

Murrindindi Shire Council Plan

2017-2021

**(This document is yet to be formatted and prepared
with graphics for public exhibition)**

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Message from the Mayor and Councillors

We are thrilled to present to our community Murrindindi Shire Council's 2017-2021 Council Plan.

This Plan is the result of collaboration between Council and the communities of Murrindindi Shire. It sets the direction for Council's work over the next four years.

In February 2017, we invited you to 'Have Your Say', Council's largest ever community engagement project to ensure this Plan reflects the values, needs and aspirations of our communities across the Shire.

We were overwhelmed by the enthusiastic participation as we received over 1,600 responses, including approximately 400 young people across many of our schools.

What we heard was that, in our Shire, you place a lot of value on being part of strong, safe, small and connected communities within a healthy and scenic natural environment, within easy reach of Melbourne.

You also want to see an increased focus on economic activity and business development. Balancing these factors is part of the challenge facing us going forward. We are therefore looking to develop initiatives to support opportunities for our community.

We are committed to preserving and building on what makes this Shire great. Whilst growth and development is very necessary for our future, it should be sensitively planned and not at the expense of our unique way of life, our rural character or the quality of our environment.

As a result of your input we have based our Plan around four main objectives and strategies covering *Our People, Our Places, Our Prosperity, and Our Promise* to you as your Council.

Over the next four years we need to ensure our work is progressing well in meeting our objectives. To help us assess this, we have included in the Plan ways of measuring our activities which will help us – and our community - gauge our success in achieving our planned outcomes.

We commit to keeping you informed about how we are enacting this Plan. We will report annually on our progress and more regularly on an informal basis as we work collaboratively with our community.

As part of this process we are asking you to stay in touch with us about this Plan. We want you to let us know how you think we are going and if our activities need to be adjusted to ensure we continue to meet the needs of the community over the four year life of the Plan.

We know Murrindindi Shire is already a wonderful place to live, work and play. We look forward to making it even better and to ensuring a prosperous future for us all.

Photo of Councillors

Message from the CEO

This Council Plan will guide the work of both Councillors and Officers in responding to the opportunities and challenges facing the Shire over the next four years. The Plan sets out what the Council wants to achieve and the activities it will carry out during this time. It also lays out how these things will be resourced, measured and assessed.

The Plan is the result of many hours of collecting and considering the vast array of ideas that have come from our community as well as the Councillors reflections on their conversations with you. The Have Your Say community engagement in early 2017 has given us a great understanding of what our community's needs and priorities for the future of the Shire.

You told us that Murrindindi Shire has a very positive future but it also remains true that we will face some challenges.

We know our community wants rates kept as low as possible. We must balance this with our community's desire for Council to continue to improve, and possibly even increase, the range of services it offers.

Whilst community expectations grow, local government is also absorbing the effect of decisions by the Federal and State Governments to shift the costs for delivering key services to local government and to cap the grant funding and rates revenue it receives.

We need to make some difficult decisions about how we allocate our resources across our many townships and rural localities.

The Shire is not part of a State Government-identified 'growth corridor' and the well-funded transport infrastructure and employment plans that are linked to this. So, while the Shire is within very close proximity to Melbourne, transport options remain limited. This is a barrier to growth and economic development in the Shire.

Murrindindi is also projected to have a slower population growth than other municipalities of similar distance from Melbourne. On the positive side, this provides an opportunity to carefully plan our growth to ensure we retain the Shire's rural character and scenic beauty which our community has told us it values highly.

But we do need to consider how we can encourage new business investment and support our existing businesses to grow. We want to retain local talent (including young people) and attract new residents to the Shire. We have heard from our community that economic development and increased business and education opportunities within the Shire are critical.

We also need to think about the effect of demographic changes in the Shire, as the average age of citizens of the Shire continues to rise, compared to other peri-urban municipalities, and the challenges this presents for Council's service delivery.

Where there are challenges, there is also opportunity. I am confident this Plan – guided by our community's priorities - will help invigorate Council's approach to finding innovative solutions to complex service delivery issues.

Council will also advocate on behalf of the community to ensure the concerns of Murrindindi Shire communities are heard by other levels of government.

To ensure our advocacy is informed by community priorities, we commit to communicating with and listening to our community for the life of this Plan. Council will continue to look to ways to better communicate with you, following the launch of its Facebook Page in early

2017. We will use your feedback to improve the way we deliver our services and interact with customers.

Importantly, the range of services and activities identified by our community in this Plan will be delivered within the context of a responsible and sustainable long-term financial plan.

We will continue to drive change and improvement within Council to allow us to deliver the high quality service our community expects; we will examine our own operations to ensure we are operating efficiently and cleverly; we will also look to how we deliver the services we provide to ensure they continue to meet our community's needs. This will involve service planning which allow us to examine and assess the services we provide to ensure maximum efficiency of those services.

I thank our community for its support in the lead up to development of this Plan and we look forward to working together with you to achieve our shared goals.

About Our Community

Our Community Profile

Population – 13,595

If Murrindindi Shire was made up of 100 people, there would be...

51 men / 49 women

24 people aged under 20

58 people aged between 20 and 64

18 people over 65 years

56 people who are not eating enough fruit and vegetables

38 people who are overweight

22 people who are obese

24 people over 18 who smoke

14 people with food insecurity

16 people with high or very high psychological distress

5 unemployed people

44 people with an income of less than \$400 per week

32 people who volunteer

11 people who were born overseas

4 people who speak a language other than English at home

5 people who have a disability

If Murrindindi Shire was made up of 100 households, there would be...

45 who own their house outright

35 who own their home with a mortgage

14 people who rent privately

2 people who rent through social or public housing

8 single parent households

26 people living alone

26 couples living with children

31 couples living without children

If Murrindindi Shire was made up of 100 workers, there would be...

