



South Gippsland
Shire Council

SOUTH GIPPSLAND SHIRE COUNCIL

Council Plan 2020 - 2024

JUNE 2020



Connecting our community...

"It is the people of South Gippsland who will make this Shire an inviting place for all and realise the potential of our region."

The Administrators



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Shire Council*

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*Front Cover Photos: Korumburra Post Office,
Poowong General Store, Leongatha Memorial Hall*

Contents Page Photos: Agnes River and Agnes Falls

Page 4 Photos: Coal Creek Korumburra



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Our Purpose

To serve in the best interests of the whole Shire, delivering quality services and advocating for community needs.



Our Values & Commitment

Customer Focused

Accountable

Respectful

Acting in the interests of the whole Shire

Pursuing excellence in everything we do

Our Vision

By 2024 Council aims to:

Be known for being customer focused;

Have made significant progress to entrench a sense of shared community direction across the Shire;

Have successfully delivered the agreed Capital Works Program; and

Be known for excellence in the services we deliver.

Our Strategic Objectives

1

United Shire

shared community direction

2

Economic Prosperity

*corner stone for local employment
and business growth*

3

Integrated Services and Infrastructure

enhance liveability

4

Customer Focused Organisation

accountable decision making



Our Vision

To establish a shared long term community direction that unites the Shire and guides its future direction.

To provide services that are accessible and support the various sectors of the community.

2020-2024

Strategies

1.1

Develop a shared vision for the future direction of the Shire in partnership with the community.

1.2

Develop and support the leadership skills of existing and emerging community leaders, volunteers, community groups and networks.

1.3

Deliver efficient and responsive services that enhance the health, safety and well-being of the community.

1.4

Deliver Council's 'Community Support Package' to support the community to respond to the COVID-19 pandemic in the recovery and re-investment of community and economic activity across the Shire.

Services Provided

- Aged and Disability Service
- Community Strengthening
- Children, Youth and Family Services
- Libraries
- Sport, Recreation, Leisure and Aquatic Facilities



Adopted Plans & Strategies

- Active Ageing Strategy
- Age Friendly South Gippsland Plan
- Art, Culture and Creative Industries Strategy
- Community Strengthening Strategy
- Council Vision
- Disability Action Plan
- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Liquor and Gambling Strategy
- Youth Strategy

Measures of Success

MEASURE	RESPONSIBILITY	TARGET
<p>The effectiveness of Council and community partnerships will be measured by the quality of community projects supported financially by Council through the Community Grants Program.</p> <p>DEPARTMENT <i>Community Services</i></p>	INFLUENCE	All community grants funded will require a minimum ranking of 8 out of 10
<p>The effectiveness of the Community Leadership Development Program will be measured by the number of participants actively engaged in the Program and the representation across the Shire.</p> <p>DEPARTMENT <i>Community Services</i></p>	INFLUENCE	<p>Minimum of 75 participants with broad representation from across the Shire per annum</p> <p><i>Note: this is a two year initiative</i></p>
<p>The effectiveness of the Three Year Old Kindergarten Program will be measured by the increase in the number of children participating in the Program, the diversity of locations in which those children reside and the optimum use of Kindergarten facilities.</p> <p>DEPARTMENT <i>Community Services</i></p>	INFLUENCE	95% of children enrolled through central enrolment are granted their first or second preference
		<p>Aim for $\geq 75\%$ of existing providers offering a 15 hour Kindergarten Program weekly</p> <p>Baseline aims for 75% of eligible children in each location attending subsidised Three Year Old Kindergarten Program</p>

RESPONSIBILITY DEFINITIONS: **CONTROL** Actions of Council directly control the outcome result | **INFLUENCE** Council may influence the outcome result but other external factors or partnering activities may impact | **MONITOR** Council has no influence on the outcome result but monitors to assist with future planning and advocacy

2020 - 2024 COUNCIL PLAN 7

2 Economic Prosperity

corner stone for local employment and business growth

Wilson's Promontory

Our Vision

To establish the Shire as a thriving and diverse local economy that builds on our region's natural advantages.

2020-2024

Strategies

- 2.1** Build a sustainable and growing economy that:
- Attracts and supports businesses to thrive and grow;
 - Broadens, builds and strengthens industry sectors;
 - Creates and sustains local employment opportunities; and
 - Establishes the Shire as the 'food hub' that feeds our State and beyond.

- 2.2** Develop plans that will balance and utilise the natural values of the environment, improve the Shire's liveability and build on the benefits of our proximity to Melbourne.

- 2.3** Deliver services that support the growth of the local and regional economy.

- 2.4** Work together with surrounding councils to support regional growth and prosperity.

