



Working together to be a vibrant and prosperous rural community

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# Moirira Shire Council Plan 2017-2021



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## Our Vision

Working together to be  
a vibrant and prosperous  
rural community.



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## Mayor's Message



The Council Plan is integral in both defining and navigating the strategic direction of our Council. This key document underpins all that we strive to achieve in our operations, decision making and service delivery.

This Plan has been developed taking into consideration feedback provided through informal and formal consultation processes that involved the community, staff, stakeholders and councillors.

We have worked to use everyday language to say very clearly what we mean so the community can understand the intent and provide valued input.

We have developed a vision to work together to be a vibrant and prosperous rural community. Our region is a great place to live, work and play. By working together over this term of Council we can capitalise on our natural assets and strong community.

The plan centres around four key strategies which are:

- A great place to live
- A thriving local economy
- A clean and green environment
- A well run council

These strategies will assist making the most of our regional advantages and include aspects both internal to Council as well as those that are community aspirations.

**Cr. Gary Cleveland**  
**Mayor**

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## Councillors

Moira Shire is represented by nine councillors elected for a four year term. The Council is unsubdivided and the Mayor is elected annually by the Councillors.



Back: Cr Libro Mustica, Cr Peter Mansfield, Cr Ed Cox, Cr Kevin Bourke, Cr John Beitzel, Cr Peter Lawless  
Front: Cr Wendy Buck, Mayor - Cr Gary Cleveland, Deputy Mayor - Cr Marie Martin.

## Moira: a snapshot

Moira Shire is strategically positioned on Australia’s iconic Murray River two and a half hours north of Melbourne and close to major regional centres.

It covers an area of 4,045 square kilometres and is bounded by the Murray, Goulburn and Ovens Rivers. The Shire comprises the service centres of Cobram, Nathalia and Numurkah and the tourism destination of Yarrawonga, as well as eighteen smaller towns and communities. It also embraces the world’s largest redgum forest at Barmah National Park.

The Shire’s population was 28,820 in 2015 and is projected to reach over 32,000 by 2031. Population is expected to decline in rural districts but strong growth in the east of the Shire will more than offset this.

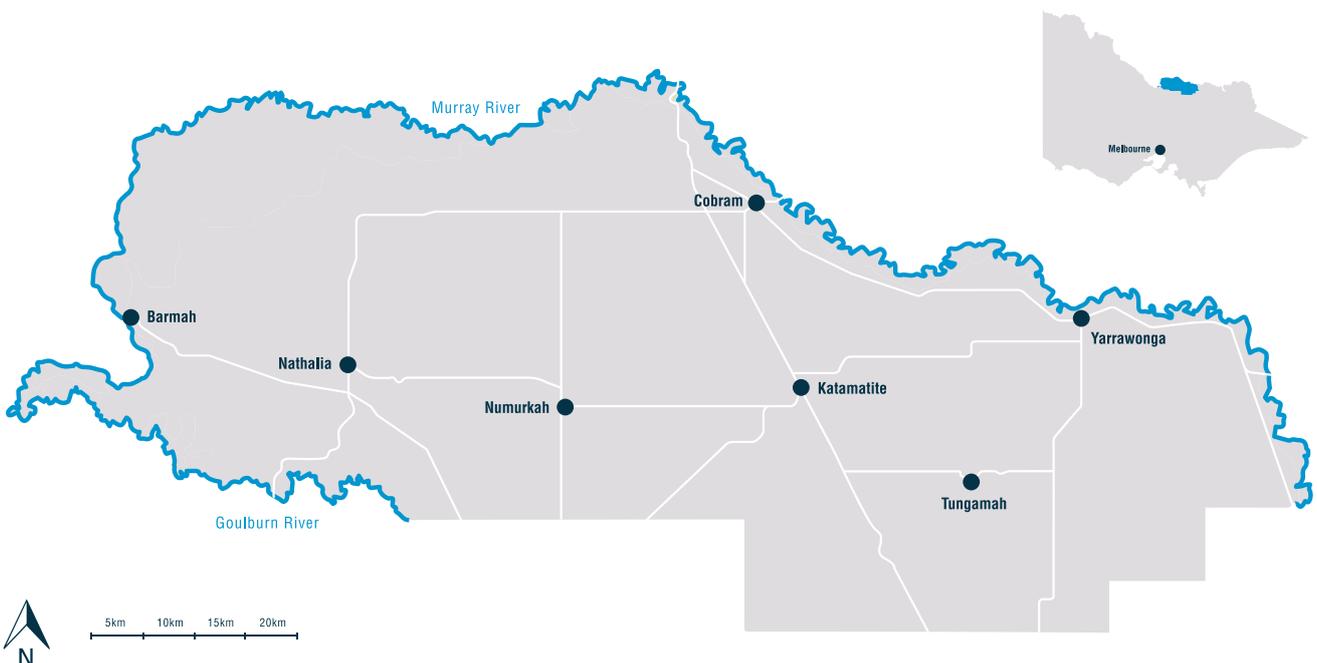
While the population of Moira is expected to age, diversifying the local economy, through tourism, food processing, retail trade, health and education and diversification of agriculture will attract families to the area.

Population growth will also come from in-migration of empty-nesters and retirees attracted by the Shire’s climate, liveability and affordability.

Moira Shire has a number of significant environmental assets such as the Murray, Goulburn and Ovens river systems and Ramsar listed wetlands of international importance and habitat for listed flora and fauna species. These assets are significant for their biodiversity values, and play a key role in the economy and liveability of the Shire.

Irrigated agriculture is the Shire’s economic engine and is inextricably linked to the region’s waterways and secure supply of high-quality water.