16 working in Agriculture, Forestry and Fishing

11 working in Education and Training

10 working in Health Care and Social Assistance

10 working in Construction

10 working in Retail Trade

10 working in Accommodation and Food Services

7 working in Public Administration and Safety

6 working in Manufacturing

78 people who drive to work

13 people who work from home

7 people who walk to work

Our Community's Priorities

This Council Plan 2017– 2021 has been shaped by the views and aspirations of our community. We received over 1,600 responses to our survey and 120 people attended a community workshop to tell us about the things that matter in making the Murrindindi Shire a special place to live, work, visit and recreate. The 'Have Your Say' community engagement in early 2017 was both incredibly successful and very informative.

What people told us they most value about the Shire is:

- belonging to a caring, strong, safe and connected community where people look out for each other
- living a rural or country lifestyle, with a small town pace and feel, yet within easy reach of Melbourne
- the scenic beauty and health of the natural environment
- the diverse range of community groups and services that support community life
- having a variety of outdoor recreational opportunities available
- being able to attend local events, community gatherings and attractions

We received many ideas for the future of the Shire and how to make it an even better place to live or visit. Our community wants Council to focus on:

- nurturing, not losing what we have
- improving local employment and business prospects
- growing tourism, visitation and events
- supporting local education and training opportunities
- looking after the natural environment
- increasing recreational opportunities, facilities and spaces
- making sure people can access the services they need at different life stages
- supporting healthy and connected communities
- increasing public transport options
- support, activities and opportunities for young people
- increasing access to waste services
- managed and sustainable growth
- responsible financial management and rates
- looking after community infrastructure (roads, buildings, parks, paths)
- more communication and engagement with the community
- improving council's business practices and customer service

In addition around 400 of our young people (primary and secondary school aged) told us they value:

- sport and play activities and facilities
- feeling a sense of belonging
- supportive and safe communities
- the outdoors and natural environment
- creative activities, making and listening to music
- having local food shops and businesses
- jobs for youth, work experiences

Murrindindi 2030 Vision

The Murrindindi 2030 Vision was developed in partnership with our community in 2014. It is an aspirational statement of what our community wants the Murrindindi Shire to be like in 2030.

“In 2030 we are sustainable, vibrant and resilient. We focus on growing our business opportunities. Our communities are safe and connected, enjoying a healthy and productive lifestyle within our wonderful natural environment.”

We feel this vision is still very relevant. It is consistent with the views expressed by our community in the ‘Have Your Say’ community engagement during the development of this Council Plan.

The objectives we have set in this Plan complement this vision and we will use it as a guide for the plans and decisions we make during our term that affect the future of the Murrindindi Shire.

Our Commitment

Our Objectives

We have committed to delivering on four key objectives which will drive the work we do, and the services we deliver over the next four years, in partnership with our community.

We believe these objectives reflect the values, priorities and aspirations of the Murrindindi community as expressed in our 'Have Your Say' community engagement.

They address the things about the Murrindindi Shire that our community says are important to support opportunity, quality of life, wellbeing and the liveability of our towns and places.

Our People

Together we will encourage and celebrate diverse, caring and connected communities

One of the factors people value most about living in the Murrindindi Shire is a sense of belonging to a caring and well connected community. We will build on this strength by encouraging collaboration and involvement, whether this is amongst our valued volunteer-based community groups, through supporting cultural, artistic or celebratory events, or ensuring that opportunities and services are available that support inclusion, participation and access for all.

Our Place

We will maintain and enhance places to be attractive, liveable and in harmony with the natural environment

The unique character, history, scenic beauty and ambience of our places and spaces and the health of our natural environment are highly valued by our communities. We will ensure our built environments are well planned to enable sensible growth that does not compromise the natural environment, nor the liveability, accessibility and character of our towns and localities.

Our Prosperity

In partnership with the community we will prioritise and promote a culture in which business and community can evolve and thrive

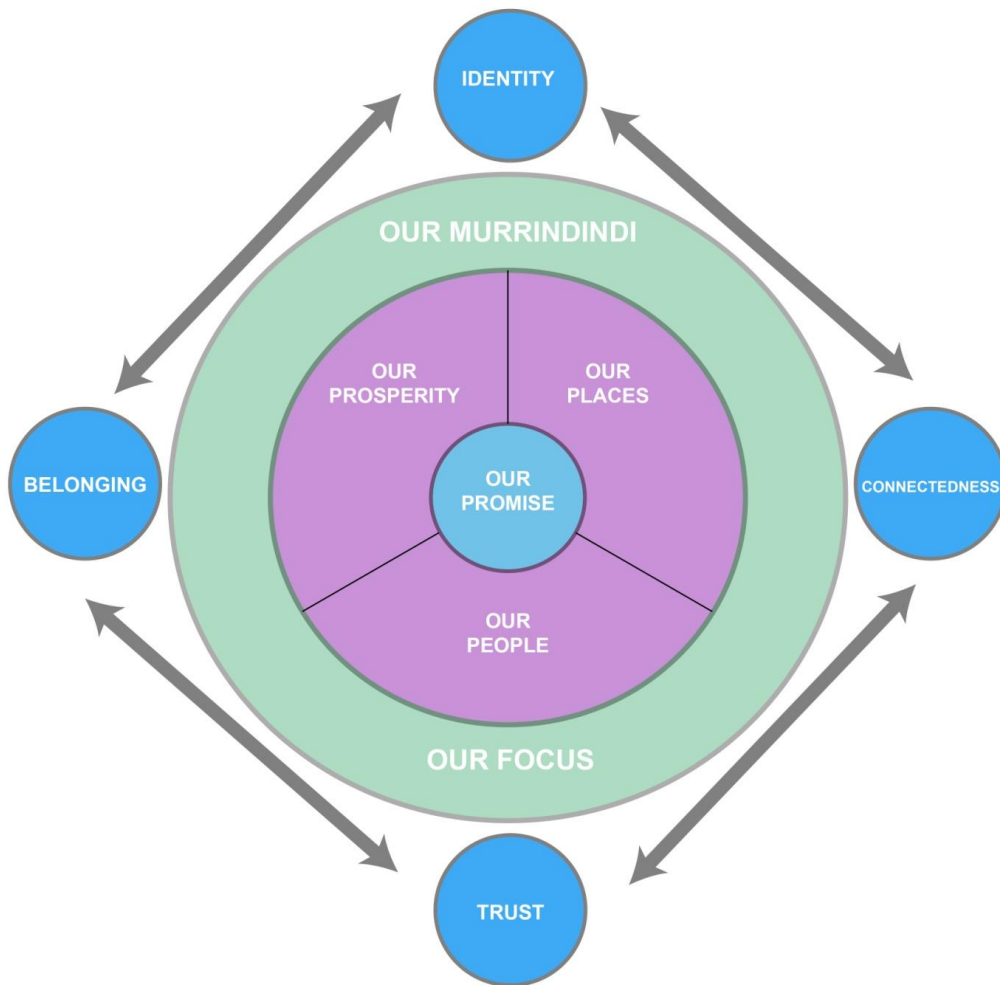
We recognise that prosperity within our communities is key to supporting individual aspirations and community growth. We will ensure that opportunities to encourage economic development within our Shire are pursued. We will support business development and new investment, promote tourism, facilitate access to training, and advocate for improved infrastructure and services that meet our business and community needs.

