



WARRNAMBOOL
CITY COUNCIL

Warrnambool:

a cosmopolitan city by the sea



Council Plan 2017-2021
Revised 2018



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Warrnambool City Council Council Plan 2017-2021 (Revised 2018)

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The Council Plan

The Council Plan is a key local government document that sets the strategic direction for the city over the next four years.

It contains a vision broad objectives that the Council wishes to see achieved for the city. It also describes strategies that will be pursued to achieve the objectives.

Allocating resources to deliver a Council Plan is done through the development of a Strategic Resource Plan, which identifies the financial and non-financial resources needed over the four years of a Council Plan.

Council also produces an annual budget which describes objectives and activities over a one-year period and the resources required to achieve those objectives.

Over the next year Council will also, in consultation with the community, develop a 30-year Community Plan. In 2018 the Council Plan will be reviewed to ensure alignment with the community's long-term vision for Warrnambool as described in the Community Plan.

The Council Plan incorporates the Strategic Resources Plan, which outlines the allocation of Council resources over a four-year period to help deliver the Council Plan objectives.

Why have a Council Plan?

Along with providing guidance and certainty around Council direction and actions over a four-year period, the Council Plan is also a requirement under the Local Government Act 1989.

The Act states that the Council Plan must include objectives, strategies for achieving these objectives and strategic indicators for monitoring achievement around the objectives.

The Council then develops actions and initiatives to deliver on the objectives in the plan.

The Council plan is our overt statement to the community of what Council is committed to for the term of the plan.

The Community is asked to review what is presented in the plan and Council engages in a comprehensive consultation process with our community to inform the priorities of the plan. This is done through different means over an extended period of time and includes data from many sources.

The role of Local Government

Council derives its role, powers and functions primarily from the Local Government Act 1989.

The Act specifies that the primary objective of Council is to achieve the best outcomes for the community having regard to the following:

- Promoting social, economic and environmental viability and sustainability.
- Ensuring that resources are effectively and efficiently used.
- Improving people's overall quality of life.
- Promoting business and employment opportunities.
- Ensuring services and facilities are accessible and equitable.
- Ensuring equitable setting of rates.
- Ensuring transparency in decision-making.

Council is responsible for establishing strategic objectives for the municipality, establishing and guiding policies, setting service standards and for monitoring the organisation's performance.



The Council

Warrnambool City Council is an unsubdivided municipality with each Councillor elected by all voters. The seven Councillors were elected in October 2016 for a four-year term.

Council holds regular open meetings at which key decisions are made. The seven-member Council was elected in October, 2016. Cr Robert Anderson was elected mayor on October 30, 2017.



Mayor Cr Robert Anderson



Cr Sue Cassidy



Cr Kylie Gaston



Cr Tony Herbert



Cr Peter Hulin



Cr Michael Neoh



Cr David Owen



The organisation

The Councillors are the decision-makers who, with help from the community, set the vision and strategic direction for the municipality.

The Council's operational staff, some 700 full-time, part-time and casual staff, headed by the Chief Executive Officer, Bruce Anson, help deliver the vision and goals of the Council.

The staff implement Council decisions, provide advice to the Council, help ensure compliance with relevant legislation and assist with the management of resources and assets to provide services to the community.

The municipality

The Warrnambool municipality is 120sqkm in size and situated in the Great South Coast region of Victoria, 263km south-west of Melbourne.

It contains the coastal city of Warrnambool and the towns of Allansford, Bushfield and Woodford.

Warrnambool has a growing population and over recent years has attracted people seeking a seachange and those from the region who are seeking professional and educational opportunities.

Recent research by leading firms Deloitte Access Economics and Ipsos has revealed that Warrnambool is considered Victoria's most liveable city. This research considered factors including health and education services, access to natural attractions and housing affordability.

Stunning Lady Bay provides a focal point and major attraction for residents and visitors and in winter and spring the bay is home to southern right whales and their calves.

Warrnambool serves as a centre for a regional population of about 120,000 people. It contains a TAFE college, a Deakin University campus including a School of Medicine and a base hospital which is part of South West Healthcare.



The major employment sectors are health care and social assistance, retail, manufacturing, education and training, accommodation and food services, professional services and construction.

Warrnambool has a moderate climate with an average maximum summer temperature of 22°C, while the average winter maximum is 14°C.

The Great South Coast region features major visitor attractions including the 12 Apostles, Tower Hill and Budj Bim National Park.

Along with the natural attractions visitors are drawn to events including the speedway car racing, the May Racing Carnival and surf life saving events.

The region also features some of Australia's most fertile agricultural land much of which is dedicated to dairy and beef production. Three major dairy manufacturers and a large meat processor are situated in and around Warrnambool providing a major source of employment.

Our Vision

A cosmopolitan city by the sea

Our theme

Growing pride and confidence in the city

Our Objectives

These five objectives support the Council's vision.

- Sustain and enhance the natural environment
- Foster a healthy city that is socially and culturally rich
- Maintain and improve the physical fabric of the city
- Develop a modern economy with diverse and sustainable employment
- Practice good governance through openness and accountability



A message from the Mayor

Welcome to the revised Council Plan for 2017-2021.

Completing the first version of this Council Plan was one of the first major duties undertaken by this Council following the 2016 Local Government elections.

The plan covers a broad range of challenges and aspirations for the municipality over a four-year period, along with the strategies that will help us achieve our goals. Each year Council re-examines the Council Plan to ensure that it continues to meet the needs of the community.

Council remains committed to the vision, the theme and the objectives of the original plan.

We still believe in the vision to be a Cosmopolitan City by the Sea. Our belief in this vision has been reinforced by the engagement process undertaken for the development of the long-term community plan, Warrnambool 2040. During this engagement many people spoke about the importance of Warrnambool being a welcoming and inclusive city, one which was accepting of people of different ethnic cultures, religious backgrounds and sexual orientation.

In reviewing the Council Plan we need to ensure it is calibrated to help achieve the long-term visions for Warrnambool 2040. This will mean some changes: our community is ambitious and committed to striving for excellence. Our community wants to be the most liveable and most sustainable regional city in Australia. It also wants to have the most resilient economy of any regional Australian city.

Key findings from Warrnambool 2040 are now woven into the narrative of this Council Plan.

To achieve this takes pride and confidence so we believe our Council Plan theme of “growing pride and confidence in our city” remains very relevant.

We are a beautiful city and a highly liveable city. Our liveability is the result of the sum of all our actions to make our municipality the best place it can be.

Cr Robert Anderson
Mayor



A message from the CEO

Our community should feel justifiably proud to live in a city considered to be Victoria's most liveable.

It is a reputation that Council is committed to supporting. People are drawn to Warrnambool for arts, culture and the accessibility of our city.

Council provides a range of quality services to the community including family and children's services and other community services including volunteer coordination, youth services and aged services.

We have tremendous cultural assets such as the Lighthouse Theatre and Warrnambool Art Gallery – these play a role for Warrnambool and the region.

We are making progress on major projects. Our \$15 million City Centre Renewal is well under way and we have seen the great results of the 2017 construction phase.

To assist our city to become more sustainable we have adopted a Green Plan and will now work on actions to deliver on the objectives in the plan. We will also expand the Food

Organics Green Organics collection service which is reducing our greenhouse gas emissions and the volume of material entering landfill.

Council has also been effective in advocating for our region with improvements to rail and more support for the Shipwreck Coast Master Plan, which seeks to have more people staying for longer within the Great Ocean Road region, including Warrnambool.

I would like to acknowledge the importance and role of Council staff in the delivery of the Council Plan. The commitment of staff to performing to the best of their ability is a key to the success of the Plan and Council is committed to providing a workplace in which people can reach their potential while fulfilling the requirements of their roles.

Bruce Anson
Chief Executive Officer



Objective

Sustain and enhance the natural environment

Protected waterways, coast and land

Preparedness for climate change

Options for waste minimisation

Benefit from eco-business

Warrnambool occupies a unique position as Victoria's largest coastal city outside Port Phillip Bay.

Geographically the city is perched on gentle hills and flats by the stunning Lady Bay and between two important South West rivers, the Hopkins and the Merri.

Dunes along Lady Bay have been revegetated over the years by willing volunteers while similar efforts have been made to revegetate the banks of the Merri River to restore health to this waterway which is home to a growing number of platypus.

Each year thousands of people walk along a sealed promenade that meanders through the dunes the length of Lady Bay.

Warrnambool is renowned for using maremma dogs to protect a colony of Little Penguins which were nearly wiped out through predation by foxes. From a population of fewer than 10 penguins the number has recovered to more than 150.

Beyond Lady Bay and its famous Breakwater lies the

Southern Ocean. A large section of water off the Breakwater lies within a marine park, which protects the marine flora and fauna.

Warrnambool wants to have zero net greenhouse gas emissions by 2040. This will be achieved through a combination of sourcing our energy from renewable resources and improved management of waste streams including the introduction of food organics, garden organics (FOGO) collection across the whole municipality.

Our community also wants to be prepared for climate change with our institutions, agencies, university, industry, business and community leaders developing the response to this great environmental challenge.

Our drive to be the most sustainable regional city will draw on the best scientific and Traditional Owner knowledge. Council will investigate the use of potable water and the capture and use of stormwater.



Strategies

- 1.1 Protect and enhance our waterways, coast and land
- 1.2 Commit to being a carbon neutral organisation by 2040
- 1.3 Invest in climate change preparedness
- 1.4 Encourage environmentally sustainable business
- 1.5 Review options for managing waste
- 1.6 Educate the community on Council' s sustainability initiatives
- 1.7 Partner with the community on local sustainability projects

Strategic indicators

- Greenhouse gas emissions reduction of 30% from 2012 levels by 2020
- A net increase in the amount of domestic waste diverted from landfill
- Increased net visitation to natural attractions in the region
- Net increase in the number of new native plantings and revegetation areas
- 100% delivery of funded vermin control program



Existing Strategies and Plans that support this objective:

- Green Warrnambool Plan
- Climate Change Action Plan
- Open Space Strategy
- Sustainable Transport Strategy
- Coastal Management Plan
- Domestic Waste Water Management Plan
- Merri River Restoration Strategy
- St James Park Masterplan
- Waste and Litter Education Strategy
- Port of Warrnambool Safer Boating Launching Master Plan





Objective

Foster a healthy city that is socially and culturally rich

More people healthy and well

More people learning

More people culturally involved

More people connected and participating

Resilience in emergencies

A healthy and safe place to live and study

A stroll through Warrnambool’s streets reveals some excellent street art, much of which has been added in the past decade.

