



NILLUMBIK
THE GREEN WEDGE SHIRE

Council Plan

2013-2017



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Our Councillors

Nillumbik Shire Council has seven Councillors who are elected by residents to govern the municipality. The Shire is divided into seven wards and one Councillor is elected to represent each ward.

The Mayor of Nillumbik is chosen each year in November by the Councillors for a 12-month term.

Nillumbik Councillors, for the four-year period until the next Council election in 2016, are introduced on this page.



Councillor Meralyn Klein
Blue Lake Ward

Mobile: 0407 801 066
Email: Meralyn.Klein@nillumbik.vic.gov.au



Councillor Anika Van Hulsen
Bunjil Ward

Mobile: 0408 281 905
Email: Anika.Vanhulsen@nillumbik.vic.gov.au



Councillor Michael Young
Edendale Ward

Mobile: 0437 840 866
Phone/fax: 9431 1972
Email: Michael.Young@nillumbik.vic.gov.au



Councillor Peter Perkins
Ellis Ward

Mobile: 0437 455 064
Email: Peter.Perkins@nillumbik.vic.gov.au

OUR SHIRE AND WARD MAP



Councillor Ken King
Sugarloaf Ward
Mobile: 0427 549 759
Email: Ken.King@nillumbik.vic.gov.au



Councillor Bronnie Hattam
Swipers Gully Ward
Mobile: 0400 411 862
Phone: 9431 4035
Email: Bronnie.Hattam@nillumbik.vic.gov.au



Councillor Helen Coleman
Wingrove Ward
Mobile: 0437 940 930
Phone/fax: 9439 0063
Email: Helen.Coleman@nillumbik.vic.gov.au





Our Goals

To enable a better future for Nillumbik residents and encourage healthy, safe and resilient communities through the provision of quality services.

To preserve and nurture the natural environment of the Green Wedge for future and current generations through responsible leadership and stewardship.

To provide infrastructure and plan for a built environment which respects and preserves the unique character of the Green Wedge

To develop a prosperous local economy through partnerships with local business, governments and the community, consistent with our Green Wedge values.

To provide good governance, leadership and responsible financial management and to make decisions in an inclusive and transparent manner.





Under the *Local Government Act 1989*, Council is required to produce a four-year Council Plan by 30 June in the year following a general Council election.

The Council Plan 2013-2017 is the elected Council's statement of its priorities for the Nillumbik community over the next four years, in response to the opportunities and challenges facing the Shire. It will guide the organisation's work to manage and deliver services and facilities for Nillumbik residents during the Council's term.

The Council Plan includes Goals, Strategies, Indicators and a Strategic Resource Plan which can be defined as follows:

- Goals* – the outcomes Councillors want to have achieved within their four-year term
- Strategies – how Council will achieve each goal. Strategies will clearly relate to ongoing Council services and priority projects

- Indicators** – how progress towards the goals will be evaluated
- Strategic Resource Plan – a four-year budget outlining how the strategies will be financed and resourced

Each year, in line with the Budget process, Council will produce an Annual Plan identifying how Council will work towards achieving the goals in the Council Plan. Council priorities, major projects, capital works, service improvements as well as actions in response to Council strategies will be set out in the Annual Plan.

Progress against the Annual Plan will be detailed in Council's Annual Report, with major projects and service highlights reported to Council in a quarterly progress report.

* Defined in the Local Government Act as Strategic Objectives

** Defined in the Local Government Act as Strategic Indicators



INPUT FOR THE COUNCIL PLAN

Council has a strong commitment to engage with the community on issues that will protect and enhance the amenity and unique character of the Shire and its townships.

Council has adopted a number of detailed plans and policies that inform the content of the Council Plan 2013-2017. The community was actively engaged in the development of these key planning documents. The Council Plan lists these planning documents for reference.

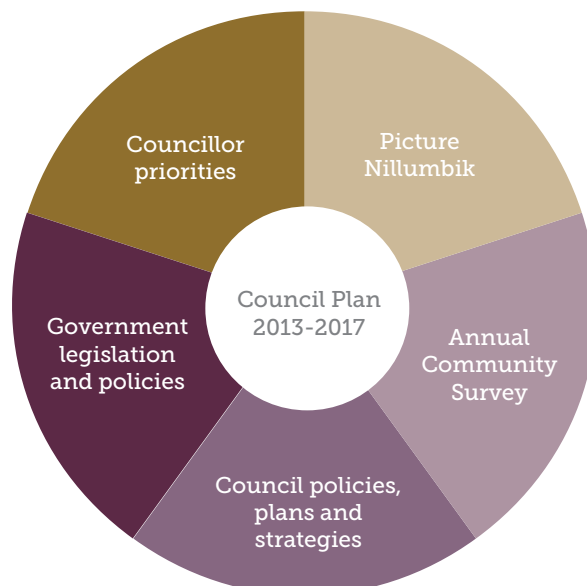
The Council Plan has also been informed by Council's Annual Community Survey. This survey, undertaken in January 2013, involved face-to-face interviews with 500 randomly-selected residents across five precincts of the Shire including Greensborough, Diamond Creek, Eltham, Eltham North and rural townships.

The survey aims to measure the importance to the community of a broad range of Council services and facilities and to gauge their satisfaction with these services as well as identify key priorities and issues to be addressed. This information was used by Council to inform its long-term planning deliberations.

In 2011 and 2012, Council undertook a comprehensive community visioning exercise to capture and articulate our community aspirations for the future of their Shire. The

resulting document – *Picture Nillumbik* – is detailed further on the following page.

The Council Plan will be reviewed and updated on an annual basis to reflect the evolving needs of the community and Council's ongoing activities in planning to make the Shire a better place for current and future generations.



OUR COUNCIL PLAN

OUR COMMUNITY'S VISION

Between October 2011 and June 2012, Nillumbik Shire Council embarked on a community engagement process during which we asked our residents a seemingly simple question: *'What is your vision for your local community?'*

The range of responses and depth of feeling highlighted the diversity of people, passions and possibilities that make the Shire unique.

The resulting document – *Picture Nillumbik* – represents a summary of more than 500 responses, online submissions, interviews and workshop contributions.

The community values identified from the work are:

- Local village life – a love and affection for the unique township as a place to meet, shop, play and connect in a meaningful way
- Deep connection and resilient community – a community that comes together and responds to economic, social and environmental challenges
- Balance with nature – a community seeking to protect, nurture and experience the environment so that it can sustain life

- A sustaining and evolving economy – local living, working and playing, creating the conditions for sustainable and economic growth in green business, sustainable transport, agriculture and food production
- Creative expression, art and cultural exchange – a community rich in cultural heritage worth sharing and celebrating
- Experience, discovery and fulfilment – lifelong learning, participatory democracy and positive living through all stages of life.

Picture Nillumbik – our community's aspirations for their Shire – will evolve as conversations continue, forming an important basis for future planning for both Council and the community.

Picture Nillumbik has been a vital input to the Council Plan 2013-2017.





COS THE TRACKS ARE GREAT 😊
SMITHS GULLY

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The Shire of Nillumbik covers an area of 432 square kilometres. At its south western gateway, Nillumbik is located less than 25 kilometres north-east of Melbourne, and has the Yarra River as its southern boundary.

It extends 29 kilometres to Kinglake National Park in the north/north-east and stretches approximately 20 kilometres from the Plenty River and Yan Yean Road in the west, to Christmas Hills and the Yarra escarpment in the east.

POPULATION

Nillumbik has a population as at 30 June 2011 of 64,219 people who enjoy a healthy, safe, family-friendly lifestyle within close-knit communities.

More than 60% of Nillumbik residents are aged between 18-60 years. Our community has a high rate of employment with 96.9% of our residents employed either full or part time. Of those, 66% drive their car to work. More than 85% of our residents own or are purchasing their home.

HOUSEHOLDS

The Shire of Nillumbik has a relatively healthy and affluent community which lives largely in family units in single dwelling properties.

In Nillumbik in 2011, there was a higher proportion of couple families with children as well as a lower proportion of one-parent families. Overall, 49.4% of total families were couple families with children compared to 34% for greater Melbourne, and 9.6% were one-parent families compared to 10.4% for greater Melbourne.

There was a lower proportion of lone person households (13.4% compared to 22.3% in greater Melbourne) and a similar proportion of couples without children (23.5%) which is the same as greater Melbourne.



In 2011, there were 19,847 separate houses in the area, 1,100 medium density dwellings, and 14 high density dwellings. Analysis of the types of dwellings in Nillumbik Shire in 2011 shows that 94.5% of all dwellings were separate houses; 5.2% were medium density dwellings, and 0.1% were high density dwellings, compared with 71.1%, 21.1%, and 7.2% in Greater Melbourne respectively. (Source: Census 2011)

THE GREEN WEDGE SHIRE

The Shire of Nillumbik is known as the Green Wedge Shire. The term Green Wedge is used by the State Government to describe non-urban areas that surround metropolitan Melbourne, outside the Urban Growth Boundary (UGB). The Nillumbik Green Wedge covers 91% of the total area of the Shire.