Tourism and recreation are largely generated by visitors’ attraction to the river environment.





The natural environment also presents a number of challenges, including flooding and drought which impact the built environment and economic activity. Forecast changes to the climate include warmer mean, maximum and minimum daily temperatures, reduced average rainfall and more summer rainfall. This, along with changes to water policy under the Murray Darling Basin Plan, will impact regional agriculture and the liveability of the Shire's communities.

The economic strengths of Moira Shire include intensive irrigated agricultural production, associated food processing industries, health, education, business services and tourism.

The Shire is home to a variety of agricultural industries including horticulture, cereal, oilseed, livestock and dairy production. Building on its competitive advantages in agriculture and food manufacturing, leveraging its position in proximity to major regional centres, capital cities and along major transport routes presents opportunities for economic growth.

Reliable infrastructure, transport, energy and communications will be important for retaining and growing established industries and attracting new investment.

Council delivers a wide variety of community services and programs from multiple locations across the Shire and relying on a large and diverse mix of community assets.

Many of these community assets were built for and in locations that suited the needs of the community of the day. Decades later they are entering the latter stages of their useful life and require significantly more maintenance and substantial improvements to meet contemporary service needs.

The community's capacity to pay and Council's non-rate revenue streams are very limited. While Council's underlying financial position is sound, there is little buffer to address changing community needs and maintain services with rate capping and reduced access to Victorian and Commonwealth grant funding.

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## The Council Plan

The Council Plan 2017-2021 is the document that will guide the Moira Shire Council's direction and activities during this Council's term of office. It provides the framework to support Council decisions on budget allocation and service delivery.

### Community input

Our community play a major role in developing the vision and priorities for the Council Plan 2017-2021. Through an extensive engagement process involving both councillors and staff, many community members will have their say for the future of Moira.

We appreciate the time people take to have their say on the future of our municipality, and thank them for their input.

### Values

We will provide local leadership underpinned by a governance framework comprising these guiding values and behaviours.

Ethical leadership underpins our decision making and operations. At all levels, we seek to ensure there is an appropriate balance between the values-based organisational culture described by our Values and underlying behaviours.

- Respect
- Teamwork
- Honesty
- Integrity
- Accountability

### Principles

We will govern in the best interests of the entire Moira Shire.

We will consider the community, our economy and our environment in everything we do.

We will seek to make decisions that are sustainable and reflect the interests of current and future generations.

The diversity of our community and our economy is reflected in our service delivery, planning and our workforce.



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## Our strategies

Our strategies over the next four years are:



The strategies are discussed in further detail in the following pages.







## Strategy 1

# A great place to live



## Strategic Objective

We will have a connected and welcoming Shire for all by providing well planned places and quality services.

### Goals

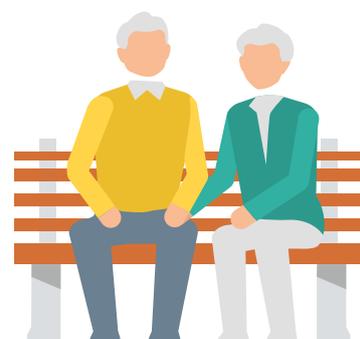
#### By 2021:

- Moira will be known for its attractive, welcoming and inclusive communities and lifestyle for everyone.
- Our communities and businesses will enjoy excellent digital and transport connectivity.
- Recreation, sport, art and cultural facilities and programs will respond to cultural diversity and community needs.
- Our communities will be resilient and actively involved in shaping their future.
- Our plans, strategies and services will match and evolve with the needs of our communities.
- We value the culture and heritage of our traditional owners.

### Strategic Actions

#### We will achieve this by:

- Continuing to maintain and provide facilities and services that our community values and need.
- Preparing and implementing our Arts and Cultural strategy in partnership with key stakeholders.
- Implementing the Recreation Strategy to support active lifestyles through passive and organised sport and recreational services and infrastructure.
- Delivering appropriate programs and services to prevent disease and support healthy, safe and secure environments.
- Maintaining and enhancing library and community hub facilities.
- Preparing and implementing an investment plan for footpaths across the Shire.
- Developing and implementing our Municipal Health and Wellbeing Action Plan.
- Prioritising support for community groups and agencies working to address disadvantage and improve social cohesion.
- Beginning implementation of an agreed Shire-wide Drainage Mitigation Plan and Flood Mitigation Plan.
- Developing and implementing a needs based asset management plan.
- Developing masterplans for the four larger towns (main towns).
- Developing Community Plans for all smaller towns.
- Advocating for utility services for growing small towns experiencing growth within the Shire currently.
- Implementing the Community Safety Plan.
- Developing a Community Transport Advocacy Plan to improve connectivity across Moira and with regional cities and Melbourne.