Services Provided

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

Adopted Plans & Strategies

- Branding Strategy
- Domestic Animal Management Plan
- Domestic Wastewater Management Plan
- Eastern Districts Urban Design Frameworks
- Economic Development and Tourism Strategy
- Foster Structure Plan
- Housing and Settlement Strategy
- Korumburra Structure Plan
- Korumburra Town Centre Car Parking Strategy
- Leongatha Car Parking Strategy
- Loch Structure Plan
- Mirboo North Structure Plan Refresh
- Municipal Strategic Statement
- Nyora Structure Plan
- Open Space Strategy
- Poowong Structure Plan
- Priority Projects
- Recreational Vehicle (RV) Strategy
- Rural Land-Use Strategy
- Sandy Point Urban Design Framework
- South Gippsland Heritage Study
- South Gippsland Planning Scheme
- Tarwin Lower Urban Design Framework
- Venus Bay Urban Design Framework
- Waratah Bay Urban Design Framework

Measures of Success

MEASURE	RESPONSIBILITY	TARGET
<p>Advocacy efforts by Council aim to influence:</p> <ul style="list-style-type: none"> an increase in the Gross Regional Product (<i>the measure of all goods and services produced within the Shire</i>) an increase in the Gross Revenue of businesses of all industry sectors in South Gippsland an increase in the number of businesses in the Shire as measured by the Australian Business Register <p>DEPARTMENT <i>Economic Development and Tourism</i></p>	INFLUENCE	<ul style="list-style-type: none"> ≥ 5% increase by 2024 BASELINE: Gross Regional Product \$1,741,092 ≥ 5% increase by 2024 BASELINE: Gross Revenue Baseline \$3,543,907 ≥ 5% increase in business registrations by 2024 BASELINE: of 7,300
<p>The effectiveness of supporting small businesses will be measured by reducing timelines and streamlining the regulatory process through the Better Approvals Program.</p> <p>DEPARTMENT <i>Economic Development and Tourism</i></p>	INFLUENCE	90% of business applications processed utilising the Better Approval Program
<p>The effectiveness of efforts to increase local procurement will be measured by the percentage of local spend on Council goods and services.</p> <p>DEPARTMENT <i>Risk and Procurement</i></p>	CONTROL	An adopted policy position and definition of 'local spend', together with baseline targets established by June 2021
<p>Time taken to decide planning applications.</p> <p>DEPARTMENT <i>Planning</i></p>	CONTROL	<p>Aim to reduce the number of days from 2019/20 baseline of 72 days, to ≤ 60 days by June 2024</p> <p><i>Note: LGPRF indicator</i></p>

RESPONSIBILITY DEFINITIONS: **CONTROL** Actions of Council directly control the outcome result | **INFLUENCE** Council may influence the outcome result but other external factors or partnering activities may impact | **MONITOR** Council has no influence on the outcome result but monitors to assist with future planning and advocacy



Bena-Kongwak Bridge, Bena

3 Integrated Services & Infrastructure

enhance liveability

Our Vision

To provide the community with services and infrastructure that enhance liveability and environmental sustainability for current and future generations.

To establish a long term program for capital works, in conversation with the community.

2020-2024

Strategies

3.1

Establish a sustainable long-term program for capital works.

3.2

Optimise the life-cycle of Council's infrastructure through the use of predictive modelling to develop the asset renewal program.

3.3

Deliver services that enhance liveability and environmental sustainability for current and future generations.

Services Provided

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

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Adopted Plans & Strategies

- Aquatic Strategy
- Asset Management Strategy
- Blueprint for Social Community Infrastructure
- Community Infrastructure Plans (Korumburra, Leongatha, Mirboo North, Foster, Nyora and Tarwin Valley/Venus Bay)
- Infrastructure Design Manual
- Municipal Emergency Management Plans
- Paths and Trails Strategy
- Recreation Strategy
- Road Management Plan
- Road Safety Strategy
- Roadside Management Plan and Manual
- Sustainability Strategy
- Tennis Facility Plan
- Tree Management Plan
- Waste Management Strategy

Measures of Success

MEASURE	RESPONSIBILITY	TARGET
<p>The sustainability and improvement of Council's infrastructure will be measured by the percentage of completed capital works projects due for delivery in the current financial year, excluding grant funding reliant projects with funding pending.</p> <p>DEPARTMENT <i>Infrastructure Delivery</i></p>	CONTROL	70% or greater completion each year
<p>The sustainability and improvement of Council's infrastructure will be measured by the renewal projects returning the condition of the asset back to 'as new' condition. (<i>Level 1 condition score</i>)</p> <p>DEPARTMENT <i>Infrastructure Delivery</i></p>	CONTROL	100% of renewal projects to 'as new' condition
<p>Optimising the life-cycle of Council's infrastructure will be measured by establishing asset management baselines from predictive modelling to develop the asset renewal program.</p> <p>DEPARTMENT <i>Infrastructure Planning</i></p>	CONTROL	Baseline established for Roads and Buildings, and funding requirements reviewed against long term financial plans by June 2021

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Customer Focused Organisation

4

accountable decision making



Our Vision

To be recognised as a customer focused organisation, aligning Council services to changing community needs.