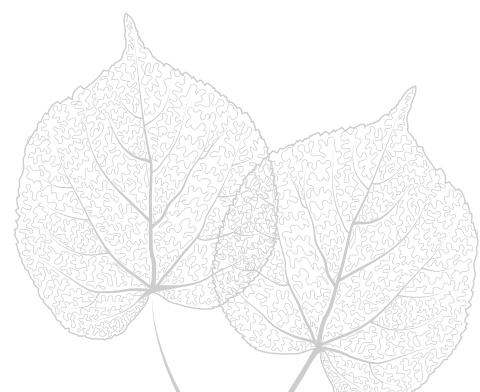
Nillumbik is a collection of townships, each with its own unique identity and heritage, set among bushland and rolling hills. The major activity centres are Eltham and Diamond Creek. Our townships offer residents and visitors distinctive village-style shopping, access to professional services and public transport and places to meet and socialise. Striking mud-brick buildings and award-winning wineries complement the Shire's natural landscape. Residents feel connected to their local townships and have a strong sense of community. The community values and wants to protect the Green Wedge with its bushland environment, open spaces and artistic heritage.

ABORIGINAL HERITAGE

The area now comprising the Shire of Nillumbik was roamed for centuries by the Wurundjeri-willam clan of the Woi wurrung speaking people. The Wurundjeri people called our region *nillumbik* meaning shallow earth – a name later used by the Europeans who settled here.

Nillumbik Shire Council has made a strong commitment to reconciliation with the Wurundjeri people of the Kulin nation. This commitment has been demonstrated through the development of Council's Policy Commitment to Reconciliation with Indigenous Australians 1998, and the Nillumbik Shire Council Reconciliation Charter adopted in 2008.

A formal acknowledgement statement is read at the beginning of each Council meeting and other public events to respect and give recognition to the culture, language and practices of the traditional owners of the land now known as the Shire of Nillumbik.



OUR SHIRE

ENVIRONMENT

Nillumbik's natural environment is characterised by steep ridges and gentle sloping hills enclosing plains and flats. The south is dominated by lowland hills while further north the Shire's boundary is framed by the mountains of the Kinglake Ranges.

Remnants of open grassy woodland, with relatively shallow soils dominated by long-leaved and red box eucalypts and occasional stands of ironbark still remain on the hillsides, ridge tops and along the creeks. The fertile soils of an old volcano at Kangaroo Ground offer rich farming land.

Despite clearing by European settlers, Nillumbik retains large areas of native vegetation on public and private land and sites of national, state and regional significance for their fauna. Three major creeks run through the Shire and Nillumbik also contains significant natural wetlands.

Nillumbik's Green Wedge is host to a number of state and national parks and Council also manages a number of important environmental reserves.

ARTISTIC HERITAGE

The creative life of the community is highly-valued and large numbers of artists live and work here in the quiet beauty of our landscape.

Nillumbik's existing artist communities such as Butterfly Studio, Dunmoochin, Baldessin Studios, and Montsalvat, and the strength of artistic traditions commencing from the early Australian Impressionist painters through to current practice in contemporary arts showcased at local, regional and international forums, all contribute to Nillumbik's defining characteristics as an arts-rich environment.

ACTIVE LIFESTYLES

Nillumbik has a higher level of participation in sport and recreation activities than the State and National averages.

Walking for recreation is the most popular activity, followed by aerobics/fitness, swimming, cycling, running and horse riding. Nillumbik's participation in more structured sports such as tennis, golf, football and netball are all higher than the State and National averages.

This is a snapshot of the Shire of Nillumbik. More detailed information is available on Council's website
www.nillumbik.vic.gov.au







Like many Victorian councils, Nillumbik faces a number of challenges that require financial discipline and innovation to meet community needs.

STRUCTURAL AND DEMOGRAPHIC ISSUES

Nillumbik has more residents per property (2.9 residents) than any other Victorian municipality (State average of 1.9 residents). Council's rates need to fund services for 50% more residents than the State average. This is the major factor in determining Council's expenditure needs, which means that rates per property in Nillumbik are relatively high, even though rates per resident are lower than the State average.

Nillumbik is a small municipality by metropolitan standards, and is not able to achieve the economies of scale available to larger metropolitan councils. Despite this, spending per resident in Nillumbik is below State averages.

Just over 90% of the Shire is rural, however only a small proportion of the population lives in the rural area. This creates additional costs for providing services for residents in the more remote parts of the shire. Despite this, Nillumbik is designated as a metropolitan municipality and is not eligible for certain government grants that fund programs or projects for rural communities.

The community has a very high socio-economic status which is equal highest of any Victorian municipality. This is a positive measure of community wellbeing, but it does mean that Council receives a smaller share of government grants. An ageing local population will place more demands upon Council services in the years ahead.



LEGACY ISSUES

Rehabilitation of two former landfill sites at Plenty and Kangaroo Ground is required in accordance with EPA requirements.

Council is liable to fund shortfalls in the Local Authorities Superannuation Fund Defined Benefit Plan. This was closed to new members in 1993 but all Victorian councils must still contribute if the fund's investment performance is not sufficient to meet entitlements of continuing and former employees.

INFRASTRUCTURE CHALLENGES

Council needs to address the funding gap for renewal and maintenance of existing infrastructure assets such as roads, footpaths, drains and buildings. Currently Council assets depreciate at around \$8 million each year, however Council only spends around \$6 million annually on renewal of these assets. Underspending on renewal is not a saving, as higher costs will eventually be borne by future ratepayers.

A number of Nillumbik's major facilities are quite old and require significant spending to upgrade them to contemporary standards, both in terms of community expectations and current design standards. Examples include the Eltham Leisure Centre and the Diamond Creek Community Centre.

Local conditions present a number of infrastructure challenges for Council. Nillumbik has steep topography and is heavily treed, which both add to infrastructure and maintenance costs. And when much of Nillumbik was first subdivided, only low-scale infrastructure was provided. Community expectations for roads, footpaths and drains are now different, and a higher level of infrastructure is often required.

Nillumbik's infrastructure, particularly the road network, is impacted heavily by the rapidly increasing residential growth in neighbouring municipalities whose residents travel through our Shire to get to work and access services.



OUR CHALLENGES

SERVICES

Council has increasing responsibilities for emergency management. Natural disasters such as bushfires and floods have placed significant demands on Council in recent years, both in terms of prevention (tree clearing, drainage improvements) and community recovery programs.

Climate change adaptation represents a significant challenge in terms of droughts, fires, floods and other extreme weather events. There is also a significant community expectation that Council will take a lead role in environmental sustainability.

Community expectations about the standard and range of services provided by Council continue to rise, however it is rare for existing service levels to be reduced to offset these cost impacts. Community expectations about consultation and engagement, and the use of technology to communicate with Council are also increasing.

COST-SHIFTING

Nilumbik continues to experience long-term declines in government grants for general services, and the erosion in the value of specific service grants. In 2012-2013 this cost was more than \$2.2 million. Some of this arises from the transfer of service responsibilities from the State Government to Council.

Changes to standards set by government often lead to a higher cost to Council in service delivery. Examples include expansion of preschool services, and stricter requirements for tree clearing around power lines.

The imposition of State and Federal government costs upon councils such as the landfill levy – which increased from \$9 per tonne in 2009-2010 to \$53.20 per tonne in 2013-2014 – and carbon price have increased costs for Council and ratepayers.





Our Goals

Nillumbik Shire Council has identified five goals* to describe what we are working towards – what we want to achieve over the next four years and how we would like Nillumbik to be in the future.

All activities completed by the organisation contribute to one or more of these goals.

These five goals, the strategies to achieve them and how our success will be measured, are detailed on the following pages.

Also listed are the Council services that contribute to each goals, along with relevant Council policies and plans, and legislation that defines Council's role and responsibilities.

* Defined in the Local Government Act as Strategic Objectives



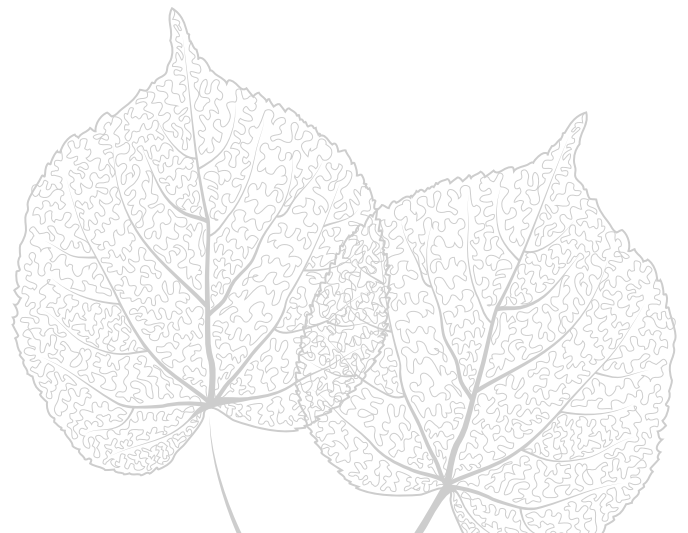
Our goal is to enable a better future for Nillumbik residents and encourage healthy, safe and resilient communities through the provision of quality services.