Our Promise

We (the Councillors and officers) will work as a team in collaboration with our communities to deliver the best possible outcomes in all that we do

Our Promise reflects the core of what we do as a Council to ensure our community's needs and priorities are well represented in our actions and services. Our promise is to provide strong advocacy, transparent governance, two-way communication and engagement, stewardship of our community's resources, and relevant, responsive and efficient service delivery.

Our key objectives are represented in the diagram below. Our Promise will be at the centre of what we do, representing the foundation for us to deliver our objectives for Our People, Our Place and Our Prosperity. It is our intention that the outcomes of our work will help reinforce the *Identity* of our diverse towns, promote *Connectedness* and *Belonging* in the community and build *Trust* with our community. We want this to be our legacy.



Our Values

As the seven Councillors who serve as the Murrindindi Shire Council, we are committed to working together in the best interests of our community in ways that recognise and acknowledge the traditional custodians of the land, our rich diversity and our shared potential.

We are embarking on our term with a new, energetic and fresh approach based on our desire to be more engaging and to work more collaboratively with our community.

To this end, as reflected in our Code of Conduct, we and our staff have committed to carrying out our roles in accordance with the following values:

Collaboration

We will ..

- operate as a cohesive team,
- work together with the community through accessible and inclusive engagement
- strive to build effective working relationships

Stewardship

We will...

- endeavour to make careful and responsible decisions
- strive to make decisions that do not limit the opportunities or aspirations of those who follow in the future

Equity & Fairness

We will ..

- be fair, even-handed and impartial in our decision making and our dealings with others
- consider the merits of each case while upholding legislated requirements and ensuring consistency and justice in our decision making
- strive to ensure all have access to similar opportunities and experiences

Respect

We will ..

- respect the views, contributions, feelings, wishes and rights of others
- actively seek to understand others' experiences, ideas and perspectives
- embrace and appreciate diversity of origin, viewpoint, experience and lifestyle
- recognise the achievements of others

Accountability & Honesty

We will ..

- make our decisions openly and publicly whenever possible
- take responsibility for our actions and decisions
- honour our commitments
- act with integrity and honesty in all our dealings
- openly report our performance and acknowledge our mistakes

Council Plan Framework

The Murrindindi 2030 vision, developed in partnership with the community in 2014 sets out the goals, opportunities and aspirations of our community over the longer term. It provides a guide to Council in setting its objectives and strategies for its term.

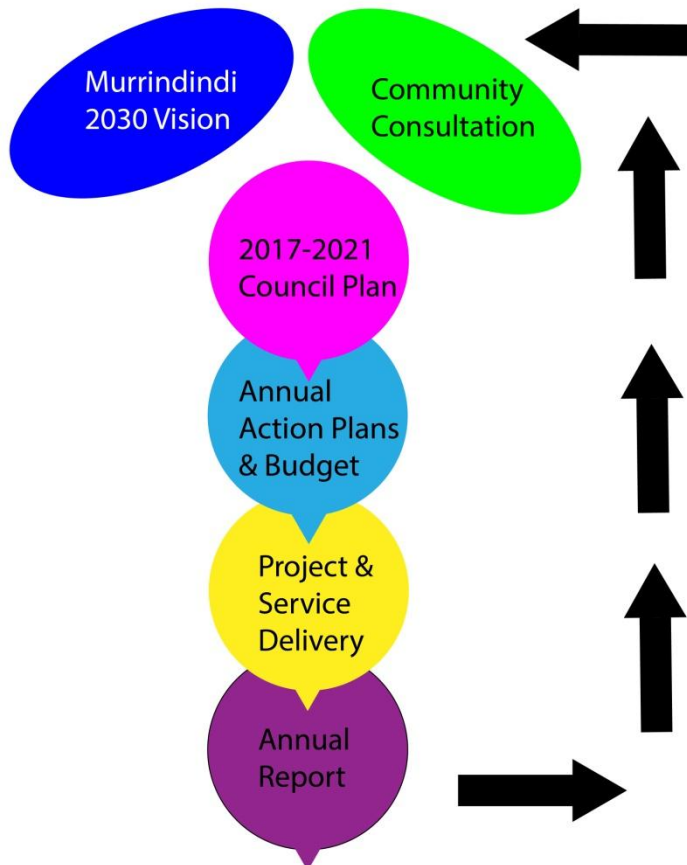
The Council Plan 2017-2021 sets out what we are undertaking to achieve over our four year term and the resources that are needed to deliver the Plan.