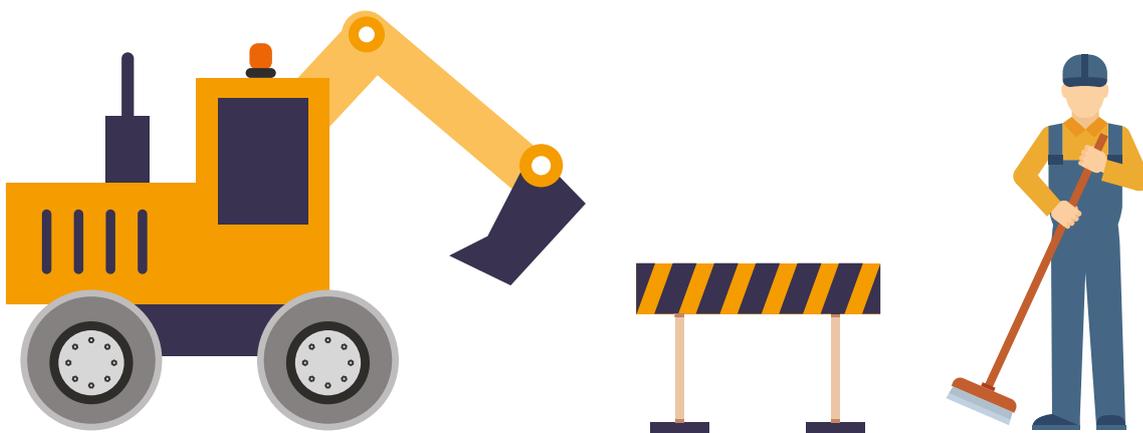
### Performance indicators

#### We will know we have succeeded when:

- Our communities feel safe and are proud to live in Moira.
- Our communities are better connected as a result of improved access to digital and transport services.
- Recreational and sports facilities and clubs are accessible and welcome female participation.
- There is improved flood protection for urban areas.

### What we do

- Maintain a 4,000 km network of sealed and unsealed local roads – equivalent of Sydney to Perth.
- Maintain 80 bridges and major culverts, 239 km of kerb and channel and 60 km of footpaths.
- Maintain and upgrade 80 parks and gardens (open spaces), 44 playgrounds, 35 public toilet blocks and public BBQs. This includes mowing 276 hectares of public open space – around 130 MCGs - and more than 13,000 daily inspections of toilet blocks and BBQ areas.
- Respond to more than 4,000 community requests for local repairs and maintenance of roads and Council facilities.
- Maintain 550 Council buildings and facilities.
- Operate four libraries and a mobile library service for our smaller towns and communities.
- Operate and maintain five outdoor swimming pools at Yarrowonga, Cobram, Numurkah, Strathmerton and Nathalia, and the water slide and splash park on the Yarrowonga foreshore.
- Provide sport and recreation facilities including the Nathalia Sports and Community Centre, the Cobram Sports Stadium, and the Numurkah Aquatic & Fitness Centre.
- Irrigate, mow and maintain 19 recreation reserves and four showgrounds in partnership with local Section 86 Committees of Management.
- Work with communities to improve liveability for all through our arts and culture, access and inclusion and health and wellbeing programs.
- Provide assistance to a range of partner agencies including Community Houses, MHA Care, Moira Foodbank and Moira Arts and Culture Inc.

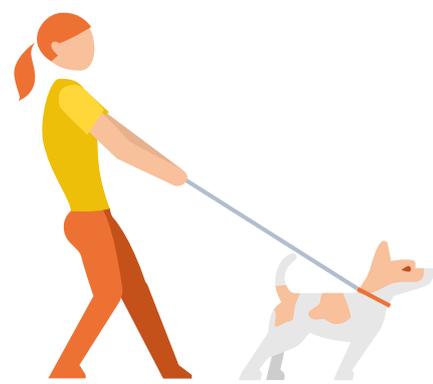


- Meet the needs of our youngest residents by providing free childhood immunisation services each month in five locations along with visits to the nine secondary schools three times a year to maintain the immunisation status of our teenagers.
- Provide maternal and child health services in Cobram, Nathalia, Numurkah, Strathmerton and Yarrawonga and outreach services to our smaller centres.
- Youth services and events that connect and engage our younger citizens, including our Youth Council.
- Provide community events and activities that attract thousands of participants each year.
- Our community and event grants assist more than 70 groups and associations to deliver valuable services within their local communities.
- Provide community safety services that include school crossing supervisors and more than 1,700 streetlights.
- Provide community health programs including mosquito monitoring and syringe disposal programs and complete more than 350 food safety tests at facilities that include local restaurants and child and aged care facilities.
- We provide emergency accommodation and relief to residents and communities affected by fire, flood and other natural disasters.
- Each year we register nearly 6,000 animals, find temporary accommodation for more than 500 pets and reunite nearly 300 pets with their owners.
- Plan for the future of our communities by partnering with them to develop and deliver community plans.
- We responded to community complaints involving parking, litter, burning off, street trading and unsightly land.
- Work with more than 500 Moira community volunteers who give their time as members of more than 40 Council committees of management, community groups and advisory boards and committees.



### Supporting Plans and Policies

*Health and Wellbeing Plan  
Disability Action Plan  
Recreation Strategy  
Municipal Emergency Management Plan  
Domestic Animal Management Plan  
Positive Ageing Strategy  
Road Management Plan  
Asset Management Plan*





## Strategy 2

# A thriving local economy



## Strategic Objective

We will support local businesses and attract new investment to generate employment opportunities.

### Goals

#### By 2021:

- Existing and new businesses are supported to prosper.
- Our businesses will enjoy excellent digital and transport connectivity, reliable energy supply and access to land and workforce.
- The supply of commercial and industrial land will support business growth.
- Maximise the potential for our shire from water policy reform and a modern irrigation network.
- Our parks, beaches, foreshores and wetlands will be enjoyed by more locals and visitors.
- Our region will offer year round tourism product, services and destinations.
- Accessible training and education opportunities will boost employment prospects and skills.