Nillumbik has a healthy, active and connected local community that enjoys good health and strong engagement into education and employment.

Our residents enjoy varied recreational and cultural pursuits and have a strong sense of feeling part of their local community and townships and embrace the many enriching experiences and lifestyles that comes from living within the Green Wedge Shire.

They feel strongly that they can turn to their neighbours for help and feel safe in Nillumbik.

Our residents are aware of the risk of natural disasters such as bushfires and the need to be well-prepared.





STRATEGIES

- We will strive to make our Shire safe by meeting our statutory responsibilities for emergency management including the risks of natural disasters such as fire and flood
- We will deliver programs to support community awareness of and resilience to emergencies and natural disasters, in partnership with other agencies
- We will create opportunities and places for all individuals, regardless of age or ability, to volunteer and participate in community life and enjoy the Green Wedge Shire
- We will plan and deliver accessible community services that enhance health and wellbeing across all life stages
- We will partner with health and community sector agencies to ensure residents have access to services they need
- We will provide recreation and sports facilities and services to enhance social participation and to help our community be active and healthy
- We will provide our community with opportunities for education, life-long learning and creative pursuits
- We will engage the community in enhancing local neighbourhoods to make them welcoming and vibrant places
- We will promote responsible pet ownership to protect our residents and the environment

STRATEGIC INDICATORS

- Achieving a certificate of audit for complying with the guidelines for a Municipal Emergency Management Plan
- Increased satisfaction with access to community services as measured through the Annual Community Survey
- Perception of safety in public areas as measured through the Annual Community Survey
- High participation rates at recreation facilities, libraries, Living & Learning Centres, arts and cultural programs
- High participation rates in preschools
- High participation rates in Maternal and Child Health and immunisation programs

OUR COMMUNITY

Services we provide

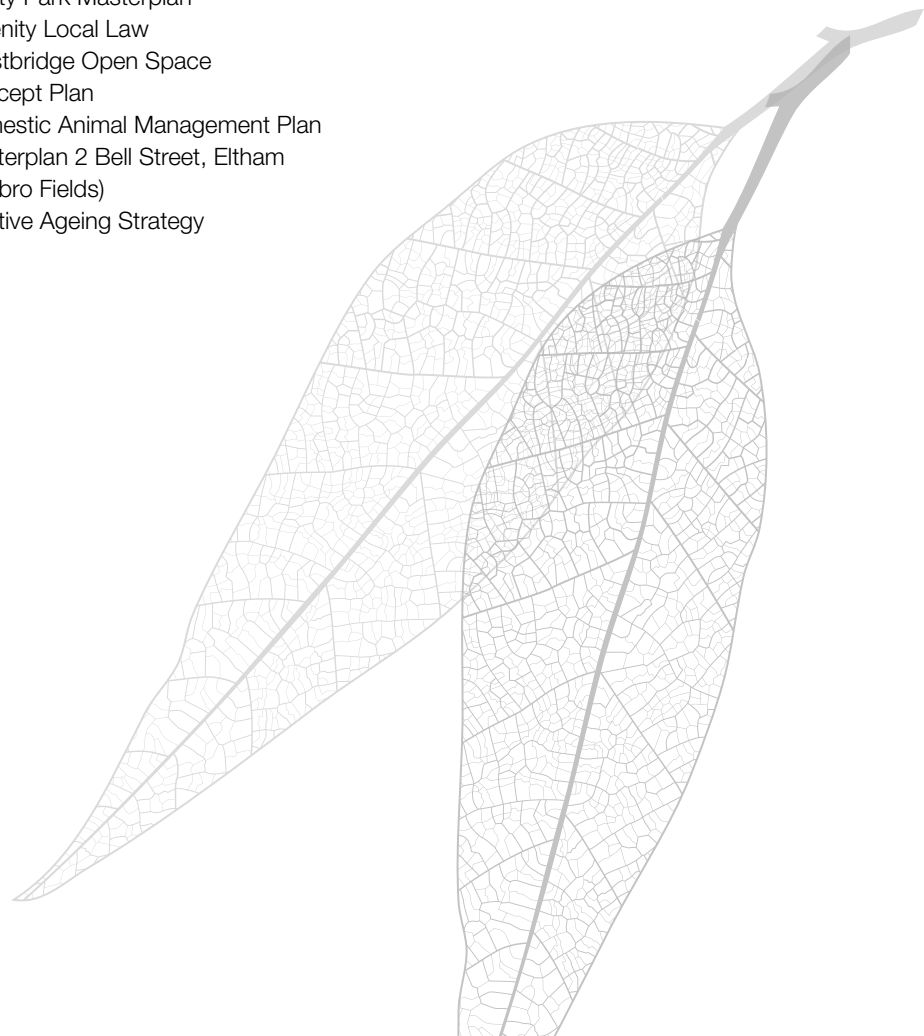
- Recreation trails
- Community health planning
- Parks, playgrounds and open space
- Support for volunteers, local clubs and associations
- Leisure centres, golf course, swimming pools
- Community development and planning
- Sportsgrounds and pavilions
- Community bus
- Living & Learning centres
- Fire prevention planning, regulation and works
- Community centres and halls
- Emergency management, relief and recovery
- Libraries in partnership with Yarra Plenty Regional Library Service
- Bushfire recovery
- Arts and cultural programs
- SES funding and support
- Grants for community groups and events and festivals
- Public health protection and regulation
- Aged and disability services
- Food and health premises regulation
- Immunisation, Maternal and Child Health and children's services
- Animal regulation and pound
- Youth services and programs

Supporting Plans and Policies

- Health and Wellbeing Plan
- Edendale Masterplan
- Cultural Plan
- Recreation Trails Strategy
- Living and Learning Strategic Plan
- Eltham North Reserve Masterplan
- Early Years Plan
- Yarrambat Park Masterplan
- Disability Action Plan
- Sportsground Pricing and Closure Policy
- Volunteer Policy
- Bushfire Recovery Plan
- Community Grants Policy
- Plenty Gorge Integrated Fire Management Plan
- Recreation Strategy
- Municipal Fire Management Plan
- Eltham Lower Park Masterplan
- Municipal Emergency Management Plan
- Plenty Park Masterplan
- Amenity Local Law
- Hurstbridge Open Space Concept Plan
- Domestic Animal Management Plan
- Masterplan 2 Bell Street, Eltham (Fabbro Fields)
- Positive Ageing Strategy

Key legislation

- Public Health and Wellbeing Act
- Food Act
- Environment Protection Act
- Country Fire Authority Act
- Domestic Animals Act
- Emergency Management Act
- Local Government Act
- Disability Discrimination Act (Commonwealth)
- Disability Act







Our natural environment

Our goal is to preserve and nurture the natural environment of the Green Wedge for future and current generations through responsible leadership and stewardship.

Nillumbik is known as the Green Wedge Shire – the ‘lungs’ of Melbourne – and more than 90% of the Shire is rural.

Our residents value highly our unique natural environment, characterised by the stunning rural landscapes and vistas, tree canopy, remnant vegetation, significant fauna species and ecosystems, conservation areas, rich agricultural land, open spaces and healthy waterways.

As the custodians of this beautiful place, Council has a responsibility to protect the Green Wedge and to demonstrate and encourage environmentally sustainable practices to reduce our environmental impacts.





STRATEGIES

- We will protect Nillumbik's Green Wedge from expansion of the Urban Growth Boundary (UGB)
- We will work to protect the Shire's biodiversity and ensure that ecosystems are healthy, resilient, productive and connected across the landscape
- We will provide leadership and opportunities for our community to participate in the conservation of natural resources through best practice land management
- We will responsibly manage our conservation reserves and open spaces with an emphasis on fire prevention and weed eradication
- We will increase our stormwater harvesting and storage capacity to reduce reliance on drinking water and contribute to improved water quality in our waterways
- We will provide environmental best practice services in waste and recycling
- We will lead the Local Government sector in energy-efficient practices to reduce our carbon footprint

STRATEGIC INDICATORS

- Completion of annual Green Wedge Management Plan actions
- High percentage of diversion of waste from landfill through kerb side waste collections
- Increase in Council's stormwater harvesting and recycling capacity
- Reductions in Council buildings' electricity and gas consumption
- Increased satisfaction with environmental management as measured through the Annual Community Survey
- Positive trends in State of the Environment Report published every two years

OUR NATURAL ENVIRONMENT

Services we provide

- Collection of waste, hard waste, green waste and recycling
- Energy efficiency programs
- Landfill rehabilitation
- Water quality and conservation
- Land use planning and policy
- Biodiversity protection
- Environmental planning and policy
- Land erosion and revegetation works
- Management of conservation reserves
- Environmental education and events
- Land management advice
- Edendale community environment centre
- Weed and pest control
- Street tree planting

Supporting Plans and Policies

- Nillumbik Planning Scheme
- Sustainable Water Management Plan
- Green Wedge Management Plan
- Domestic Waste Water Management Plan
- Biodiversity Strategy
- Open Space Strategy
- Environment Strategy
- Challenger Street Reserve Management Plan
- Climate Change Action Plan
- Weed Action Plan
- Ecologically Sustainable Development Policy
- Panton Hill Bushland Reserves System Management Plan
- Waste Minimisation Strategy
- Environmental Education Strategy
- Integrated Water Management Strategy