The street art reflects a growing arts and culture scene in Warrnambool. Along with well-established institutions such as the Council-owned Warrnambool Art Gallery and Lighthouse Theatre there are private art galleries and an influential artists’ co-operative, the F Project.

Moyjil-Point Ritchie, at the mouth of the Hopkins River, contains evidence of human activity dating from at least 40,000 years ago and possibly much earlier.

Acknowledgement of the area’s rich indigenous history and increasing the opportunities to recognise Warrnambool’s first people are important for Council. Council will seek opportunities to work in partnership with our indigenous community to better acknowledge local Aboriginal culture. Warrnambool is a university city, providing opportunities for students to come to the city from outside the region to study – and for the region’s young people to obtain a qualification closer to home.

While the health and wellbeing of Warrnambool’s residents fares well on some measures (eg rates of physical activity, volunteering and access to open space), like every community, there are issues which require continued effort (eg educational attainment, family violence). Council’s health and wellbeing plan details the priorities for action and sets the following objectives:

- Promote healthy lifestyles
- Seek equity, access, safety and inclusion for all
- Improve access to economic resources

The Warrnambool 2040 engagement found people wanted the city to be a place where all people could thrive; a city that was safe, affordable and accessible for all people with a well connected network of shared paths along all waterways and the coast, high quality roads and frequent rail services. Recreation is a significant part of the Warrnambool lifestyle and the city’s residents embrace many sporting pursuits. A range of sports can be played competitively in the city and there are also opportunities for people to be physically active in a non-competitive environment.

Strategies to achieve this objective

- 2.1 Promote healthy lifestyles
- 2.2 Seek equity, access, safety and inclusion for everyone
- 2.3 Increase community health and social connections
- 2.4 Encourage and support participation in sport, recreation and physical activity
- 2.5 Encourage and support more lifelong learning
- 2.6 Engage a broader range of people in cultural activities
- 2.7 Actively acknowledge local Aboriginal culture
- 2.8 Increase participation opportunities for disadvantaged members of the community

Strategic indicators

- Improved health and wellbeing indicators above 2016 recorded levels
- Increased rates of volunteering above 2017-2018 levels
- Education attainment indicators higher than 2017 levels
- Tertiary education participation rates higher than 2017 levels
- Participation in health and wellbeing campaigns/initiatives
- Total numbers of Participation in community engagement activities
- High quality accreditation across Early Years Services maintained at current levels or better
- Improving Australian Early Years outcomes over the next 10 years
- Reducing inequity across key health and wellbeing domains in Warrnambool
- Immunisation rates at or above 2017 levels

Existing strategies and plans that support this objective:

- Warrnambool – a Healthy City 2017-2021
- Community Services and Infrastructure Plan
- Sustainable Transport Strategy
- Active Warrnambool (under development)
- Open Space Strategy
- AquaZone Strategy 2025
- Brierly Recreation Reserve Master Plan
- Botanic Gardens Master Plan
- Lake Pertobe Master Plan
- Allansford Recreation Reserve Master Plan
- Road Users Plan
- Municipal Emergency Management Plan
- Municipal Emergency Recovery Plan
- Heatwave Plan
- Pandemic Plan
- Public Art and Cultural Management Plan
- Moyjil Conservation Management Plan



Other policies which influence the way we work:

- Roadmap to Reform, Victorian State Government
- Education State, Victorian State Government
- Creative State Strategy, Victorian State Government 2016
- Victorian Primary Care Partnerships Future Directions 2017-2021
- VicHealth Action Agenda, 2013-2023
- Victorian Public Health and Wellbeing Plan 2015-2019
- Health Promotion and Prevention Directions Paper
- Alliance for Gambling Reform Victoria
- Victorian Council of Social Services Strategic Plan 2015-2018
- Australian Council of Social Services Strategic Plan 2014-2017
- National Disability Insurance Scheme - Victorian Program Introduction and Rollout 2016-2019
- Aged Care Reform Strategy, Australian Government
- Royal Commission into Out Of Home Care Findings & Regional Strategy 2017
- Royal Commission into Family Violence. Family Violence The Plan for Change
- Victorian Early Years Management Framework, Dept Education and Training
- Victorian Child Safe Standards



Objective

Maintain and improve the physical fabric of the city

More of our city connected

More vibrancy in our city

More fit-for-purpose infrastructure

Greater amenity and ease of movement

Be proud of what we already have

Warrnambool aims to have well-designed commercial, residential, cultural and recreational precincts that are attractive, activated, accessible, sustainable, adaptable, multi-use and safe.

Warrnambool residents take great pride in the appearance of their city, its built environment and open spaces. They want their city to be the most liveable in regional Australia.

As key infrastructure is renewed or replaced and as new residential areas become available Council considers connections to shops, parks and public transport services.

In recent years Council has worked on ensuring better connections for pedestrians and cyclists.

Shared pathways have been constructed along Moore and Koroit streets, pedestrian bridges have been built over Russells Creek along Daltons Road and over the Merri River at Wellington Street.

Pedestrian bridges at Lake Pertobe have also been progressively replaced and a number of bicycle lanes have been added to streets in the city centre.

Population forecasts and improved geographic and social mapping allow us to plan more effectively for the future.

Council is committed to maintaining its road network and to obtain the best possible value through shared contracts and new maintenance techniques.

Considerable effort is now focused on the lifetime cost of maintaining an asset through its serviceable life.

Strategies to achieve this objective

- 3.1 Build better connections for cyclists and pedestrians
- 3.2 Create a more vibrant city through activating high quality public places
- 3.3 Build infrastructure that best meets current and future community needs
- 3.4 Enhance movement in and around the city
- 3.5 Maintain and enhance existing Council infrastructure
- 3.6 Advocate for better regional connections

Strategic indicators

- Reduced asset renewal gap from 2017
- Results of Community satisfaction survey in relation to appearance of public places
- Local Government Performance Reporting indicators (roads and animal management) at 2017 levels or better

Existing strategies and plans that support this objective:

- AquaZone Strategy 2025
- Brierly Recreation Reserve Master Plan
- Active Warrnambool Strategy (under development)
- Open Space Strategy
- Botanic Gardens Master Plan
- Lake Pertobe Master Plan
- Community Services and Infrastructure Plan
- City Centre Structure Plan
- Retail Strategy
- Citywide Housing Strategy
- Housing Diversity Strategy

- Heritage Strategy
- Industrial Land Use Review
- Structure Plans (growth areas)
- Eastern Activity Precinct Plan
- Railway Station Precinct Master Plan
- Transport Review of the City Centre
- Moyne Warrnambool Rural Housing and Settlement Strategy

Other policies which influence the way we work:

- Creative State Strategy, Victorian State Government, 2016
- VicHealth Action Agenda, 2013-2023





Objective

Develop a modern economy with diverse and sustainable employment

More people

Warrnambool functions as the commercial, health care and educational centre of the South West.

Warrnambool functions as the commercial, health care and educational centre of the South West.

The city, which regularly records low unemployment levels, is a key service centre for a prosperous agricultural region that produces a third of the Victoria's dairy product, a third of its beef, a third of its lamb and a quarter of its wool.

The city has a population of 35,000 and this figure is forecast to approach 50,000 by 2035.

Warrnambool is a highly liveable coastal regional city with a strong track record of steady and sustained population and economic growth.

Our renowned liveability encourages population and workforce attraction, which in turn supports the economy.

Warrnambool's ongoing economic challenge is to create employment opportunities in the City to keep pace with population growth.

Based on population growth forecasts there will be a need for our city to create more than 4,000 new jobs over the next 20 years.

Some of the growth in our economy will be the result of thinking globally. We need to work together to understand and develop capability around trading in global markets and to derive economic benefits from international tourism growth.

More sustainable local economy

More beneficial visitor economy

More modern infrastructure

Improvements have been made and continue around the frequency, speed and reliability of rail services between Warrnambool and Melbourne. A \$10 million upgrade 20 rail crossings will assist travel times and reliability while a further \$114 million has been committed to improving the rail, building a passing loop and introducing faster VLocity trains.

The Princes Highway West continues to present challenges. The single lane highway requires an upgrade to improve the quality of the road, safety and the speed at which traffic, including freight, can move.

The rollout of NBN to Warrnambool was ahead of the original schedule, in part due to the installation of a new Telstra telecommunications exchange following a fire in 2012.

The higher speed digital connections through the NBN provide opportunities for local business.

The city has a residential land supply of more than 25 years. Land near the eastern entrance to the city was also zoned to create a supply of industrial land.

The city offers excellent vocational and tertiary education options. It is home to the main campus of the South West Institute of TAFE and Deakin University's Warrnambool campus, provides opportunities for a unique education experience with a university ranked in the top two per cent of the world's universities and in the top 50 worldwide of universities under 50 years old.

By 2040 the Warrnambool community wants its city to have Australia's most resilient and thriving regional economy.

Strategies to achieve this objective

- 4.1 Grow the city's population through local economic growth
- 4.2 Encourage more sustainable local business
- 4.3 Enhance the visitor experience
- 4.4 Advocate for and improve infrastructure including transport, services and digital infrastructure
- 4.5 Create stronger links between education providers, business and industry

Strategic indicators

- Investment from government and private sector
- Gross Regional Product
- Education - attraction of international students
- Planning decisions - decisions upheld at the Victorian Civil and Administrative Tribunal
- Visitation increase and yield - overnight stays

Existing strategies and plans that support this objective:

- Economic Development Strategy
- Great South Coast Food and Fibre Plan
- Flagstaff Hill Navigate 2017 Plan
- Surfside Holiday Park Development Plan





Objective

Practice good governance through openness and accountability

Council will provide strong advocacy for the community and region. It will practice transparent decision-making while delivering services efficiently and effectively.

In delivering good governance Council has an opportunity to share with the community the challenges for future service planning and provision through increased engagement with the broader community.

Greater communication with the community also helps build community understanding of Council's role and provides

insights into how engagement has helped inform decision-making.

The successful delivery of the Council Plan depends on people. Council will strive to ensure that the working environment at Council sites promotes a positive staff culture with people enjoying their work and provided with the appropriate level of resourcing to deliver on the objectives in the Council Plan.

Council is also committed to working in partnership with the community to achieve the long-term visions for Warrnambool 2040.



Strategies to achieve this objective

- 5.1 Strategic Resource Plan.
- 5.2 Annual Budget.
- 5.3 Council Plan.
- 5.4 Community Plan.
- 5.5 Reporting to the community.
- 5.6 Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement.
- 5.7 Develop policies, strategic plans and processes to address local and regional issues, guide service provision and ensure operational effectiveness.
- 5.8 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk.
- 5.9 Deliver customer-focused, responsive services.
- 5.10 Foster an encouraging and positive staff culture.

