plan Indicator

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At least one delegation per year will be made to State and Federal politicians to advocate for the Shire's requirements.

*Chief Executive Officer*

# 1

### Initiatives

---

Coastal Strategy developed and presented to Council for adoption by 30 June 2020.

*Planning*

---



# Annual Initiatives



## Year 4 2020/21

*Determined in 2020/21 Annual Budget*



# Objective Overview

*A Council that listens and continues to involve its community in decision making and delivery of services and projects.*

*Support for the Arts and Culture sector and its role in both enhancing community identity and contributing to wellbeing, tourism and economic development.*

*Communities are supported by appropriate and relevant services.*

*A Council committed to act in ways that are compatible with human rights.*

# 2

## Successful Outcomes

---

- A shared culture of working together with communities for the best outcomes.
- The Arts & Culture Policy and Strategy implemented.
- Investment in community facilities is consistent with the Blueprint for Social Community Infrastructure.
- Sport and Recreation facilities maintained and enhanced in partnership with the communities.
- Planning for Community Hubs for Leongatha and Korumburra progressed.
- Municipal Public Health and Wellbeing Plan implemented in partnership with other agencies.

## KEY PLANS AND STRATEGIES

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- South Gippsland Health and Wellbeing Plan
- Active Ageing Strategy
- Aquatic Strategy
- Art, Culture and Creative Industries Strategy
- Community Strengthening Strategy
- Paths and Trails Strategy
- Recreation Strategy
- Blueprint for Social Community Infrastructure

## SERVICES

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- Aged and Disability Services
- Children, Youth and Family Services
- Community Development and Social Planning
- Community Grants
- Home and Community Care
- Sport, Recreation, Leisure, Aquatic Facilities
- Libraries
- Major Projects and Emergency Services
- Sustainable Communities
- Volunteering and Delivered Meals



# Build Strong Partnerships, Strengthen Arts & Culture & Deliver Equitable Outcomes



## STRATEGIC OBJECTIVES

### 2.1 Update and implement strategies for 'Community Strengthening' and 'Engagement'.

- 2.1.1 Where appropriate support community groups to achieve projects they have ownership of and want to progress.
- 2.1.2 Investigate opportunities to consider a model for community self-determination to facilitate working in partnership with the community.

### 2.2 Review and update recreation, aquatic and the paths and trails strategies.

- 2.2.1 Review the Recreation Strategy.
- 2.2.2 Review and update the Paths and Trails Strategy to determine where regional and local connections are required.
- 2.2.3 Renew and maintain aquatic facilities in accordance with the Asset Management Plan and the Aquatic Strategy.

### 2.3 Update and continue to implement the Blueprint for Social Community Infrastructure so that services and the associated supporting infrastructure are planned, ready for business and population growth.

### 2.4 Implement the Arts and Culture Strategy and support growth of the sector.

### 2.5 Implement the Active Ageing Strategy.

### 2.6 Determine and implement the arrangements for the future Aged and Disability services provision, including advocating for those affected by Federal policy service delivery changes.

### 2.7 Develop and implement a Youth Strategy to determine the needs of young people and assist them to have a voice regarding matters that affect them.

# Annual Initiatives

# 2

## Year 1 2017/18

### Major Initiatives

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#### Target Achieved

Further investigate the proposed land exchange with the Returned Services League Sub-Branch Leongatha.

#### *Infrastructure Planning*

---

#### Target Achieved

Commence implementation of the Arts & Culture Strategy.

#### *Community Strengthening*

---

### Council Plan Indicator

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#### Target Achieved

The effectiveness of efforts to gain State and Federal government funding for community projects will be measured by the number of grants submitted for funding and the number of grants announced, with the aim of 30 per cent of applications submitted to be funded.

#### *Infrastructure Delivery*

---

#### Target Achieved

The effectiveness of efforts to support community groups to achieve their projects will be addressed through the annual review of the Community Grants Program and the number of applications submitted by Council on behalf of community groups.

#### *Community Strengthening*

---

### Initiatives

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#### Target Achieved

Municipal Public Health and Wellbeing Plan will be implemented with the community and other government funded agencies, and reflect community requirements and shared ownership of responsibilities.

#### *Community Services*

---

#### Target Achieved

Update the 'Blueprint for Social Community Infrastructure - Community Facility Actions' and report to Council on the progress.

#### *Community Strengthening and Infrastructure Planning*

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#### Target Achieved

Review and update the Paths & Trails Strategy.

#### *Infrastructure Planning*

---

#### Target Achieved

Implement the Active Ageing Strategy.

#### *Community Services*

---

#### Target Achieved in 2018/19

Develop the Community Strengthening Strategy.

#### *Community Strengthening*

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#### Target Achieved

Develop the Engagement Strategy.

#### *Executive Support and Community Information*

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#### Target Achieved

Work with the MAV on initiatives for 'Community Empowering Decision Making Process.'

#### *Chief Executive Officer*

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# Annual Initiatives

## Year 2

2018/19

### Major Initiatives

---

#### Target Achieved

Continue to explore options to maintain high quality Aged and Disability service provision into the future as Council responds to Federal policy changes.

#### Community Services

---

#### Target Achieved

Commence the Age-friendly South Gippsland Implementation Plan 2017/18 and provide a progress report following the first year's activities.

#### Community Services

---

### Council Plan Indicator

---

#### Target Achieved

The effectiveness of efforts to gain State and Federal government funding for community projects will be measured by the number of grants submitted for funding and the number of grants announced, with the aim of 30 per cent of applications submitted to be funded.

#### Infrastructure Delivery

---

#### Target Achieved

The effectiveness of efforts to support community groups to achieve their projects will be addressed through the annual review of the Community Grants Program and the number of applications submitted by Council on behalf of community groups.

#### Community Strengthening

---

### Service Performance Indicator

---

- Number of active Library Members
- Number of visits to Aquatic Facilities in the Shire
- Number of children and Aboriginal children attending Maternal Child and Health service

Local Government Performance Reporting Framework

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# Annual Initiatives

# 2

## Year 3 2019/20

### Initiatives

---

Recreation Strategy completed and presented to Council for adoption by 30 June 2020.

#### *Infrastructure Planning*

---

Implement first year activities of the Youth Strategy to encourage initiatives in youth participation and engagement and report progress through Council's Organisational Performance Reports.

#### *Community Strengthening*

---

### Council Plan Indicator

---

The effectiveness of efforts to gain State and Federal government funding for community projects will be measured by the number of grants submitted for funding and the number of grants announced, with the aim of 30 per cent of applications submitted to be funded.

#### *Infrastructure Delivery*

---

The effectiveness of efforts to support community groups to achieve their projects will be addressed through the annual review of the Community Grants Program and the number of applications submitted by Council on behalf of community groups.