Key legislation

- Planning and Environment Act and Nillumbik Planning Scheme
- Environment Protection Act
- Local Government Act



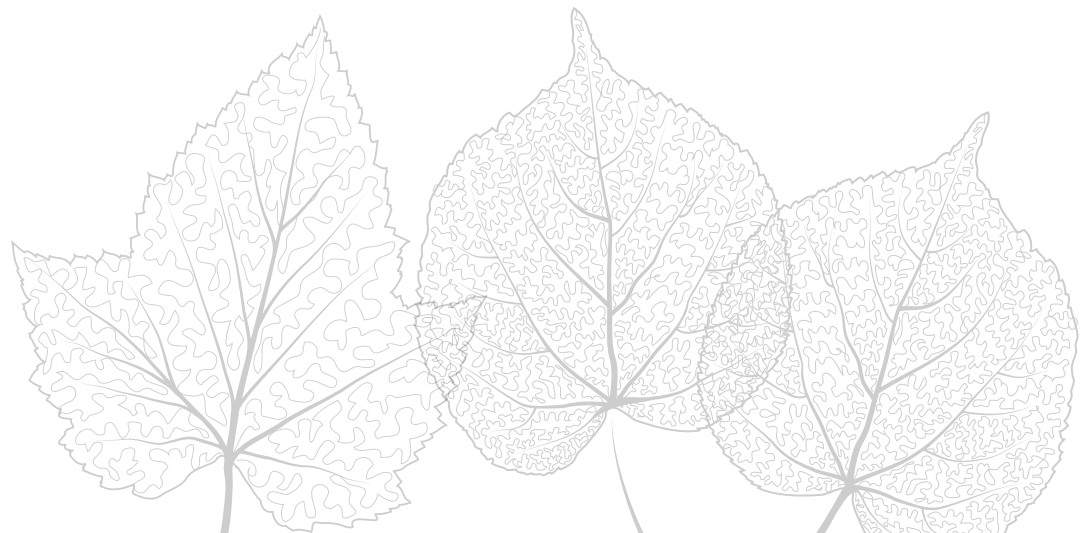




Our goal is to provide infrastructure and plan for a built environment which respects and preserves the unique character of the Green Wedge.

Nillumbik has a unique character and heritage and we want to ensure that future development in our municipality reflects the Shire's charm and minimise the impact on the natural environment.

Through the provision of roads, footpaths, drains, community buildings and other assets, we aim to provide a built environment where facilities and infrastructure meet the current and future needs of our community.





STRATEGIES

- We will promote appropriate development in the right locations to increase the diversity of housing options for Nillumbik residents
- We will plan so that any development is sympathetic to the Shire's unique heritage and protects neighbourhood character and our tree canopy
- We will regulate development in areas of high fire risk according to relevant legislation
- We will promote water and energy efficient building practices and educate the community about environmentally sustainable options
- We will advocate to the State Government for improvements to public transport and main roads in the Shire to improve access and amenity for local residents
- We will provide a safe and accessible network of local roads, footpaths and trails
- We will responsibly manage our existing assets to maximise the life of the Shire's important community and civic infrastructure
- We will invest in new or improved community facilities that are planned to meet identified community needs
- We will strive for a clean, well-maintained Shire that enhances a sense of community pride and safety

STRATEGIC INDICATORS

- Increased spending on infrastructure renewal to sustainable levels in line with the STEP program
- Increased satisfaction with maintenance of local heritage as measured through the Annual Community Survey
- Increased satisfaction with appearance and quality of new developments as measured through the Annual Community Survey

OUR BUILT ENVIRONMENT

Services we provide

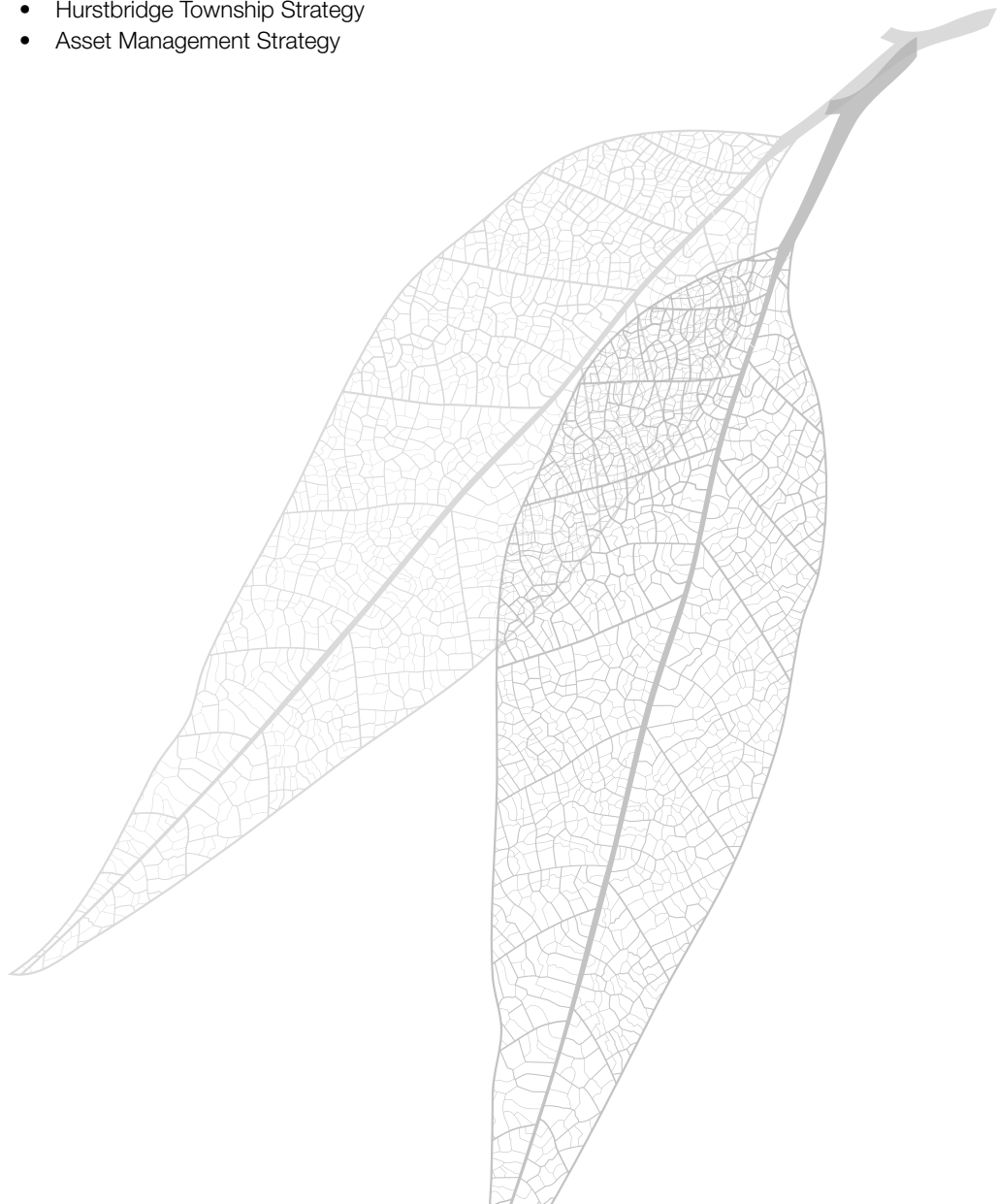
- Planning permits and regulation
- Public transport and main roads advocacy
- Building safety and regulation
- Traffic control and road safety
- Building permits
- Bus shelters
- Subdivision regulation and supervision
- Pedestrian crossings
- Heritage protection and memorials
- School crossing supervisors
- Property maintenance and fencing
- Car parking regulation and car parks
- Septic tank regulation
- Street lighting
- Amenity and noise regulation
- Graffiti control
- Local roads, bridges and footpaths

Supporting Plans and Policies

- MSS and Planning Scheme
- Infrastructure Assets Local Law
- Heritage Strategy
- Footpath Strategy
- Housing Strategy
- Integrated Transport Strategy
- Roadside Management Plan
- Stormwater Drainage Management Plan
- Road Management Plan
- Eltham Major Activity Centre Structure Plan
- Road Safety Strategy
- Diamond Creek Twenty20
- Special Charge Schemes Policy
- Hurstbridge Township Strategy
- Asset Management Strategy

Key legislation

- Planning and Environment Act and Nillumbik Planning Scheme
- Road Safety Act
- Local Government Act
- Building Act
- Road Management Act
- Subdivision Act
- Environment Protection Act



Community Bank Stadium





Our Economy

Our goal is to develop a prosperous local economy through partnerships with local business, governments and the community consistent with our Green Wedge values.

Nillumbik has two major activity centres – Eltham and Diamond Creek.

These townships offer residents and visitors distinctive village-style shopping, access to professional services and public transport and places to meet and socialise.

The Shire also has a number of smaller townships, each with its own unique character and heritage.

The development of a vibrant and sustainable local economy will be based on the Shire's key advantages such as the natural environment and opportunities for sustainable agriculture, tourism, arts and the high level of skills and abilities of our local residents and business people.