Strategic indicators

- Budget and Strategic Resource Plan - outcomes at forecast levels
- Local Government Performance Reporting Framework - outcomes at 2017-2018 levels or better
- Annual Community Satisfaction Survey at 2018 levels or better



Achieving our objectives

Actions and initiatives

2018-2019

Objective 1. Sustain and enhance the natural environment

1.1 Protect and enhance our waterways, coast and land	Implement the Coastal Management Plan and Vegetation Management Plan.
	Ensure compliance with Local Laws relating to horses on Lady Bay.
	Review recycling practices in the city and develop short and long-term options for recycling processes.
	Ensure all conditions of horses on Lady Bay beach are adhered to and enforced.
	Ensure all septic tanks meet EPA guidelines and requirements.
	Continue the Bag It, Bin It, dog litter reduction campaign to reduce dog littering.
	Develop an asset management plan for coastal protection assets and seek funding for their management.
	Manage and implement the Moyjil Cultural Heritage Plan.
1.2 Commit to being a carbon neutral organisation by 2040	Commence implementation of the new Warrnambool sustainability plan.
	Reduce reliance on landfill by diverting organic material from waste streams through education.
1.3 Invest in climate change preparedness	Deliver the Barwon South West – Local Coastal Hazard Assessment – Stage 1 Pursue funding for Stage 2
1.5 Review options for managing waste	Investigate opportunities for waste to energy to reduce reliance on landfill.
	Continue the staged rollout of the the food organics and green organics (FOGO) collection service to divert organic material from landfill.
1.6 Educate the community on Council' s sustainability initiatives	Prepare a foreshore master plan specifically investigate potential for eco-tourism at the foreshore.
1.7 Partner with the community on local sustainability projects	Work with the community to advocate for Warrnambool to be a plastic bag-free city

Objective 2. Foster a healthy city that is socially and culturally rich

2.1 Promote healthy lifestyles	Provide communications support to promote Council services and facilities.
	Implement Warrnambool - A Healthy City 2017-2021
	Increase understanding of priority health and wellbeing issues in the community
	Encourage social connection and promote active living in public spaces.
	Support Youth Council to implement their annual action plan
	Ensure compliance with the Tobacco Act and MAV Tobacco Agreement.
	Ensure premises operating under the Food Act and Public Health Act are inspected before a renewal of registration is granted.
2.2 Seek equity, safety and inclusion for everyone	Partner with local agencies and organisations to address health and wellbeing priorities.
	Support the collection of new, consistent data and evidence to inform strategic and service planning.
	Encourage residents to be prepared for emergencies, increase awareness of local emergency alerts/warnings and share preparedness resources and information with residents.
	Establish a parenting program supporting the needs of fathers within the community.
	Develop a kiosk information centre for families to navigate children's services and activities within the community.
	Continue with the Victorian Government's Roadmap for Reform and commence implementation of the 10-Year Early Childhood Reform Plan across all Early Years Learning and Development Units, services and alliance networks.
	Expand access to early learning and development opportunities for children and increase support for parents through the introduction of the Supported Playgroup Program. Pilot two supported playgroups in the Warrnambool municipality and test the models and their applicability to Warrnambool communities
	Enable child safety standards across the Early Years Learning and Development Unit.
	Complete the principle pedestrian network plan to inform future investment in our pathways and support sustainable transport.
	Ensure regional assessment targets are met and that quality processes and procedures are adhered to.
	Continue to implement Council's Disability Action Plan.
	Ensure that Client care plans are completed and reviewed.
	Implement Council's Wellness, Reablement and Diversity Plans.
	Ensure immunisation facilities are fit-for-purpose.
	Increase influenza immunisation.
	Maintain and enhance child immunisation rates (from 95 per cent coverage).
	Implement the Rural Access 2017-2018 Directions Report.

Objective 2. Foster a healthy city that is socially and culturally rich

2.3 Increase community health through social connection.	Establish Archie Graham as a central point of information for health and wellbeing activities and opportunities for older adults
	Increase connectedness and build health and wellbeing knowledge of local people via social media.
	Continue to support active volunteerism within the local community
2.4 Encourage and support participation in sport, recreation and physical activity	Implement the Aquazone Annual Business plan and make improvements to drive increased visitation.
	Complete the following recreation infrastructure projects: (i) Dennington Recreation Reserve Pavilion Redevelopment and sewer upgrade; and, (ii) Mack Oval Irrigation development.
	Seek funding to commence implementation of Lake Pertobe Master Plan.
	Implement Stage 2 of the healthier choices project at Warrnambool Stadium kiosk.
	Host the South West Regional Championships at the Warrnambool Gymnastics Centre in partnership with the Springers Gymnastics Club.
	Complete the Great South Coast Regional AFL, Netball and Cricket Strategy and work with stakeholders to commence implementation.
	Complete the Active Warrnambool Strategy and work with stakeholders to commence implementation
	Complete the Reid Oval Preliminary Business Case project and advocate for capital investment to implement the Development Plan priorities.
	Introduce a new enclosed dog park in consultation with the community.
2.5 Encourage and support more lifelong learning	Warrnambool Branch Library to promote early reading programs to support literacy in young children.
	Present the LINK (library) business case to government and continue to advocate for capital investment in the project.
	Implement the new childcare funding package across childcare services.
	Provide early engagement opportunities which support early learning and parenting through supported playgroups.
	Improve school readiness outcomes through the implementation of the DET School Readiness Funding.
	Continue to provide high quality early years programs within early years services.
2.6 Engage a broader range of people in cultural activities.	Work with the appropriate stakeholders to progress development of improved tourism product initiatives at Tower Hill and Moyjil.
	Develop and deliver a Warrnambool Art Gallery calendar of exhibitions and education programs which attract identified target audiences.

Objective 2. Foster a healthy city that is socially and culturally rich

	Develop a Warrnambool Art Gallery vision and 10-year strategy.
	Foster community partnerships to deliver arts workshops at the Lighthouse Theatre.
2.7 Actively acknowledge local Aboriginal Culture.	Engage Aboriginal elders in Council's strategic planning and include Aboriginal culture, stories and language in projects whenever appropriate.
	Involve Aboriginal community members in the design of relevant priority projects identified in the Botanic Gardens and Lake Pertobe master plans.
2.8 Seek more participation opportunities for disadvantaged and vulnerable members of the community.	Establish Archie Graham Community centre as a culturally safe environment.

Objective 3. Maintain and improve the physical fabric of the city

3.1 Build better connections for cyclists and pedestrians.	Consider the recommendations from the Cycling Reference Group and implement any actions adopted by Council.
3.2 Create a more vibrant city through activating high quality public places	Implement the key initiatives of the Open Space Strategy .
	Implement an Open Space Contributions Policy.
	Develop city pride and story through development of town entrances.
	Implement food van trading plans for the harbour and city centre precincts.
3.3 Build infrastructure that best meets current and future community needs	Consider special rates and charges schemes to develop footpath, drainage and road infrastructure.
	Finalise a Playspace Strategy.
	Progressively plan and renew City Centre streetscapes.
	Upgrade of two key public amenities buildings.
	Develop "significant & heritage" tree renewal program.
	Prepare a strategy and funding model for a long-term tree replacement program.
	Complete the design process for the upgrade of the Warrnambool Pound in consultation with the RSPCA.
	Undertake a contract extension with the RSPCA for pound services.
	Develop and expand off-street parking areas.
3.4 Enhance movement in and around the city	Further promote the smart parking options.
3.5 Maintain and enhance existing Council infrastructure	Identify and regularly monitor condition of asset classes.
	Report annually to Council and community on service levels and unfunded works.
	Investigate funding opportunities to renew heritage assets such as Cannon Hill armaments, the Portuguese monument and Wolleston Bridge
	Undertake an assessment of all public place litter bins and develop a maintenance/replacement program.
	Collaborate with Council service managers to ensure facilities comply with the Food and Health Act.
	Update asset management plans for asset classes including roads, bridges, footpaths, IT, buildings and monuments.
	Tempered mixing valves audit and maintenance routine.
	Implement 2017-2018 Roof Access Audit Recommendations.
	Minor works for maintenance of Council buildings.
	Development of a standard specification for fittings and fixtures to standardise maintenance for high cost items.
3.6 Develop and/or advocate for better regional connections	Seek funding for and deliver road safety projects.

Objective 3. Maintain and improve the physical fabric of the city

	Advocate for essential safety and road improvements on the Princes Highway West.
	Advocate for improved passenger and freight rail services

Objective 4. Develop a modern economy with diverse and sustainable employment

4.1 Grow the city's population through local economic growth	Facilitate and promote business support and investment opportunities to grow the local economy.
	Provide executive support to implement the Great South Coast Food and Fibre Plan.
	Develop and circulate economic data and analysis to business and industry.
	Implement Warrnambool - China Strategy to build local business capacity and capability.
	Promote and facilitate investment in the Warrnambool Regional Airport.
	Complete and implement the Housing Diversity Strategy.
	Plan for the development and implementation of precinct structure plans.
	Maintain adequate land supply through regular audits and monitoring.
	Consider job creation opportunities in local waste management systems.
4.2 Encourage more sustainable local business	Further develop, promote and deliver Business Support Package to City Centre businesses within the City Centre Renewal zone.
	Complete and implement the Industrial Buffers Project.
	Implementation of Development Plans and Developer Contributions Plans.
	Deliver a business case and feasibility study for a Business Incubator/ Accelerator to support growth of existing companies or start-ups in our region.
	Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.
4.3 Enhance the visitor experience	Co-ordinate and deliver a regional visitor economy project to build the capacity and capability of local operators to access the growing Chinese tourism market.
	Recognise the importance of indigenous culture to the region and explore with Great Ocean Road Regional Tourism the potential for an increased Aboriginal tourism offer.
	Support the development of new tourism and economic development proposals, including Crown Land proposals where appropriate.
	Develop and implement actions of the 2018-2022 Events Strategy.
	Partner with GORT and other stakeholders to implement the recommendations of the Warrnambool Destination Action Plan.
	Ensure mobile food vans and temporary food stalls that require registration with Council are compliant and registered under the Food Act.
	Produce and implement a Strategic Plan for the Holiday Parks (Surfside & Shipwreck Bay).

Objective 4. Develop a modern economy with diverse and sustainable employment

	Produce and implement a Marketing Strategy to promote Warrnambool in partnership with GORRT & Industry.
	Support and participate in the activities of the Warrnambool Tourism and Business Association.
	Support the activities of the Great Ocean Road Regional Tourism Board.
	Support and advocate for the implementation of initiatives in the Shipwreck Coast Master Plan.
4.4 Advocate for and improve infrastructure including transport, services and digital infrastructure	Provide advocacy support material and report on advocacy outcomes.
	Participate in regional leadership groups and alliances to advocate for improved transport, services and digital infrastructure.
4.5 Create stronger links between education providers, business and industry	Develop and circulate economic data and analysis to business and industry.
	Continual Improvement of the Development Toolkit.
	Continual Improvement of the Building Services Toolbox.
	Develop and implement a plan of partnership initiatives with Deakin Warrnambool and South West TAFE.
	Develop an International Student Education Prospectus.