2020-2024

Strategies

4.1

Engage the community in developing significant strategic plans and continued involvement in decision making.

4.2

Review and implement changes to Council plans, policies and practices to align with the new Local Government Act and the Commission of Inquiry recommendations.

4.3

Provide meaningful and timely communication and quality customer service.

4.4

Build on the organisation's leadership, governance, financial sustainability, shared values and cultural capabilities.

Services Provided

- Communications and Community Relations
- Corporate Services and Reporting
- Council Website
- Customer Service and Feedback
- Finance, Risk and Procurement
- Governance and Council Meetings
- Innovation and Technology
- Limited Services After Hours
- People and Culture - Staff Development
- Property Rating and Collection Services



Adopted Plans & Strategies

- Communications Strategy
- Council Plan
- Digital Strategy
- Good Governance Framework
- Long Term Financial Strategy
- Rating Strategy
- Strategic Resource Plan

Measures of Success

MEASURE	RESPONSIBILITY	TARGET
<p>Measure customer satisfaction with community consultation and engagement.</p> <p>DEPARTMENT <i>Executive Support & Community Information</i></p>	CONTROL	<p>Prepare a comprehensive review of the Community Engagement Policy by 1 March 2021</p> <p>Aim for a result of ≥ 50 points in the annual Customer Satisfaction Survey results by June 2024</p> <p><i>Note: LGPRF indicator</i></p>
<p>Community satisfaction with Council's performance in Customer Service.</p> <p>DEPARTMENT <i>Executive Support & Community Information</i></p>	CONTROL	<p>\geq the average annual Customer Service result for large rural Councils by June 2024</p> <p><i>Note: Local Government Community Satisfaction Survey</i></p>
<p>Council continues to actively explore options for delivery of shared services in partnership with other Councils.</p> <p>DEPARTMENT <i>Corporate and Community Services Directorate</i></p>	INFLUENCE	<p>Progress update reports included in the Organisational Performance Reports</p>
<p>All legislated policies and procedures reviewed and adopted.</p> <p>DEPARTMENT <i>Corporate Planning & Council Business</i></p>	CONTROL	<p>Prepared and adopted in accordance with legislated timelines</p>
<p>Council meets its legislative requirements for annual financial performance reporting and the Local Government Performance Framework (LGPRF).</p> <p>DEPARTMENT <i>Finance and Corporate Planning & Council Business</i></p>	CONTROL	<p>Annual Report adopted and unqualified VAGO Audit achieved in accordance with legislative requirements and timelines</p>

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YEAR 1 ACTION PLAN

1 United Shire

shared community direction

To establish a shared long term community direction that unites the Shire and guides its future direction.

To provide services that are accessible and supports the various sectors of the community.

YEAR 1 ANNUAL INITIATIVES 2020/21

TARGET

MAJOR INITIATIVES

Implement the 'Community Leadership Development Program' to enhance skills and capabilities of our broader community.

by 30 June 2021

DEPARTMENT *Community Services, Corporate Planning & Council Business and Executive Support & Community Information*

Adopt terms of reference and establish the membership of Council's Economic Development and Visitor Attraction Advisory Groups.

Report by each Advisory Group by 30 June 2021

DEPARTMENT *Chief Executive Office*

Implement Council's \$2M 'Community Support Package' to assist the recovery of, and re-investment in, the Shire following the COVID-19 pandemic.

by 30 June 2021

DEPARTMENT *Corporate and Community Services Directorate*

YEAR 1 ACTION PLAN

2 Economic Prosperity

corner stone for local employment and business growth

To establish the Shire as a thriving and diverse local economy that builds on our region's natural advantages.

YEAR 1 ANNUAL INITIATIVES 2020/21

TARGET

MAJOR INITIATIVES

Identify and advocate for Council's adopted Priority Projects to State and Federal Governments and other relevant stakeholders for funding support.

by 30 June 2021

DEPARTMENT *Infrastructure Delivery and Economic Development and Tourism*

Draft Economic Development Strategy presented to Council for adoption.

by 30 June 2021

DEPARTMENT *Economic Development and Tourism*

Draft Tourism Strategy presented to Council for adoption.

by 30 June 2021

DEPARTMENT *Economic Development and Tourism*

The Foster Structure Plan Refresh draft presented to Council for adoption.

by 30 June 2021

DEPARTMENT *Planning*

YEAR 1 ACTION PLAN

3 Integrated Services & Infrastructure

corner stone for local employment and business growth

To provide the community with services and infrastructure that enhance liveability and environmental sustainability for current and future generations.

To establish a long term program for capital works, in conversation with the community.