STRATEGIES

- We will plan for economic development that is consistent with the Nillumbik Planning Scheme and supports Council's objectives
- We will partner with local businesses and groups to promote Nillumbik as a unique destination for nature, recreation, culture, food and wine
- We will support productive land use and sustainable agriculture
- We will encourage business investment that enhances and benefits our activity centres and townships
- We will foster home-based businesses in Nillumbik
- We will maintain regional partnerships that enhance opportunities for our local businesses
- We will provide effective and efficient services for processing development applications in Nillumbik

STRATEGIC INDICATORS

- High percentage of planning permits processed within 60 day statutory period
- Implementation of Activity Centre Structure Plans
- Preparation and adoption of Township Plans

Services we provide

- Local community and farmers' markets and festivals
- Tourism funding and support
- Local business networks
- Local business training and seminars
- Activity Centre planning
- Planning permits and regulation
- Township marketing schemes

Supporting Plans and Policies

- Economic Development Strategy
- MSS and Planning Scheme
- Eltham Major Activity Centre Structure Plan
- Green Wedge Management Plan
- Diamond Creek Twenty20
- Hurstbridge Township Strategy
- Wattle Glen Township Strategy
- St Andrews Township Plan

Key legislation

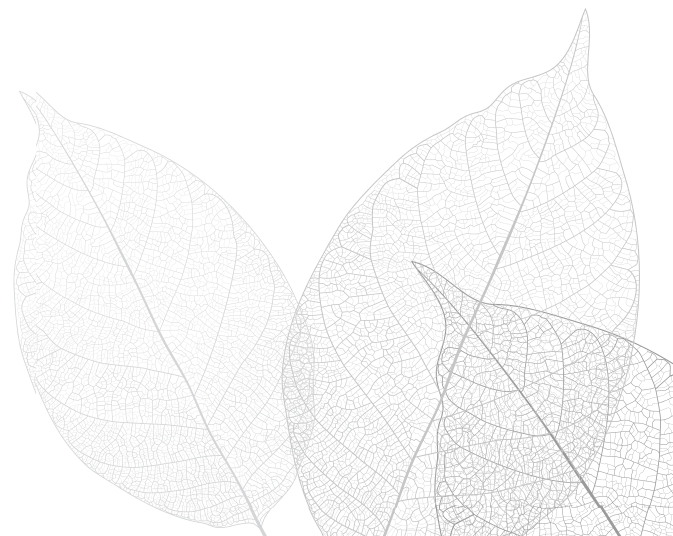
- Local Government Act
- Planning and Environment Act and Nillumbik Planning Scheme



Our goal is to provide good governance, leadership and responsible financial management and to make decisions in an inclusive and transparent manner.

As the leaders of the Shire and the representatives for our community, Council will demonstrate good governance and be responsible in its decision-making. We will take a long-term perspective in our financial decisions and ensure these are sustainable into the future.

Our decisions will be based on sound research and policy positions. We will give the community an opportunity to have a say about decisions which affect them and we will keep them informed about these decisions, as well as Council services, activities and events.





STRATEGIES

- We will provide strong and innovative leadership on issues of strategic importance to enable us to achieve our goals for the Nillumbik community
- We will advocate about issues affecting the Nillumbik Shire, supported by informed and clearly articulated policy positions
- We will undertake long-term financial planning to ensure our budget decisions are responsible and sustainable
- We will maximise our opportunities to receive external grants for projects that are consistent with Council's priorities and management of the Green Wedge
- We will involve the community in our decision-making through public participation and representation and we will keep them informed through frequent and effective communication
- We will focus the organisation on the importance of customer service and provide timely and meaningful responses to community requests
- We will ensure our services are efficient and deliver good value for money for our residents and we will invest in training and technology to enhance productivity
- We will employ a skilled and enthusiastic workforce that meets the needs of our community and our organisation
- We will meet our legal responsibilities and manage our risks

STRATEGIC INDICATORS

- Maintain Victorian Auditor General's low risk 'green light' status measure for overall financial sustainability
- Achieve an annual underlying surplus in audited financial statements
- Rates per resident remain below the State average
- Adoption of Financial Sustainability Plan and achievement of targets in the Plan
- Satisfaction with overall performance of Council as measured through the Annual Community Survey

OUR COUNCIL

Services we provide

- Council and Committee meetings, civic functions including citizenship ceremonies
- Street naming and numbering
- Consultation processes and advisory committees
- Elections
- Website and online services
- Finance and procurement
- Electronic and print communication including media liaison
- Rates and property valuations
- Human resource management and training
- Customer service and reception
- Information technology
- Legislative compliance
- Risk management
- Leasing and licensing of land/buildings

Supporting Plans and Policies

- Governance Code (including Code of Conduct)
- Meeting Procedure Local Law
- Strategic Resource Plan
- Risk Management Strategy
- Community Consultation Charter
- Investment Policy
- Fraud Prevention Strategy
- Procurement Policy
- Capital works program and Major Projects Plan
- Delegation instruments
- Councillor Expenses and Resources Policy
- Service Excellence Charter
- Business Continuity Plan
- Occupational Health and Safety Policy
- IT Strategy
- Human resource policies
- Human Rights and Responsibilities Guidelines
- Place naming and renaming policy
- Disability Action Plan
- Financial Sustainability Plan
- Privacy Policy

Key legislation

- Local Government Act
- Freedom of Information Act
- Information Privacy Act
- Whistleblower Protection Act
- Victorian Charter of Human Rights and Responsibilities Act
- Public Records Act
- Equal Opportunity Act
- Occupational Health and Safety Act
- Geographic Place Names Act
- Australian Citizenship Act
- Disability Discrimination Act







The Strategic Resource Plan (SRP) is provided in accordance with section 126 of the *Local Government Act 1989* and subsequent amendments.

The SRP is the plan for financial and other resources required to enable Council to achieve its Council Plan.

Nillumbik has also adopted a Financial Sustainability Plan to guide Council's financial decisions over a 10 year period, and this sets targets for Council to achieve in terms of financial sustainability. The SRP therefore provides 10-year projections of Council's finances, rather than the statutory minimum of four years.

The SRP is updated each year as part of Council's budget process. Council's Annual Budget shows the projected performance in meeting the Financial Sustainability Plan targets, based on the 10-year forecasts contained in the SRP.

The SRP incorporates financial projections of expenditure and revenue which are based on a series of assumptions about the community's needs and how Council plans to address these needs.





THESE ASSUMPTIONS INCLUDE:

Operating Revenue and Expenditure

- Council will maintain existing levels of service per resident. Increases in population are forecast at 0.5% per annum.
- The number of rate assessments is forecast to grow at 0.5% per annum. Rates and charges revenue forecasts show total revenue, including revenue from new assessments each year. As such, future rate increases per assessment will be lower than the growth in total rates and charges revenue shown in the SRP.
- Staffing levels are projected to grow at 0.5% per annum consistent with the forecast population growth in the shire. This equates to an additional 1.5 EFT (equivalent full-time) staff positions per annum. Cost increases are generally based on enterprise agreement and award entitlements for staff. Other costs are forecast to grow according to expected inflation rates or according to existing contract prices.
- Operating grants are forecast to grow at 3% or according to existing known grant arrangements if these are different

Capital Works and Borrowings

- Council will increase its annual level of funding for capital works from own-source revenue by 5% per annum. To address the infrastructure renewal gap on an ongoing basis, Council will also make an additional increase of \$2.5 million per annum for capital works, effective from 2015-2016.
- Capital works projects for asset renewal, upgrades, expansion and new assets are forecast based on Council's five-year capital works program and 10-year Major Projects Plan. Projects are funded through an appropriate mix of Council own-source revenue, grants, land sales and borrowings. In regard to capital grants, it is assumed that the relevant grants will be available, and that Council applications will be successful.
- Borrowings are used to fund some major capital projects that provide long-term inter-generational benefits. Consistent with Council's Financial Sustainability Plan, borrowings are projected to remain in the low-risk (green light) range for the next 10 years, based on the Victorian Auditor-General's financial sustainability indicators for local government.