Objective 5. Practice good governance through openness and accountability

5.1 Strategic Resource Plan	Coordinate, prepare and have adopted Council's Strategic Resource Plan.
5.2 Annual Budget	Coordinate, prepare and have adopted Council's Annual Budget.
5.4 Community Plan	Partner with the community to endorse and implement the W2040 Community Plan
	Inform Council and Community strategic planning by sharing the learnings from W2040 engagement processes.
	Establish a reporting framework for the W2040 Community plan.
5.5 Reporting to the community	
	Report on the extent and engagement with Council's communications measures.
5.6 Provision of opportunities for the community to actively participate in Council's decision-making through effective promotion, communication and engagement	Provide community engagement opportunities relating to Council projects as required.
	Gazettal of Council's new Local Laws.
5.7 Develop policies, strategic plans and processes to address local and regional issues, guide service	Implement enterprise-wide project management framework.
	Implement enterprise-wide project management framework procurement management and contract management module.
	Implement enterprise-wide project management framework - project management and vendor management modules.
	Support quality strategic planning processes which are evidence based, informed by quality community engagement and result in improved outcomes for the community.
	Continual refinement of the Health and Safety System through improved process, implementation, reporting and organisation engagement.
	Enhancing efficiency and organisational performance through improved organisation culture utilising a trusted advisor model of service.
	Implement workplace actions to educate and build capacity of Council staff regarding gender and diversity equity and family violence issues.
	Improving organisation culture, engagement and service standards through a coordinated approach to innovative and sector leading training, professional development, cultural diversity and wellbeing
	Ensure all Local Laws are enforced and the review process and discretions administered in accordance with the objectives of the Local Laws and relevant Council guidelines.

Objective 5. Practice good governance through openness and accountability

	Investigate opportunities and develop a strategy to reduce graffiti in the city.
	Implement on-line permits for food registrations.
	Continued rollout of smart technology to manage car parking in the city.
	Commence implementation of priority actions arising from the Staff Survey.
	Develop a Municipal Early Years Strategy.
	Aim for efficiencies through the use of digital technologies.
	Refresh IT Strategy.
	Participate in Shared Services – TechnologyOne with Moyne & Corangamite Shires.
	Improve the resilience of IT Systems.
	Improve utilisation of IT to improve business processes and user experience.
	Improve Record Keeping compliance by improving the uptake of ECM.
	Improve business efficiency by consolidating documents held on network drives into ECM.
5.8 Ensure financial sustainability through effective use of Council's resources and assets and prudent management of risk.	Review Council-owned property with consideration of rental agreements, property valuations and disposal of surplus land.
	Increase training, resources and preparedness to meet the requirements of Council's Municipal Emergency Management Plan.
5.9 Deliver customer-focused, responsive services.	Maintain and monitor continuous improvement plan and corporate Community Home Support Program calendar and self-assessment tool.
	Review the provision of Council's community housing service and report proposed recommendations to Council for a decision on the future of the service.
	Execute new contracts for recycling, household waste and Food Organics Garden Organics services.
5.10 Foster an encouraging and positive staff culture.	Commence implementation of priority actions arising from the Staff Survey



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WARRNAMBOOL
CITY COUNCIL

A cosmopolitan city by the sea

Strategic Resource Plan

2018 - 2022



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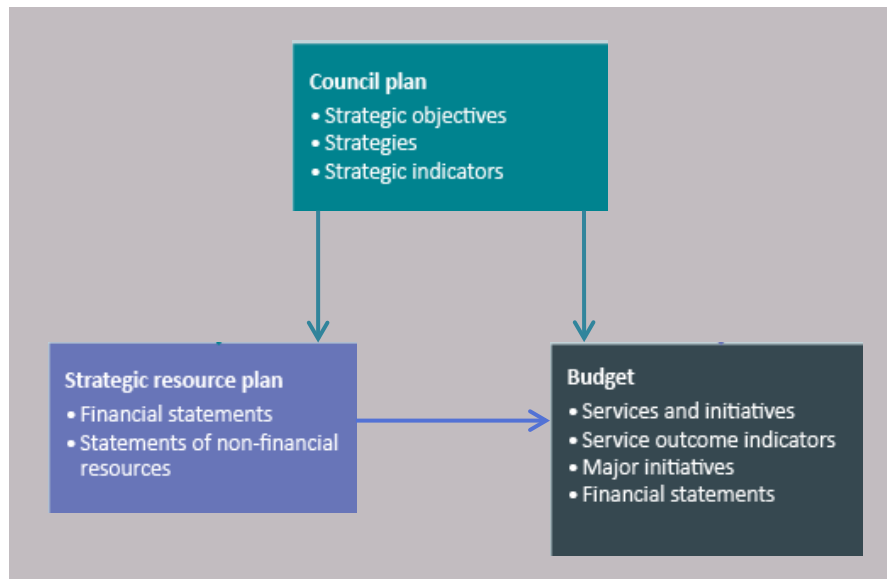
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Background

The *Local Government Act 1989* (the Act) requires council to prepare a strategic resource plan (SRP) for at least the next four financial years that describes both the financial and non-financial resources required to achieve the strategic objectives in the council plan. In preparing the SRP, council must take into account services and initiatives contained in any plan adopted or proposed to be adopted by council.

Council has prepared a SRP for the four years 2018-19 to 2021-22 as part of its integrated planning framework as set out below.



The council plan includes the strategic objectives, strategies for achieving these for at least the next four years and strategic indicators for monitoring achievement of the strategic objectives. The SRP is a plan of the resources for at least the next four years required to achieve the strategic objectives in the council plan. The SRP informs the preparation of the budget which is a plan that describes the services and initiatives to be funded and how they will contribute to the achieving the strategic objectives in the council plan.

Objectives of the plan

The overall objective of the SRP is financial sustainability in the medium to long term, while still providing sufficient resources to achieve the council plan strategic objectives. The key objectives which underpin the SRP over the next four years are:

- Achieve at a minimum a breakeven adjusted underlying result;
- Maintain existing services and service levels where practicable;
- Achieve a balanced budget on a cash basis;
- Meet councils asset renewal requirements;
- Hold sufficient cash and other assets to meet payment obligations as they fall due;
- Maintain debt at moderate levels to allow capacity to fund future infrastructure.

In preparing the SRP, council has also been mindful of the need to comply with the principles of sound financial management in the Act which requires council to:

- prudently manage financial risks relating to debt, assets and liabilities;
- provide reasonable stability in the level of rate burden;
- consider the financial effects of council decisions on future generations;
- provide full, accurate and timely disclosure of financial information.

How the plan was developed

This SRP has been developed through a rigorous process and is based on the following key information:

- audited financial statements as at 30 June 2017;
- assumptions provided by council service providers about changes in future income and expenditure;
- assumptions provided by council capital works expenditure providers about requirements for future asset renewal, expansion, upgrade and new assets;
- assumptions provided by finance regarding future changes in assets, liabilities and equity;
- information provided by the executive management team and council.

The financial projections included in the SRP have been developed using a ‘four-way’ budget model. This methodology enables the linking of the comprehensive income statement, balance sheet, statement of cash flows and statement of capital works.

Assessment of council’s current financial position

An assessment has been undertaken of the council’s current financial position to identify any significant matters which may impact on the SRP. A summary of the budgeted and forecast financial results for the 2017-18 year are in the following table.

Result	Adopted	Forecast	Variance
	Budget 2018 \$’000	Actual 2018 \$’000	Fav/ (Unfav) \$’000
Surplus/(deficit) for the year	8,820	12,118	3,298
Underlying Surplus/(deficit) for the year	1,887	(866)	(2,753)
Cash and investments	13,630	10,877	(2,753)
Capital works expenditure	17,659	24,608	(6,949)

An underlying deficit of \$0.87 million is forecast to be achieved, compared with an original budgeted underlying surplus of \$1.89 million. The forecast \$2.75 million unfavourable variance is due to a number of areas, including, increased costs for the RSPCA contract, impact of free parking within the CBD and increased depreciation due to a revision of the useful lives of assets.

Cash and investments are forecast to be \$10.88 million compared with an original budget of \$13.63 million. The forecast \$2.75 million unfavourable variance is primarily due to the completion of the majority of our 2017-18 capital works program.

Capital works expenditure is forecast to be \$24.61 million compared with an original budget of \$17.66 million. The forecast \$6.95 million variance is due to the timing of the CBD renewal project and the implementation of the new parking meters.

Significant matters arising from the assessment of council’s current financial position, which are expected to impact on the SRP includes:

- the Roads to Recovery funding allocation for 2018/19 was brought forward into the 2017/18 financial year;
- the \$15 million CBD renewal project will be completed by November 2018 and will increase the level of maintenance, cleaning and asset renewal in this area;
- the changes in the recycling industry have had a significant impact with costs for recycling acceptance and processing increasing by at least \$0.60 million from the 2018/19 financial year;
- it is expected that the value of the carried forward capital works expenditure would be approximately \$2.00 million.

In addition to the above matters, the Victorian Government has legislated that local government rates be capped from the 2016-17 year. The rate cap for the 2018-19 year as set by the Minister for Local Government is 2.25 percent. Depending on the level at which rates are capped in future years, Council may need to review the level of services and capital works expenditure which are delivered in future years and/or apply for a higher cap.

Key assumptions

There are a number of assumptions underlying the forecasts for income, expenditure, assets, liabilities, equity, cash, capital works expenditure and human resources included in the SRP. These assumptions have been derived from the following sources:

- assessment of the current financial position;
- scan of the external economic environment;
- forecast changes in population and demographics;
- advice from officers responsible for service and capital works planning and delivery;
- services and initiatives contained in plans adopted or proposed to be adopted by council.

The key assumptions underlying the SRP are set out below.

General operating

The general assumptions affecting all operating income and expenditure are included the following table.

	2019	2020	2021	2022
	%	%	%	%
Consumer Price Index	2.25	2.5	2.5	2.5
Rate cap	2.25	2.5	2.5	2.5
Rate cap variation	0.0	2.0	2.0	2.0
Wages growth	3.0	2.5	2.5	2.5
Grants (operating)	1.5	1.5	1.5	1.5
Statutory fees	2.0	2.0	2.0	2.0
Investment return	2.5	2.5	3.0	3.0

Consumer price index

For the purposes of developing the SRP, CPI has been set at 2.25 percent for the 2018-19 year and 2.5% for all remaining years which is consistent with Department of Treasury’s budget update forecast. These rates are applied to all income and expense types with the exception of those specifically identified in the above table.

