



Mildura Rural City Council

Strategic Resource Plan

2017-2018 to 2020-2021

What is a strategic resource plan?

The Strategic Resource Plan provides details of the financial and non-financial resources required to achieve Council's strategic objectives, as outlined in the Council Plan. The Strategic Resource Plan is updated annually and is reflected in our Annual Budget.

Plan development

The Act requires a Strategic Resource Plan to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan.

Council has prepared a Strategic Resource Plan (SRP) for the four years 2017/18 to 2020/21 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the SRP, is financial sustainability in the medium to long term, while still achieving our strategic objectives as specified in the Council Plan.

The key financial objectives, which underpin the SRP, are:

- Existing service levels are to be maintained
- Achieve a breakeven operating result
- Continue to fund asset renewal
- Maintain a capital expenditure program at an affordable level
- Achieve a balanced budget on a cash basis.

In preparing the SRP, we have to be mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Local Government Act:

- 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.

The SRP is updated annually through a rigorous process of consultation with Council service providers, followed by a detailed sensitivity analysis to achieve the key financial objectives.

Financial Resources

We have developed a Strategic Financial Plan setting out the strategies to be employed to support the achievement of Council Plan objectives within a sustainable financial framework. The outcomes of this plan are reflected in the following Budgeted Standard Statements, and form part of the overall Strategic Resource Plan.

The following provides a summary of the key strategies identified in Council's Strategic Financial Plan.

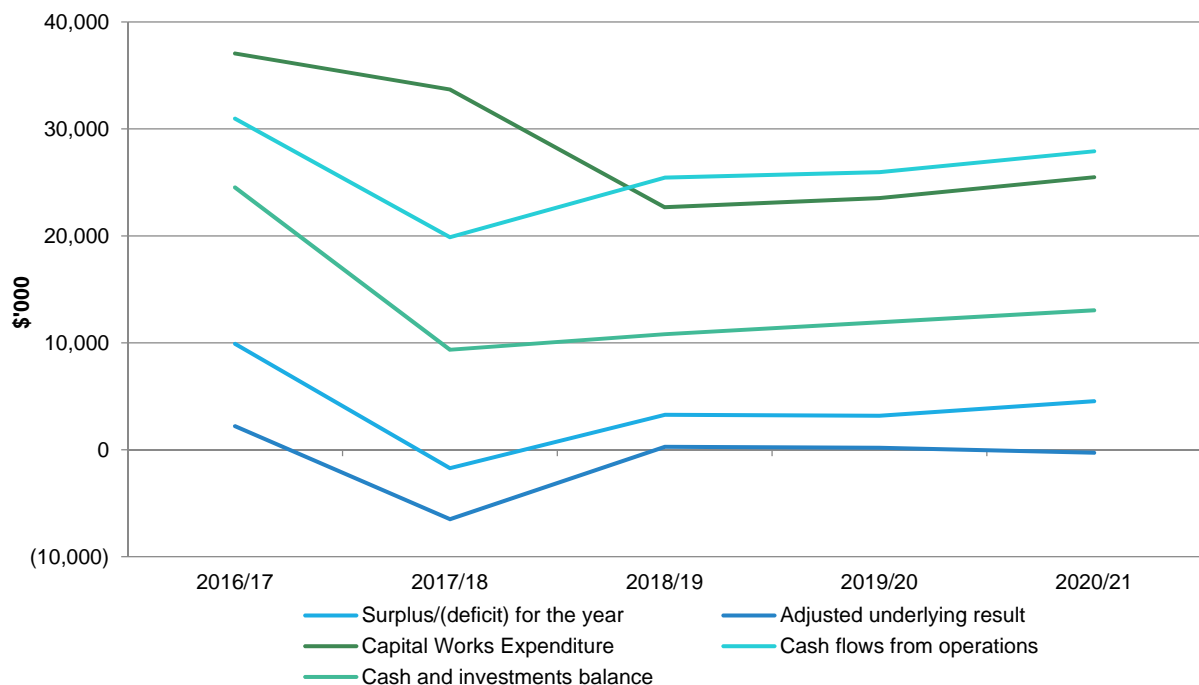
Financial Area	Strategy
Rates	Rates will be capped at a 2.0% base average increase in accordance with Victorian State Government legislation. This increase is required to cover general cost movements, including labour and non-labour costs, and sufficient to fund required service levels and capital works activities. Future rate increases are based on the December Victorian State Government Budget CPI predictions of 2.25% 2018/19, 2.5% 2019/20, 2.5% 2020/21.