BUDGETED COMPREHENSIVE INCOME STATEMENT

For the five years ending 30 June 2019

Description	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000
Income						
Rates and Charges	52,842	56,609	60,008	63,250	66,287	69,575
Statutory fees and fines	883	900	927	955	984	1,013
User fees	12,696	12,282	12,741	13,217	13,711	14,223
Contributions – cash	2,627	65	2,681	1,029	1,607	2,988
Contributions – non-monetary assets	0	0	0	0	0	0
Grants – operating (recurrent)	6,629	6,527	6,723	6,924	7,132	7,346
Grants – operating (non-recurrent)	0	0	0	0	0	0
Grants – capital (recurrent)	0	0	0	0	0	0
Grants – capital (non-recurrent)	2,362	778	3,783	5,953	953	2,653
Net gain on disposal of property, infrastructure, plant and equipment	0	0	0	0	0	0
Other Revenue	2,316	2,010	1,829	1,843	1,881	1,920
Fair value adjustments for investment property	0	0	0	0	0	0
Share of net profits/(losses) of associated and joint ventures accounted for by the equity method	0	0	0	0	0	0
Total income	80,355	79,171	88,692	93,171	92,555	99,718
Expenses						
Employee benefits	28,826	30,017	31,729	33,576	35,578	37,700
Contracts, materials and services	29,807	26,432	27,782	28,611	29,466	30,345
Bad and doubtful debts	3	3	3	3	3	4
Depreciation and amortisation	9,235	9,514	9,506	9,703	9,858	9,997
Finance costs	1,133	1,186	1,187	1,572	1,616	1,860
Other Expenses	9,296	9,215	9,577	9,846	10,151	10,466
Total expenses	78,300	76,367	79,784	83,311	86,672	90,372
Surplus (deficit) for the year	2,055	2,804	8,908	9,860	5,883	9,346
Other comprehensive income						
Items that will not be reclassified to surplus or deficit						
Impairment of fire impacted infrastructure	0	0	0	0	0	0
Net asset revaluation increment /(decrement)	0	0	0	0	0	0
Share of other comprehensive income of associates and joint ventures accounted for by the equity method	0	0	0	0	0	0
Total comprehensive result	2,055	2,804	8,908	9,860	5,883	9,346

BUDGETED COMPREHENSIVE INCOME STATEMENT FORWARD ESTIMATES

For the five years ending 30 June 2024

Description	Forward Estimates				
	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Income					
Rates and Charges	73,056	76,413	80,238	84,075	87,743
Statutory fees and fines	1,044	1,075	1,107	1,140	1,175
User fees	14,755	15,307	15,879	16,473	17,090
Contributions – cash	1,955	5	5	5	5
Contributions – non-monetary assets	0	0	0	0	0
Grants – operating (recurrent)	7,566	7,793	8,027	8,268	8,516
Grants – operating (non-recurrent)	0	0	0	0	0
Grants – capital (recurrent)	0	0	0	0	0
Grants – capital (non-recurrent)	1,153	953	1,953	1,483	1,953
Net gain on disposal of property, infrastructure, plant and equipment	0	0	0	0	0
Other Revenue	1,970	2,019	2,072	2,127	2,183
Fair value adjustments for investment property	0	0	0	0	0
Share of net profits/(losses) of associated and joint ventures accounted for by the equity method	0	0	0	0	0
Total income	101,499	103,565	109,281	113,571	118,665
Expenses					
Employee benefits	39,949	42,161	44,491	46,951	49,547
Contracts, materials and services	31,251	32,184	33,144	34,133	35,152
Bad and doubtful debts	4	4	4	4	4
Depreciation and amortisation	10,148	10,246	10,312	10,407	10,499
Finance costs	1,948	1,917	1,863	1,759	1,646
Other Expenses	10,792	11,128	11,476	11,834	12,205
Total expenses	94,092	97,640	101,290	105,088	109,053
Surplus (deficit) for the year	7,407	5,925	7,991	8,483	9,612
Other comprehensive income					
Items that will not be reclassified to surplus or deficit					
Impairment of fire impacted infrastructure	0	0	0	0	0
Net asset revaluation increment /(decrement)	0	0	0	0	0
Share of other comprehensive income of associates and joint ventures accounted for by the equity method	0	0	0	0	0
Total comprehensive result	7,407	5,925	7,991	8,483	9,612

RATE DETERMINATION STATEMENT

For the five years ending 30 June 2019

Description	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000
Recurrent Resource						
Rates and Charges	45,298	48,529	51,491	54,272	56,824	59,601
Garbage Charge	7,544	8,081	8,518	8,978	9,463	9,974
Government Grants	4,711	6,462	6,656	6,855	7,061	7,273
Statutory fees and fines	883	900	927	955	984	1,013
User fees	12,696	12,282	12,741	13,217	13,711	14,223
Reimbursements	131	39	41	42	44	45
Interest	930	916	701	680	682	684
Proceeds on Sale – Recurrent	936	729	1,175	980	980	980
Other Revenue	1,255	1,055	1,087	1,121	1,155	1,191
Total Recurrent Resource	74,384	78,993	83,337	87,100	90,904	94,984
Recurrent Allocation						
Employee Costs	28,826	30,017	31,729	33,576	35,578	37,700
Contracts	14,022	13,788	14,202	14,633	15,077	15,535
Materials and Services	11,539	11,926	12,283	12,652	13,031	13,422
Bad and Doubtful Debts	3	3	3	3	3	4
Other Expenses	9,296	9,215	9,577	9,846	10,151	10,466
	63,686	64,949	67,794	70,710	73,840	77,127
Interest Expenses	1,133	1,186	1,187	1,572	1,616	1,860
Total Recurrent Allocation	64,819	66,135	68,981	72,282	75,456	78,987
Net Recurrent Resource	9,565	12,858	14,356	14,818	15,448	15,997
Non-recurrent Resource						
Tfr from Reserves	6,685	1,308	260	260	260	260
Proceeds on Sale – Non Current	2,500	4,500	805	5,690	0	0
Total Non-recurrent Resource	9,185	5,808	1,065	5,950	260	260
Non-recurrent Allocation						
Revaluation Decrements on Assets	0	0	0	0	0	0
Debt Redemption	2,381	1,516	857	1,020	944	963
Tfr to Reserves	7,864	10,374	4,376	9,182	3,709	3,726
Capital Works Recharge	(603)	(563)	(588)	(615)	(642)	(671)
Total Non-recurrent Allocation	9,642	11,327	4,645	9,587	4,011	4,018
Net Non-recurrent Resource	(457)	(5,519)	(3,580)	(3,637)	(3,751)	(3,758)
Net Operating Resource	9,108	7,339	10,776	11,181	11,697	12,239

RATE DETERMINATION STATEMENT (cont.)

For the five years ending 30 June 2019

Description	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000
New Initiatives Resource	1,918	65	67	69	71	73
New Initiatives Allocation	4,850	1,282	1,885	1,942	2,000	2,060
Net New Initiatives Resource	(2,932)	(1,217)	(1,818)	(1,873)	(1,929)	(1,987)
CapEx Resource	16,838	8,227	15,933	17,626	10,545	11,013
<i>Represented by</i>						
<i>Borrowing</i>	3,872	-	5,300	1,457	3,852	2,000
<i>Other</i>	12,966	8,227	10,633	16,169	6,692	9,013
CapEx Allocation	22,975	14,249	24,791	26,834	20,213	21,165
Rates Funded CapEx	(6,137)	(6,022)	(8,858)	(9,208)	(9,668)	(10,152)
Net Budget Position	38	100	100	100	100	100
Reconcile Back to Standard Income Statement						
Less BS Items included						
Debt Redemption	(2,381)	(1,516)	(857)	(1,020)	(944)	(963)
Tfr to Reserves	(7,864)	(10,374)	(4,376)	(9,182)	(3,709)	(3,726)
Tfr from Reserve	14,662	8,692	4,428	9,447	4,392	3,632
CapEx income from loan	3,872	-	5,300	1,457	3,852	2,000
CapEx Exp	(22,975)	(14,249)	(24,791)	(26,834)	(20,213)	(21,165)
Total to be deducted	(14,686)	(17,447)	(20,296)	(26,132)	(16,622)	(20,222)
Plus P&L Items not included						
Depreciation	(9,235)	(9,514)	(9,506)	(9,703)	(9,858)	(9,997)
Accrued SCS contribution	0	0	0	0	0	0
WDV of Recurrent Assets sold	(935)	(729)	(1,176)	(979)	(981)	(979)
WDV of NonRecurrent Assets sold	(2,499)	(4,500)	(806)	(5,690)	0	0
Total to be added	(12,669)	(14,743)	(11,488)	(16,372)	(10,839)	(10,976)
Net Surplus/(Deficit)	2,055	2,804	8,908	9,860	5,883	9,346



RATE DETERMINATION STATEMENT FORWARD ESTIMATES

For the five years ending 30 June 2024

Description	Forward Estimates				
	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Recurrent Resource					
Rates and Charges	62,544	65,333	68,561	71,769	74,773
Garbage Charge	10,512	11,080	11,677	12,307	12,970
Government Grants	7,491	7,716	7,947	8,186	8,431
Statutory fees and fines	1,044	1,075	1,107	1,140	1,175
User fees	14,755	15,307	15,879	16,473	17,090
Reimbursements	47	49	51	53	55
Interest	695	705	717	730	742
Proceeds on Sale – Recurrent	980	980	980	980	980
Other Revenue	1,227	1,265	1,304	1,344	1,385
Total Recurrent Resource	99,295	103,510	108,223	112,982	117,601
Recurrent Allocation					
Employee Costs	39,949	42,161	44,491	46,951	49,547
Contracts	16,006	16,492	16,993	17,509	18,040
Materials and Services	13,825	14,240	14,667	15,107	15,560
Bad and Doubtful Debts	4	4	4	4	4
Other Expenses	10,792	11,128	11,476	11,834	12,205
	80,576	84,025	87,631	91,405	95,356
Interest Expenses	1,948	1,917	1,863	1,759	1,646
Total Recurrent Allocation	82,524	85,942	89,494	93,164	97,002
Net Recurrent Resource	16,771	17,568	18,729	19,818	20,599
Non-recurrent Resource					
Tfr from Reserves	260	259	258	257	256
Proceeds on Sale – Non Current	0	0	0	0	0
Total Non-recurrent Resource	260	259	258	257	256
Non-recurrent Allocation					
Revaluation Decrements on Assets	0	0	0	0	0
Debt Redemption	1,081	1,190	1,296	1,400	1,512
Tfr to Reserves	3,845	3,970	4,435	4,800	4,819
Capital Works Recharge	(702)	(732)	(767)	(800)	(836)
Total Non-recurrent Allocation	4,224	4,428	4,964	5,400	5,495
Net Non-recurrent Resource	(3,964)	(4,169)	(4,706)	(5,143)	(5,239)
Net Operating Resource	12,807	13,399	14,023	14,675	15,360

RATE DETERMINATION STATEMENT FORWARD ESTIMATES (cont.)