#### *Community Strengthening*

---



# Annual Initiatives



**Year 4**  
**2020/21**

*Determined in 2020/21 Annual Budget*

# Objective Overview

*Our infrastructure is well-maintained and our asset management practices ensure they are sustainable and fit for purpose.*

*Council encourages sustainable practices, seeks to reduce its carbon footprint and diverts a greater proportion of its waste away from landfill.*

*Council seeks to protect and enhance the natural environment.*

*Revitalisation of our major commercial precincts will be encouraged through infrastructure and streetscape renewals.*

# 3

## Successful Outcomes

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- Improved standard of gravel roads and roadside maintenance.
- Increased communication to the public regarding road works, reported issues and scheduling of works.
- Investment-ready projects that are of high value to the community have been developed, are aligned to State and Federal funding opportunities and Council actively advocates for them.
- Council Building Portfolio reviewed.
- Sustainable practices promoted.

## KEY PLANS AND STRATEGIES

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- Compliance and Enforcement Policy
- Emergency Management Plans
- Road Management Plan
- Sustainability Strategy
- Waste Management Strategy
- Infrastructure Design Manual

## SERVICES

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- Local Laws and Animal Management
- Drain and Stormwater Management
- Footpath and Bicycle Paths
- Assets and Infrastructure
- Road Maintenance and Safety
- Parks and Gardens Maintenance
- Sustainable Environmental Management and Education
- Waste and Recycling Collection and Treatment

# Improve South Gippsland's Built Assets & Value our Natural Environment



## STRATEGIC OBJECTIVES

**3.1 Improve management of roads and roadsides through enhanced operational practices, increased funding and continued advocacy to VicRoads.**

3.1.1 Implement the Footpath Extension Program.

**3.2 Facilitate community and business renewable energy programs and sustainable practices to reduce the Shire's carbon footprint.**

3.2.1 Waste Management and Sustainability strategies implemented.

**3.3 Promote a safe and healthy community through our municipal public health programs, Emergency Management Plans and regulatory activities that meet our statutory obligations.**

3.3.1 Undertake an operational review of the implementation of Council's 'Compliance and Enforcement Policy', taking into consideration community concerns and regulatory requirements.

3.3.2 Develop educative tools and processes to assist community members understand the Planning and Enforcement processes.



**3.4 Undertake a review of the Council's Building Portfolio to ensure it meets community needs.**

3.4.1 Council to receive a report on the use of Design Panels for major projects and other development in the municipality.

**3.5 Review the Strategic Land Review Project in regard to public open spaces in Venus Bay.**

**3.6 Advocate to Parks Victoria, DELWP and other relevant stakeholders to improve access, parking, safety and user-friendliness of beaches, State and National Parks, conservation areas and natural assets.**

3.6.1 Undertake an investigation of caravan parks and camping grounds at Sandy Point.

**3.7 Council to play an advocacy role for townships that demonstrate 70 per cent or greater community support, for sewerage infrastructure.**

# Annual Initiatives

# 3

## Year 1 2017/18

### Major Initiatives

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#### Target Achieved

Scope a Korumburra Revitalisation Project that considers the Town Centre Framework Plan, Streetscape Master Plan, future Community Hub Library, railway land and station uses.

*Planning*

---

### Council Plan Indicator

---

#### Target Achieved

The readiness to make the most of government funding opportunities will be measured by the number of investment-ready projects prepared, with the aim of at least two ready at any time.

*Infrastructure Delivery*

---

#### Target Achieved

Kerbside collection waste diverted from landfill, will be monitored in accordance with the Local Government Performance Reporting Framework.

*Infrastructure Planning*

---

### Initiatives

---

#### Target Achieved

Progress the planning for the development of the Korumburra Railway Station.

*Community Strengthening and Infrastructure Planning*

---

#### Target Achieved in 2018/19

Leongatha Railway Station Precinct Master Plan finalised and presented to Council.

*Community Strengthening and Infrastructure Delivery*

---

#### Target Significantly Progressed

Successful implementation of the waste water compliance program, which protects public health and amenity and supports sustainable development in the Tarwin Potable Water Supply Catchment.

*Regulatory Services*

---

#### Target Achieved

Review the Significant Tree Register and investigate the introduction of a Vegetation Protection Overlay.

*Community Strengthening and Planning*

---

#### Target Achieved

Review and update the Open Space Strategy and present to Council.

*Planning*

---

### Service Performance Indicator

---

- Community satisfaction with sealed local roads
- Kerbside collection waste diverted from landfill
- Number of successful animal management prosecutions
- Number of critical and non-compliance outcome notifications to food premises

*Local Government Performance Reporting Framework*

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# Year 2

## 2018/19

### Major Initiatives

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#### Target Achieved

Complete a service level review of gravel roads and roadside maintenance, test assumptions and report the findings to Council with the review to include:

- Development of a program to seal the top priority rural gravel roads over the next ten to twenty years;
- Advocate to VicRoads to lower the speed limit of various roads to 80kph or lower, across the region;
- Investigate how levels of service can be improved on unsealed roads.

*Operations*

### Initiatives

---

#### Target Achieved

Continue to improve processes and procedures within the Integrated Management System (Roads) and aim for third party certification to achieve improved standards of gravel roads and roadside maintenance.

*Operations*

#### Target Achieved

Report on enhancements to communication methods to the public regarding road works, reported issues and scheduling of works.

*Infrastructure Delivery and Operations*

#### Target Achieved

Investigate Library and Community Hub location options in Leongatha to assist in the revitalisation of the town centre.

*Infrastructure Planning*

#### Target Achieved

Present a report to Council on the use of Design Panels.

*Planning*

#### Target Achieved


Undertake an investigation of caravan parks and camping grounds at Sandy Point.

*Planning*

#### Target Achieved

Commence implementation of the Tennis Facilities Plan by introducing a new maintenance program for tennis facilities throughout the Shire in accordance with the plan.

*Infrastructure Planning*



# Annual Initiatives

## Service Performance Indicator

---

- Community satisfaction with sealed local roads
- Kerbside collection waste diverted from landfill
- Number of successful animal management prosecutions
- Number of critical and non-compliance outcome notifications to food premises

*Local Government Performance Reporting Framework*

---

## Council Plan Indicator

---

#### Target Achieved

The readiness to make the most of government funding opportunities will be measured by the number of investment-ready projects prepared, with the aim of at least two ready at any time.

*Infrastructure Delivery*

---

#### Target Achieved

Kerbside collection waste diverted from landfill, will be monitored in accordance with the Local Government Performance Reporting Framework.

*Infrastructure Planning*

---

# Annual Initiatives

# 3

## Year 3 2019/20

### Major Initiatives

---

Invest a further \$1M for one year into the maintenance of Council's road and roadside infrastructure and report on activities in the Performance Reports.

- Gravel roads;
- Rural roadside vegetation;
- Footpath extensions; and
- Drainage.