The main components of the Plan include strategic objectives, which describe the overall goals we aim to achieve, the strategies for achieving the objectives, strategic indicators to measure our success in meeting our objectives and a strategic resource plan which sets out the financial resources required.

The development of the Council Plan 2017-2021 has been informed by one of the most extensive community consultation initiatives ever undertaken by the Council. This will ensure our Plan is reflective of our community's needs.

Each year we prepare an implementation plan and an annual budget that ensures the correct focus and resources are being applied to implement the Council Plan. At the end of each year we publish an annual report which informs our community of Council's performance and achievements in meeting the Council Plan objectives and our other statutory obligations.

Each year we also review the strategies in the Council Plan to ensure they remain focused on achieving the Plan's objectives. Our community is invited to make comment on any proposed adjustments before the changes are adopted.



Our People

STRATEGIC OBJECTIVE: *Together we will celebrate and encourage diverse, caring and connected communities.*

Potential Quotes (to be used with pictures in final copy)

- “Community spirit, most of which is informally generated by members of the community”
- “Support community networking and development initiatives to strengthen communities in the region”
- “More community events to get people together”
- “Supporting community groups to enhance participation in all forms of the community”

Our People

STRATEGIC OBJECTIVE: *Together we will celebrate and encourage diverse, caring and connected communities.*

What our community said was important:	<ul style="list-style-type: none">▪ More support for community groups▪ Make health services accessible▪ Connecting and providing services to the elderly▪ Strengthen communication with and within the community▪ Give the community a reason to gather and celebrate▪ Encourage diversity within our communities▪ Promote and support volunteerism and participation– especially in young people.
What we aim to achieve: (Strategies)	<ol style="list-style-type: none">1. Encourage activities and events that celebrate our vibrant, diverse and creative people and communities.2. Work with community and groups to connect, collaborate and plan for our future.3. Work with our partner agencies to ensure people of all ages can access the health and community services they need.4. Create a positive environment that supports our young people to grow, participate and be happy.5. Promote opportunities for people of all ages to connect with and be involved in their community.
How will we know we are succeeding: (Strategic indicators)	<ul style="list-style-type: none">▪ Increased community events supported by council▪ Community satisfaction with elderly support services▪ Community satisfaction with family support services▪ Increased active library members and participation in library and other Council programs▪ Increased participation by young people in Council activities and services▪ Council's involvement in collaborative networks, plans and projects
Supporting Council Services:	<ul style="list-style-type: none">▪ Community Services – including Aged and Disability, Youth and Recreation and Children's Services▪ Libraries▪ Emergency Recovery
Relevant Strategies / Plans:	<ul style="list-style-type: none">▪ Municipal Public Health and Wellbeing Plan▪ Municipal Recovery Plan 2015▪ Proposed Recreation Action Plan

Our Place

STRATEGIC OBJECTIVE: *We will maintain and enhance places to be attractive, liveable and in harmony with the natural environment.*

Potential Quotes (to be used with pictures in final copy)

- “Lifestyle of the country but not too far from the city”
- “The rural atmosphere, the clean air and the nice people I meet”
- “More sustainability of the environment and how we sustain ourselves in a changing climate – small and big changes to make a difference”
- “Transport for vulnerable and older people, and young people”

Our Place

STRATEGIC OBJECTIVE: *We will maintain and enhance places to be attractive, liveable and in harmony with the natural environment.*

What our community said was important:	<ul style="list-style-type: none">▪ Preserving the rural lifestyle and village atmosphere▪ Protecting and promoting the natural environment▪ Access to a range of recreation and entertainment opportunities▪ Linking townships with trails and transport▪ Innovative solutions to waste management▪ Embracing and celebrating the diversity of our townships.
What we aim to achieve: (Strategies)	<ol style="list-style-type: none">1. Support recreation opportunities for our residents and visitors that encourage participation and community connections.2. Improving links and making Murrindindi Shire easier to navigate and its services and destinations easy to find.3. Through good land use planning enhance the liveability, prosperity and the rural character of our Shire.4. Strengthen the environmental sustainability of our communities, protect our natural environment and reduce resource consumption.5. Recognise and embrace the history, culture and identity of our towns and communities.6. Maintain a fair and transparent approach to promoting community standards in accordance with our legal requirements, and to support liveability and business investment.
How will we know we are succeeding: (Strategic indicators)	<ul style="list-style-type: none">▪ Reduction in Council's resource use▪ Reduction in waste going to landfill▪ Community satisfaction with the appearance of public areas▪ Strengthened community engagement in safety planning and preparation▪ Community satisfaction with Council's (land use) planning policy▪ Maintain our roads and open spaces in good condition
Supporting Council Services:	<ul style="list-style-type: none">▪ Infrastructure Maintenance▪ Environmental Programs▪ Land Use Planning, Local Law Enforcement, Building approvals, Environmental Health▪ Waste Management and Recycling▪ Emergency Response
Relevant Strategies / Plans:	<ul style="list-style-type: none">▪ Municipal Strategic Statement▪ Murrindindi Shire Heritage Study▪ Waste & Resource Recovery Strategy 2014 - 2019▪ Municipal Emergency Management Plan 2015▪ Kinglake Ranges, Flowerdale and Toolangi Plan & Design Framework

**Relevant Strategies / Plans
continued:**

- Yea Structure Plan 2015
- Eildon Structure Plan 2016
- Domestic Animal Management Plan 2013 – 2017
- Roadside Weed and Pest Animal Control Plan
- Proposed Recreation Action Plan
- Proposed Environment Action Plan