Rate cap

The Victorian Government requires local government rates to be capped from 2016-17 onwards. The cap for the 2018-19 year is 2.25 percent and based on the state-wide CPI projections is likely to rise to 2.5% for the remaining forecast period.

Rate cap variation

The SRP is based on a successful rate cap variation of 2% above the rate cap for 2019-20 to 2021/22.

Wages growth

The current collective wage agreement applies to wage rate changes for the period of 1 July 2016 to 30 June 2019. The agreement is an increase of 2.3% or \$30 per week and with banding increments this equates to overall increase of 3.0% per annum. Council will negotiate a new agreement during the 2018/19 financial year which will begin on the 1 July 2019.

Grants (operating)

Council receives approximately \$13.73 million annually in operating grants from State and Commonwealth sources for the purposes of funding the delivery of services to ratepayers. This includes \$3.68 million for the 2018-19 year in financial assistance grants. Future increases in operating grants excluding the financial assistance grants have been set at CPI minus 1.0 percent in all years.

Statutory fees

Council raises approximately \$1.68 million in fees and fines which are imposed in line with legislation governing local government activities such as animal registrations and parking fines. Future increases in statutory fees have been set at CPI minus 0.5 percent in all years.

Investment return

The official cash rate is now 1.5 percent, following successive decreases by the Reserve Bank over time. Council has set its investment return at 2.5 percent in 2018-19 and 2018/19 before increasing to 3.0% for the remaining forecast period.

Service delivery

The assumptions affecting specific services provided by council are set out below:

- service levels to be maintained at prior year levels where practicable;
- retain existing levels of subsidy for user fees where practicable (Excluding field sports users).

Recycling Acceptance and Processing

Following the recent market adjustment in the recycling industry, there is uncertainty around the pricing structure for the acceptance and processing of recycled materials. Council has assumed a higher rate for this service but will take measures to reduce the costs where possible.

Aged and disability

The funding model for aged and disability services is changing and Council needs to decide whether to compete with private organisations or transition out of the service. For the purposes of the SRP, the decision is that Council will remain providing the service. This includes domestic care, personal care, respite care and meals.

Property valuation

Following a recent State Government legislation change, property valuations will occur on an annual basis. The State Revenue Office will now be responsible for this function with Council only required to pay for the Supplementary Rate valuations.

Election costs

Council is required to fund the cost of the Council elections which occur every 4 years. The next Council election will be in October 2020 and is expected to cost \$0.21 million. An allowance of \$0.05m has been made every year to smooth the costs of the period.

Information Technology

Council recognises the need to achieve efficiencies and drive innovation throughout the organisation and to do this through the use of technology. As such Council is investing significant resources to achieve this. There is also an ongoing improvement program in the order of \$0.25 million per annum.

Other operating

Other assumptions affecting operating income and expenditure which cannot be directly attributed to specific services are included the following table.

	2019	2020	2021	2022
	\$'000	\$'000	\$'000	\$'000
Supplementary rates	130	130	130	130
Developer contributions (non-cash)	4,000	4,000	4,000	4,000
Financial assistance grants	3,682	3,719	3,756	3,793
Grants (capital)	3,963	6,075	5,420	345

Supplementary rates

The municipality is expected to continue growing over the four year period based on current trends in property development including the effects of major property developments, the Gateway Plaza extension being a recent example of this. This is expected to contribute an additional \$0.13 million in rate revenue each year.

Developer contributions (non-cash)

From time to time council receives infrastructure assets from developers at no cost which are recognised as income in the comprehensive income statement. This normally occurs following the completion of a property development, where the developer agrees to construct the required infrastructure including roads, footpaths and drains. At the conclusion of the development, these assets are handed over to council. It is expected that council will receive infrastructure assets during the four year period from a number of new developments including North of the Merri, Hopkins Point Road, Horne Road Industrial Estate, Dennington and North East Warrnambool. The expected value of these assets are approximately \$4.00 million per annum, however the timing of the contribution is dependent on a number of external factors such as economic growth, population growth and the discretion of developers. Therefore it is difficult to accurately forecast the contributions with the spread over the SRP period being based on our current knowledge and conditions.

Financial assistance grants

The Federal Government froze the indexation of the financial assistance grants for 3 years to the end of June 2017. The 3 year freeze cost Council \$0.60 million over that period as well as decreasing the base for when the indexation begins again. The indexation resumed again from the lower base on 1 July 2017 and we are expecting 1.0% growth based on the expected needs and population growth.

Grants (capital)

Council receives both recurrent and non-recurrent government funding for capital works projects. Significant capital grants will be received in the 2018-19 and 2019-20 years to fund the CBD Renewal project. The Port of Warrnambool project is scheduled for 2019-20 and 2020-21 years and will be 80% grant funded. The Reid Oval upgrade is also scheduled for the 2019-20 and 2020-21 years. From 2021-22, the levels of capital grant funding reduces due to the uncertainty of funding streams in the future.

General balance sheet

The general assumptions affecting assets, liabilities and equity balances are set out below:

- 99 percent of the total rates and charges raised, is expected to be collected;
- trade creditors is based on total capital and operating expenditure less written down value of assets sold, depreciation and employee costs. The payment cycle is 30 days;
- other debtors and creditors are expected to remain consistent with 2017-18 levels;
- employee entitlements have increased in accordance with the collective wage agreement outcome offset by the impact of more active management of leave entitlements of staff .

Other balance sheet

The assumptions affecting specific balance sheet items are set out below.

Borrowings

In developing the SRP, borrowings were identified as an important funding source for capital works expenditure. Council has traditionally only borrowed to finance large inter-generational infrastructure projects with the most recent borrowing being used to fund the Simpson Street Tunnel upgrade. This has resulted in a reduction in debt levels and servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source for the capital works expenditure program.

Council has analysed its debt position against other Regional City councils over a number of different indicators including the 'obligations' indicators that are part of the prescribed Local Government Performance Reporting Framework (LGPRF). The outcome of the analysis highlighted that the current debt levels of between \$7.0 million to \$9.00 million could be comfortably accommodated.

The proposed borrowings are to be used to complete the final stages of the Simpson Street Tunnel upgrade and also complete an obligation under a developer contribution plan.

The following table summarises the level of forecast borrowings for the next four years.

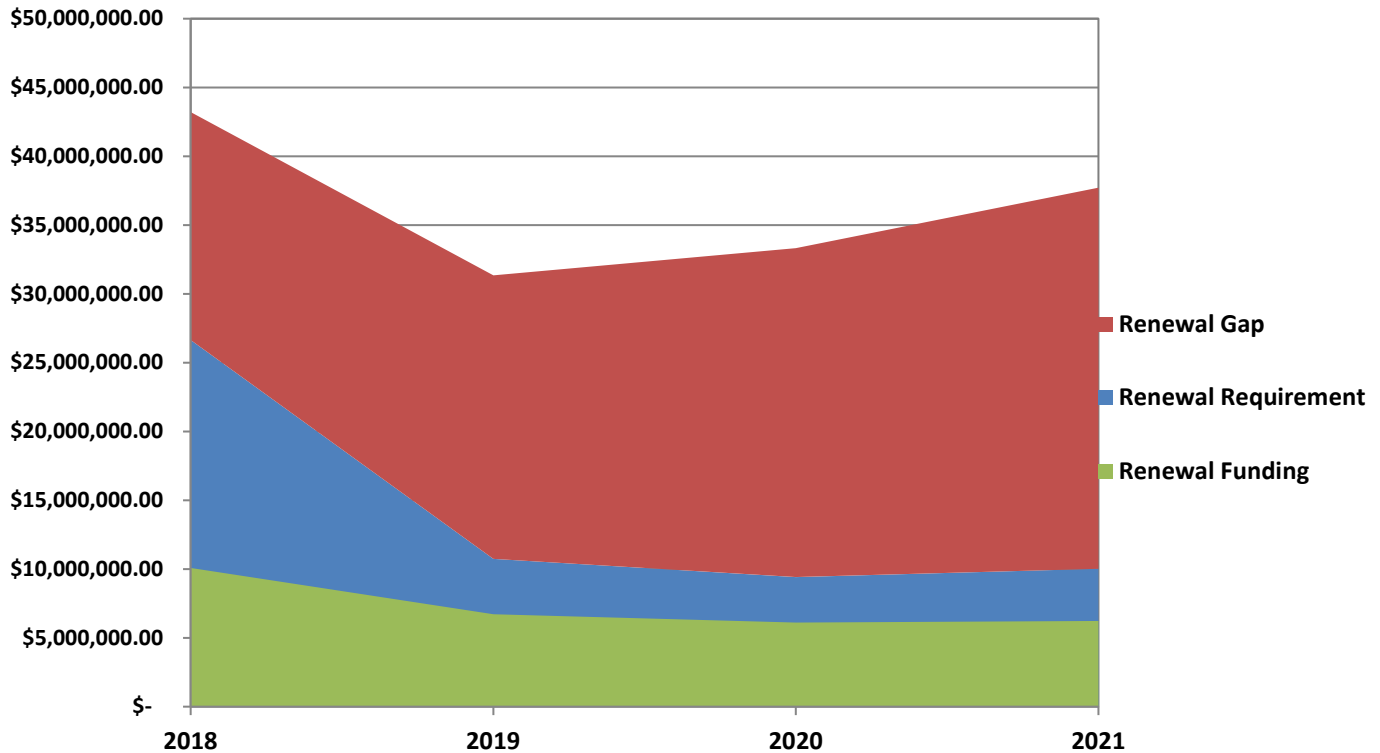
Year	New Borrowings \$'000	Principal \$'000	Interest \$'000	Balance 30 June \$'000
2019	3,600	1,711	387	8,003
2020	2,400	1,530	401	8,873
2021	0	1,508	422	7,364
2022	1,000	1,306	379	7,058

Capital works

The assumptions affecting asset renewal, expansion, upgrade and new assets are set out below.

Asset renewal

Council has developed a 15 year renewal plan based upon Council's Asset Management Plans. The Plans, alongside asset data and analysis provide the basis for Council's management strategy, renewal program formulation and prediction of asset deterioration. When Council renews its assets in line with the aforementioned material, the desired service levels are maintained. If Council does not fund the renewal demand, Council's service levels are amended proportional to that difference in funding. The graph below illustrates the renewal demand, actual renewal funding and the renewal backlog over the life of the current Strategic Resource Plan.