### Strategic Actions

#### We will achieve this by:

- Providing support to business to navigate Council's planning and other regulatory processes.
- Developing and implement a new economic development plan.
- Connecting with local business to understand and work with their needs.
- Advocating for access to high quality digital and mobile phone services for business and community.
- Developing commercial and industrial land strategies for our main towns and higher growth centres including Cobram, Nathalia, Numurkah, Yarrawonga as well as Katunga and Strathmerton.
- Providing a strong voice for our Shire and partnering with stakeholders to influence regional, state and federal water policy and its implementation.
- Reviewing our tourism marketing, servicing and delivery to reach a greater audience and increase the number of visitors to the region.
- Developing our Tourism Strategy with input from key agencies including Parks Victoria, Goulburn-Murray Water (GMW), tourism organisations and indigenous groups.
- Implementing the Tourism Strategy that builds on our parks, beaches, foreshores and wetlands and engages our tourism sector across all seasons.
- Identify and build tracks and trails where appropriate to support healthy lifestyles and our tourism offering.
- Attracting investment in energy sources for industry including alternative and renewable energy such as solar and waste-to-energy.
- Continuing to advocate for improvements in the arterial road network.
- Facilitating growth by working with developers to provide industrial, commercial and residential land to satisfy projected demand.
- Continue to lobby for the standardisation of the Tocumwal railway line to facilitate rail freight growth.
- Understanding workforce needs and encourage opportunity through access, inclusion and training.



## Performance indicators

### We will know we have succeeded when we see:

- Increased business investment and job creation.
- Improved planning permit processing times with 90 per cent of planning permits processed within 60 days.
- Implementation of the Economic Development Plan.
- Access to commercial and industrial land that meets current and 10 year forecast demand.
- Council representation on regional water and business forums.
- The GMW Connections Project is complete and enabling agriculture diversity.
- Improved accessibility and digital connectivity.
- Increased year round tourism visitation and yield across the Shire.
- Increased indigenous and local youth employment.

## What we do

- Support businesses and industry to start, grow and prosper in our region.
- Process more than 300 planning permits and another 700 building permits each year – about 3 permits a day – with processing times below the regional average.
- Provide almost 500 property information statements to prospective property buyers – within 10 days.
- Provide funding support to local tourism associations, invest in tourism infrastructure and support regional promotion through Council's tourism branding Sun Country on the Murray and Murray Regional Tourism.
- Facilitate planning and development within the Shire in accordance with state planning legislation and regulations.
- Plan for future development through the development and review of Municipal Strategic Statement and structure plans.
- Operate the Yarrawonga Aerodrome providing privately owned hangar sites and residential allotments with direct access to taxiways.



### Supporting Plans and Policies

*Economic Development Strategy*

*Disability Access and Inclusion Plan*

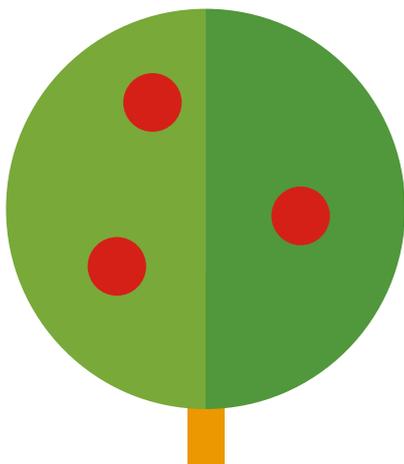
*Municipal Strategic Statement and Planning Scheme*

*Town structure and strategy plans*

*Visitor Information Services (VIS) Strategy*

*Tracks and Trails Strategy*

*Tourism Strategy*

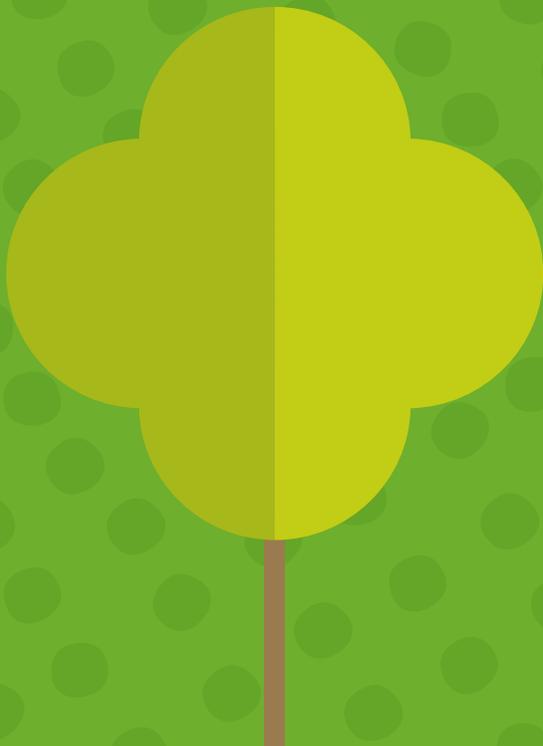






## Strategy 3

# A clean green environment



## Strategic Objective

We will work with our community and stakeholders for an environmentally sustainable future.

### Goals

#### By 2021:

- Our natural environment will sustain biodiversity and enhanced riverine landscapes.
- Our council operations will be environmentally sustainable and demonstrate best practice.
- We will continue to achieve excellence in waste management and recycling.
- Our community will value environmental sustainability.
- Our community, businesses and Council will be confident in their ability to identify and respond to environmental challenges.

### Strategic Actions

#### We will achieve this by:

- Developing and implementing Council's Environmental Sustainability Strategy.
- Working in partnership with regional groups and agencies to encourage innovation, education and access to sustainable services and practices.
- Implementing best practice operations and programs across Council.
- Providing resources and knowledge to help community, businesses and Council understand, prepare for and respond to environmental sustainability challenges.
- Supporting business and the community to transition to more environmentally sustainable practices and options.
- Pursuing opportunities to enhance the natural environment.
- Continue implementation of best practice waste management.
- Supporting grassroots environmental improvement and protection works.
- Continuing to comply with our environmental regulatory and legislative obligations.
- Improving the flood resilience of the catchment's people, infrastructure, land, water and biodiversity through partnerships with community and stakeholders.
- Partnering with agencies to support drainage (and groundwater management) to improve long term protection and prosperity of irrigated land, the environment and infrastructure from the return of high water tables and salinisation.