#### *Operations*

---

### Council Plan Indicator

---

The readiness to make the most of government funding opportunities will be measured by the number of investment-ready projects prepared, with the aim of at least two ready at any time.

#### *Infrastructure Delivery*

---

Kerbside collection waste diverted from landfill, will be monitored in accordance with the Local Government Performance Reporting Framework.

#### *Infrastructure Planning*

---

### Service Performance Indicator

---

- Community satisfaction with sealed local roads
- Kerbside collection waste diverted from landfill
- Number of successful animal management prosecutions
- Number of critical and non-compliance outcome notifications to food premises

#### *Local Government Performance Reporting Framework*

---

### Initiatives

---

Commence a review of Council's Building Portfolio by 30 June 2020.

#### *Infrastructure Planning*

---

Open Space Strategy completed and presented to Council for adoption by 30 June 2020.

#### *Planning*

---

Review and update the Compliance and Enforcement Policy and presented to Council for adoption.

#### *Regulatory Services*

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Work collaboratively with leaders from various water management authorities and agencies through DELWP's 'Western Port Integrated Water Management Forum' and the 'Central and South Gippsland Integrated Water Management Forum,' to create a vision and strategic actions reflecting the unique and environmental context of each catchment and their communities.

Updates will be reported in Council's Organisational Performance Reports.

#### *Infrastructure Planning*

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Advocate infrastructure interests of the local boating community to the State Government, for access to improved facilities, car parking, boat ramp fees and financial support to the Coast Guard.

#### *Economic Development and Tourism*

---

Investigate safer alternatives and effective mechanisms in roadside weed management, than the use of herbicides and generate an 'Options Paper' for Council's consideration.

#### *Infrastructure Planning and Infrastructure Operations*

---

# Annual Initiatives



## Year 4

2020/21

*Determined in 2020/21 Annual Budget*



# Objective Overview

*Council will focus on becoming a more responsive, innovative, productive and effective organisation that follows best practice in transparency and governance and continually improves delivery of services and projects.*

*Councillors will work with the organisation, community and other levels of government for the benefit of the Shire.*

*Council will explore ways to share services between partners and will work with communities to deliver cost effective facilities and services.*

## Successful Outcomes

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- Council meets its annual financial performance reporting requirements to the Auditor General.
- Council is focused on business improvement, innovation and increased transparency.
- Council has implemented systems that are better connected, agile and adaptive to deliver operational efficiencies.
- Council has increased its medium and long term sustainability and is delivering services more efficiently and flexibly.
- Community members experience improved customer service.

## KEY PLANS AND STRATEGIES

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- Council Plan 2017-2021
- Digital Strategy
- Long Term Financial Strategy
- Rating Strategy
- Strategic Resource Plan

## SERVICES

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- Communications and Community Relations
- Corporate Services and Reporting
- Customer Service and Feedback
- Governance and Council Meetings
- Finance Risk and Procurement
- Innovation and Council Business
- People and Culture
- Property Rating and Collection Services
- Staff Development

# UNITY

## Enhance Organisational Development & Implement Governance Best Practice



### STRATEGIC OBJECTIVES

**4.1 Develop Digital Strategies for Council and the community.**

**4.2 Actively pursue continuous improvement and innovation, consider best practice and encourage the creation of higher valued services.**

4.2.1 Increase transparency through more items being held in open Council Meetings and communicating more clearly the reasons behind decisions.

4.2.2 Enhance customer service experiences through the development of a continuous feedback and improved customer service system.

4.2.3 Enhance staff skills, capabilities and wellbeing through the implementation and ongoing development of SGSC people.



**4.3 Develop a 'Sustainable Service Delivery Strategy' that considers all of the services that Council provides and identifies operational and service delivery efficiency opportunities.**

**The Strategy is to be adopted and ready for implementation in the 2021/22 Annual Budget and Long Term Financial Plan.**

# Annual Initiatives

# 4

## Year 1 2017/18

### Major Initiatives

---

#### Target Achieved

Continue involvement in the Gippsland Local Government Network Shared Services Project.

*Corporate and Community Services*

---

### Initiatives

---

#### Target Significantly Progressed

Continue to pursue the internal Business Integration Systems Architecture Project to streamline organisational efficiencies, get teams working more effectively together and achieve better outcomes for our customers.

*Innovation and Council Business*

---

### Service Performance Indicator

---

- Community satisfaction with Council decisions in the interest of the community

*Local Government Performance Reporting Framework  
(Reported annually in 2018/19 Annual Report)*

---

### Council Plan Indicator

---

#### Target Achieved

Council will encourage community members to provide information to Council on matters affecting them at public presentation sessions, in line with Council's Public Presentation Policy and report on participation rates.

*Innovation and Council Business*

---

#### Target Achieved

Council decisions made at meetings closed to the public will be monitored in accordance with LGPRF.

*Innovation and Council Business*

---

#### Target Achieved

Councillor attendance at Council meetings will be monitored in accordance with LGPRF.

*Innovation and Council Business*

---

#### Target Achieved

Productivity savings identified and reported annually.

*Chief Executive Officer*

---

# Annual Initiatives

## Year 2 2018/19

### Major Initiatives

---

#### Target Achieved

Develop Digital Strategies for Council and for the community.

*Innovation and Council Business*

---

### Initiatives

---

#### Target Achieved

Investigate and implement a customer feedback system that will assist in improving customer service.

*Executive Support and Community Services*

---

### Service Performance Indicator

---

- Community satisfaction with Council decisions in the interest of the community

*Local Government Performance Reporting Framework  
(Reported annually in 2018/19 Annual Report)*

---

### Council Plan Indicator

---

#### Target Achieved

Council will encourage community members to provide information to Council on matters affecting them at public presentation sessions, in line with Council's Public Presentation Policy and report on participation rates.

*Innovation and Council Business*

---

#### Target Achieved

Council decisions made at meetings closed to the public will be monitored in accordance with LGPRF.

*Innovation and Council Business*

---

#### Target Achieved

Councillor attendance at Council meetings will be monitored in accordance with LGPRF.