For the five years ending 30 June 2024

Description	Forward Estimates				
	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
New Initiatives Resource	75	78	80	82	85
New Initiatives Allocation	2,122	2,185	2,251	2,318	2,388
Net New Initiatives Resource	(2,047)	(2,107)	(2,171)	(2,236)	(2,303)
CapEx Resource	7,148	4,431	6,021	5,207	3,721
<i>Represented by</i>					
<i>Borrowing</i>	747	500	0	0	0
<i>Other</i>	6,401	3,931	6,021	5,207	3,721
CapEx Allocation	17,808	15,623	17,773	17,546	16,678
Rates Funded CapEx	(10,660)	(11,192)	(11,752)	(12,339)	(12,957)
Net Budget Position	100	100	100	100	100
Reconcile Back to Standard Income Statement					
Less BS Items included					
Debt Redemption	(1,081)	(1,190)	(1,296)	(1,400)	(1,512)
Tfr to Reserves	(3,845)	(3,970)	(4,435)	(4,800)	(4,819)
Tfr from Reserve	3,553	3,232	4,321	3,976	2,019
CapEx income from loan	747	500	0	0	0
CapEx Exp	(17,808)	(15,623)	(17,773)	(17,546)	(16,678)
Total to be deducted	(18,434)	(17,051)	(19,183)	(19,770)	(20,990)
Plus P&L Items not included					
Depreciation	(10,148)	(10,246)	(10,312)	(10,407)	(10,499)
Accrued SCS contribution	0	0	0	0	0
WDV of Recurrent Assets sold	(979)	(980)	(980)	(980)	(979)
WDV of NonRecurrent Assets sold	0	0	0	0	0
Total to be added	(11,127)	(11,226)	(11,292)	(11,387)	(11,478)
Net Surplus/(Deficit)	7,407	5,925	7,991	8,483	9,612



BUDGETED BALANCE SHEET

For the five years ending 30 June 2019

Description	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000
Current assets						
Cash and cash equivalents	14,779	21,877	20,996	20,285	22,173	22,879
Receivables	5,227	4,429	5,289	5,170	3,400	3,500
Prepayments and accruals	220	220	220	220	220	270
Land held for resale	745	745	745	745	745	745
Inventories	21	21	22	23	23	24
Total current assets	20,992	27,292	27,272	26,443	26,561	27,418
Non-current assets						
Trade and other receivables	1,448	1,149	849	549	249	7
Property, infrastructure, plant & equipment	642,812	642,318	655,622	666,083	675,458	685,646
Other financial assets	1,070	1,070	1,070	1,070	1,070	1,070
Total non-current assets	645,330	644,537	657,541	667,702	676,777	686,723
Total assets	666,322	671,829	684,813	694,145	703,338	714,141
Current liabilities						
Bank overdraft						
Trade and other payables	3,070	5,563	4,949	3,706	3,814	3,933
Interest-bearing liabilities	1,586	881	1,020	944	963	1,081
Provisions	6,454	6,692	6,940	7,197	7,465	7,744
Trusts	1,048	1,048	1,048	1,048	1,048	1,048
Total current liabilities	12,158	14,184	13,957	12,895	13,290	13,806
Non-current liabilities						
Interest-bearing liabilities	13,784	14,440	18,720	19,233	22,122	23,040
Provisions	8,556	8,577	8,599	8,621	8,645	8,669
Total non-current liabilities	22,340	23,017	27,319	27,854	30,767	31,709
Total liabilities	34,498	37,201	41,276	40,749	44,057	45,515
Net assets	631,824	634,628	643,537	653,396	659,281	668,626
Equity						
Other reserves	12,456	11,407	11,355	11,090	10,407	10,501
Asset revaluation reserve	269,031	269,031	269,031	269,031	269,031	269,031
Retained Profits	350,337	354,190	363,151	373,275	379,843	389,094
Total equity	631,824	634,628	643,537	653,396	659,281	668,626

BUDGETED BALANCE SHEET FORWARD ESTIMATES

For the five years ending 30 June 2024

Description	Forward Estimates				
	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Current assets					
Cash and cash equivalents	25,702	27,066	27,721	29,000	31,768
Receivables	3,400	3,200	3,100	3,100	3,100
Prepayments and accruals	270	270	270	270	270
Land held for resale	745	745	745	745	745
Inventories	25	25	26	27	28
Total current assets	30,142	31,306	31,862	33,142	35,911
Non-current assets					
Trade and other receivables	7	8	8	8	9
Property, infrastructure, plant & equipment	692,326	696,723	703,205	709,364	714,563
Other financial assets	1,070	1,070	1,070	1,070	1,070
Total non-current assets	693,403	697,801	704,283	710,442	715,642
Total assets	723,545	729,107	736,145	743,584	751,553
Current liabilities					
Bank overdraft					
Trade and other payables	5,948	5,947	5,947	5,946	5,946
Interest-bearing liabilities	1,190	1,296	1,400	1,512	1,635
Provisions	8,034	8,335	8,648	8,974	8,813
Trusts	1,048	1,048	1,048	1,048	1,048
Total current liabilities	16,220	16,626	17,043	17,480	17,442
Non-current liabilities					
Interest-bearing liabilities	22,598	21,802	20,401	18,889	17,254
Provisions	8,695	8,721	8,750	8,780	8,810
Total non-current liabilities	31,293	30,523	29,151	27,669	26,064
Total liabilities	47,513	47,149	46,194	45,149	43,506
Net assets	676,032	681,958	689,951	698,435	708,047
Equity					
Other reserves	10,792	11,531	11,645	12,470	15,270
Asset revaluation reserve	269,031	269,031	269,031	269,031	269,031
Retained Profits	396,209	401,396	409,275	416,934	423,746
Total equity	676,032	681,958	689,951	698,435	708,047

BUDGETED STATEMENT OF CHANGES IN EQUITY

For the five years ending 30 June 2019

* Balances at the end of the financial year may be subject to rounding differences.

Description	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2015				
Balance at beginning of the financial year	631,824	350,337	269,031	12,456
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	2,804	2,804	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(5,728)	-	5,728
Transfer from reserves	-	8,692	-	(8,692)
Balance at end of the financial year	634,628	356,105	269,031	9,492
2016				
Balance at beginning of the financial year	634,628	356,105	269,031	9,492
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	8,908	8,908	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(4,376)	-	4,376
Transfer from reserves	-	4,428	-	(4,428)
Balance at end of the financial year	643,537	365,065	269,031	9,440
2017				
Balance at beginning of the financial year	643,537	365,065	269,031	9,440
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	9,860	9,860	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(9,182)	-	9,182
Transfer from reserves	-	9,447	-	(9,447)
Balance at end of the financial year	653,397	375,190	269,031	9,175
2018				
Balance at beginning of the financial year	653,397	375,190	269,031	9,175
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	5,883	5,883	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(3,709)	-	3,709
Transfer from reserves	-	4,392	-	(4,392)
Balance at end of the financial year	659,280	381,756	269,031	8,492
2019				
Balance at beginning of the financial year	659,280	381,756	269,031	8,492
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	9,346	9,346	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(3,726)	-	3,726
Transfer from reserves	-	3,632	-	(3,632)
Balance at end of the financial year	668,626	391,008	269,031	8,586

BUDGETED STATEMENT OF CHANGES IN EQUITY FORWARD ESTIMATES

For the five years ending 30 June 2019

Description	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020				
Balance at beginning of the financial year	668,626	391,008	269,031	8,586
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	7,407	7,407	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(3,845)	-	3,845
Transfer from reserves	-	3,553	-	(3,553)
Balance at end of the financial year	676,033	398,123	269,031	8,878
2021				
Balance at beginning of the financial year	676,033	398,123	269,031	8,878
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	5,925	5,925	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(3,970)	-	3,970
Transfer from reserves	-	3,232	-	(3,232)
Balance at end of the financial year	681,958	403,310	269,031	9,616
2022				
Balance at beginning of the financial year	681,958	403,310	269,031	9,616
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	7,991	7,991	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(4,435)	-	4,435
Transfer from reserves	-	4,321	-	(4,321)
Balance at end of the financial year	689,949	411,187	269,031	9,730
2023				
Balance at beginning of the financial year	689,949	411,187	269,031	9,730
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	8,483	8,483	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(4,800)	-	4,800
Transfer from reserves	-	3,976	-	(3,976)
Balance at end of the financial year	698,432	418,846	269,031	10,554
2024				
Balance at beginning of the financial year	698,432	418,846	269,031	10,554
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	9,612	9,612	-	-
Net asset revaluation increment(decrement)	-	-	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(4,819)	-	4,819
Transfer from reserves	-	2,019	-	(2,019)
Balance at end of the financial year	708,044	425,658	269,031	13,354