Our Prosperity

STRATEGIC OBJECTIVE: *In partnership with the community we will prioritise and promote a culture in which business and community can evolve and thrive.*

Potential Quotes (to be used with pictures in final copy)

- “Create a more vibrant towns, more business development, increased permanent population and spend locally”
- “Increase tourism, we have so much to offer”
- “Flexibility in town planning for new and existing businesses”
- “Develop opportunities to keep young people in the area”
- “Transport for vulnerable and older people, and young people”

Our Prosperity

STRATEGIC OBJECTIVE: *In partnership with the community we will prioritise and promote a culture in which business and community can evolve and thrive.*

What our community said was important:	<ul style="list-style-type: none">▪ Supporting existing and attracting new business▪ Growth in tourism, including eco-tourism▪ Attracting new and innovative industries▪ Education and employment opportunities▪ Creation of a Murrindindi identity/brand▪ Support events and attractions that bring visitors to the area▪ Keeping our youth in the area▪ Improved telecommunications
What we aim to achieve: (Strategies)	<ol style="list-style-type: none">1. Promote Council's fresh approach to attracting new, and expanding current investment, including facilitation of approvals.2. Work with our businesses, regional partners and communities to support a diverse visitor experience that promotes our natural assets, and a vibrant range of events.3. Support and encourage local businesses to work together, thrive and grow, through networking, start-up assistance, mentoring, and access to skills.4. Advocate for and support high quality opportunities for education and training to meet community and business needs.5. Advocate for improved infrastructure and access to public land to realise social and economic opportunities.
How will we know we are succeeding: (Strategic indicators)	<ul style="list-style-type: none">▪ Increasing reach of our business support activities▪ Increased business investment▪ Growth in new dwelling approvals▪ Increased visitation to the Shire▪ Implementation of our strategic land use plans
Supporting Council Services:	<ul style="list-style-type: none">▪ Economic Development▪ Tourism and events▪ Land Use Planning Policy and Approvals▪ Building approvals
Relevant Strategies / Plans:	<ul style="list-style-type: none">▪ Saleyards 10 Year Strategy 2014 - 2024▪ Proposed Economic Development Action Plan▪ Yea Structure Plan 2015▪ Eildon Structure Plan 2016▪ Kinglake Ranges, Flowerdale and Toolangi Plan & Design Framework

Our Promise

STRATEGIC OBJECTIVE: *We (the Councillors and officers) will work as a team in collaboration with our communities to deliver the best possible outcomes in all that we do.*

Potential Quotes (to be used with pictures in final copy)

- “Moving forward, innovation, involvement, accountability, smart planning of spaces and development, planning for the future, make leaps”
- “Working with communities to assist them to plan together for their future”
- “The Council can work with community to build their capacity and support the many individual and groups who have bright and innovative ideas”

Our Promise

STRATEGIC OBJECTIVE: *We (the Councillors and officers) will work as a team in collaboration with our communities to deliver the best possible outcomes in all that we do.*

What our community said was important:

- Providing a customer focus
- Innovation in Council services
- Value for rates paid
- Fair and equitable facilities and services for all communities
- A Council that is transparent and accountable
- Better communication and consultation with the community
- Advocating for community needs and priorities
- Empowering communities to plan for the future

What we aim to achieve: (Strategies)

1. Represent and advocate for our community in a transparent and equitable way.
2. Ensure our culture, systems and technologies encourage and enable innovation in our business practices and service delivery.
3. Ensure the range of services we provide and the way we provide them are best aligned with community priorities and council's resources.
4. Commit to developing a stronger customer-focused culture that makes us easier to deal with.
5. Expand our communication and two-way engagement with the community.
6. Maintain Council's financial sustainability through sound financial and asset management.
7. Support a skilled, engaged and flexible workforce that can respond to changing needs.

How will we know we are succeeding: (Strategic indicators)

- Community satisfaction with our consultation and engagement
- Community satisfaction with our lobbying on behalf of the community
- Community satisfaction with our customer service
- Positive trends in the Victorian Auditor General's ratings of Council's financial sustainability
- Increased workforce engagement
- Innovation opportunities identified and implemented

Supporting Council Services:

- Governance
 - Finance
 - Human Resources
 - Risk Management and Procurement
 - Communications
 - Customer Service
-

-
- Infrastructure Assets

-
- Relevant Strategies / Plans:**
- Rating Strategy 2015 – 2019
 - Enterprise Risk Management Guidelines 2016
 - IT Strategic Plan 2014
 - Business Continuity Plan 2015

Strategic Resource Plan

The Strategic Resource Plan (SRP) identifies the financial and non-financial resources required over the four-year period of the Council Plan 2017-21. The purpose of the strategic resource plan is to ensure adequate resources are available to maintain services at levels established by the Council and to implement the strategic objectives identified in the Council Plan.

The SRP is prepared in accordance with the requirements of the Local Government Act 1989 (the Act) and requires a minimum four-year financial estimate based on financial and economic data available at the time of its preparation. Council has elected to extend this plan to a ten-year horizon to facilitate better long term planning for community priorities and to better manage its longer term infrastructure renewal requirements.

The SRP will be reviewed annually as part of the Council Plan review and Budget process, to both confirm that the underlying assumptions remain valid and to ensure that its outcomes meet the strategic objectives identified in the new Council Plan 2017-21.

As well as establishing this financial framework, sound financial management as required by the Act is dependent on non-financial strategies such as risk management, organisational development and good governance. The SRP seeks to blend both financial and non-financial strategies in the pursuit of achieving Council's strategic objectives.