Financial Area	Strategy
Loan Borrowings	<p>Borrowings will be used to fund capital projects of a magnitude that could not otherwise be funded from on-going income sources. Our borrowings will be set at a financially sustainable level and within agreed limits (no greater than 40% of rate revenue).</p> <p>We have determined that borrowings will be considered as a means of funding strategic infrastructure initiatives with reference to criteria including funding of projects which are:</p> <ul style="list-style-type: none"> • iconic in nature • of a size that could not otherwise be funded through the annual capital works program • based on a sound business case including consideration of the following factors: <ul style="list-style-type: none"> • the purposes for which the borrowings are being sought including the level of demonstrated community need for the project and the expected life of the infrastructure • reasons why the project cannot be funded through normal operational income • a clear statement of how the repayments will be funded and the impact on funding otherwise available for recurrent services or capital works • any financial return to Council which can be used to meet the loan repayments <p>Borrowings may also be required in the future as a means of securing a fixed rate of payment for other liabilities we may face, for example a future requirement to contribute additional amounts to the local government defined benefit superannuation fund.</p> <p>Any future borrowings will be considered carefully in accordance with sound financial management principles and the ability of Council to meet the relevant prudential requirements for borrowing set out by State Government.</p>
Recurrent Operating Expenditure	<p>Funding for recurrent operating expenditure will be determined annually in line with general cost movements and other cost drivers. Services provided by us will be reviewed in light of the Council Plan and other service specific strategic plans.</p>
Capital Works	<p>We will endeavour to dedicate sufficient resources to maintain and in some instances, improve the existing asset base in the long term, with remaining funds being allocated to acquire/develop new assets.</p>
Fees and Charges	<p>Fees and charges are reviewed for appropriateness annually as part of the budget process. The review considers the cost of the service, the price charged by comparable service providers (where applicable) and the extent to which we are required to work within statutory limitations.</p>

The following table summarises the key financial results for the next four years. The Financial Statements provide a more detailed analysis of the financial resources to be used over the next four years.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	+o/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	9,912	(1,720)	3,260	3,173	4,539	+
Adjusted underlying result	2,205	(6,499)	277	176	(282)	o
Cash and investments balance	24,524	9,361	10,802	11,908	13,039	+
Cash flows from operations	30,959	19,879	25,448	25,943	27,917	+
Capital works expenditure	37,060	33,690	22,668	23,519	25,493	-

The following graph shows the general financial indicators over the four year period.



The following table highlights our current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of our financial position and performance that should be used in the context of the organisation's objectives.

Indicator	Measure	Notes	Forecast			Strategic Resource Plan Projections			Trend +/-
			Actual 2015/16	Actual 2016/17	Budget 2017/18	Projections 2018/19	2019/20	2020/21	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-11.1%	2.0%	-6.4%	0.3%	0.2%	-0.3%	+
Liquidity									
Working capital	Current assets / current liabilities	2	250.7%	217.5%	136.8%	140.4%	142.6%	132.6%	-
Unrestricted cash	Unrestricted cash / current liabilities		120.9%	69.1%	27.8%	32.1%	36.4%	37.1%	-
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	31.3%	31.8%	29.7%	27.6%	25.1%	22.7%	-
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		2.4%	5.7%	2.8%	2.8%	3.0%	2.9%	o
Indebtedness	Non-current liabilities / own source revenue		45.3%	48.6%	45.7%	42.6%	39.5%	35.6%	-
Asset renewal	Asset renewal expenditure / depreciation	4	77.2%	98.3%	88.1%	88.3%	89.9%	89.9%	+
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	71.2%	57.6%	65.4%	66.8%	67.2%	67.5%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.85%	0.85%	0.86%	0.84%	0.86%	0.88%	o
Efficiency									
Expenditure level	Total expenditure / no. of property assessments		\$3,196	\$3,859	\$3,859	\$3,567	\$3,656	\$3,761	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,502	\$1,552	\$1,592	\$1,637	\$1,686	\$1,737	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		11.4%	11.4%	11.4%	11.4%	11.4%	11.4%	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

Notes to indicators

1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.

2 Working capital - The proportion of current liabilities represented by current assets. Working capital is forecast to decrease in 2017/18 year due to a funding the capital program of carry forwards from 2016/17 in 2017/18. The trend in later years is to remain steady at an acceptable level.

3 Debt compared to rates – Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.

4 Asset renewal - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

Non-financial resources

In addition to the financial resources to be consumed over the planning period, we will also consume non-financial resources, in particular human resources. A summary of our anticipated human resources requirements for the 2017/18 year is shown below. A statement of Human Resources is included in our Financial Statements.

Human Resources

	Forecast		Strategic Resource Plan		
	Actual	Budget	Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure					
Employee costs - operating	45,148	45,673	47,454	49,305	51,228
Employee costs - capital	2,044	2,118	2,194	2,273	2,355
Total staff expenditure	47,191	47,791	49,648	51,578	53,583
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	505.5	505.5	505.5	505.5	505.5
Total staff numbers	505.5	505.5	505.5	505.5	505.5

Our financial projections included within the Financial Statements, allow for a consistent level of staff over the four-year outlook period (excluding grant funded positions).