Whilst Council aims at maintaining service levels at prior year levels (where practicable), the above graph clearly demonstrates that the renewal demand is not being met with adequate funding, which is producing an increasing renewal gap. Council is, however, committed to increasing the level of asset renewal funding over the coming 15 years to begin to address the renewal gap.

Predicting the deterioration and planning for the renewal of Council’s assets is limited by the availability and accuracy of asset condition data. Presently Council has very limited condition data on the drainage network but has a program in place for regular updates of condition information for all other major asset classes.

Capital expenditure program

In developing the capital expenditure program for the next four years, the following matters have had a significant impact:

- reduction in the amount of cash and investment reserves available to fund future capital expenditure programs;
- new building regulations requiring upgrades to ensure compliance;
- the need to close the renewal gap and address the backlog.

The following table summarises the forecast capital works expenditure including funding sources for the next four years.

Year	Total Capital Program \$'000	Summary of funding sources			
		Grants \$'000	Contributions \$'000	Council Cash \$'000	Borrowings \$'000
2019	18,835	3,963	0	11,272	3,600
2020	19,535	4,995	0	12,140	2,400
2021	15,626	4,340	0	11,286	0
2022	12,640	345	0	11,295	1,000

Grants in the above table exclude those that were received for works on non-Council assets (ie. Port of Warrnambool).

Human resources

The assumptions affecting the level of human resources are set out in the following table.

	2019	2020	2021	2022
Employee cost growth (%)	3.0	2.5	2.5	2.5
Employee numbers growth (FTE)	(3.0)	0.0	0.0	0.0

Employee costs

The current collective wage agreement applies to wage rate changes for the period of 1 July 2016 to 30 June 2019. The agreement is an increase of 2.3% or \$30 per week and with banding increments this equates to overall increase of 3.0% per annum. Council will negotiate a new agreement during the 2018/19 financial year which will begin on the 1 July 2019.

Employee numbers

A key objective of the SRP is maintaining existing service levels, however this needs to be balanced against the introduction of rate capping from the 2016-17 year onwards which will result in downward pressure being placed on employee costs. Staff numbers are forecast to remain constant over the four year period at 389 FTE.

Option analysis

In order to achieve the overall objective of the SRP, it was necessary to model a number of different options by changing the assumptions underlying the SRP forecasts. In undertaking the analysis, council considered a number of options and modelled these over periods of 4 years, 10 years and 15 years. The 3 most realistic options are as follows:

- higher cap option (i.e. a rate increase above the rate cap);
- no increase to rate cap (ie base case);
- no increase to rate cap with savings from service cuts to remain financially sustainable.

Higher cap option

The following table sets out the key assumptions underlying the higher cap option.

Assumptions	2019	2020	2021	2022
General rates increase (%)	2.25	4.5	4.5	4.5
Operating budget savings (\$'000)	800	568	581	595
Capital works expenditure (\$'000)	18,835	19,535	15,626	12,640
Borrowings (\$'000)	3,600	2,400	0	1,000
Cash balance greater than \$10m (\$'m)				

The following table and graph summarise the key financial outcomes for the next four years for the higher cap option.

Result	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000	Trend + / o / -
Adjusted underlying result	0.35%	0.77%	0.85%	0.65%	o
Liquidity	1.20 times	1.19 times	1.21 times	1.21 times	o
Self-financing	88.37%	93.78%	110.57%	102.02%	+
Indebtedness	14.09%	15.13%	12.50%	11.65%	+
Capital replacement	1.57 times	1.59 times	1.24 times	0.97 times	-
Renewal gap	1.50 times	1.44 times	1.16 times	0.90 times	-

Key to Forecast Trend:

- + Forecasts improvement in council's financial performance/financial position indicator
- o Forecasts that council's financial performance/financial position indicator will be steady
- Forecasts deterioration in council's financial performance/financial position indicator

Under the higher cap option, all of the key financial results with the exception of asset renewal and capital replacement are forecast to remain steady or improve over the four year period indicating that the overall SRP objective of financial sustainability in the medium to long term is being met. While asset renewal and capital replacement are declining, overall Council would still be rated as low risk in the 2022 year.

No increase to rate cap

The following table sets out the key assumptions for the rate cap option. For this option the key assumptions remain unchanged from the higher cap option other than rates.

Assumptions	2019	2020	2021	2022
General rates increase (%)	2.0	2.5	2.5	2.5
Operating budget savings (\$'000)	0	0	0	0
Capital works expenditure (\$'000)	18,835	18,775	14,832	11,830
Borrowings (\$'000)	3,600	2,400	0	1,000

The following table and graph summarise the key financial outcomes for the next four years for the rate cap option with no change to key assumptions other than rates.

Result	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000	Trend +/o/-
Adjusted underlying result	(0.80%)	(1.10%)	(1.02%)	(1.24%)	-
Liquidity	1.09 times	1.05 times	1.03 times	0.99 times	-
Self-financing	83.70%	90.64%	107.42%	97.40%	-
Indebtedness	14.09%	15.33%	12.67%	11.81%	+
Capital replacement	1.57 times	1.53 times	1.18 times	0.91 times	-
Renewal gap	1.50 times	1.37 times	1.10 times	0.84 times	-

Key to Forecast Trend:

- + Forecasts improvement in council's financial performance/financial position indicator
- o Forecasts that council's financial performance/financial position indicator will be steady
- Forecasts deterioration in council's financial performance/financial position indicator

Under this rate cap option, the majority of the key financial results are worsening over time with a greater risk of becoming unsustainable in year 2021-22. This indicates that the overall SRP objective of financial sustainability in the medium to long term is not being met.

No increase to rate cap (changes to key assumptions)

The following table sets out the key assumptions for a second rate cap option. For this option the key assumptions of operating budget savings and capital works expenditure have been changed to achieve the overall objective of the SRP.

Assumptions	2019	2020	2021	2022
General rates increase (%)	2.0	2.5	2.5	2.5
Operating budget savings (\$'000)	800	568	581	595
Capital works expenditure (\$'000)	18,835	18,775	14,832	11,830
Borrowings (\$'000)	3,600	2,400	0	1,000

The following table and graph summarise the key financial outcomes for the next four years for the rate cap option with changes made to the key assumptions to achieve the overall objective of the SRP.

Result	2019 \$'000	2020 \$'000	2021 \$'000	2022 \$'000	Trend +/o/-
Adjusted underlying result	0.35%	0.50%	0.57%	0.34%	o
Liquidity	1.20 times	1.24 times	1.32 times	1.36 times	o
Self-financing	88.37%	97.30%	116.03%	108.48%	+
Indebtedness	14.09%	15.33%	12.67%	11.81%	+
Capital replacement	1.57 times	1.53 times	1.18 times	0.91 times	-
Renewal gap	1.50 times	1.37 times	1.10 times	0.84 times	-

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Under this rate cap option, the key financial results are generally trending in the right direction with the exception of capital replacement and asset renewal indicating that the overall SRP objective of financial sustainability in the medium to long term is being met. However, to achieve the level of operating savings required is deemed unachievable with the SRP objective to maintain existing services and service levels.

Outcomes

Based on the option analysis in the previous section, council has decided to select as its preferred option, the higher rate cap option to achieve the overall objective of the SRP. The following is a detailed analysis of this preferred option which is the SRP adopted by council for the 2018-22 years.

Financial

The following financial results, graph and indicators summarise the key financial outcomes for the next four years as set out in the SRP for the 2018-22 years. The attached Appendix includes the financial statements and other financial disclosures required by the Act and regulations.

Result	2019	2020	2021	2022	Trend
	\$'000	\$'000	\$'000	\$'000	+ / o / -
Adjusted underlying result	246	548	630	492	o
Net (cost) of services	(24,942)	(25,872)	(27,263)	(28,852)	-
Net increase/(decrease) in cash	164	176	423	236	O
Asset renewal	14,984	13,392	11,941	11,497	-
Borrowings	7,991	8,860	7,352	7,046	+

Key to Forecast Trend:

- + Forecasts improvement in council's financial performance/financial position indicator
- o Forecasts that council's financial performance/financial position indicator will be steady
- Forecasts deterioration in council's financial performance/financial position indicator

Indicator / Measure / [Computation]	2019	2020	2021	2022	Trend + / o / -
Operating position					
Adjusted underlying result <i>[Adjusted underlying surplus (deficit) / Adjusted underlying income]</i>	0.4%	0.8%	0.9%	0.6%	o
Liquidity					
Working capital <i>[Current assets / current liabilities]</i>	119.9%	118.8%	121.1%	120.6%	o
Unrestricted cash <i>[Unrestricted cash / current liabilities]</i>	108.9%	107.9%	110.0%	110.0%	o
Obligations					
Loans and borrowings <i>[Interest bearing loans and borrowings / rate revenue]</i>	21.0%	22.3%	17.7%	16.2%	+
Loans and borrowings <i>[Interest and principal repayments on interest bearing loans and borrowings / rate revenue]</i>	5.5%	4.9%	4.7%	3.9%	+
Indebtedness <i>[Non-current liabilities / own source revenue]</i>	14.1%	15.1%	12.5%	11.7%	+
Asset renewal <i>[Asset renewal expenses / asset depreciation]</i>	124.9%	108.9%	94.8%	88.4%	-
Stability					
Rates concentration <i>[Rate revenue / adjusted underlying revenue]</i>	55.2%	56.0%	56.7%	57.5%	o
Rates effort <i>[Rate revenue / CIV of rateable properties in the municipality]</i>	0.6%	0.6%	0.6%	0.7%	o
Efficiency					
Expenditure level <i>[Total expenses / no. of property assessments]</i>	\$4,211	\$4,341	\$4,471	\$4,527	+
Revenue level <i>[Residential rate revenue / No. of residential property assessments]</i>	\$1,814	\$1,882	\$1,952	\$2,026	+
Workforce turnover <i>[No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year]</i>	10.0%	10.0%	10.0%	10.0%	o

Key to Forecast Trend:

- + Forecasts improvement in council's financial performance/financial position indicator
- o Forecasts that council's financial performance/financial position indicator will be steady
- Forecasts deterioration in council's financial performance/financial position indicator

Non-financial

The following table summarises the key non-financial outcomes for the next four years as set out in the SRP for years 2018-22 years. The attached Appendix includes the non-financial statements and other non-financial disclosures required by the Act and Local Government (Planning and Reporting) Regulations 2014.