A number of assumptions are required to be made regarding forecasts for income, expenditure, capital works, borrowings, cash, assets, liabilities and human resources. These assumptions are sourced from historical audited performance of Council's financial position, external economic indicators, forecast changes in population and demographics, advice from officers responsible for service delivery and capital works planning and the strategic objectives proposed to be delivered by Council in the new Council Plan.

Key strategic assumptions and strategies that underpin the SRP are detailed further as follows:

Rates Strategy

Rates and charges are the most significant source of Council revenue, accounting for more than 60% of total operating revenue that Council is forecasting for 2017/18.

The State Government of Victoria now requires that local government rates adhere to a rate cap, which is announced in December each year for the forthcoming financial year. For 2017/18 this has been determined at 2.0%, and has been assumed to remain at this level, in line with longer term inflation for the life of the SRP.

Council adopted its Rating Strategy in March 2015 that defines differential rating categories as they apply to different classes of land. It was adopted to provide a fair and considered approach to the way rates are dealt with across different classes of land. It is reflected across the ten years of the SRP.

Borrowing Strategy

The SRP continues to apply an allowance of \$500k per annum to assist in funding a component of the annual capital works program when required, notably in the area of plant and fleet renewal. This is considered prudent financial management to assist in the required management of heavy plant

and fleet, and is a way of balancing the costs for these items over a number of years. These funds however, are only drawn down in the event that Council's available funds are not sufficient to meet the capital requirements.

Goods and Services Costs

Goods and services costs are expected to increase by 2.5%, which is above the current Consumer Price Inflation (CPI) rate of 1.5%. This is due to Council procuring a wider range of goods and services than those reflected in the CPI levels, such as building materials, heavy machinery and professional services.

Fees and charges

Revenue from fees and charges is assumed to increase at 2.5% per annum, in line with CPI expectations and based on historical increases.

Wages

Council's current Enterprise Agreement expires during the 2017/18 financial year. It is assumed that renegotiations that occur during the next financial year will need to consider the rate cap that is now imposed on Council, that did not exist when the Agreement was last negotiated. All wages growth in the SRP takes this into account, as well as incremental movements in salary banded positions.

Grants (capital and operating)

Council receives both non-recurrent and recurrent government grants for funding capital works. Where the source of funds is certain, or reasonably assumed to continue over the life of the plan (eg. Roads to Recovery), a funding allowance is made in the SRP. Where capital works are predicated on unconfirmed capital grants, such projects are not included at this stage, but remain available to be reconsidered each year as a part of the annual budget process.

Asset Management

Council maintains a strong focus on balancing its asset renewal gap over the life of the SRP. Renewal expenditure will not fully meet renewal requirements over the next ten years, which will see the asset renewal gap increase, though improved strategic asset management systems and planning, combined with enhanced strategic procurement will continue the gains made in this area in recent years.

Interest

Interest on investments is assumed at 2.5% per annum during the life of the plan, whereas interest on new borrowings is assumed at 4.5% per annum.

Depreciation

All depreciation expenses are based on current accounting standards rates and current asset valuations.

Staffing Levels

Council's budget and SRP must incorporate all current funded positions, which is not an indication of Council's permanent establishment listing, as a number of positions remain funded via operating grants, are determined by service demand (eg. Home Carers and Family Day Carers), or are fixed term positions to facilitate specific projects. Council's establishment listing is currently forecast to remain constant over the life of the SRP.

Strategic Resource Plan (SRP)

Standard Statements

The standard income statement for the SRP shows what is expected to occur during the next ten years in terms of revenue, expenses and other adjustments. The Operating Result (Surplus or Deficit) shows the total difference between the financial position at the beginning and the end of each year.

BUDGETED COMPREHENSIVE INCOME STATEMENT

	Forecast Actual	Budget	SRP	SRP	SRP	SRP	SRP	SRP	SRP	SRP
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income										
Rates and charges	19,249	19,833	20,230	20,634	21,047	21,468	21,897	22,335	22,782	23,238
Statutory fees and fines	738	715	733	751	770	789	809	829	850	871
User fees	2,053	1,903	1,951	1,999	2,049	2,101	2,153	2,207	2,262	2,319
Contributions - cash	80	123	123	123	123	123	123	123	123	123
Contributions - non-monetary assets	0	194	200	200	200	200	200	200	200	200
Grants - Operating (recurrent)	6,538	6,663	6,796	6,932	7,071	7,212	7,356	7,504	7,654	7,807
Grants - Operating (non-recurrent)	497	276	350	350	350	350	350	350	350	350
Grants - Capital (recurrent)	2,563	1,748	1,598	1,598	1,598	1,598	1,598	1,598	1,598	1,598
Net gain on disposal of property, infrastructure, plant and equipment	(161)	(249)	0	0	0	0	0	0	0	0
Other income	1,240	1,269	1,294	1,320	1,347	1,374	1,401	1,429	1,458	1,487
Total income	32,797	32,475	33,275	33,908	34,555	35,215	35,888	36,575	37,276	37,992
Expenses										
Employee costs	13,354	14,147	14,430	14,719	15,013	15,313	15,619	15,932	16,250	16,575
Materials and services	11,329	9,493	9,730	9,974	10,223	10,478	10,740	11,009	11,284	11,566
Depreciation and amortisation	8,833	8,968	9,058	9,148	9,240	9,332	9,425	9,520	9,615	9,711
Finance costs	121	107	104	104	104	104	104	104	104	104
Other expenses	290	295	301	307	313	319	326	332	339	346
Total expenses	33,929	33,010	33,623	34,251	34,892	35,547	36,215	36,897	37,592	38,302
Surplus (deficit) for the year	(1,132)	(535)	(348)	(343)	(338)	(332)	(327)	(322)	(316)	(310)

BUDGETED BALANCE SHEET

The standard balance sheet for the SRP shows a snap shot of the expected financial situation of Council at the end of each of the next ten years. It shows the total of what is owned by Council (ie. assets) against what is owed (ie. liabilities). The difference between these two figures is the net assets, or equity of Council.