YEAR 1 ANNUAL INITIATIVES 2020/21

TARGET

MAJOR INITIATIVES

Great Southern Rail Trail extension between Leongatha and Korumburra completed.	by 30 June 2021
DEPARTMENT <i>Infrastructure Delivery (Priority Project)</i>	
Mirboo North Swimming Pool re-development completed.	by 31 December 2020
DEPARTMENT <i>Infrastructure Delivery (Priority Project)</i>	
Korumburra streetscape re-development commenced.	by 30 June 2021
DEPARTMENT <i>Infrastructure Delivery (Priority Project)</i>	
Korumburra Hub development significantly progressed.	by 30 June 2021
DEPARTMENT <i>Infrastructure Delivery and Infrastructure Planning (Priority Project)</i>	
Bair Street Leongatha streetscape significantly progressed (due for completion December 2021).	by 30 June 2021
DEPARTMENT <i>Infrastructure Delivery (Priority Project)</i>	

YEAR 1 ANNUAL INITIATIVES 2020/21	TARGET
MAJOR INITIATIVES	
Commence planning and advocacy to address kindergarten capacity shortfalls identified in the Early Years Infrastructure Strategy, and inclusion of requirements in the 'Blueprint for Social Community Infrastructure'.	by 30 June 2021
DEPARTMENT <i>Community Services and Infrastructure Planning</i>	
Commence planning for improved integrated public transport outcomes, in consultation with surrounding Shires and the State Government, with the intent to create public transport services between rural towns.	by 30 June 2021
DEPARTMENT <i>Economic Development and Tourism</i>	
Review and update the Sustainability Strategy and present to Council for adoption.	by 30 June 2021
DEPARTMENT <i>Infrastructure Planning</i>	
Establish a Capital Works Program budgeting policy to be present to Council for adoption.	by 30 June 2021
DEPARTMENT <i>Infrastructure Planning</i>	
Review and update the ' Social and Community Infrastructure Blueprint' and present to Council for adoption.	by 31 March 2021
DEPARTMENT <i>Infrastructure Planning</i>	
Establish baselines from predictive modelling for roads (by 30 June 2021) and buildings (by 31 December 2021), and review funding requirements against the long-term financial plan.	by 30 June 2021
DEPARTMENT <i>Infrastructure Planning</i>	

YEAR 1 ACTION PLAN

4

Customer Focused Organisation

accountable decision making

To be recognised as a customer focused organisation, aligning Council services to changing community needs.

YEAR 1 ANNUAL INITIATIVES 2020/21

TARGET

MAJOR INITIATIVES

Customer Service requests and complaint handling systems and process enhancements implemented.

by 30 June 2021

DEPARTMENT

Executive Support & Community Information

Undertake a review and refresh of Council's Website.

by 30 June 2021

DEPARTMENT

Executive Support & Community Information

Undertake a review and update of the Customer Service Charter.

by 31 December 2020

DEPARTMENT

Executive Support & Community Information

A Service Review Framework and timetable developed and implementation commenced.

by 30 June 2021

DEPARTMENT

Corporate and Community Services

Implement a program to better inform our community of the services, projects and activities their rates support.

by 30 June 2021

DEPARTMENT

Finance Department and Executive Support & Community Information

YEAR 1 ANNUAL INITIATIVES 2020/21	TARGET
MAJOR INITIATIVES	
Finalise and implement South Gippsland Shire Council's 'Good Governance Framework' and report to the Minister for Local Government and the Community on activities achieved.	by 30 June 2021
DEPARTMENT <i>Corporate Planning & Council Business and Chief Executive Office</i>	
Governance policies and procedures reviewed and gap analysis completed to assemble a contemporary suite of appropriate policies under the Good Governance Framework.	by 30 June 2021
DEPARTMENT <i>Corporate Planning & Council Business</i>	
Implement the required changes legislated and regulated by the new Local Government Act.	
<ul style="list-style-type: none"> Budget reviewed and adopted by 30 June 2021. 	
DEPARTMENT <i>Finance Team</i>	
<ul style="list-style-type: none"> <i>Community Engagement Policy</i> reviewed and adopted by 1 March 2021. 	
DEPARTMENT <i>Executive Support & Community Information</i>	by 30 June 2021
<ul style="list-style-type: none"> <i>Councillor Expenses Policy</i> reviewed and adopted by 1 September 2020. 	
DEPARTMENT <i>Corporate and Council Business</i>	
<ul style="list-style-type: none"> Governance Rules adopted to replace <i>Local Law No.2 2020</i>, including <i>Election Period Policy</i> by 1 September 2020. 	
DEPARTMENT <i>Corporate and Council Business</i>	
<ul style="list-style-type: none"> <i>Audit and Risk Committee Charter Policy</i> adopted by 1 September 2020. 	
DEPARTMENT <i>Risk and Procurement</i>	
<ul style="list-style-type: none"> <i>Public Transparency Policy</i> developed and adopted by 1 September 2020. 	
DEPARTMENT <i>Corporate & Council Business, Finance Risk & Procurement and Chief Executive Office</i>	
Digital Strategy - phase one - basic community self-service capability available to the public.	by 30 June 2021
DEPARTMENT <i>Innovation and Technology</i>	

Strategic Resource Plan

The Strategic Resource Plan (SRP) describes the financial and non-financial resource requirements over a four-year period to deliver the Council Plan. The Strategic Resource Plan 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.