## Performance indicators

### We will know we have succeeded when we see:

- More efficient water and energy use by Council.
- Reduced volumes of waste into landfill.
- Achieve a net gain in native vegetation for Council activities.
- Business and community confidence in their readiness to respond to change.
- Business, community and environment resilience and recovery from natural disasters including flood and fires.
- Business, community and Council awareness of and compliance with environmental regulatory and legislative obligations.
- Council services and infrastructure are sustainable in design and operation.

## What we do

- Review planning and other referrals that impact on our natural resources and assets.
- Provide organic, comingle recycling and general waste collection services that involve more than 1 million flips of kerbside collection bins each year.
- Operate 9 transfer stations and an EPA licenced landfill site, along with monitoring, updating, maintaining and rehabilitating decommissioned landfills to meet required environmental standards.
- Encourage and support partnerships and deliver projects with environmental benefits.
- Ensure the environmental values of land under Council management are maintained or enhanced.
- Support the community to be more environmentally sustainable.
- Work to ensure Council operations are as resource efficient as possible.
- Ensure Council activities consider environmental risks and benefits.
- Provide community education about environmental sustainability - this includes working with local schools.



### Supporting Plans and Policies

*Moirā Shire Planning Scheme*

*Domestic Waste Water Management Plan*

*Weed Action Plan*

*Moirā Shire Urban Stormwater Management Plan 2002*

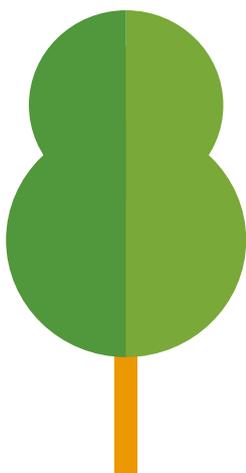
*Sustainable Water Use Plan 2006*

*Preparing for Climate Change in the Moirā Shire - Adaptation Plan 2010*

*Control of Livestock Local Law 2003*

*Environmental Local Law 2003*

*Recreation Reserve Local Law 2009*



**Your  
green waste  
helps this  
tree grow.**

[backtoearth.vic.gov.au](http://backtoearth.vic.gov.au)





## Strategy 4

# A well run Council



## Strategic Objective

We will implement a transparent, engaging and accountable governance structure for current and future generations.

### Goals

#### By 2021:

- Our community and stakeholders will trust Council to act in their best interests.
- Our decisions will be evidence based and for the longer term.
- Our customers will be at the centre of Council service design and delivery.
- Community and business can access self-service and online Council services.
- The community will be more informed of Council's role and capacity.
- Council will be easy to do business with.
- Our systems and processes will support efficient business operations.
- We will listen and respond to the needs of our entire community.
- We will continue to be a financially viable Council.
- We will continue to responsibly manage our business and safety risks.
- Our Councillors and staff will enjoy representing and working for Council and we will continue to attract the skills we need.

### Strategic Actions

#### We will achieve this by:

- Continuously innovating and improving our customer service delivery and accountability.
- Providing clear and consistent understanding of Council's role and capacity.
- Develop technology to enhance business efficiency and service delivery.
- Developing a longer term vision for the Shire.
- Building Council's advocacy, leadership and governance capacity.
- Developing and implement a Communications and Engagement Plan.
- Identifying capital funding needs and developing business cases that match Council's investment priorities.
- Reviewing and rationalising assets and services to identify gaps, overlap and surplus.
- Identifying and pursuing relevant opportunities for efficiencies and shared services with other councils including cross border councils.
- Forming and sustaining partnerships with other councils, departments, industry and organisations.
- Implement risk and safety management plans.
- Defining Council's capacity to undertake emergency management functions.
- Delivering leadership development and workforce succession plans.

## Performance indicators

### We will know we have succeeded when we see:

- Community satisfaction with Council is better than for peer Councils as measured by Local Government Performance Reporting Framework (STET) compulsory indicators:
  - Overall view of direction of Council
  - Community consultation and engagement
  - Lobbying on behalf of the community
  - Decisions made in the interest of the community
  - Overall feeling about performance of Council
  - Rating of Council for customer service.
- An increase in grants secured.
- A pipeline of shovel ready projects for grant applications.
- Community understanding and acceptance of the rationalisation of underutilised assets and services.
- Consistently achieve our financial performance indicators, that are determined by Council with reference to the Victorian Auditor General's Office (VAGO) acceptable range parameters.
- We establish and deliver shared services with regional partners such as neighbouring councils.
- Improved awareness of capital works progress and delivery.
- Satisfied and happy Councillors and staff with access to appropriate and relevant career development support.

## What we do

- Provide customer service and agency services in local centres as well as phone and online service delivery.
- Plan and manage community assets that support service provision.
- Ensure we achieve workplace health and safety and invest in the development of a skilled and appropriately trained workforce.
- Manage information and data to meet our statutory obligations and ensure the privacy and security of customer information.