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	SRP 2018/19 \$'000	SRP 2019/20 \$'000	SRP 2020/21 \$'000	SRP 2021/22 \$'000	SRP 2022/23 \$'000	SRP 2023/24 \$'000	SRP 2024/25 \$'000	SRP 2025/26 \$'000
Assets										
Current assets										
Cash and cash equivalents	22,829	24,748	27,218	27,340	26,607	26,288	27,559	28,316	27,647	26,521
Trade and other receivables	2,487	2,808	2,836	2,864	2,893	2,922	2,951	2,981	3,011	3,041
Inventories	50	50	50	50	50	50	50	50	50	50
Other assets	487	350	350	350	350	350	350	350	350	350
Total current assets	25,853	27,956	30,454	30,604	29,901	29,610	30,910	31,697	31,057	29,962
Non-current assets										
Trade and other receivables	24	46	46	46	46	46	46	46	46	46
Property, infrastructure, plant & equipment	303,348	301,301	299,493	297,696	295,910	294,135	292,370	290,616	288,872	287,139
Intangible assets	3,442	3,180	3,069	2,961	2,858	2,758	2,661	2,568	2,478	2,391
Total non-current assets	306,814	304,527	302,608	300,704	298,814	296,938	295,077	293,230	291,396	289,576
Total assets	332,667	332,483	333,062	331,308	328,714	326,548	325,987	324,926	322,453	319,538
Liabilities										
Current liabilities										
Trade and other payables	2,538	2,610	2,688	2,769	2,852	2,938	3,026	3,116	3,210	3,306
Trust funds and deposits	609	933	933	933	933	933	933	933	933	933
Provisions	3,153	3,216	3,248	3,281	3,313	3,347	3,380	3,414	3,448	3,482
Interest-bearing loans and borrowings	405	401	389	377	366	355	344	334	324	314
Total current liabilities	6,705	7,160	7,258	7,360	7,464	7,572	7,683	7,797	7,915	8,036
Non-current liabilities										
Provisions	5,491	5,291	5,185	5,081	4,980	4,880	4,783	4,687	4,593	4,501
Interest-bearing loans and borrowings	1,449	1,546	1,500	1,455	1,411	1,369	1,328	1,288	1,249	1,212
Total non-current liabilities	6,940	6,837	6,685	6,536	6,391	6,249	6,110	5,975	5,842	5,713
Total liabilities	13,645	13,997	13,943	13,896	13,855	13,821	13,793	13,772	13,757	13,749
Net assets	319,022	318,486	319,119	317,412	314,859	312,727	312,194	311,154	308,696	305,789
Equity										
Accumulated surplus	126,567	124,921	124,573	124,230	123,893	123,560	123,233	122,912	122,596	122,285
Reserves	192,454	193,565	194,546	193,181	190,966	189,167	188,961	188,242	186,100	183,504
Total equity	319,021	318,486	319,119	317,412	314,859	312,727	312,194	311,154	308,696	305,789

BUDGETED STATEMENT OF CHANGES IN EQUITY

The budgeted statement for changes in equity for the SRP shows what is included across Council's various reserves throughout the life of the ten year long term financial plan.

	Forecast Actual	Budget	SRP	SRP	SRP	SRP	SRP	SRP	SRP	SRP
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Accumulated Surplus	126,567	124,921	124,573	124,230	123,893	123,560	123,233	122,912	122,596	122,285
Waste Reserve	5,854	6,973	8,102	6,954	5,390	4,683	6,220	7,287	7,335	8,871
Yea Saleyards Reserve	20	50	80	110	135	160	195	220	245	270
Marysville Caravan Park Reserve	188	140	160	180	200	200	220	240	260	280
Yea Caravan Park Reserve	49	50	75	100	125	150	175	200	200	200
Public Open Space Reserve	477	400	400	400	400	380	380	380	380	380
Unfunded Superannuation Reserve	1,050	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
Future Capital Works Reserves	6,465	6,860	6,781	6,901	6,601	6,718	6,617	6,734	6,853	6,974
Asset Revaluation Reserve	178,351	177,892	177,748	177,336	176,915	175,676	173,954	171,981	169,627	165,329
Total Equity	319,021	318,486	319,119	317,412	314,859	312,727	312,194	311,154	308,696	305,789

BUDGETED STATEMENT OF CASH FLOWS

The standard cash flow statement for the SRP shows what is expected to happen over the next ten years in terms of the cash held, received and paid by Council. It details the expectations of cash movements each year, and the ways in which it is anticipated that cash will be generated through operating activities, what is invested in capital works, what financial commitments need to be met, and ultimately what is left to fund future operating and capital requirements.