LONG TERM FINANCIAL STRATEGIES

1. Target consistent underlying surpluses that provide sufficient funds for both recurrent service levels 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. Annual transfers of equivalent to 1.0% of rate income are made to the general reserve.
5. 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.
6. 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).
7. 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 than 5%
8. 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.
9. 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.

Strategic Resource Plan

LONG TERM FINANCIAL STRATEGIES

10. Capital income from grants must only be utilised as a funding source for capital expenditure or maintenance of existing capital assets.
11. Council considers borrowing for new capital projects only when consistent underlying operating surplus results are being achieved.
12. 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 alternately that the additional costs are quantified in the Long Term Financial Plan and the integrity of the financial strategies are not compromised.
13. 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.
14. Any services that undergo a 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.

15. Council considers 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 available from 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. Council will increase rates for 2020/21 by 2% in line with the rate cap set by the Minister for Local Government. For the 2019/20 financial year, the rate cap was set at 2.50%

FINANCIAL CHALLENGES

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 an adequate level of funding for a defined level of services in current and forward budgets.

FINANCIAL RESOURCE REQUIREMENTS

The Strategic Resource Plan 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 RESOURCE REQUIREMENTS

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.

Strategic Resource Plan

The Department of Treasury and Finance forecasts that inflation will be 2.0% for 2020/21, increasing to 2.25% in 2021/22 and 2.50% for 2022/23.

The Department of Treasury and Finance Wages Prices Index is projected to be 3.25% in 2020/21.

The employee costs increments have been set at 2.50% from 2020/21 to 2023/24 and at 2.75% from 2024/25 onwards. This takes into account the existing Enterprise Agreement.

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 rate cap amount of 2.0% for the 2020/21 financial year. The garbage and green waste charge will also increase by 2.0% for 2019/20, however, this will be impacted by the Victorian Government's waste and recycling reforms which include an increase to landfill levy that increases garbage charges above two per cent.

Landfill levy is a tax Council is required to pay the Victorian Government on every tonne of waste sent to landfill and the rate per tonne will almost double in the next three years

The final charges, once determined, will be updated into the final budget document and it is expected that the change could be up to \$6 to \$10 per household.

NON-FINANCIAL RESOURCES

The range of services undertaken by Council are supported by the abilities, efforts and competencies of 256.35 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.



Comprehensive Income Statement

For the four years ended 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	43,869	45,252	46,385	47,593	48,941
Statutory fees and fines	924	960	988	1,006	1,032
User fees	4,185	4,387	4,482	4,582	4,685
Grants - Operating	13,799	7,862	11,712	11,807	12,045
Grants - Capital	5,735	9,617	5,585	6,135	3,385
Contributions - monetary	360	896	287	648	620
Contributions - non-monetary	395	404	413	422	431
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(260)	257	-	2,573	750
Other income	1,637	1,771	1,786	1,801	1,824
Total income	70,644	71,406	71,638	76,567	73,713
Expenses					
Employee costs	25,222	26,330	26,616	26,930	27,579
Materials and services	23,078	23,475	20,761	20,618	21,078
Depreciation	11,554	11,917	12,290	11,523	11,937
Amortisation - intangible assets	225	225	225	225	225
Amortisation - right of use assets	87	87	80	-	-
Bad and doubtful debts	-	-	-	-	-
Borrowing costs	59	32	119	115	101
Finance Costs - leases	9	5	2	-	-
Other expenses	3,001	2,864	3,142	3,319	3,386
Total expenses	63,235	64,935	63,235	62,730	64,306
Surplus / (deficit) for the year	7,409	6,471	8,403	13,837	9,407
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment /(decrement)	-	-	-	-	-
Total comprehensive result	7,409	6,471	8,403	13,837	9,407

The above Comprehensive Income Statement should be read in conjunction with the accompanying other information.

Balance Sheet

For the four years ended 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	20,573	8,192	10,432	8,782	9,838
Trade and other receivables	5,518	5,518	5,518	5,518	5,518
Other financial assets	12,273	7,273	3,273	3,273	3,273
Inventories	240	240	240	240	240
Other assets	58	58	58	58	58
Total current assets	38,662	21,281	19,521	17,871	18,927
Non-current assets					
Investments in associates, joint arrangement and subsidiaries	1,358	1,358	1,358	1,358	1,358
Property, infrastructure, plant & equipment	558,839	586,083	605,130	619,414	626,552
Right-of-use assets	167	80	-	-	-
Investment property	587	587	587	587	587
Total non-current assets	560,951	588,108	607,075	621,359	628,497
Total assets	599,613	609,389	626,596	639,230	647,424
Liabilities					
Current liabilities					
Trade and other payables	5,652	5,652	5,652	5,652	5,652
Trust funds and deposits	1,025	1,025	1,025	1,025	1,025
Provisions	5,936	5,976	6,016	6,056	6,096
Interest-bearing liabilities	-	350	1,076	1,099	1,122
Lease liabilities	87	83	-	-	-
Total current liabilities	12,700	13,086	13,769	13,832	13,895
Non-current liabilities					
Provisions	3,732	3,799	3,869	3,941	4,016
Interest-bearing liabilities	-	2,935	10,986	9,648	8,297
Lease liabilities	83	-	-	-	-
Total non-current liabilities	3,815	6,734	14,855	13,589	12,313
Total liabilities	16,515	19,820	28,624	27,421	26,208
Net assets	583,098	589,569	597,972	611,809	621,216
Equity					
Accumulated surplus	234,705	241,110	249,446	262,840	271,601
Reserves	348,393	348,459	348,526	348,969	349,615
Total equity	583,098	589,569	597,972	611,809	621,216