*Innovation and Council Business*

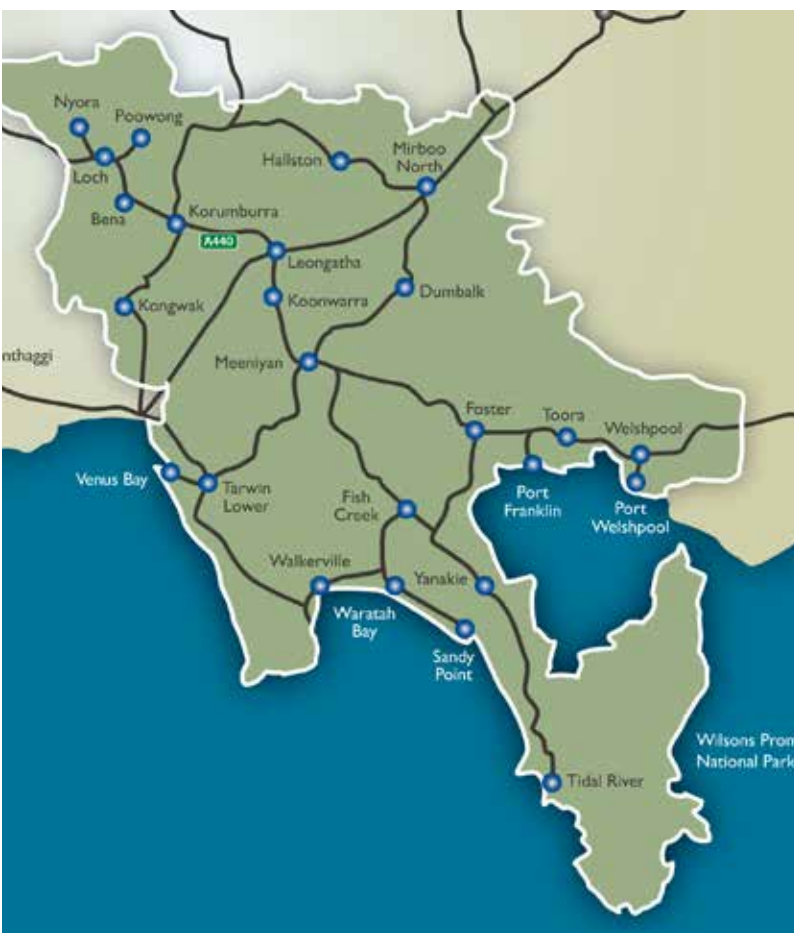
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#### Target Significantly Progressed

Productivity savings identified and reported annually.

*Chief Executive Officer*

---



# Annual Initiatives

# 4

## Year 3 2019/20

### Major Initiatives

---

Continue involvement in the Gippsland Local Government Network Shared Services Project.

*Corporate and Community Services and Business Innovation Technology*

---

### Initiatives

---

Identify efficiency measures that Council has achieved since the introduction of the Victorian Rate Capping System and present a report to Council by 30 December 2019.

*Corporate and Community Services and Finance, Risk and Procurement*

---

Develop a 'Sustainable Service Delivery Strategy' that considers all of the services that Council provides and identifies operational and service delivery efficiency opportunities.

The Strategy is to be adopted and ready for implementation in the 2021/2022 Annual Budget and Long term Financial Plan.

*Chief Executive Officer and Business Innovation and Technology*

---

Support Rural Councils Victoria's advocacy efforts requiring the Victorian Government to action recommendations from the 'Rural Inquiry into Sustainability of Rural Councils', identified as State Government responsibilities.

*Chief Executive Officer*

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### Service Performance Indicator

---

- Community satisfaction with Council decisions in the interest of the community

*Local Government Performance Reporting Framework (Reported annually in 2017/18 Annual Report)*

---

### Council Plan Indicator

---

Council will encourage community members to provide information to Council on matters affecting them at public presentation sessions, in line with Council's Public Presentation Policy and report on participation rates.

*Innovation and Council Business*

---

Council decisions made at meetings closed to the public will be monitored in accordance with LGPRF.

*Innovation and Council Business*

---

Councillor attendance at Council meetings will be monitored in accordance with LGPRF.

*Innovation and Council Business*

---

Productivity savings identified and reported annually.

*Chief Executive Officer*

*(Reported annually in 2018/19 Annual Report)*

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# Annual Initiatives



## Year 4 2020/21

*Determined in 2020/21 Annual Budget*



**vision**

# Strategic Resource Plan



The Strategic Resource Plan (SRP) describes the financial and non-financial resource requirements over a four-year period. The SRP is derived from the Annual Budget document that incorporates the 15-year Long Term Financial Plan. The financial projections are reviewed and updated on a yearly basis. This document is available from [www.southgippsland.vic.gov.au](http://www.southgippsland.vic.gov.au).

## Long Term Financial Strategies

1. Target consistent underlying surpluses that provide sufficient funds for both recurrent service level and asset renewal and upgrade requirements.
2. Target the Balance Sheet having at least a 1.25 to 1 underlying working capital ratio in the Long Term Financial Plan.
3. Transfers to discretionary reserves will only be included in the Annual Budget if matched by an equivalent budgeted underlying surplus in the Income Statement to preserve the accumulated surplus position of Council.
4. Material favourable budget variations realised at year's end in a given financial year will be allocated to a general reserve (unless required to finance projects deemed as 'unavoidable') that can be used as a funding source for future one off, unexpected or unavoidable costs.
5. Annual transfers of equivalent to 1.0% of rate income are made to the general reserve.
6. Annual transfers equivalent to the average interest earned on investments during the financial year are made to all reserves, Loan Reserve excepted.
7. Budgeted underlying cash at the end of each year shall be measured by referencing it against the underlying working capital ratio in the Long Term Financial Plan.
8. Service level funding gaps will be identified and classified as primary or secondary in nature to clearly distinguish the cash flow requirements of maintaining existing service levels (primary gaps) and for service level enhancements (secondary gaps).
9. A series of key financial performance indicators, with appropriate threshold targets, will be utilised to strategically analyse the financial integrity of the Plan. These include:
  - underlying working capital ratio – greater than 1.25
  - underlying result – greater than 0.0
  - financial sustainability indicator – greater than 95%
  - self-financing greater than 20%
  - indebtedness – less than 40%
  - total debt as a % of rate revenue – less than 60%
  - debt service costs as a % of total revenue – less 5%

# Strategic Resource Plan

## Long Term Financial Strategies

10. The amount of asset renewal funding required to maintain specified service levels as documented in asset management plans will be updated into the Long Term Financial Plan, subject to the available resource requirements, to ensure that the financial integrity of the plan is not compromised.
  11. Any new, upgrade and expansion capital work proposals in the first four years of the Long Term Financial Plan must include a lifecycle cost evaluation that identifies the asset's construction, maintenance and operating cash flow requirements as well as the depreciation impact.
  12. Capital income must only be utilised as a funding source for capital or 'one off' expenditure requirements.
  13. Council consider borrowing for new capital projects only when consistent underlying operating surplus results are being achieved.
  14. For borrowings to be considered, projects must have had a full lifecycle cost analysis undertaken, proving that future cash inflows will exceed the cash outlays, or alternatively that the additional costs are quantified in the Long Term Financial Plan and the integrity of the financial strategies are not compromised.
  15. Where reasonably possible, fees and charges are increased by the same general rates increase until full cost recovery is achieved for direct service provision. Any fees that are not increased in line with the planned rate rise be clearly identified and documented for Council's consideration.
  16. Any services that undergo service level review process which have non statutory fees and charges will have those fees and charges identified to reflect their level of community benefit which clearly articulates the basis for the fee or charge relative to the service being provided.
  17. Council consider the most appropriate rating strategy to provide adequate funds to:
    - achieve sustainable underlying surpluses;
    - achieve sustainable cash flows; and
    - fund capital renewal projects;in both the Annual Budget and Long Term Financial Plan to support defined service and infrastructure asset requirements.
- The Financial Strategies are reviewed and updated on a yearly basis.
- This document is also available from [www.southgippsland.vic.gov.au](http://www.southgippsland.vic.gov.au).