We are committed to managing our resources effectively and efficiently to deliver value to the people of our communities and this is highlighted through our strategic objective 'Management of Resources'. Through our Key Result Area 'Organisational Management' we focus on our organisation's commitment to continuous improvement and our commitment to the development and well-being of all staff.

As shown below, of the 505.5 EFT staff, 479.3 permanent and 1.3 casual staff are employed to deliver Council's services to the community. In addition Council has 24.9 EFT staff budgeted in the capital works program, to maintain, upgrade and develop new infrastructure. Capitalised salaries are not shown as part of Council's employee benefits in the comprehensive income statement, they form part of Council's \$33.69 million capital works program.

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
Asset services	33.6	30.0	3.6
Executive services	3.0	3.0	0.0
Community care services	108.8	36.0	72.8
Community futures	32.4	26.0	6.4
Community general manager	4.0	3.0	1.0
Corporate administration	29.0	26.0	3.0
Corporate general manager	2.0	2.0	0.0
Development general manager	2.0	2.0	0.0
Development services	36.9	26.0	10.9
Financial services	25.7	25.0	0.7
Information systems	16.0	14.0	2.0
Leisure and cultural services	56.3	45.0	11.3
Organisational development	13.1	10.0	3.1
Parks and waste services	64.8	61.0	3.8
Works and infrastructure services	52.0	52.0	0
Total permanent staff FTE	479.3	361.0	118.3
Casuals and other expenditure	1.3		
Capitalised labour costs	24.9		
Total staff FTE	505.5		

Service delivery and growing community expectations

Mildura Rural City Council encompasses almost 10% of the state. The vast area increases service delivery costs when compared to metropolitan Councils and resourcing ratios are higher as a result, because services need to be accessible to all as far as practicable.

The community demand and expectations on our services is increasing. The priorities of existing and potential new services need to be continually reviewed, particularly in light of likely funding trends in future years and changes in community expectations and demographics. As a result we are systematically reviewing the service levels currently provided.

Environmental sustainability

We acknowledge that we have a significant responsibility to future generations in contributing to the creation and maintenance of a healthy and sustainable environment. The challenge for us is to lead the way for the community through a focus on efficient use of water, energy and the reduction of greenhouse emissions and support for initiatives that establish our municipality as a “solar city”. Contributing to the enhancement of the natural areas that connect the municipality to the Murray River and National Park networks remains a key focus.

Recreational demands

Our Council Plan reflects the strong desire for our community, through participation in recreational and other activities, to enhance their physical and social well-being. A focus on providing access to appropriate recreational facilities and services that can also cater for state, national and international events. The challenge for us into the future is to secure the funds for the development of other facilities, as identified in a number of master plans and strategies, whilst at the same time ensuring the lifecycle and operating costs do not overburden our financial capacity

Infrastructure

Infrastructure refers to the assets that we manage and maintain for the community. These include:

- Local roads, footpaths, kerb and channel and drainage
- Buildings such as community halls, maternal and child health centres, pre-schools, child care centres and civic properties
- Sports reserves, bushland reserves, parks and open space
- Street and park furniture
- Waste management facilities

As custodians of the municipality's physical assets, we are working towards a goal of managing infrastructure in a sustainable manner.

Our approach recognises the impact of the physical environment, built and natural, on community life. Community health and wellbeing is enhanced when the amenity of public space is sensitive to the built and natural environment, and supports activity and participation in community life.

We recognised, in our strategic planning, that strong asset management is necessary in order to provide appropriate types and quality of infrastructure, for both current and future community needs.

We have allocated significant financial resources to capital works, for the maintenance and upgrade of existing infrastructure and the development of new infrastructure, over the next four years.

Council is charged with maintaining property, infrastructure, plant and equipment forecast to be valued at \$737.44 million at the end of 2017/18 and will increase to \$758.68 million by the end of 2020/21.

In the next financial year we have allocated \$33.69 million to capital works with a total investment over the term of the plan of \$105.37 million.

The following assets and buildings are maintained by Council:

Sealed local roads	1,027 kms
Unsealed local roads	4,065 kms
Kerb and channel	509 kms
Footpaths and trails	399 kms
Drainage (underground)	311 kms
Drainage pits	8,682
Community halls	13
Sporting pavilions	79
Swimming pools	18
Community service facilities	32
Public toilets	123
Other buildings and structures	1,104
Sports reserves	20
Community parks	25
Neighbourhood parks	49
Natural areas	20
Playgrounds	57

Strategies

This section sets out summaries of the strategies that have been developed and incorporated into the Strategic Resource Plan including borrowings, infrastructure and service delivery.

Borrowings

In developing the Strategic Resource Plan (SRP), borrowings were identified as an important funding source for capital works programs. In the past, we have borrowed strongly to finance large infrastructure projects and since then has been in a phase of debt reduction.

This approach has resulted in a reduction in debt servicing costs but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs. Our long-term borrowing strategy focuses on reaching a debt position that provides future flexibility to use loan funds, without unduly exposing us to a high debt burden.