### Supporting Plans and Policies

*Councillor Code of Conduct*  
*Staff Code of Conduct*  
*Meeting Procedure Local Law*  
*Strategic Resource Plan*  
*Risk Management Strategy*  
*Community Engagement Strategy*  
*Investment Policy*  
*Fraud Prevention Strategy*  
*Performance Reporting Policy*  
*Procurement Policy*  
*Capital works program*  
*Delegation instruments*  
*Councillor Expenses and Resources Policy*  
*Business Continuity Plan*  
*Occupational Health and Safety Policy*  
*IT Strategy*  
*Human resource policies*  
*Human Rights and Responsibilities*  
*Disability Action Plan*  
*Complaint Handling Policy*



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# Strategic Resource Plan

**2018-2022**



## Budgeted Comprehensive Income Statement

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>INCOME</b>					
Rates and charges	34,926	<b>36,391</b>	37,361	38,963	40,644
Statutory fees and fines	1,104	<b>1,245</b>	1,257	1,282	1,308
User fees	2,905	<b>2,390</b>	2,462	2,535	2,611
Grants - Operating	5,912	<b>6,094</b>	11,895	11,979	12,219
Grants - Capital	4,383	<b>6,611</b>	3,346	5,806	7,301
Contributions - monetary	116	<b>3,403</b>	131	564	739
Contributions - non-monetary	200	<b>200</b>	800	200	500
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(170)	<b>(135)</b>	(225)	(225)	(225)
Share of net profits/(losses) of associates and joint ventures	(10)	<b>(10)</b>	36	37	38
Other income	974	<b>1,131</b>	1,171	1,064	949
<b>Total Income</b>	50,340	<b>57,319</b>	58,234	62,206	66,084
<b>EXPENSES</b>					
Employee costs	(21,514)	<b>(22,035)</b>	(22,520)	(23,015)	(23,522)
Materials and services	(21,502)	<b>(22,706)</b>	(23,451)	(24,201)	(24,940)
Bad and doubtful debts	(3)	<b>(10)</b>	(5)	(3)	(3)
Depreciation and amortisation	(9,502)	<b>(10,632)</b>	(10,964)	(11,013)	(11,221)
Borrowing costs	(300)	<b>(234)</b>	(110)	(81)	(50)
Other expenses	(817)	<b>(883)</b>	(986)	(1,044)	(1,157)
<b>Total Expenses</b>	(53,638)	<b>(56,500)</b>	(58,036)	(59,358)	(60,893)
<b>Surplus/(deficit) for the year</b>	(3,298)	<b>818</b>	198	2,849	5,191
<b>OTHER COMPREHENSIVE INCOME</b>					
<b>Items that will not be reclassified to surplus or deficit in future periods:</b>					
Net asset revaluation increment / (decrement)	(26,607)	<b>28,781</b>	9,740	9,978	10,302
<b>Total comprehensive result</b>	(29,905)	<b>29,599</b>	9,939	12,827	15,493

## Budgeted Balance Sheet

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>ASSETS</b>					
<b>Current assets</b>					
Cash and cash equivalents	32,225	<b>21,638</b>	19,334	15,674	12,099
Trade and other receivables	5,020	<b>5,020</b>	3,534	3,691	3,848
Inventories	560	<b>560</b>	563	566	568
Non-current assets classified as held for sale	200	<b>200</b>	201	202	203
<b>Total current assets</b>	<b>38,005</b>	<b>27,418</b>	<b>23,631</b>	<b>20,133</b>	<b>16,718</b>
<b>Non-current assets</b>					
Investments in associates and joint ventures	1,200	<b>1,200</b>	1,236	1,273	1,311
Property, infrastructure, plant & equipment	529,502	<b>578,054</b>	589,955	606,149	624,901
Intangible assets	750	<b>750</b>	713	675	638
<b>Total non-current assets</b>	<b>531,452</b>	<b>580,004</b>	<b>591,904</b>	<b>608,097</b>	<b>626,850</b>
<b>Total assets</b>	<b>569,457</b>	<b>607,422</b>	<b>615,535</b>	<b>628,229</b>	<b>643,568</b>
<b>LIABILITIES</b>					
<b>Current liabilities</b>					
Trade and other payables	3,750	<b>3,750</b>	2,116	2,190	2,257
Trust funds and deposits	750	<b>750</b>	754	758	761
Provisions	5,229	<b>5,229</b>	4,367	4,368	4,369
Interest-bearing loans and borrowings	1,123	<b>988</b>	596	627	659
<b>Total current liabilities</b>	<b>10,852</b>	<b>10,717</b>	<b>7,833</b>	<b>7,942</b>	<b>8,046</b>
<b>Non-current liabilities</b>					
Provisions	12,841	<b>12,841</b>	14,075	14,460	14,860
Interest-bearing loans and borrowings	2,449	<b>1,461</b>	1,286	659	-
<b>Total non-current liabilities</b>	<b>15,290</b>	<b>14,302</b>	<b>15,360</b>	<b>15,119</b>	<b>14,860</b>
<b>Total liabilities</b>	<b>26,142</b>	<b>25,019</b>	<b>23,194</b>	<b>23,061</b>	<b>22,906</b>
<b>Net assets</b>	<b>543,315</b>	<b>582,403</b>	<b>592,342</b>	<b>605,169</b>	<b>620,662</b>
<b>EQUITY</b>					
Accumulated surplus	186,221	<b>196,498</b>	197,596	200,325	205,321
Reserves	357,094	<b>385,905</b>	394,745	404,844	415,341
<b>Total equity</b>	<b>543,315</b>	<b>582,403</b>	<b>592,342</b>	<b>605,169</b>	<b>620,662</b>