# Strategic Resource Plan



The Minister for Local Government the Honourable Marlene Kairouz announced on 21 December 2017 that Victorian council rate increases will be capped to the rate of inflation, 2.25% for 2018/19. The cap is based on Melbourne CPI for the next financial year as forecast by the Victorian Treasury.

## Financial Challenges

The Minister for Local Government the Honourable Adam Somyurek announced on 20 December 2018 that Victorian council rate increases will be capped to the rate of inflation, 2.50% for 2019/20 financial year. The cap is based on Melbourne CPI for the next financial year as forecast by the Victorian Treasury.

The rate rises in the forward years have also been conservatively set at 2.5% throughout the 15 years of the Long Term Financial Plan.

The key longer term financial strategic performance targets are to:

- Achieve consistent underlying operating surpluses.
- Produce strengthening underlying working capital and liquidity positions.
- Progressively increase funding for asset maintenance/capital renewal expenditure.
- Provide a reasonable degree of consistency and stability in the level of the rates burden.

These initiatives will enhance the longer term financial sustainability of Council to:

- Achieve the strategic objectives documented in the Council Plan.
- Address any infrastructure funding gap issues that may arise.
- Achieve long term financial sustainability, that being, having adequate level of funding for a defined level of services in current and forward budgets.

## Financial Resource Requirements

The SRP has a very strong focus on short to medium term financial outcomes. Budgeted statements are documented further in this section.

## Budgeting Methodology used for the Standard Financial Statements Strategic Resource Plan

The Budgeted Financial Statements are a subset of Council's 15 year Long Term Financial Plan. It has been prepared at the lowest accounting level within the Council's general ledger system.

At this level, certain accounts are coded for manual adjustment rather than broad percentage increases. For example, election expenses occur only once every four years. It is therefore not possible to simply multiply the previous year's base by a percentage and achieve the same outcomes as presented.

The Reserve Bank of Australia target rate for inflation (as measured in the CPI), is that it remains between 2 per cent and 3 per cent.

# Strategic Resource Plan

Department of Treasury notes that CPI rose by 0.5 per cent in the December quarter and 2.0 per cent over the year. Inflation expectations remain subdued with market forecasts predicting the cash rate will remain unchanged up to the June quarter 2020.

The budget for the 2019/20 financial year incorporated a 2.0 per cent increase on operational expenditure. The inflation index in the Long Term Financial Plan for the years 2020/21 has been set at 2.25 per cent and then increases to 2.50 per cent from 2024/25 onwards.

The employee costs increments have been set at 2.50 per cent for 2019/20 through to 2023/24. The following years in the Long Term Financial Plan allow for an increase of 2.75 per cent. It also has factored in the increase in superannuation contributions from 9.5 per cent to 10.0 per cent to occur in 2021/22 and then to increase by 0.5 per cent each year thereafter until it reaches 12.0 per cent in 2025/26.

Fees and charges increases are generally modelled to increase by the same general rates increase until full cost recovery is achieved for direct service provision, where appropriate.

## Rates

Council has elected to increase rates by the recommended cap amount of 2.5 per cent for the 2019/20 financial year and has conservatively modelled this increase throughout the 15 years of the Long Term Financial Plan.

The garbage and green waste charge will increase by 0.9 per cent for 2019/20.

## Non-Financial Resources

The range of services undertaken by Council involves the abilities, efforts and competencies of 251.56 Equivalent Full Time (EFT) staff. The skill base of Council's workforce is diverse, with staff holding qualifications in areas such as aged care, civil engineering, accounting, health care, planning, building, and other fields.

There are also a vast number of volunteers that provide unpaid assistance across many services of Council.



# Strategic Resource Plan

## Comprehensive Income Statement For the four years ended 30 June 2023

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>					
Rates and charges	42,510	<b>43,869</b>	45,212	46,594	48,017
Statutory fees and fines	912	<b>919</b>	964	980	992
User fees	4,697	<b>4,335</b>	4,442	4,527	4,629
Grants - Operating	18,045	<b>6,609</b>	12,609	11,587	11,842
Grants - Capital	3,423	<b>8,407</b>	6,771	5,352	4,385
Contributions - monetary	566	<b>1,140</b>	652	766	1,031
Contributions - non-monetary	387	<b>395</b>	404	413	422
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	323	<b>146</b>	-	-	825
Other income	1,674	<b>1,711</b>	1,729	1,750	1,768
<b>Total income</b>	<b>72,537</b>	<b>67,531</b>	<b>72,783</b>	<b>71,969</b>	<b>73,911</b>
<b>Expenses</b>					
Employee costs	27,094	<b>24,817</b>	25,213	25,953	26,713
Materials and services	24,961	<b>21,909</b>	21,801	20,023	20,085
Depreciation and amortisation	11,623	<b>11,939</b>	12,055	12,449	12,279
Bad and doubtful debts	1	-	-	-	-
Borrowing costs	142	<b>108</b>	49	43	38
Other expenses	3,165	<b>3,581</b>	3,250	3,316	3,384
<b>Total expenses</b>	<b>66,986</b>	<b>62,354</b>	<b>62,368</b>	<b>61,784</b>	<b>62,499</b>
<b>Surplus / (deficit) for the year</b>	<b>5,551</b>	<b>5,177</b>	<b>10,415</b>	<b>10,185</b>	<b>11,412</b>
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to surplus or deficit in future periods</b>					
Net asset revaluation increment /(decrement)	-	<b>27,526</b>	-	30,014	-
<b>Total comprehensive result</b>	<b>5,551</b>	<b>32,703</b>	<b>10,415</b>	<b>40,199</b>	<b>11,412</b>