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities										
Rates and charges	19,214	19,799	19,926	20,325	20,731	21,146	21,569	22,000	22,440	22,889
User fees	3,797	3,294	3,310	3,327	3,344	3,360	3,377	3,394	3,411	3,428
Grants - operating	9,802	8,486	8,274	8,067	7,865	7,669	7,477	7,290	7,108	6,930
Interest	712	597	618	640	662	685	709	734	760	786
Other receipts	(365)	324	0	0	0	0	0	0	0	0
Employee costs	(13,334)	(14,023)	(14,286)	(14,571)	(14,863)	(15,160)	(15,463)	(15,773)	(16,088)	(16,410)
Materials and consumables	(12,116)	(10,044)	(9,633)	(9,874)	(10,121)	(10,374)	(10,633)	(10,899)	(11,171)	(11,451)
Net cash provided by operating activities	7,710	8,433	8,210	7,913	7,619	7,326	7,036	6,747	6,459	6,173
Cash flows from investing activities										
Payments for property, plant and equipment	(11,912)	(7,134)	(6,100)	(8,170)	(8,746)	(8,057)	(6,190)	(6,429)	(7,580)	(7,762)
Proceeds from sale of property, plant and equipment	655	636	400	400	400	400	400	400	400	400
Net cash used in investing activities	(11,257)	(6,498)	(5,700)	(7,770)	(8,346)	(7,657)	(5,790)	(6,029)	(7,180)	(7,362)
Cash flows from financing activities										
Finance costs	(199)	(109)	(112)	(116)	(119)	(123)	(126)	(130)	(134)	(138)
Proceeds from borrowings	500	500	500	500	500	500	500	500	500	500
Repayment of borrowings	(674)	(407)	(427)	(406)	(386)	(366)	(348)	(331)	(314)	(298)
Net cash provided by (used in) financing activities	(373)	(16)	(40)	(22)	(5)	11	26	39	52	63
Net (decrease) increase in cash & cash equivalents	(3,920)	1,919	2,470	121	(732)	(320)	1,271	757	(669)	(1,126)
Cash and cash equivalents at beginning of the financial year	26,752	22,832	24,748	27,218	27,340	26,607	26,288	27,559	28,316	27,647
Cash and cash equivalents at end of the financial year	22,832	24,748	27,218	27,340	26,607	26,288	27,559	28,316	27,647	26,521

BUDGETED STATEMENT OF CAPITAL WORKS

The budgeted capital works statement is provided to indicate the level of capital works that are anticipated to be funded over the next ten years, and in what asset categories the works are to occur in. The level of capital works expenditure is consistent with Council's long term strategic asset management plans and determined by the expected level of funding that will be available.

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	SRP 2018/19 \$'000	SRP 2019/20 \$'000	SRP 2020/21 \$'000	SRP 2021/22 \$'000	SRP 2022/23 \$'000	SRP 2023/24 \$'000	SRP 2024/25 \$'000	SRP 2025/26 \$'000
Property										
Land	0	30	25	25	25	25	25	25	25	0
Total land	0	30	25	25	25	25	25	25	25	0
Buildings	1,759	976	798	737	285	875	322	288	880	810
Total buildings	1,759	976	798	737	285	875	322	288	880	810
Total property	1,759	1,006	823	762	310	900	347	313	905	810
Plant and equipment										
Plant, machinery and equipment	1,693	952	994	959	928	1,069	1,114	1,261	1,119	1,335
Computers and telecommunications	324	205	162	202	165	202	183	260	230	239
Library books	97	99	101	103	105	107	109	111	114	116
Total plant and equipment	2,114	1,256	1,257	1,264	1,198	1,379	1,406	1,633	1,462	1,690
Infrastructure										
Roads	4,491	2,696	2,363	2,507	2,816	2,454	3,049	2,720	2,473	2,655
Bridges	1,465	885	587	309	463	326	597	468	439	301
Footpaths and cycleways	417	231	170	203	313	193	185	205	150	140
Drainage	278	227	188	212	211	226	266	266	266	316
Recreational, leisure and community facilities	371	338	257	180	180	181	185	200	205	195
Waste management	966	465	455	2,733	3,255	2,398	155	624	1,680	1,655
Off street car parks	50	30	0	0	0	0	0	0	0	0
Total infrastructure	8,038	4,872	4,020	6,144	7,238	5,778	4,437	4,483	5,213	5,262
Total capital works expenditure	11,911	7,134	6,100	8,170	8,746	8,057	6,190	6,429	7,580	7,762
Represented by:										
New asset expenditure	0	0	0	0	0	0	0	0	0	0
Asset renewal expenditure	7,519	5,132	4,679	4,393	6,015	4,380	5,075	4,840	4,689	4,738
Asset expansion expenditure	1,394	684	521	2,978	2,130	2,764	590	1,034	2,109	2,222
Asset upgrade expenditure	2,999	1,318	900	799	601	913	525	555	782	802
Total capital works expenditure	11,912	7,134	6,100	8,170	8,746	8,057	6,190	6,429	7,580	7,762

BUDGETED STATEMENT OF HUMAN RESOURCES

The budgeted human resources statement is provided to indicate the level of staffing that is required to deliver the services and capital works detailed by Council in its operating statement and capital works program. The EFT included for budgetary purposes is a financial measure, and includes all funded positions for the upcoming financial year, and is not an indication of Council's permanent establishment listing. The total forecast costs and staff numbers are further broken down by each division in the following statements.

	Forecast	Budget	Strategic Resource Plan		
	Actual	2017/18	Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	13,354	14,147	14,430	14,719	15,013
Employee costs - capital	133	91	-	-	-
Total staff expenditure	13,487	14,238	14,430	14,719	15,013
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	148.0	150.6	149.0	149.0	148.0
Total staff numbers	148.0	150.6	149.0	149.0	148.0

Division	2017/18			2018/19	2019/20	2020/21
	Budget	EFT	EFT			
	FTE	Full Time	Part Time			
Executive Office	4.0	3.0	1.0	4.0	4.0	4.0
Infrastructure and Development Services	74.9	58.1	16.8	74.9	74.9	73.9
Corporate and Community Services	71.7	21.6	50.1	70.1	70.1	70.1
Total Staff Numbers	150.6	82.7	67.9	149.0	149.0	148.0

Division	2017/18			2018/19	2019/20	2020/21
	Budget	Permanent	Permanent			
	\$'000	\$'000	\$'000			
Executive Office	737	638	99	752	767	782
Infrastructure and Development Services	6,943	5,435	1,508	7,082	7,223	7,368
Corporate and Community Services	6,558	2,426	4,132	6,689	6,823	6,959
Total Staff Expenditure	14,238	8,499	5,739	14,523	14,813	15,109