## Budgeted Statement of Changes in Equity

For the four years ending 30 June 2022

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2017/18</b>				
Balance at beginning of the financial year	547,753	189,519	356,587	1,647
Surplus/(deficit) for the year	(3,298)	(3,298)	-	-
Net asset revaluation increment/(decrement)	(1,140)	-	(1,140)	-
Transfer (to)/from reserves	-	-	-	-
<b>Balance at end of financial year</b>	<b>543,315</b>	<b>186,221</b>	<b>355,447</b>	<b>1,647</b>
<b>2018/19</b>				
Balance at beginning of the financial year	543,315	186,221	355,447	1,647
Surplus/(deficit) for the year	818	818	-	-
Net asset revaluation increment/(decrement)	28,781	-	28,781	-
Transfer (to)/from reserves	9,489	9,459	-	30
<b>Balance at end of financial year</b>	<b>582,403</b>	<b>196,498</b>	<b>384,228</b>	<b>1,677</b>
<b>2019/20</b>				
Balance at beginning of the financial year	582,403	196,498	384,228	1,677
Surplus/(deficit) for the year	198	198	-	-
Net asset revaluation increment/(decrement)	9,740	-	9,740	-
Transfer (to)/from reserves	-	900	-	(900)
<b>Balance at end of financial year</b>	<b>592,342</b>	<b>197,596</b>	<b>393,968</b>	<b>777</b>
<b>2020/21</b>				
Balance at beginning of the financial year	592,342	197,596	393,968	777
Surplus/(deficit) for the year	2,849	2,849	-	-
Net asset revaluation increment/(decrement)	9,978	-	9,978	-
Transfer (to)/from reserves	(0)	(120)	-	120
<b>Balance at end of financial year</b>	<b>605,169</b>	<b>200,325</b>	<b>403,947</b>	<b>897</b>
<b>2021/22</b>				
Balance at beginning of the financial year	605,169	200,325	403,947	897
Surplus/(deficit) for the year	5,191	5,191	-	-
Net asset revaluation increment/(decrement)	10,302	-	10,302	-
Transfer (to)/from reserves	(0)	(195)	-	195
<b>Balance at end of financial year</b>	<b>620,662</b>	<b>205,321</b>	<b>414,249</b>	<b>1,092</b>

## Budgeted Statement of Cash Flows

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>FLOWS FROM OPERATING ACTIVITIES</b>					
Rates and charges	34,809	<b>36,339</b>	38,790	39,189	40,886
Statutory fees and fines	1,095	<b>1,272</b>	1,305	1,290	1,316
User fees	2,864	<b>2,462</b>	2,556	2,550	2,627
Grants - operating	11,237	<b>6,094</b>	12,350	12,048	12,291
Grants - capital	4,383	<b>6,611</b>	3,474	5,840	7,344
Contributions - monetary	116	<b>3,403</b>	131	564	739
Interest received	465	<b>472</b>	483	362	233
Trust funds and deposits taken	-	-	4	4	4
Other receipts	565	<b>123</b>	719	709	724
Net GST refund / payment	-	-	2,805	3,216	3,427
Employee costs	(21,514)	<b>(22,034)</b>	(24,474)	(24,176)	(24,718)
Materials and services	(21,502)	<b>(22,695)</b>	(25,488)	(25,424)	(26,212)
Trust funds and deposits repaid	(21)	<b>(21)</b>	-	-	-
Other payments	(501)	<b>(587)</b>	(668)	(691)	(795)
<b>Net cash provided by/(used in) operating activities</b>	11,996	<b>11,439</b>	11,987	15,481	17,866
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>					
Payments for property, infrastructure, plant and equipment	(9,662)	<b>(21,107)</b>	(13,890)	(18,739)	(21,040)
Proceeds from sale of property, infrastructure, plant and equipment	437	<b>437</b>	275	275	275
Loan and advances made	(9,225)	<b>(20,670)</b>	(13,615)	(18,464)	(20,765)
<b>Net cash provided by/(used in) investing activities</b>	(13,085)	<b>(9,225)</b>	(12,642)	(15,189)	(15,572)
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>					
Finance costs	(316)	<b>(233)</b>	(110)	(81)	(50)
Repayment of borrowings	(1,040)	<b>(1,123)</b>	(567)	(596)	(627)
<b>Net cash provided by/(used in) financing activities</b>	(1,356)	<b>(1,356)</b>	(677)	(677)	(677)
<b>Net increase/(decrease) in cash and cash equivalents</b>	1,415	<b>(10,587)</b>	(2,304)	(3,660)	(3,575)
Cash and cash equivalents at the beginning of the financial year	30,810	<b>32,225</b>	21,638	19,334	15,674
<b>Cash and cash equivalents at the end of the financial year</b>	32,225	<b>21,638</b>	19,334	15,674	12,099

## Budgeted Statement of Capital Works

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>PROPERTY</b>					
Land	325	<b>6,820</b>	1,500	4,750	5,600
Land improvements	325	<b>6,820</b>	1,500	4,750	5,600
<b>Total land</b>	1,435	<b>2,272</b>	2,493	5,240	6,618
Buildings	1,435	<b>2,272</b>	2,493	5,240	6,618
<b>Total buildings</b>	1,760	<b>9,092</b>	3,993	9,990	12,218
<b>Total property</b>	2,578	<b>1,760</b>	4,218	6,576	6,686
<b>PLANT AND EQUIPMENT</b>					
Plant, machinery and equipment	660	<b>1,308</b>	399	407	415
Fixtures, fittings and furniture	12	-	24	24	25
Computers and telecommunications	250	-	102	104	106
<b>Total plant and equipment</b>	922	<b>1,308</b>	525	535	546
<b>INFRASTRUCTURE</b>					
Roads	4,790	<b>4,923</b>	4,515	3,971	3,827
Bridges	95	<b>1,080</b>	1,008	110	82
Footpaths and cycleways	190	<b>280</b>	303	330	315
Drainage	545	<b>981</b>	500	500	800
Recreational, leisure and community facilities	220	<b>575</b>	429	496	439
Waste management	-	<b>1,000</b>	-	-	-
Parks, open space and streetscapes	400	<b>1,046</b>	306	367	374
Aerodromes	20	<b>7</b>	-	-	-
Off street car parks	120	-	27	40	213
Other infrastructure	600	<b>815</b>	1,158	1,127	1,094
<b>Total infrastructure</b>	6,980	<b>10,707</b>	8,245	6,941	7,144
<b>Total capital works expenditure</b>	9,662	<b>21,107</b>	12,763	17,467	19,909
<b>REPRESENTED BY:</b>					
New asset expenditure	1,233	<b>8,884</b>	2,065	3,190	3,893
Asset renewal expenditure	7,420	<b>9,448</b>	8,470	7,730	7,154
Asset expansion expenditure	120	-	1,319	4,619	5,219
Asset upgrade expenditure	889	<b>2,775</b>	910	1,928	3,642
<b>Total capital works</b>	9,662	<b>21,107</b>	12,763	17,467	19,909