# Balance Sheet

For the four years ended 30 June 2023

	Forecast Actual 2018/19 \$'000	Budget 2019/20 \$'000	Strategic Resource Plan Projections		
			2020/21 \$'000	2021/22 \$'000	2022/23 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	16,743	9,062	9,695	11,770	15,803
Trade and other receivables	5,610	5,610	5,610	5,610	5,610
Other financial assets	16,000	9,000	4,000	-	-
Inventories	281	281	281	281	281
Other assets	61	61	61	61	61
<b>Total current assets</b>	<b>38,695</b>	<b>24,014</b>	<b>19,647</b>	<b>17,722</b>	<b>21,755</b>
<b>Non-current assets</b>					
Investments in associates, joint arrangement and subsidiaries	1,237	1,237	1,237	1,237	1,237
Property, infrastructure, plant & equipment	528,757	576,189	590,738	632,627	639,767
Investment property	763	763	763	763	763
<b>Total non-current assets</b>	<b>530,757</b>	<b>578,189</b>	<b>592,738</b>	<b>634,627</b>	<b>641,767</b>
<b>Total assets</b>	<b>569,452</b>	<b>602,203</b>	<b>612,385</b>	<b>652,349</b>	<b>663,522</b>
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	3,883	3,883	3,883	3,883	3,883
Trust funds and deposits	911	911	911	911	911
Provisions	6,771	6,811	6,851	6,891	6,931
Interest-bearing liabilities	3,350	340	345	350	356
<b>Total current liabilities</b>	<b>14,915</b>	<b>11,945</b>	<b>11,990</b>	<b>12,035</b>	<b>12,081</b>
<b>Non-current liabilities</b>					
Provisions	2,019	2,084	2,151	2,221	2,293
Interest-bearing liabilities	-	2,953	2,608	2,257	1,900
<b>Total non-current liabilities</b>	<b>2,019</b>	<b>5,037</b>	<b>4,759</b>	<b>4,478</b>	<b>4,193</b>
<b>Total liabilities</b>	<b>16,934</b>	<b>16,982</b>	<b>16,749</b>	<b>16,513</b>	<b>16,274</b>
<b>Net assets</b>	<b>552,518</b>	<b>585,221</b>	<b>595,636</b>	<b>635,836</b>	<b>647,248</b>
<b>Equity</b>					
Accumulated surplus	224,534	232,604	242,042	251,154	262,003
Reserves	327,984	352,617	353,594	384,682	385,245
<b>Total equity</b>	<b>552,518</b>	<b>585,221</b>	<b>595,636</b>	<b>635,836</b>	<b>647,248</b>

The above Balance Sheet should be read in conjunction with the accompanying other information.

# Statement of Changes in Equity

For the four years ended 30 June 2023

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2019 Forecast Actual</b>				
Balance at beginning of the financial year	546,967	219,590	322,973	4,404
Surplus/(deficit) for the year	5,551	5,551	-	-
Transfers to other reserves	-	(2,386)	-	2,386
Transfers from other reserves	-	1,779	-	(1,779)
<b>Balance at end of the financial year</b>	<b>552,518</b>	<b>224,534</b>	<b>322,973</b>	<b>5,011</b>
<b>2020 Budget</b>				
Balance at beginning of the financial year	552,518	224,534	322,973	5,011
Surplus/(deficit) for the year	32,703	5,177	27,526	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,612)	-	1,612
Transfers from other reserves	-	4,505	-	(4,505)
<b>Balance at end of the financial year</b>	<b>585,221</b>	<b>232,604</b>	<b>350,499</b>	<b>2,118</b>
<b>2021</b>				
Balance at beginning of the financial year	585,221	232,604	350,499	2,118
Surplus/(deficit) for the year	10,415	10,415	-	-
Transfers to other reserves	-	(2,247)	-	2,247
Transfers from other reserves	-	1,270	-	(1,270)
<b>Balance at end of the financial year</b>	<b>595,636</b>	<b>242,042</b>	<b>350,499</b>	<b>3,095</b>
<b>2022</b>				
Balance at beginning of the financial year	595,636	242,042	350,499	3,095
Surplus/(deficit) for the year	40,200	10,185	30,015	-
Transfers to other reserves	-	(2,439)	-	2,439
Transfers from other reserves	-	1,364	-	(1,364)
<b>Balance at end of the financial year</b>	<b>635,836</b>	<b>251,152</b>	<b>380,514</b>	<b>4,170</b>
<b>2023</b>				
Balance at beginning of the financial year	635,836	251,152	380,514	4,170
Surplus/(deficit) for the year	11,412	11,412	-	-
Transfers to other reserves	-	(2,868)	-	2,868
Transfers from other reserves	-	2,305	-	(2,305)
<b>Balance at end of the financial year</b>	<b>647,248</b>	<b>262,001</b>	<b>380,514</b>	<b>4,733</b>



# Statement of Cash Flow

## For the four years ended 30 June 2023

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	42,510	43,869	45,212	46,594	48,017
Statutory fees and fines	912	919	964	980	992
User fees	4,697	4,335	4,442	4,527	4,629
Grants - operating	18,045	6,609	12,609	11,587	11,842
Grants - capital	3,423	8,407	6,771	5,352	4,385
Contributions - monetary	566	1,140	652	766	1,031
Interest received	500	550	550	550	550
Dividends received	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-
Other receipts	1,174	1,161	1,179	1,200	1,218
Net GST refund / payment	-	-	-	-	-
Employee costs	(26,991)	(24,712)	(25,106)	(25,842)	(26,601)
Materials and services	(24,962)	(21,909)	(21,801)	(20,023)	(20,085)
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(3,165)	(3,581)	(3,250)	(3,316)	(3,384)
<b>Net cash provided by/(used in) operating activities</b>	<b>16,709</b>	<b>16,788</b>	<b>22,222</b>	<b>22,375</b>	<b>22,594</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and	(14,334)	(32,449)	(26,847)	(24,402)	(20,932)
Proceeds from sale of property, infrastructure,	785	1,145	647	491	2,760
Payments for investments	8,266	7,000	5,000	4,000	-
Proceeds from sale of investments	-	-	-	-	-
<b>Net cash provided by/ (used in) investing activities</b>	<b>(5,283)</b>	<b>(24,304)</b>	<b>(21,200)</b>	<b>(19,911)</b>	<b>(18,172)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(142)	(108)	(49)	(43)	(38)
Proceeds from borrowings	-	3,600	-	-	-
Repayment of borrowings	-	(3,657)	(340)	(346)	(351)
<b>Net cash provided by/(used in) financing activities</b>	<b>(142)</b>	<b>(165)</b>	<b>(389)</b>	<b>(389)</b>	<b>(389)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>11,284</b>	<b>(7,681)</b>	<b>633</b>	<b>2,075</b>	<b>4,033</b>
Cash and cash equivalents at the beginning of	5,459	16,743	9,062	9,695	11,770
<b>Cash and cash equivalents at the end of the</b>	<b>16,743</b>	<b>9,062</b>	<b>9,695</b>	<b>11,770</b>	<b>15,803</b>