For the 2017/18 year, we have decided not to take out new borrowings. After making loan repayments of \$0.71 million, total borrowings will be \$19.77 million as at 30 June 2018. However, it is likely that in future years, borrowings will be required to fund future infrastructure initiatives. The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2017.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2016/17	5,125	2,470	1,181	20,478
2017/18	-	711	1,151	19,767
2018/19	-	813	1,123	18,954
2019/20	-	1,089	1,073	17,865
2020/21	-	1,148	1,015	16,717

The table below shows information on borrowings specifically required by the Regulations.

	2016/17 \$'000	2017/18 \$'000
Total amount borrowed as at 30 June of the prior year	17,823	20,478
Total amount proposed to be borrowed	5,125	-
Total amount projected to be redeemed	(2,470)	(711)
Total amount of borrowings as at 30 June	20,478	19,767

Summary of other strategies

These are the current adopted plans and strategies that form the basis of the Strategic Resource Plan.

Strategy / Plan	Strategy / Plan Overview
Aboriginal and Torres Strait Islander Employment Strategy	Details the practical steps that can be taken to ensure positive outcomes for Aboriginal and Torres Strait Islander people seeking employment within Mildura Rural City Council and those already employed by Mildura Rural City Council across three key focus areas: Respect; Relationships; and Opportunities.
Advocacy Plan	Determines the focus of advocacy activities that are in alignment with the Community & Council Plan that will improve the social, economic or environmental wellbeing of the Mildura region.
Arts, Culture and Heritage Strategy	To enrich people's lives through arts and cultural experiences with a focus on four key areas of development: Culture, People, Places and the Organisation.
Asset Management Strategy	A strategy for the implementation and documentation of longer term asset management practices, plans, processes & procedures within Council.
Business Continuity and Disaster Recovery Strategy	Provides a holistic strategic approach to continuing the provision of Council services following a significant interruption or disaster.
Business Events and Conferencing Strategy	Defines Council's role in supporting and facilitating business events and conferences.
CCTV Strategy	Provides direction for the provision and operation of CCTV in public spaces throughout the municipality.
Community Engagement Strategy	Identifies key actions for the organisation to implement in order to build the foundations for adopting an organisational approach to engaging with the community.
Community Health and Wellbeing Plan	A statutory plan under the Public Health and Wellbeing Act 2008, sets the broad mission, goals and priorities to enable people living in the municipality to achieve maximum health and wellbeing.
Community Safety Plan	Outlines how Council and eleven partnering organisations will work together to address and improve perceptions of community safety within our community.
Customer Service Strategy	Provides strategic direction and agreed standards for the organisation to strive to provide excellent customer service for internal and external customers.
Deakin Avenue Master Plan	Guides the long term development and management of the avenue including garden beds, trees, monuments, sculptures, naturestrips and landscape features.
Deakin Avenue Urban Design Guidelines	Set out a strategic vision for Deakin Avenue that will respond to the future changes and development along the Avenue.
Digital Community Strategy	This strategy developed through Mildura Regional Development (formerly under the auspice of Mildura Development Corporation) provides a framework to ensure the region holds the necessary digital infrastructure necessary for the rollout of the National Broadband Network.
Digital Strategy	This strategy will steer Council's direction with both the development and expanded provision of on line services to the community.
Domestic Animal Management Plan	A statutory plan under the Domestic Animals Act 1994 that outlines the services, programs and policies Mildura Rural City has established to address the administration of the Act and the management of dog and cat issues in the community.
Energy Management Plan	Provides a framework for the collaborative management of energy consumption and sets targets for three key Council areas: buildings and facilities, street/public lighting and fleet.