Result	2019	2020	2021	2022	Trend + / o / -
Employee costs - Operating (\$'000)	33,228	33,881	35,121	36,610	-
Employee numbers (FTE)	389	389	389	389	o

Key to Forecast Trend:

+ Forecasts improvement in council's financial performance/financial position indicator

o Forecasts that council's financial performance/financial position indicator will be steady

- Forecasts deterioration in council's financial performance/financial position indicator

Achievement of SRP objectives

The overall objective of the SRP is financial sustainability in the medium to long term, while still providing sufficient resources to achieve the council plan strategic objectives. The financial outcomes of the SRP are set out below under each of the key objectives which underpin the SRP over the next four years.

1. Achieve at a minimum a breakeven adjusted underlying result (objective: achieved)

The adjusted underlying result is a small surplus in each year over the four year period (measure: adjusted underlying result).

2. Maintain existing services and service levels (objective: achieved)

Existing services have been maintained throughout the four year period after allowing for the impact of inflation and other cost indexation (measure: net cost of services and expenditure level).

3. Achieve a balanced budget on a cash basis (objective: achieved)

The net change in cash is forecast to be positive each year over the four year period (measure: net change in cash and unrestricted cash).

4. Meet council's asset renewal requirements (objective: achieved)

The renewal gap ratio remains above or close to the target of 100 percent of depreciation and is driven by a focus of continuing to invest in asset renewal along grant funding for upgrading of existing assets. (measure: renewal gap).

5. Maintain debt at a moderate level to allow capacity to fund future infrastructure (objective: achieved)

Small borrowings are planned over SRP period. However total debt is forecast to reduce by \$0.95 million over this period. (Measure: loans and borrowings).

Overall the SRP shows that council is financially sustainable in the medium to long term, while still providing sufficient resources to achieve the council plan strategic objectives.

Appendix

Comprehensive Income Statement

For the four years ending 30 June 2022

	Budget	Strategic Resource Plan Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Income				
Rates and charges	37,999	39,709	41,496	43,363
Statutory fees and fines	1,677	1,702	1,727	1,753
User fees	14,757	15,288	15,517	15,750
Grants - operating	13,729	13,584	13,725	13,867
Grants - capital	3,963	6,075	5,420	345
Contributions - monetary	655	718	741	694
Contributions - non monetary assets	4,000	4,000	4,000	4,000
Contributions - non monetary assets	0	0	0	0
Interest	343	353	364	375
Other revenues	292	296	301	305
Total income	77,415	81,725	83,291	80,452
Expenses	250	1,350	2,350	1,750
Employee costs	33,228	33,881	35,121	36,610
Materials and services	22,883	24,889	26,442	26,345
Bad and doubtful debts	112	114	117	120
Depreciation	12,000	12,300	12,600	13,000
Finance costs	387	401	422	379
Other expenses	846	867	889	911
Net loss on disposal of property, infrastructure, plant and equipment	899	942	885	978
Total expenses	70,355	73,394	76,476	78,343
Surplus (deficit) for the year	7,060	8,331	6,815	2,109
Other comprehensive income				
Net asset revaluation increment/(decrement)	10,000	10,000	10,000	10,000
Comprehensive result	17,060	18,331	16,815	12,109

The above comprehensive income statement should be read in conjunction with the accompanying other information.

Balance Sheet

For the four years ending 30 June 2022

	Budget	Strategic Resource Plan Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Assets				
Current assets				
Cash assets	2,041	2,217	2,640	2,876
Trade and other receivables	4,022	4,039	4,057	4,076
Financial assets	9,000	9,000	9,000	9,000
Inventories	110	110	110	110
Other current assets	710	720	730	740
Total current assets	15,883	16,086	16,537	16,802
Non-current assets				
Trade and other receivables	77	67	57	47
Investments in associates	565	580	595	610
Property, infrastructure, plant & equipment	709,779	729,128	744,342	756,186
Total non-current assets	710,421	729,775	744,994	756,843
Total Assets	726,304	745,861	761,531	773,645
Liabilities				
Current liabilities				
Trade and other payables	4,600	4,700	4,800	4,900
Trust funds	630	650	670	630
Provisions	6,489	6,684	6,884	7,091
Interest-bearing liabilities	1,530	1,508	1,306	1,312
Total current liabilities	13,249	13,542	13,660	13,933
Non-current liabilities				
Provisions	1,391	1,432	1,475	1,519
Interest-bearing liabilities	6,460	7,352	6,046	5,734
Total non-current liabilities	7,851	8,784	7,521	7,253
Total liabilities	21,100	22,326	21,181	21,186
Net Assets	705,204	723,535	740,350	752,459
Represented by:				
Accumulated surplus	232,040	239,425	246,777	248,733
Reserves	473,164	484,110	493,573	503,726
Other reserves	68	946	(537)	153
Total equity	705,204	723,535	740,350	752,459

The above balance sheet should be read in conjunction with the accompanying other information.

Statement of Changes in Equity

For the four years ending 30 June 2022

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019				
Balance at beginning of the financial year	688,144	225,048	456,997	6,099
Surplus/(deficit) for the year	7,060	7,060	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	0	0	0
Balance at end of the financial year	705,204	232,108	466,997	6,099
2020				
Balance at beginning of the financial year	705,204	232,108	466,997	6,099
Surplus/(deficit) for the year	8,331	8,331	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	0	0	0
Balance at end of the financial year	723,535	240,439	476,997	6,099
2021				
Balance at beginning of the financial year	723,535	240,439	476,997	6,099
Surplus/(deficit) for the year	6,815	6,815	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	0	0	0
Balance at end of the financial year	740,350	247,254	486,997	6,099
2022				
Balance at beginning of the financial year	740,350	247,254	486,997	6,099
Surplus/(deficit) for the year	2,109	2,109	0	0
Net asset revaluation increment(decrement)	10,000	0	10,000	0
Transfer to reserves	0	0	0	0
Transfer from reserves	0	0	0	0
Balance at end of the financial year	752,459	249,363	496,997	6,099

The above statement of changes in equity should be read in conjunction with the accompanying other information.

Statement of Cash Flows

For the four years ending 30 June 2022

	Budget	Strategic Resource Plan Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities				
Rates and charges	37,619	39,312	41,081	42,929
Statutory fees and fines	1,677	1,702	1,727	1,753
User fees	16,232	16,817	17,069	17,325
Grants	17,692	19,659	19,145	14,212
Contributions	721	790	815	764
Interest	343	353	364	375
Trust funds and deposits taken	0	20	20	0
Other revenue	321	326	331	336
Net GST refund / payment	(841)	(870)	(654)	(772)
Employee costs	(32,998)	(33,645)	(34,878)	(36,359)
Materials, consumables & contracts	(22,783)	(24,789)	(26,342)	(26,245)
Finance costs	(387)	(401)	(422)	(379)
Trust funds and deposits repaid	(20)	0	0	(40)
Other expenses	(931)	(954)	(978)	(1,002)
Net cash provided by operating activities	16,645	18,319	17,278	12,896
Cash flows from investing activities				
Proceeds from sales of property, plant & equipment	465	522	279	286
Payments for property, plant and equipment	(18,835)	(19,535)	(15,626)	(12,640)
Proceeds from sale of investments	13,000	13,000	13,000	12,000
Payments for investments	(13,000)	(13,000)	(13,000)	(12,000)
Net cash used in investing activities	(18,370)	(19,013)	(15,347)	(12,354)
Cash flows from financing activities				
Proceeds from borrowings	3,600	2,400	0	1,000
Repayment of borrowings	(1,711)	(1,530)	(1,508)	(1,306)
Net cash provided by (used in) financing activities	1,889	870	(1,508)	(306)
Net increase/(decrease) in cash held	164	176	423	236
Cash at the beginning of the financial year	1,877	2,041	2,217	2,640
Cash at the end of the financial year	2,041	2,217	2,640	2,876

The above statement of cash flows should be read in conjunction with the accompanying other information.

Statement of Capital Works

For the four years ending 30 June 2022

	Budget	Strategic Resource Plan Projections		
	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Property				
Land non-specialised	0	0	0	0
Total land	0	0	0	0
Buildings	0	0	0	0
Building improvements	2,063	2,308	2,490	2,667
Total buildings	2,063	2,308	2,490	2,667
Total property	2,063	2,308	2,490	2,667
Plant and equipment				
Plant, machinery and equipment	1,324	1,357	1,391	1,426
Computers and telecommunications	311	318	324	331
Paintings and exhibits	15	35	35	35
Total plant and equipment	1,650	1,710	1,750	1,792
Infrastructure				
Roads	6,216	4,716	2,978	4,771
Bridges	203	208	213	219
Footpaths and cycleways	3,096	1,578	1,484	1,786
Drainage	3,925	2,115	625	25
Recreational, leisure and community facilities	865	5,190	5,190	630
Parks, open space and streetscapes	408	342	345	349
Aerodromes	30	30	30	30
Off street car parks	158	80	161	63
Other infrastructure	219	1,259	359	309
Total infrastructure	15,121	15,517	11,386	8,182
Total capital works expenditure	18,835	19,535	15,626	12,640
		19256	15340	
Represented by :				
New asset expenditure	852	1,876	985	944
Asset renewal expenditure	14,984	13,392	11,941	11,497
Asset expansion expenditure	0	0	0	0
Asset upgrade expenditure	2,998	4,267	2,700	200
Total capital works	18,835	19,535	15,626	12,640
Funding sources represented by:				
Grants	3,963	4,995	4,340	345
Contributions	0	0	0	0
Council Cash	11,272	12,140	11,286	11,295
Borrowings	3,600	2,400	0	1,000
Total capital works	18,835	19,535	15,626	12,640

The above statement of capital works should be read in conjunction with the accompanying other information.

Statement of Human Resources

For the four years ending 30 June 2022

	Budget	Strategic Resource Plan Projections		
	2018/19	2019/20	2020/21	2021/22
	\$'000	\$'000	\$'000	\$'000
Staff expenditure				
Employee costs	33,228	33,881	35,121	36,610
Total staff expenditure	33,228	33,881	35,121	36,610
Staff numbers	FTE	FTE	FTE	FTE
Employees	389	389	389	389
Total staff numbers	389	389	389	389

The above statement of human resources should be read in conjunction with the other information.