# Statement of Capital Works

## For the four years ended 30 June 2023

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>					
Land	-	-	-	-	-
<b>Total land</b>	-	-	-	-	-
Buildings	1,818	4,693	8,804	4,196	2,455
<b>Total buildings</b>	1,818	4,693	8,804	4,196	2,455
<b>Total property</b>	<b>1,818</b>	<b>4,693</b>	<b>8,804</b>	<b>4,196</b>	<b>2,455</b>
<b>Plant and equipment</b>					
Plant, machinery and equipment	1,338	3,615	2,474	2,396	2,241
Computers and telecommunications	654	1,999	683	700	467
<b>Total plant and equipment</b>	<b>1,991</b>	<b>5,614</b>	<b>3,157</b>	<b>3,097</b>	<b>2,708</b>
<b>Infrastructure</b>					
Roads	5,455	6,809	7,005	10,336	9,908
Bridges	1,742	916	349	287	253
Major Culverts	136	95	612	103	67
Footpaths and cycleways	666	2,801	2,974	494	3,568
Drainage	299	100	-	390	-
Recreational, leisure and community facilities	-	-	-	-	-
Waste management	946	-	72	2,642	970
Other infrastructure	1,282	11,421	3,874	2,857	1,002
<b>Total infrastructure</b>	<b>10,525</b>	<b>22,142</b>	<b>14,886</b>	<b>17,108</b>	<b>15,768</b>
<b>Total capital works expenditure</b>	<b>14,335</b>	<b>32,450</b>	<b>26,848</b>	<b>24,401</b>	<b>20,931</b>
<b>Represented by:</b>					
New asset expenditure	-	-	-	-	-
Asset renewal expenditure	10,898	27,889	20,159	18,356	15,286
Asset expansion expenditure	1,019	796	4,224	1,792	4,412
Asset upgrade expenditure	2,418	3,764	2,464	4,253	1,233
<b>Total capital works expenditure</b>	<b>14,335</b>	<b>32,450</b>	<b>26,848</b>	<b>24,401</b>	<b>20,931</b>
<b>Funding sources represented by:</b>					
Grants	3,423	8,406	6,771	5,351	4,385
Contributions	248	800	582	695	958
Council cash	10,664	19,643	19,495	18,355	15,588
Borrowings	-	3,600	-	-	-
<b>Total capital works expenditure</b>	<b>14,335</b>	<b>32,450</b>	<b>26,848</b>	<b>24,401</b>	<b>20,931</b>

# Statement of Human Resources

For the four years ended 30 June 2023

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2018/19	2019/20	2020/21	2021/22	2022/23
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Staff expenditure</b>					
Employee costs - operating	27,094	<b>24,817</b>	25,213	25,953	26,713
Employee costs - capital	1,218	<b>1,381</b>	1,367	1,410	1,452
<b>Total staff expenditure</b>	<b>28,312</b>	<b>26,198</b>	<b>26,580</b>	<b>27,363</b>	<b>28,165</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>Staff numbers</b>					
Employees	270.38	<b>251.56</b>	246.80	246.80	246.80
<b>Total staff numbers</b>	<b>270.38</b>	<b>251.56</b>	<b>246.80</b>	<b>246.80</b>	<b>246.80</b>

The above Statement of Human Resources should be read in conjunction with the accompanying other information.

# Strategic Resource Plan

## Other Information For the four years ended 30 June 2023

### Summary of Planned Capital Works Expenditure

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
<b>2019-20</b>										
<b>Property</b>										
Land	-	-	-	-	-	-	-	-	-	-
Buildings	4,693	-	4,364	174	155	4,693	1,277	-	3,417	-
<b>Total Property</b>	<b>4,693</b>	<b>-</b>	<b>4,364</b>	<b>174</b>	<b>155</b>	<b>4,693</b>	<b>1,277</b>	<b>-</b>	<b>3,417</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	3,615	-	3,615	-	-	3,615	-	-	3,615	-
Computers and telecommunications	1,999	-	1,999	-	-	1,999	-	-	1,999	-
<b>Total plant and equipment</b>	<b>5,614</b>	<b>-</b>	<b>5,614</b>	<b>-</b>	<b>-</b>	<b>5,614</b>	<b>-</b>	<b>-</b>	<b>5,614</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	6,809	-	6,646	163	-	6,809	2,385	-	4,424	-
Bridges	916	-	916	-	-	916	695	-	221	-
Major culverts	95	-	95	-	-	95	-	-	95	-
Footpaths and cycleways	2,801	-	227	-	2,574	2,801	1,300	-	1,501	-
Drainage	100	-	-	100	-	100	-	-	100	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-
Other infrastructure	11,421	-	10,027	360	1,035	11,421	2,750	800	4,271	3,600
<b>Total infrastructure</b>	<b>22,142</b>	<b>-</b>	<b>17,911</b>	<b>623</b>	<b>3,609</b>	<b>22,142</b>	<b>7,129</b>	<b>800</b>	<b>10,613</b>	<b>3,600</b>
<b>Total capital works expenditure</b>	<b>32,450</b>	<b>-</b>	<b>27,889</b>	<b>796</b>	<b>3,764</b>	<b>32,450</b>	<b>8,406</b>	<b>800</b>	<b>19,643</b>	<b>3,600</b>

\* Excludes Landfill provisions

# Other Information

For the four years ended 30 June 2023

## Summary of Planned Capital Works Expenditure

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
<b>2020-21</b>										
<b>Property</b>										
Land	-	-	-	-	-	-	-	-	-	-
Buildings	8,804	-	5,942	1,489	1,373	8,804	1,404	582	6,819	-
<b>Total Property</b>	<b>8,804</b>	<b>-</b>	<b>5,942</b>	<b>1,489</b>	<b>1,373</b>	<b>8,804</b>	<b>1,404</b>	<b>582</b>	<b>6,819</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	2,474	-	2,474	-	-	2,474	-	-	2,474	-
Computers and telecommunications	683	-	683	-	-	683	-	-	683	-
<b>Total plant and equipment</b>	<b>3,157</b>	<b>-</b>	<b>3,157</b>	<b>-</b>	<b>-</b>	<b>3,157</b>	<b>-</b>	<b>-</b>	<b>3,157</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	7,005	-	6,046	-	959	7,005	2,385	-	4,621	-
Bridges	349	-	349	-	-	349	120	-	229	-
Major culverts	612	-	612	-	-	612	-	-	612	-
Footpaths and cycleways	2,974	-	238	2,735	-	2,974	1,100	-	1,874	-
Drainage	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Waste management	72	-	-	-	72	72	-	-	72	-
Other infrastructure	3,874	-	3,814	-	60	3,874	1,763	-	2,111	-
<b>Total infrastructure</b>	<b>14,886</b>	<b>-</b>	<b>11,060</b>	<b>2,735</b>	<b>1,091</b>	<b>14,886</b>	<b>5,367</b>	<b>-</b>	<b>9,519</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>26,848</b>	<b>-</b>	<b>20,159</b>	<b>4,224</b>	<b>2,464</b>	<b>26,848</b>	<b>6,771</b>	<b>582</b>	<b>19,495</b>	<b>-</b>