Environmental Education Plan	Documents existing and proposed actions undertaken by Council to inform and educate the community about environmental issues.
Environmental Management Strategy for Stormwater	Provides a framework for integrated, cost effective, sustainable and practical actions associated with the environmental aspects of managing stormwater that meets the needs and expectations of the community.
Events Strategy	Defines Council's role in supporting and facilitating major and community events.
Finance and Asset Accounting Strategy	A plan to continue to develop and refine Council's financial and accounting processes and practices which ensure we continue to deliver services to Council and the community which meet best value and best practice principles.
Health and Wellbeing Strategy	Establishes the strategic direction of Health and Wellbeing and articulates Council's commitment to, and focus on, Health and Wellbeing for all employees across 3 key areas: Emotional and psychological wellbeing; Physical wellbeing; and Tobacco & alcohol.
Healthy Ageing Strategy	Provides strategic direction and service planning for future aged care services to ensure the appropriate support is available to meet the diverse needs of our ageing population.
Human Resources Strategy	Establishes the strategic direction of Human Resources and articulates Council's commitment to, and focus on, current human resources practices for all employees and the general public across six key areas: Recruitment, Selection & Induction; Training & Development; Performance Management; HR Systems & Processes; Work / Life Balance; and Industrial Relations.
Information Systems Strategy	A high level strategic plan for managing the organisation's information and technology systems and resources, identifying opportunities and actions to support customers. Focussing on records management, spatial systems, information and communications technologies, corporate applications, project management, systems analysis and innovation.
Integrated Marketing and Communications Strategy	A plan to effectively manage the Mildura Rural City Council brand and ensure Council messages are communicated effectively.
Invasive Plants and Animals Plan	A framework for the long-term strategic management of invasive species through the integration and establishment of partnerships with stakeholders and the community.
Landscape Plan	Establishes common and consistent requirements for sustainable and appropriate landscapes in public open space through the municipality.
Library Service Strategy	Guides Council's direction for the provision of library services.
Litter Strategy	Aims to minimise the incidence of litter and illegal dumping of rubbish in the municipality through a focus on education, enforcement and infrastructure for litter and illegal dumping mitigation.
Mildura Heritage Study	This study will identify items of potential cultural and built heritage within the Mildura and surrounding area.
Mildura Housing and Settlement Strategy	A strategic framework and associated guidelines regarding the rezoning and development of land to ensure that the types of neighbourhoods and housing developed within the municipality will meet current and future needs of the community.
Mildura Regional Development Strategic Plan	Provides a strategy on behalf of Mildura Rural City Council by the Mildura Regional Development for the growth and development of tourism and economic development within the municipality.
Mildura Retail Strategy	A strategy to guide the future location of retail development.
Mildura South Urban Design Plan	This plan outlines the growth and development of the Mildura South Growth Area.
Municipal Early Years Plan	Defines Council's role in service provision, advocacy, leadership, facility provision and community development for children in the early years.

Municipal Emergency Management Strategy	Guides the development and implementation of emergency management policy and program priorities, in particular the promotion of safer, and more secure and resilient communities. It is a tool for the effective integration of emergency management planning and programming across agencies and sectors.
Occupational Health and Safety Strategy	Establishes the strategic direction of Occupational Health and Safety and articulates Council's commitment to, and focus on, current OH&S practices for all employees, contractors and the general public across eight key areas: Strategic Leadership of OH&S; Systems and Processes; Training; Prevention of Bullying and Harassment; Contractor Management; Emergency Management; OH&S Regulations; and Return to Work.
Organisational Development Strategy	Sets out the actions that will enable the organisation to achieve a high standard of operating excellence as measured against the Australian Business Excellence Framework.
Playground Strategy	To guide the provision of playground facilities and infrastructure in public open space.
Procurement Strategy (new)	Established to continue to develop and refine best practice procurement activities and processes so we are able to continue to deliver services to Council and the community that are keeping pace with the needs of Mildura Rural City Council.
Public Lighting Strategy (new)	A strategy to guide appropriate and consistent quality standards and service levels for public and street lighting.
Public Open Space Strategy	Defines Council's framework for the integrated approach to public open space provision.
Public Toilet Strategy	A strategy to guide the location, construction and quality standards of public toilet facilities in the municipality.
Rating Strategy	A strategy designed to ensure the appropriate raising of revenues from rateable properties while also ensuring State Government Differential Guidelines, the Tax Design Principles and the needs of Mildura Rural City Council and ratepayers are met.
Reconciliation Action Plan	Sets the strategic direction in achieving Council's reconciliation vision. The plan provides a comprehensive set of measurable actions and details a range of department and organisational commitments to work towards reconciliation.
Recreation Strategy	Defines Council's framework for the provision of recreation services.
Risk Management Strategy	Details strategy and program management concepts that will be used to ensure and improve upon the organisation's Risk Management program.
Road Management Plan	A statutory plan under the Road Management Act 2004 that sets out the maintenance regime for management of the municipal road network for Mildura Rural City Council. It establishes the management system to inspect, maintain and repair its public roads based on policy and operational objectives having regard to available resources.
Road Safety Strategic Plan	Sets the framework for a structured approach to road safety in both engineering and education programs across three key themes, Safer roads and roadsides; Safer vehicles; and Safer users.
Social Inclusion Strategy	A framework for future action by Council to develop and support diversity and inclusion within our community.
Strategic Financial Plan	A plan which is designed to provide the financial framework for achieving the goals of the Council and Community Plan, and by extending the planning horizon to ten years, creates a financial and governance basis within which the city can ensure its long-term sustainability.

Sunraysia Drainage Strategy	A master plan outlining how urban development and the existing irrigation development will be serviced with surface and sub-surface drainage to the year 2050.
Urban Tree Strategy	A framework ensuring street trees are managed in accordance with industry best practice to provide improved quality and increased numbers of trees within the townships resulting in increased canopy cover.
Urban Weed Strategy	A framework and guidance on procedures for effective weed management by Council, in conjunction with other land managers and private landowners.
Vegetation Management Plan	A framework for the collaborative management of vegetation across Council managed land including parks, gardens, building grounds, Crown Land, Natural Areas, sporting reserves and roadsides.
Visitor Information Strategy	Defines Council's framework for the provision of visitor information services.
Waste Resource and Recovery Plan	Identifies local waste service and infrastructure needs and sustainability into the future.
Youth Engagement Strategy	Guides Council's youth development and service provision.