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 2024

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019/20 Forecast Actual				
Balance at beginning of the financial year	577,838	224,710	348,149	4,979
Impact of adoption of new accounting standards	(2,149)	(2,149)	-	-
Adjusted opening balance	575,689	222,561	348,149	4,979
Surplus/(deficit) for the year	7,409	7,409	-	-
Transfers to other reserves	-	(1,515)	-	1,515
Transfers from other reserves	-	6,250	-	(6,250)
Balance at end of the financial year	583,098	234,705	348,149	244
2020/21 Budget				
Balance at beginning of the financial year	583,098	234,705	348,149	244
Surplus/(deficit) for the year	6,471	6,471	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(1,563)	-	1,563
Transfers from other reserves	-	1,497	-	(1,497)
Balance at end of the financial year	589,569	241,110	348,149	310
2021/22				
Balance at beginning of the financial year	589,569	241,110	348,149	310
Surplus/(deficit) for the year	8,403	8,403	-	-
Transfers to other reserves	-	(1,762)	-	1,762
Transfers from other reserves	-	1,695	-	(1,695)
Balance at end of the financial year	597,972	249,446	348,149	377
2022/23				
Balance at beginning of the financial year	597,972	249,446	348,149	377
Surplus/(deficit) for the year	13,837	13,837	-	-
Transfers to other reserves	-	(2,270)	-	2,270
Transfers from other reserves	-	1,828	-	(1,828)
Balance at end of the financial year	611,809	262,841	348,149	819
2023/24				
Balance at beginning of the financial year	611,809	262,841	348,149	819
Surplus/(deficit) for the year	9,407	9,407	-	-
Transfers to other reserves	-	(2,209)	-	2,209
Transfers from other reserves	-	1,563	-	(1,563)
Balance at end of the financial year	621,216	271,602	348,149	1,465

Statement of Cash Flows

For the four years ended 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	43,869	45,252	46,385	47,593	48,941
Statutory fees and fines	924	960	988	1,006	1,032
User fees	4,185	4,387	4,482	4,582	4,685
Grants - operating	13,799	7,862	11,712	11,807	12,045
Grants - capital	5,735	9,617	5,585	6,135	3,385
Contributions - monetary	360	896	287	648	620
Interest received	550	550	550	550	550
Other receipts	1,087	1,221	1,236	1,251	1,274
Employee costs	(25,117)	(26,223)	(26,506)	(26,818)	(27,464)
Materials and services	(22,973)	(23,382)	(20,656)	(20,532)	(20,990)
Short-term, low value and variable lease payments	(105)	(93)	(105)	(86)	(88)
Other payments	(3,001)	(2,864)	(3,142)	(3,319)	(3,386)
Net cash provided by/(used in) operating activities	19,313	18,183	20,816	22,817	20,604
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(18,977)	(39,629)	(31,640)	(27,545)	(19,566)
Proceeds from sale of property, infrastructure, plant and equipment	739	904	491	4,508	1,447
Payments for investments	16,000	5,000	4,000	-	-
Net cash provided by/ (used in) investing activities	(2,238)	(33,725)	(27,149)	(23,037)	(18,119)
Cash flows from financing activities					
Finance costs	(68)	(37)	(121)	(115)	(101)
Proceeds from borrowings	(84)	(87)	(83)	-	-
Repayment of lease liabilities	-	3,600	10,000	-	-
Repayment of borrowings	(3,350)	(315)	(1,223)	(1,315)	(1,328)
Net cash provided by/(used in) financing activities	(3,502)	3,161	8,573	(1,430)	(1,429)
Net increase/(decrease) in cash & cash equivalents	13,573	(12,381)	2,240	(1,650)	1,056
Cash and cash equivalents at the beginning of the financial year	7,000	20,573	8,192	10,432	8,782
Cash and cash equivalents at the end of the financial year	20,573	8,192	10,432	8,782	9,838