\* Excludes Landfill provisions

# Other Information

For the four years ended 30 June 2023

## Summary of Planned Capital Works Expenditure

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
<b>2021-22</b>										
<b>Property</b>										
Land	-	-	-	-	-	-	-	-	-	-
Buildings	4,196	-	1,263	1,526	1,407	4,196	-	695	3,501	-
<b>Total Property</b>	<b>4,196</b>	<b>-</b>	<b>1,263</b>	<b>1,526</b>	<b>1,407</b>	<b>4,196</b>	<b>-</b>	<b>695</b>	<b>3,501</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	2,396	-	2,396	-	-	2,396	-	-	2,396	-
Computers and telecommunications	700	-	700	-	-	700	-	-	700	-
<b>Total plant and equipment</b>	<b>3,097</b>	<b>-</b>	<b>3,097</b>	<b>-</b>	<b>-</b>	<b>3,097</b>	<b>-</b>	<b>-</b>	<b>3,097</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	10,336	-	10,253	40	43	10,336	4,151	-	6,185	-
Bridges	287	-	287	-	-	287	-	-	287	-
Major culverts	103	-	103	-	-	103	-	-	103	-
Footpaths and cycleways	494	-	287	207	-	494	-	-	494	-
Drainage	390	-	-	-	390	390	-	-	390	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Waste management	2,642	-	229	-	2,413	2,642	-	-	2,642	-
Other infrastructure	2,857	-	2,839	18	-	2,857	1,200	-	1,657	-
<b>Total infrastructure</b>	<b>17,108</b>	<b>-</b>	<b>13,997</b>	<b>265</b>	<b>2,845</b>	<b>17,108</b>	<b>5,351</b>	<b>-</b>	<b>11,757</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>24,401</b>	<b>-</b>	<b>18,356</b>	<b>1,792</b>	<b>4,253</b>	<b>24,401</b>	<b>5,351</b>	<b>695</b>	<b>18,355</b>	<b>-</b>
* Excludes Landfill provisions	-	-	-	-	-	-	-	-	-	-

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
<b>2022-23</b>										
<b>Property</b>										
Land	-	-	-	-	-	-	-	-	-	-
Buildings	2,455	-	1,139	1,097	219	2,455	-	958	1,496	-
<b>Total Property</b>	<b>2,455</b>	<b>-</b>	<b>1,139</b>	<b>1,097</b>	<b>219</b>	<b>2,455</b>	<b>-</b>	<b>958</b>	<b>1,496</b>	<b>-</b>
<b>Plant and equipment</b>										
Plant, machinery and equipment	2,241	-	2,241	-	-	2,241	-	-	2,241	-
Computers and telecommunications	467	-	467	-	-	467	-	-	467	-
<b>Total plant and equipment</b>	<b>2,708</b>	<b>-</b>	<b>2,708</b>	<b>-</b>	<b>-</b>	<b>2,708</b>	<b>-</b>	<b>-</b>	<b>2,708</b>	<b>-</b>
<b>Infrastructure</b>										
Roads	9,908	-	9,864	-	44	9,908	2,385	-	7,523	-
Bridges	253	-	253	-	-	253	-	-	253	-
Major culverts	67	-	67	-	-	67	-	-	67	-
Footpaths and cycleways	3,568	-	253	3,315	-	3,568	2,000	-	1,568	-
Drainage	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Waste management	970	-	-	-	970	970	-	-	970	-
Other infrastructure	1,002	-	1,002	-	-	1,002	-	-	1,002	-
<b>Total infrastructure</b>	<b>15,768</b>	<b>-</b>	<b>11,439</b>	<b>3,315</b>	<b>1,014</b>	<b>15,768</b>	<b>4,385</b>	<b>-</b>	<b>11,384</b>	<b>-</b>
<b>Total capital works expenditure</b>	<b>20,931</b>	<b>-</b>	<b>15,286</b>	<b>4,412</b>	<b>1,233</b>	<b>20,931</b>	<b>4,385</b>	<b>958</b>	<b>15,588</b>	<b>-</b>
* Excludes Landfill provisions	-	-	-	-	-	-	-	-	-	-

# Summary of Planned Human Resource Expenditure

## For the four years ended 30 June 2023

	2020 \$'000	2021 \$'000	2022 \$'000	2023 \$'000
<b>Corporate and Community Services</b>				
-Permanent full time	3,720	3,774	3,889	4,007
-Permanent part time	1,184	966	994	1,024
<b>Total Corporate and Community Services</b>	<b>4,904</b>	<b>4,740</b>	<b>4,884</b>	<b>5,032</b>
<b>Development Services</b>				
-Permanent full time	3,367	3,470	3,576	3,683
-Permanent part time	921	952	981	1,010
<b>Total Development Services</b>	<b>4,287</b>	<b>4,422</b>	<b>4,556</b>	<b>4,693</b>
<b>Infrastructure Services</b>				
-Permanent full time	10,402	10,678	10,980	11,287
-Permanent part time	487	500	515	530
<b>Total Infrastructure Services</b>	<b>10,890</b>	<b>11,178</b>	<b>11,494</b>	<b>11,817</b>
<b>Executive Services</b>				
-Permanent full time	835	863	890	917
-Permanent part time	120	123	126	130
<b>Total Executive Services</b>	<b>955</b>	<b>986</b>	<b>1,016</b>	<b>1,047</b>
Total casuals and other	5,163	5,254	5,412	5,577
<b>Total staff expenditure</b>	<b>26,198</b>	<b>26,580</b>	<b>27,363</b>	<b>28,165</b>
Capital works	1,381	1,367	1,410	1,452
<b>Total staff operating expenditure</b>	<b>24,817</b>	<b>25,213</b>	<b>25,953</b>	<b>26,713</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>Corporate and Community Services</b>				
-Permanent full time	32.50	32.00	32.00	32.00
-Permanent part time	12.08	8.62	8.62	8.62
<b>Total Corporate and Community Services</b>	<b>44.58</b>	<b>40.62</b>	<b>40.62</b>	<b>40.62</b>
<b>Development Services</b>				
-Permanent full time	30.00	30.00	30.00	30.00
-Permanent part time	10.74	10.74	10.74	10.74
<b>Total Development Services</b>	<b>40.74</b>	<b>40.74</b>	<b>40.74</b>	<b>40.74</b>
<b>Infrastructure Services</b>				
-Permanent full time	106.90	106.90	106.90	106.90
-Permanent part time	5.76	5.76	5.76	5.76
<b>Total Infrastructure Services</b>	<b>112.66</b>	<b>112.66</b>	<b>112.66</b>	<b>112.66</b>
<b>Executive Services</b>				
-Permanent full time	7.00	7.00	7.00	7.00
-Permanent part time	1.85	1.85	1.85	1.85
<b>Total Executive Services</b>	<b>8.85</b>	<b>8.85</b>	<b>8.85</b>	<b>8.85</b>
Total casuals and other	44.73	43.93	43.93	43.93
<b>Total staff numbers</b>	<b>251.56</b>	<b>246.80</b>	<b>246.80</b>	<b>246.80</b>



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