Financial statements

The statements following give information in relation to an aspect of Council's financial management.

Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast	Budget 2017/18 \$'000	Strategic Resource Plan		
	Actual		Projections		
	2016/17 \$'000		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income					
Rates and charges	64,419	66,550	68,775	71,221	73,750
Statutory fees and fines	2,180	2,147	2,195	2,250	2,306
User fees	5,968	6,237	6,362	6,489	6,619
Grants - Operating	33,743	21,423	20,113	20,515	20,925
Grants - Capital	6,779	4,254	2,457	2,470	4,293
Contributions - monetary	1,181	869	877	887	897
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	307	310	316	324	332
Other income	4,880	4,739	4,796	4,870	4,945
Total income	119,457	106,529	105,891	109,026	114,067
Expenses					
Employee costs	45,148	45,673	47,454	49,305	51,228
Materials and services	42,834	40,566	32,578	33,364	34,517
Bad and doubtful debts	187	85	87	89	91
Depreciation and amortisation	19,090	19,663	20,253	20,858	21,484
Borrowing costs	1,181	1,151	1,123	1,073	1,015
Other expenses	1,105	1,111	1,136	1,164	1,193
Total expenses	109,545	108,249	102,631	105,853	109,528
Surplus/(deficit) for the year	9,912	(1,720)	3,260	3,173	4,539
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment /(decrement)	5,000	5,000	5,000	5,000	5,000
Share of other comprehensive income of associates and joint ventures	10,826	8,882	345	356	366
Total comprehensive result	25,738	12,162	8,605	8,529	9,905

Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget 2017/18 \$'000	Strategic Resource Plan		
	Actual		Projections		
	2016/17 \$'000		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets					
Current assets					
Cash and cash equivalents	24,524	9,361	10,802	11,908	13,039
Trade and other receivables	6,291	6,408	6,691	6,761	6,830
Other financial assets	10,271	10,271	10,271	10,271	10,271
Inventories	805	821	839	860	882
Other assets	557	568	581	596	611
Total current assets	42,448	27,429	29,184	30,396	31,633
Non-current assets					
Trade and other receivables	5,125	5,049	4,739	4,416	4,080
Investments in subsidiary	41,782	50,664	51,009	51,365	51,731
Property, infrastructure, plant & equipment	719,710	737,437	743,547	749,888	758,682
Intangible assets	6,229	6,229	6,229	6,229	6,229
Total non-current assets	772,846	799,379	805,524	811,898	820,722
Total assets	815,294	826,808	834,708	842,294	852,355
Liabilities					
Current liabilities					
Trade and other payables	5,656	5,656	5,656	5,656	5,656
Trust funds and deposits	1,967	1,967	1,967	1,967	1,967
Provisions	11,182	11,618	12,071	12,542	13,031
Interest-bearing loans and borrowings	711	813	1,089	1,148	3,207
Total current liabilities	19,516	20,054	20,783	21,313	23,861
Non-current liabilities					
Provisions	17,868	17,495	17,150	16,825	17,640
Interest-bearing loans and borrowings	19,767	18,954	17,865	16,717	13,510
Total non-current liabilities	37,635	36,449	35,015	33,542	31,150
Total liabilities	57,151	56,503	55,798	54,855	55,011
Net assets	758,143	770,305	778,910	787,439	797,344
Equity					
Accumulated surplus	305,489	311,600	313,871	316,197	321,932
Reserves	445,811	458,705	465,039	471,242	475,412
Total equity	758,143	770,305	778,910	787,439	797,344

Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2016/2017 Forecast				
Balance at beginning of the financial year	732,405	296,112	410,889	25,404
Comprehensive result	20,738	9,912	-	10,286
Net asset revaluation increment/(decrement)	5,000	-	5,000	-
Transfer to other reserves	-	(9,910)	-	9,910
Transfer from other reserves	-	9,375	-	(9,375)
Balance at end of the financial year	758,143	305,489	415,889	36,765
2017/2018 Budget				
Balance at beginning of the financial year	758,143	305,489	415,889	36,765
Comprehensive result	7,162	(1,720)	-	8,882
Net asset revaluation increment/(decrement)	5,000	-	5,000	-
Transfer to other reserves	-	(4,098)	-	4,098
Transfer from other reserves	-	11,929	-	(11,929)
Balance at end of the financial year	770,305	311,600	420,889	37,816
2018/2019 Strategic Resource Plan				
Balance at beginning of the financial year	770,305	311,600	420,889	37,816
Comprehensive result	3,605	3,260	-	345
Net asset revaluation increment/(decrement)	5,000	-	5,000	-
Transfer to other reserves	-	(4,128)	-	4,128
Transfer from other reserves	-	3,139	-	(3,139)
Balance at end of the financial year	778,910	313,871	425,889	39,150
2019/2020 Strategic Resource Plan				
Balance at beginning of the financial year	778,910	313,871	425,889	39,150
Comprehensive result	3,529	3,173	-	356
Net asset revaluation increment/(decrement)	5,000	-	5,000	-
Transfer to other reserves	-	(4,150)	-	4,150
Transfer from other reserves	-	3,303	-	(3,303)
Balance at end of the financial year	787,439	316,197	430,889	40,353
2020/2021 Strategic Resource Plan				
Balance at beginning of the financial year	787,439	316,197	430,889	40,353
Comprehensive result	4,905	4,539	-	366
Net asset revaluation increment/(decrement)	5,000	-	5,000	-
Transfer to other reserves	-	(4,187)	-	4,187
Transfer from other reserves	-	5,383	-	(5,383)
Balance at end of the financial year	797,344	321,932	435,889	39,523

Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast	Budget 2017/18 \$'000	Strategic Resource Plan		
	Actual 2016/17 \$'000		Projections		2020/21
	Inflows (Outflows)	Inflows (Outflows)	2018/19 \$'000 (Outflows)	2019/20 \$'000 (Outflows)	2020/21 \$'000 (Outflows)
Cash flows from operating activities					
Rates and charges	64,335	66,481	68,696	71,131	73,658
Statutory fees and fines	2,180	2,147	2,195	2,250	2,306
User fees	6,176	6,491	6,622	6,756	6,894
Grants - operating	35,430	22,494	21,119	21,541	21,971
Grants - capital	7,118	4,467	2,580	2,594	4,508
Contributions - monetary	1,181	869	877	887	897
Interest received	1,178	1,292	1,295	1,314	1,334
Trust funds and deposits taken	6,000	6,000	6,000	6,000	6,000
Other receipts	3,702	3,447	3,501	3,556	3,611
Net GST refund / payment	1,962	2,463	1,813	1,865	1,862
Employee costs	(44,622)	(45,127)	(46,887)	(48,715)	(50,616)
Materials and services	(46,576)	(44,034)	(35,227)	(36,072)	(37,315)
Trust funds and deposits repaid	(6,000)	(6,000)	(6,000)	(6,000)	(6,000)
Other payments	(1,105)	(1,111)	(1,136)	(1,164)	(1,193)
Net cash provided by/(used in) operating activities	30,959	19,879	25,448	25,943	27,917
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(37,060)	(33,690)	(22,668)	(23,519)	(25,493)
Proceeds from sale of property, infrastructure, plant and equipment	(5,125)	510	521	534	547
Loan and advances made	500	-	-	-	-
Payments of loans and advances	2,117	-	76	310	323
Net cash provided by/ (used in) investing activities	(39,568)	(33,180)	(22,071)	(22,675)	(24,623)
Cash flows from financing activities					
Finance costs	(1,181)	(1,151)	(1,123)	(1,073)	(1,015)
Proceeds from borrowings	5,125	-	-	-	-
Repayment of borrowings	(2,470)	(711)	(813)	(1,089)	(1,148)
Net cash provided by/(used in) financing activities	1,474	(1,862)	(1,936)	(2,162)	(2,163)
Net increase/(decrease) in cash & cash equivalents	(7,135)	(15,163)	1,441	1,106	1,131
Cash and cash equivalents at the beginning of the financial year	31,659	24,524	9,361	10,802	11,908
Cash and cash equivalents at the end of the financial year	24,524	9,361	10,802	11,908	13,039

Statement of Capital Works

For the four years ending 30 June 2021

	Forecast	Budget 2017/18 \$'000	Strategic Resource Plan		
	Actual		Projections		
	2016/17 \$'000		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Property					
Land	1,732	944	500	515	530
Total land	1,732	944	500	515	530
Buildings	7,267	2,087	1,650	1,700	1,751
Total buildings	7,267	2,087	1,650	1,700	1,751
Total property	8,999	3,031	2,150	2,215	2,281
Plant and equipment					
Plant, machinery and equipment	2,954	2,220	2,287	2,356	2,427
Fixtures, fittings and furniture	422	181	186	192	198
Computers and telecommunications	1,109	848	873	899	926
Library books	604	325	335	345	355
Total plant and equipment	5,089	3,574	3,681	3,792	3,906
Infrastructure					
Roads	10,818	13,688	9,565	10,260	12,778
Bridges	1	229	12	12	12
Footpaths and cycleways	1,474	1,114	347	357	468
Drainage	3,778	6,773	3,976	3,891	4,008
Recreational, leisure and community facilities	1,590	530	546	562	579
Waste management	1,028	2,332	1,100	1,100	91
Parks, open space and streetscapes	4,003	2,139	1,203	1,239	1,276
Off street car parks	280	280	88	91	94
Total infrastructure	22,972	27,085	16,837	17,512	19,306
Total capital works expenditure	37,060	33,690	22,668	23,519	25,493
Represented by:					
New asset expenditure	7,973	7,194	1,675	1,666	2,165
Asset renewal expenditure	18,774	17,329	17,883	18,759	19,306
Asset expansion expenditure	6,099	7,775	1,196	1,190	1,547
Asset upgrade expenditure	4,214	1,392	1,914	1,904	2,475
Total capital works expenditure	37,060	33,690	22,668	23,519	25,493