Statement of Capital Works

For the four years ended 30 June 2024

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2019/20	2020/21	2021/22	2022/23	2023/24
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	750	-	-	-	-
Total land	750	-	-	-	-
Buildings	2,016	7,031	10,816	11,558	4,401
Total buildings	2,016	7,031	10,816	11,558	4,401
Total property	2,766	7,031	10,816	11,558	4,401
Plant and equipment					
Plant, machinery and equipment	2,302	3,659	2,396	2,166	2,756
Computers and telecommunications	2,054	763	850	617	985
Total plant and equipment	4,356	4,422	3,247	2,783	3,741
Infrastructure					
Roads	6,799	10,325	11,319	9,294	8,673
Bridges	563	974	287	253	263
Major Culverts	47	686	156	67	151
Footpaths and cycleways	855	4,053	3,455	568	512
Drainage	174	86	390	-	139
Off street car parks	-	-	-	-	-
Waste management	-	-	304	2,505	1,093
Other infrastructure	3,417	12,052	1,667	517	594
Total infrastructure	11,855	28,176	17,578	13,203	11,424
Total capital works expenditure	18,977	39,629	31,640	27,545	19,566
Represented by:					
New asset expenditure	-	-	-	-	-
Asset renewal expenditure	16,624	33,543	18,227	14,709	16,592
Asset expansion expenditure	2,033	5,159	12,208	10,112	1,151
Asset upgrade expenditure	319	927	1,205	2,724	1,823
Total capital works expenditure	18,977	39,629	31,640	27,545	19,566
Funding sources represented by:					
Grants	5,735	9,617	5,585	6,135	3,385
Contributions	147	670	216	575	545
Council cash	13,095	25,742	15,839	20,835	15,637
Borrowings	-	3,600	10,000	-	-
Total capital works expenditure	18,977	39,629	31,640	27,545	19,566

Statement of Human Resources

For the four years ended 30 June 2024

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000
Staff expenditure					
Employee costs - operating	25,222	26,330	26,616	26,930	27,579
Employee costs - capital	1,164	1,114	1,119	1,153	1,186
Total staff expenditure	26,386	27,444	27,735	28,083	28,765
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	253.06	256.35	252.53	249.66	248.66
Total staff numbers	253.06	256.35	252.53	249.66	248.66

Summary of Planned Capital Works

For the four years ended 30 June 2024

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
2020-21										
Property										
Land	-	-	-	-	-	-	-	-	-	-
Buildings	7,031	-	6,228	197	606	7,031	500	-	6,531	-
Total Property	7,031	-	6,228	197	606	7,031	500	-	6,531	-
Plant and equipment										
Plant, machinery and equipment	3,659	-	3,659	-	-	3,659	-	-	3,659	-
Computers and telecommunications	763	-	763	-	-	763	-	-	763	-
Total plant and equipment	4,422	-	4,422	-	-	4,422	-	-	4,422	-
Infrastructure										
Roads	10,325	-	10,087	238	-	10,325	5,578	-	4,748	-
Bridges	974	-	974	-	-	974	237	-	737	-
Major culverts	686	-	686	-	-	686	-	-	686	-
Footpaths and cycleways	4,053	-	239	-	3,814	4,053	1,300	-	2,753	-
Drainage	86	-	-	86	-	86	-	-	86	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Waste management	-	-	-	-	-	-	-	-	-	-
Other infrastructure	12,052	-	10,907	406	738	12,052	2,003	670	5,779	3,600
Total infrastructure	28,176	-	22,893	730	4,553	28,176	9,117	670	14,789	3,600
Total capital works expenditure	39,629	-	33,543	927	5,159	39,629	9,617	670	25,742	3,600
* Excludes Landfill provisions	-	-	-	-	-	-	-	-	-	-

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
2021-22										
Property										
Land	-	-	-	-	-	-	-	-	-	-
Buildings	10,816	-	1,816	-	9,000	10,816	1,500	-	4,316	5,000
Total Property	10,816	-	1,816	-	9,000	10,816	1,500	-	4,316	5,000
Plant and equipment										
Plant, machinery and equipment	2,396	-	2,396	-	-	2,396	-	-	2,396	-
Computers and telecommunications	850	-	850	-	-	850	-	-	850	-
Total plant and equipment	3,247	-	3,247	-	-	3,247	-	-	3,247	-
Infrastructure										
Roads	11,319	-	11,064	215	40	11,319	2,885	-	3,435	5,000
Bridges	287	-	287	-	-	287	-	-	287	-
Major culverts	156	-	156	-	-	156	-	-	156	-
Footpaths and cycleways	3,455	-	287	-	3,168	3,455	-	-	3,455	-
Drainage	390	-	-	390	-	390	-	-	390	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Waste management	304	-	229	75	-	304	-	-	304	-
Other infrastructure	1,667	-	1,142	525	-	1,667	1,200	216	251	-
Total infrastructure	17,578	-	13,165	1,205	3,208	17,578	4,085	216	8,277	5,000
Total capital works expenditure	31,640	-	18,227	1,205	12,208	31,640	5,585	216	15,839	10,000
* Excludes Landfill provisions	-	-	-	-	-	-	-	-	-	-