## Budgeted Statement of Human Resources

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan Projections		
	2017/18	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>STAFF EXPENDITURE</b>					
Employee costs - operating	19,738	<b>20,304</b>	20,710	21,125	21,547
Employee costs - capital	170	<b>170</b>	173	176	180
<b>Total staff expenditure</b>	19,908	<b>20,474</b>	20,883	21,301	21,727
<b>STAFF NUMBERS</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
Employees - operating	210.6	<b>215.9</b>	215.9	214.9	214.9
Employees - capital	2.0	<b>2.0</b>	2.0	2.0	2.0
<b>Total staff numbers</b>	212.6	<b>217.9</b>	217.9	216.9	216.9

## Budgeted Summary of Planned Capital Works Expenditure

For the four years ending 30 June 2022

Capital Works Area	Project Cost \$'000	Asset expenditure types			Funding sources				
		New \$'000	Upgrade \$'000	Renewal \$'000	Grants \$'000	Contributions \$'000	Special Charge \$'000	Asset sales \$'000	Council Funding \$'000
Property	9,091	7,372	182	1,537	3,550	2,910			2,632
Plant and equipment	10,707	1,311	2,528	6,868	3,061	140	300		7,206
Infrastructure	1,308	200	65	1,043	-			329	979
<b>Total capital works 2018/19</b>	<b>21,107</b>	<b>8,884</b>	<b>2,775</b>	<b>9,448</b>	<b>6,611</b>	<b>3,050</b>	<b>300</b>	<b>329</b>	<b>10,817</b>

## Budgeted Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2022

Department	Budget	Full time	Permanent	Causal	Temporary
	2018/19		Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Commercial Services	440	389	32	-	19
Community Development	2,649	1,220	1,174	211	45
Construction and Assets	1,627	1,555	22	23	26
Economic Development	1,285	834	142	84	225
Governance and Communication	1,075	920	71	82	1
Information Services	976	767	111	-	98
Office of CEO	1,128	1,124	-	4	-
Operations	5,603	5,113	112	378	-
Strategic Projects	253	253	-	-	-
Organisational Development	811	658	153	-	-
Finance	698	698	-	-	-
Planning and Regulatory Services	2,316	1,752	340	87	136
Waste Management	1,066	660	285	121	-
Environmental Services	378	191	170	17	-
<b>Total operating staff</b>	<b>20,304</b>	<b>16,133</b>	<b>2,613</b>	<b>1,007</b>	<b>551</b>
Capitalised labour staff	170				
Apprentices and Trainees	561				
Other employee costs	1,000				
<b>Total staff</b>	<b>22,035</b>				

## Financial Performance Indicators

Indicator	Measure
<b>OPERATING POSITION</b>	
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue
<b>LIQUIDITY</b>	
Working Capital	Current assets / current liabilities
Unrestricted cash	Unrestricted cash / current liabilities
<b>OBLIGATIONS</b>	
Loans and borrowings	Interest bearing loans and borrowings / rate revenue
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue
Indebtedness	Non-current liabilities / own source revenue
Asset renewal	Asset renewal expenses / Asset depreciation
<b>STABILITY</b>	
Rates concentration	Rate revenue / adjusted underlying revenue
Rates effort	Rate revenue / CIV of rateable properties in the municipality
<b>EFFICIENCY</b>	
Expenditure level	Total expenses/ number of property assessments
Revenue level	Residential rate revenue / number of residential property assessments
Workforce turnover	Number of permanent staff resignations and terminations / average number of permanent staff for the financial year

Budget 2017/18	Budget 2018/19	Strategic Resource Plan Projections			Trend
		2019/20	2020/21	2021/22	+/-
-8.9%	<b>(16.2)%</b>	(4.6)%	(3.7)%	(2.9)%	+
350.2%	<b>255.8%</b>	301.7%	253.5%	207.8%	-
0.0%	<b>181.7%</b>	230.6%	179.8%	130.6%	N/A
10.2%	<b>6.7%</b>	5.1%	3.3%	1.6%	-
3.9%	<b>3.7%</b>	1.8%	1.7%	1.7%	-
38.5%	<b>34.9%</b>	36.5%	34.6%	32.8%	-
78.1%	<b>88.9%</b>	82.0%	81.0%	80.0%	o
70.9%	<b>74.8%</b>	66.8%	67.8%	68.4%	o
0.7%	<b>0.7%</b>	0.6%	0.6%	0.6%	o
\$3,070	<b>\$3,236</b>	\$3,324	\$3,400	\$3,488	+
\$1,862	<b>\$1,912</b>	\$1,950	\$1,989	\$2,029	o
9.0%	<b>9.0%</b>	9.0%	9.0%	9.0%	o