Statement of Human Resources

For the four years ending 30 June 2021

	Forecast	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
	Actual 2016/17 \$'000		2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure					
Employee costs - operating	45,148	45,673	47,454	49,305	51,228
Employee costs - capital	2,044	2,118	2,194	2,273	2,355
Total staff expenditure	47,191	47,791	49,648	51,578	53,583
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	505.5	505.5	505.5	505.5	505.5
Total staff numbers	505.5	505.5	505.5	505.5	505.5

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget 2017/18 \$'000	Comprises	
		Permanent Full Time \$'000	Permanent Part Time \$'000
Asset services	3,717	3,377	340
Executive services	819	819	-
Community care services	8,440	3,039	5,401
Community futures	3,672	3,052	620
Community general manager	475	381	94
Corporate administration	2,631	2,387	244
Corporate general manager	356	356	-
Development general manager	356	356	-
Development services	3,594	2,692	902
Financial services	2,504	2,450	54
Information systems	1,677	1,510	167
Leisure & cultural services	5,384	4,296	1,088
Organisational development	1,600	1,304	296
Parks and waste services	5,614	5,332	282
Works & infrastructure services	4,294	4,294	-
Total permanent staff expenditure	45,133	35,645	9,488
Casuals and other expenditure	240		
Councillor allowances	300		
Capitalised labour costs	2,118		
Total staff expenditure	47,791		

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget FTE	Comprises	
		Permanent Full Time	Permanent Part Time
Asset services	33.6	30.0	3.6
Executive services	3.0	3.0	0.0
Community care services	108.8	36.0	72.8
Community futures	32.4	26.0	6.4
Community general manager	4.0	3.0	1.0
Corporate administration	29.0	26.0	3.0
Corporate general manager	2.0	2.0	0.0
Development general manager	2.0	2.0	0.0
Development services	36.9	26.0	10.9
Financial services	25.7	25.0	0.7
Information systems	16.0	14.0	2.0
Leisure and cultural services	56.3	45.0	11.3
Organisational development	13.1	10.0	3.1
Parks and waste services	64.8	61.0	3.8
Works and infrastructure services	52.0	52.0	0
Total permanent staff FTE	479.3	361.0	118.3
Casuals and other expenditure	1.3		
Capitalised labour costs	24.9		
Total staff FTE	505.5		

Budgeted Operating Income Statement

The following statement gives information in relation to an aspect of Council's Operating Income Statement displaying the operating result.

Budgeted Operating Income Statement

For the four years ending 30 June 2021

	Forecast		Strategic Resource Plan		
	Actual	Budget	Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income					
Rates and charges	64,419	66,550	68,775	71,221	73,750
Statutory fees and fines	2,180	2,147	2,195	2,250	2,306
User fees	5,968	6,237	6,362	6,489	6,619
Grants - operating	33,743	21,423	20,113	20,515	20,925
Contributions - monetary	253	344	351	360	369
Other income	4,880	4,739	4,796	4,870	4,945
Total Income	111,443	101,440	102,592	105,705	108,914
Expenses					
Employee benefits	45,148	45,673	47,454	49,305	51,228
Materials and services	42,833	40,566	32,578	33,364	34,517
Bad and doubtful debts	188	85	87	89	91
Depreciation and amortisation	19,090	19,663	20,253	20,858	21,484
Borrowing costs	1,181	1,151	1,123	1,073	1,015
Other expenses	1,105	1,111	1,136	1,164	1,193
Total Expenses	109,545	108,249	102,631	105,853	109,528
Surplus (Deficit) from operations	1,898	(6,809)	(39)	(148)	(614)
Grants - capital	6,779	4,254	2,457	2,470	4,293
Net gain on disposal of property, infrastructure, plant and equipment	307	310	316	324	332
Contributions - monetary (capital)	928	525	526	527	528
Surplus (deficit)	9,912	(1,720)	3,260	3,173	4,539
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation increment / (decrement)	5,000	5,000	5,000	5,000	5,000
Share of net profits/(losses) of associates and joint ventures accounted for by the equity method	10,826	8,882	345	356	366
Total Comprehensive result	25,738	12,162	8,605	8,529	9,905