Summary of Planned Capital Works

For the four years ended 30 June 2024

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
2022-23										
Property										
Land	-	-	-	-	-	-	-	-	-	-
Buildings	11,558	-	1,542	219	9,797	11,558	3,750	-	7,808	-
Total Property	11,558	-	1,542	219	9,797	11,558	3,750	-	7,808	-
Plant and equipment										
Plant, machinery and equipment	2,166	-	2,166	-	-	2,166	-	-	2,166	-
Computers and telecommunications	617	-	617	-	-	617	-	-	617	-
Total plant and equipment	2,783	-	2,783	-	-	2,783	-	-	2,783	-
Infrastructure										
Roads	9,294	-	9,294	-	-	9,294	2,385	-	6,909	-
Bridges	253	-	253	-	-	253	-	-	253	-
Major culverts	67	-	67	-	-	67	-	-	67	-
Footpaths and cycleways	568	-	253	-	315	568	-	-	568	-
Drainage	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Waste management	2,505	-	-	2,505	-	2,505	-	-	2,505	-
Other infrastructure	517	-	517	-	-	517	-	575	58	-
Total infrastructure	13,203	-	10,384	2,505	315	13,203	2,385	575	10,244	-
Total capital works expenditure	27,545	-	14,709	2,724	10,112	27,545	6,135	575	20,835	-
* Excludes Landfill provisions	-	-	-	-	-	-	-	-	-	-

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	Council \$'000	Borrowings \$'000
2023-24										
Property										
Land	-	-	-	-	-	-	-	-	-	-
Buildings	4,401	-	2,810	591	1,000	4,401	1,000	-	3,401	-
Total Property	4,401	-	2,810	591	1,000	4,401	1,000	-	3,401	-
Plant and equipment										
Plant, machinery and equipment	2,756	-	2,756	-	-	2,756	-	-	2,756	-
Computers and telecommunications	985	-	985	-	-	985	-	-	985	-
Total plant and equipment	3,741	-	3,741	-	-	3,741	-	-	3,741	-
Infrastructure										
Roads	8,673	-	8,673	-	-	8,673	2,385	-	6,289	-
Bridges	263	-	263	-	-	263	-	-	263	-
Major culverts	151	-	151	-	-	151	-	-	151	-
Footpaths and cycleways	512	-	360	-	151	512	-	-	512	-
Drainage	139	-	-	139	-	139	-	-	139	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Waste management	1,093	-	-	1,093	-	1,093	-	-	1,093	-
Other infrastructure	594	-	594	-	-	594	-	545	49	-
Total infrastructure	11,424	-	10,041	1,232	151	11,424	2,385	545	8,495	-
Total capital works expenditure	19,566	-	16,592	1,823	1,151	19,566	3,385	545	15,637	-
* Excludes Landfill provisions	-	-	-	-	-	-	-	-	-	-

Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2024

	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000
Corporate and Community Services				
-Permanent full time	4,418	4,539	4,356	4,349
-Permanent part time	1,063	1,089	1,122	1,155
Total Corporate and Community Services	5,481	5,628	5,478	5,504
Development Services				
-Permanent full time	3,428	3,533	3,639	3,745
-Permanent part time	744	766	789	813
Total Development Services	4,172	4,299	4,428	4,558
Infrastructure Services				
-Permanent full time	10,857	11,192	11,528	11,859
-Permanent part time	519	534	550	566
Total Infrastructure Services	11,376	11,726	12,078	12,425
Executive Services				
-Permanent full time	863	888	915	942
-Permanent part time	216	223	229	236
Total Executive Services	1,079	1,111	1,144	1,178
Total casuals and other	5,336	4,971	4,955	5,100
Total staff expenditure	27,444	27,735	28,083	28,765
Capital works	1,114	1,119	1,153	1,186
Total staff operating expenditure	26,330	26,616	26,930	27,579

Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2024

	2021 FTE	2022 FTE	2023 FTE	2024 FTE
Corporate and Community Services				
-Permanent full time	38.27	38.00	36.00	35.00
-Permanent part time	9.33	9.28	9.28	9.28
Total Corporate and Community Services	47.60	47.28	45.28	44.28
Development Services				
-Permanent full time	30.75	30.75	30.75	30.75
-Permanent part time	8.69	8.69	8.69	8.69
Total Development Services	39.44	39.44	39.44	39.44
Infrastructure Services				
-Permanent full time	110.46	110.46	110.46	110.46
-Permanent part time	5.96	5.96	5.96	5.96
Total Infrastructure Services	116.42	116.42	116.42	116.42
Executive Services				
-Permanent full time	7.60	7.60	7.60	7.60
-Permanent part time	2.25	2.25	2.25	2.25
Total Executive Services	9.85	9.85	9.85	9.85
Total casuals and other	43.04	39.55	38.68	38.68
Total staff numbers	256.35	252.54	249.67	248.67



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