Other information

For the four years ended 30 June 2022

1. Summary of planned capital works expenditure

	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2019										
Property										
Land	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Building improvements	2,063	0	1,934	0	130	2,063	0	0	2,063	0
Total buildings	2,063	0	1,934	0	130	2,063	0	0	2,063	0
Total property	2,063	0	1,934	0	130	2,063	0	0	2,063	0
Plant and equipment										
Plant, machinery and equipment	1,324	0	1,324	0	0	1,324	0	0	1,324	0
Paintings & Exhibitions	15	15	0	0	0	15	0	0	15	0
Computers and telecommunications	311	0	311	0	0	311	0	0	311	0
Total plant and equipment	1,650	15	1,635	0	0	1,650	0	0	1,650	0
Infrastructure										
Roads	6,216	0	5,948	0	268	6,216	2,348	0	3,868	0
Bridges	203	0	203	0	0	203	0	0	203	0
Footpaths and cycleways	3,096	657	2,439	0	0	3,096	1,615	0	1,481	0
Drainage	3,925	0	2,200	0	1,725	3,925	0	0	0	3,600
Recreational, leisure and community facilities	865	0	190	0	675	865	0	0	0	0
Parks, open space and streetscapes	408	70	138	0	200	408	0	0	0	0
Aerodromes	30	0	30	0	0	30	0	0	30	0
Off street car parks	158	0	158	0	0	158	0	0	158	0
Other infrastructure	219	110	109	0	0	219	0	0	310	0
Total infrastructure	15,121	837	11,415	0	2,868	15,121	3,963	0	7,558	3,600
Total capital works expenditure	18,835	852	14,984	0	2,998	18,835	3,963	0	11,272	3,600

1. Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020										
Property										
Land	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Building improvements	2,308	0	2,308	0	0	2,308	100	0	2,208	0
Total buildings	2,308	0	2,308	0	0	2,308	100	0	2,208	0
Total property	2,308	0	2,308	0	0	2,308	100	0	2,208	0
Plant and equipment										
Plant, machinery and equipment	1,357	0	1,357	0	0	1,357	0	0	1,357	0
Paintings & Exhibitions	35	35	0	0	0	35	0	0	35	0
Computers and telecommunications	318	0	318	0	0	318	0	0	318	0
Total plant and equipment	1,710	35	1,675	0	0	1,710	0	0	1,710	0
Infrastructure										
Roads	4,716	0	4,716	0	0	4,716	335	0	4,381	0
Bridges	208	0	208	0	0	208	0	0	208	0
Footpaths and cycleways	1,578	691	887	0	0	1,578	0	0	1,268	310
Drainage	2,115	0	548	0	1,567	2,115	0	0	25	2,090
Recreational, leisure and community facilities	5,190	0	2,690	0	2,500	5,190	4,000	0	1,190	0
Parks, open space and streetscapes	342	0	142	0	200	342	0	0	342	0
Aerodromes	30	0	30	0	0	30	0	0	30	0
Off street car parks	80	0	80	0	0	80	0	0	80	0
Other infrastructure	1,259	1,150	109	0	0	1,259	560	0	699	0
Total infrastructure	15,517	1,841	9,410	0	4,267	15,517	4,895	0	8,223	2,400
Total capital works expenditure	19,535	1,876	13,392	0	4,267	19,535	4,995	0	12,140	2,400

1. Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2021										
Property										
Land	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Building improvements	2,490	0	2,490	0	0	2,490	0	0	2,490	0
Total buildings	2,490	0	2,490	0	0	2,490	0	0	2,490	0
Total property	2,490	0	2,490	0	0	2,490	0	0	2,490	0
Plant and equipment										
Plant, machinery and equipment	1,391	0	1,391	0	0	1,391	0	0	1,391	0
Paintings & Exhibitions	35	35	0	0	0	35	0	0	35	0
Computers and telecommunications	324	0	324	0	0	324	0	0	324	0
Total plant and equipment	1,750	35	1,715	0	0	1,750	0	0	1,750	0
Infrastructure										
Roads	2,977	0	2,977	0	0	2,977	340	0	2,637	0
Bridges	213	0	213	0	0	213	0	0	213	0
Footpaths and cycleways	1,484	700	784	0	0	1,484	0	0	1,484	0
Drainage	625	0	625	0	0	625	0	0	625	0
Recreational, leisure and community facilities	5,190	0	2,690	0	2,500	5,190	4,000	0	1,190	0
Parks, open space and streetscapes	345	0	145	0	200	345	0	0	345	0
Aerodromes	30	0	30	0	0	30	0	0	30	0
Off street car parks	161	0	161	0	0	161	0	0	161	0
Other infrastructure	359	250	109	0	0	359	0	0	359	0
Total infrastructure	11,384	950	7,734	0	2,700	11,386	4,340	0	7,046	0
Total capital works expenditure	15,626	985	11,941	0	2,700	15,626	4,340	0	11,286	0

1. Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources				
	Total	New	Renewal	Expansion	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2022										
Property										
Land	0	0	0	0	0	0	0	0	0	0
Total land	0	0	0	0	0	0	0	0	0	0
Building improvements	2,667	0	2,667	0	0	2,667	0	0	2,667	0
Total buildings	2,667	0	2,667	0	0	2,667	0	0	2,667	0
Total property	2,667	0	2,667	0	0	2,667	0	0	2,667	0
Plant and equipment										
Plant, machinery and equipment	1,426	0	1,426	0	0	1,426	0	0	1,426	0
Paintings & Exhibitions	35	35	0	0	0	35	0	0	35	0
Computers and telecommunications	331	0	331	0	0	331	0	0	331	0
Total plant and equipment	1,792	35	1,757	0	0	1,792	0	0	1,792	0
Infrastructure										
Roads	4,771	0	4,771	0	0	4,771	345	0	3,426	1,000
Bridges	219	0	219	0	0	219	0	0	219	0
Footpaths and cycleways	1,786	709	1,077	0	0	1,786	0	0	1,786	0
Drainage	25	0	25	0	0	25	0	0	25	0
Recreational, leisure and community facilities	630	0	630	0	0	630	0	0	630	0
Parks, open space and streetscapes	349	0	149	0	200	349	0	0	349	0
Aerodromes	30	0	30	0	0	30	0	0	30	0
Off street car parks	63	0	63	0	0	63	0	0	63	0
Other infrastructure	309	200	109	0	0	309	0	0	309	0
Total infrastructure	8,182	909	7,073	0	200	8,182	345	0	6,837	1,000
Total capital works expenditure	12,640	944	11,497	0	200	12,640	345	0	11,295	1,000

2. Summary of planned human resources expenditure

	2019	2020	2021	2022
	\$'000	\$'000	\$'000	\$'000
Corporate strategies				
-Permanent full time	4,390	4,476	4,640	4,837
-Permanent part time	1,521	1,551	1,608	1,676
Total corporate strategies	5,911	6,027	6,248	6,513
City infrastructure				
-Permanent full time	7,429	7,575	7,852	8,152
-Permanent part time	914	932	966	1,007
Total city infrastructure	8,343	8,507	8,818	9,192
Community development				
-Permanent full time	5,113	5,213	5,404	5,633
-Permanent part time	7,048	7,187	7,450	7,765
Total community development	12,161	12,400	12,854	13,399
City growth				
-Permanent full time	3,534	3,603	3,735	3,894
-Permanent part time	1,181	1,204	1,248	1,301
Total city growth	4,715	4,808	4,984	5,195
Total casuals and other	2,098	2,139	2,218	2,312
Total staff expenditure	33,228	33,881	35,121	36,610
	FTE	FTE	FTE	FTE
Corporate strategies				
-Permanent full time	43.9	43.9	43.9	43.9
-Permanent part time	18.7	18.7	18.7	18.7
Total corporate strategies	62.6	62.6	62.6	62.6
City infrastructure				
-Permanent full time	83.8	83.8	83.8	83.8
-Permanent part time	12.5	12.5	12.5	12.5
Total city infrastructure	96.3	96.3	96.3	96.3
Community development				
-Permanent full time	61.6	61.6	61.6	61.6
-Permanent part time	92.4	92.4	92.4	92.4
Total community development	154.0	154.0	154.0	154.0
City growth				
-Permanent full time	37.7	37.7	37.7	37.7
-Permanent part time	14.8	14.8	14.8	14.8
Total city growth	52.4	52.4	52.4	52.4
Total casuals and other	23.6	23.6	23.6	23.6
Total staff numbers	388.9	388.9	388.9	388.9

Glossary

Act	means the <i>Local Government Act 1989</i>
Annual report	means a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
Asset expansion expenditure	means expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries
Asset expenditure type	means the following types of asset expenditure: (a) asset renewal expenditure; (b) new asset expenditure; (c) asset upgrade expenditure; (d) asset expansion expenditure
Asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
Asset upgrade expenditure	means expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) increases the life of the asset beyond its original life
Australian Accounting Standards (AASB)	means the accounting standards published by the Australian Accounting Standards Board
Average rate cap	means an amount expressed as a percentage amount, based on the change to CPI over the financial year to which the cap relates, plus or minus any adjustment
Budget	means a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the council plan
Capital works expenditure	means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade
Council plan	means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year
Financial resources	means income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget
Financial statements	means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report
Financial year	means the period of 12 months ending on 30 June each year

General order	means an order made by the Minister under section 185D of the Act
Higher cap	means an amount expressed as the average rate cap specified in a general order plus an additional percentage amount in respect of that financial year
Human resources	means the staff employed by a council
Indicator	means what will be measured to assess performance
Initiatives	means actions that are one-off in nature and/or lead to improvements in service
Local Government Model Financial Report	means the model report published by the Department of Environment, Land, Water and Planning
Major initiatives	means significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget
Minister	means the Minister for Local Government
Model budget	means the <i>Victorian City Council Model Budget</i> prepared annually by the Chartered Accountants in Australia and New Zealand
New asset expenditure	means expenditure that creates a new asset that provides a service that does not currently exist
Non-financial resources	means the resources other than financial resources required to deliver the services and initiatives in the budget
Non-recurrent grant	means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's strategic resource plan
Planning and accountability framework	means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Performance statement	means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
Recurrent grant	means a grant other than a non-recurrent grant
Regulations	means the Local Government (Planning and Reporting) Regulations 2014
Report of operations	means a report containing a description of the operations of the council during the financial year and included in the annual report
Services	means assistance, support, advice and other actions undertaken by a council for the benefit of the local community

Special order	means an order made by the ESC under section 185E of the Act
Statement of capital works	means a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared accordance to the model statement of capital works in the Local Government Financial Report
Strategic objectives	means the outcomes a council is seeking to achieve over the next four years and included in the council plan
Strategic resource plan	means a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. Is also referred to as a long term financial plan
Strategies	means high level actions directed at achieving the strategic objectives in the council plan
Statement of human resources	means a statement which shows all council staff expenditure and numbers of full time equivalent council staff
Statements of non-financial resources	means a statement which describes the non-financial resources including human resources
Summary of planned capital works expenditure	means a summary of capital works expenditure in relation to non-current assets classified according to the model statement of capital works in the <i>Local Government Model Financial Report</i> , by asset expenditure type and funding source
Summary of planned human resources expenditure	means a summary of permanent council staff expenditure and numbers of full time equivalent council staff categorised according to the organisational structure of the council