BUDGETED STATEMENT CASH FLOWS

For the five years ending 30 June 2019

Description	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Receipts from customers	74,365	72,114	76,992	80,102	85,928	89,251
Payments to suppliers	(69,667)	(64,102)	(70,623)	(74,573)	(76,410)	(80,007)
Net cash inflow (outflow) from customers/suppliers	4,698	8,012	6,369	5,529	9,518	9,244
Interest Received	930	916	701	680	682	684
Government Receipts	7,074	7,240	10,439	12,808	8,014	9,926
Net cash inflow (outflow) from operating activities	12,702	16,168	17,509	19,017	18,214	19,854
Cash flows from investing activities						
Proceeds from sale of property, plant and equipment, infrastructure	3,436	5,229	1,980	6,670	980	980
Payments for property, plant and equipment, infrastructure	(22,975)	(14,249)	(24,791)	(26,834)	(20,213)	(21,165)
Net cash inflow (outflow) from investing activities	(19,539)	(9,020)	(22,811)	(20,164)	(19,233)	(20,185)
Cash flows from financing activities						
Proceeds from interest bearing loans and borrowings	2,481	1,512	5,300	1,457	3,852	2,000
Repayments of interest bearing borrowings and finance leases	(2,402)	(1,562)	(881)	(1,020)	(944)	(963)
Net cash inflow (outflow) from financing activities	79	(50)	4,419	437	2,908	1,037
Net increase / (decrease) in cash & cash equivalents	(6,758)	7,098	(883)	(711)	1,888	706
Cash and cash equivalents at the beginning of the year	21,537	14,779	21,877	20,996	20,285	22,173
Cash and cash equivalents at end of year	14,779	21,877	20,996	20,285	22,173	22,879
Reconciliation of Surplus (Deficit) and Net Cash Flows from Operating Activities						
For the year ending 30 June	2,055	2,804	8,908	9,860	5,883	9,346
Surplus /(deficit)						
Depreciation and amortisation	9,235	9,514	9,506	9,703	9,858	9,997
(Profit) Loss on sale of property, plant and equipment, infrastructure	0	0	0	0	0	0
Net movements in assets and liabilities	1,412	3,850	(905)	(546)	2,473	511
Net cash inflow (outflow) from operating activities	12,702	16,168	17,509	19,017	18,214	19,854

BUDGETED STATEMENT CASH FLOWS FORWARD ESTIMATES

For the five years ending 30 June 2024

Description	Forward Estimates				
	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Receipts from customers	92,259	94,391	98,764	103,173	107,537
Payments to suppliers	(81,612)	(87,067)	(90,637)	(94,328)	(98,683)
Net cash inflow (outflow) from customers/suppliers	10,647	7,324	8,127	8,845	8,854
Interest Received	695	705	717	730	742
Government Receipts	8,644	8,669	9,900	9,669	10,384
Net cash inflow (outflow) from operating activities	19,986	16,698	18,744	19,244	19,980
Cash flows from investing activities					
Proceeds from sale of property, plant and equipment, infrastructure	980	980	980	980	980
Payments for property, plant and equipment, infrastructure	(17,808)	(15,623)	(17,773)	(17,546)	(16,678)
Net cash inflow (outflow) from investing activities	(16,828)	(14,643)	(16,793)	(16,566)	(15,698)
Cash flows from financing activities					
Proceeds from interest bearing loans and borrowings	747	500	0	0	0
Repayments of interest bearing borrowings and finance leases	(1,081)	(1,190)	(1,296)	(1,400)	(1,512)
Net cash inflow (outflow) from financing activities	(334)	(690)	(1,296)	(1,400)	(1,512)
Net increase / (decrease) in cash & cash equivalents	2,823	1,364	655	1,279	2,768
Cash and cash equivalents at the beginning of the year	22,879	25,702	27,066	27,721	29,000
Cash & cash equivalents at end of year	25,702	27,066	27,721	29,000	31,768
<u>Reconciliation of Surplus (Deficit) and Net Cash</u>					
<u>Flows from Operating Activities</u>					
<u>For the year ending 30 June</u>	7,407	5,925	7,991	8,483	9,612
Surplus /(deficit)					
Depreciation and amortisation	10,148	10,246	10,312	10,407	10,499
(Profit) Loss on sale of property, plant and equipment, infrastructure	0	0	0	0	0
Net movements in assets and liabilities	2,431	527	441	354	(131)
Net cash inflow (outflow) from operating activities	19,986	16,698	18,744	19,244	19,980

BUDGETED STATEMENT OF CAPITAL WORKS

For the five years ending 30 June 2019

Description	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000
Property						
Land	0	0	0	0	0	0
Land improvements	0	0	0	0	0	0
Total land	0	0	0	0	0	0
Buildings	8,811	1,249	2,734	2,179	1,110	1,110
Building improvements	0	0	0	0	0	0
Leasehold improvements	0	0	0	0	0	0
Heritage buildings	0	0	0	0	0	0
Total buildings	8,811	1,249	2,734	2,179	1,110	1,110
Total property	8,811	1,249	2,734	2,179	1,110	1,110
Plant and equipment						
Plant, machinery and equipment	2,294	1,934	1,947	1,847	2,180	2,045
Fixtures, fittings and furniture	356	235	240	245	286	286
Computers and telecommunications	0	0	0	0	0	0
Heritage plant and equipment	0	0	0	0	0	0
Library books	0	0	0	0	0	0
Total plant and equipment	2,650	2,169	2,187	2,092	2,466	2,331
Infrastructure						
Roads	4,943	3,114	4,272	3,795	5,037	4,517
Bridges	283	288	280	150	156	156
Footpaths and cycleways	600	700	730	760	822	822
Drainage	554	500	500	600	625	625
Recreational, leisure and community facilities	2,239	2,577	11,411	13,395	6,246	8,847
Waste management	0	500	1,216	1,220	2,539	1,466
Parks, open space and streetscapes	873	188	1,187	2,367	923	1,002
Aerodromes	0	0	0	0	0	0
Off street car parks	0	0	0	0	0	0
Other infrastructure	2,022	2,964	274	276	289	289
Total infrastructure	11,514	10,831	19,870	22,563	16,637	17,724
Total capital works expenditure	22,975	14,249	24,791	26,834	20,213	21,165
Represented by:						
Asset renewal expenditure	6,037	6,864	8,378	8,797	9,237	9,699
Asset upgrade expenditure	14,033	1,951	13,003	7,079	6,792	1,636
Asset expansion expenditure	0	0	0	0	0	0
New asset expenditure	2,905	5,434	3,410	10,958	4,184	9,830
Total capital works expenditure	22,975	14,249	24,791	26,834	20,213	21,165

BUDGETED STATEMENT OF CAPITAL WORKS FORWARD ESTIMATES

For the five years ending 30 June 2024

Description	Forward Estimates				
	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Property					
Land	0	0	0	0	0
Land improvements	0	0	0	0	0
Total land	0	0	0	0	0
Buildings	3,302	1,757	1,222	1,276	4,698
Building improvements	0	0	0	0	0
Leasehold improvements	0	0	0	0	0
Heritage buildings	0	0	0	0	0
Total buildings	3,302	1,757	1,222	1,276	4,698
Total property	3,302	1,757	1,222	1,276	4,698
Plant and equipment					
Plant, machinery and equipment	0	0	0	0	0
Fixtures, fittings and furniture	2,475	2,286	2,337	2,439	2,577
Computers and telecommunications	0	0	0	0	0
Heritage plant and equipment	0	0	0	0	0
Library books	0	0	0	0	0
Total plant and equipment	2,475	2,286	2,337	2,439	2,577
Infrastructure					
Roads	2,296	2,393	2,444	3,138	3,707
Bridges	1,573	168	172	180	190
Footpaths and cycleways	851	886	906	945	999
Drainage	646	673	688	718	759
Recreational, leisure and community facilities	3,231	3,562	5,733	5,953	3,161
Waste management	1,368	1,357	2,637	2,340	0
Parks, open space and streetscapes	1,767	2,229	1,315	224	236
Aerodromes	0	0	0	0	0
Off street car parks	0	0	0	0	0
Other infrastructure	299	312	319	333	351
Total infrastructure	12,031	11,580	14,214	13,831	9,403
Total capital works expenditure	17,808	15,623	17,773	17,546	16,678
Represented by:					
Asset renewal expenditure	10,148	10,246	10,312	10,407	10,499
Asset upgrade expenditure	4,690	3,609	5,229	4,028	4,064
Asset expansion expenditure	0	0	0	0	0
New asset expenditure	2,970	1,768	2,232	3,111	2,115
Total capital works expenditure	17,808	15,623	17,773	17,546	16,678

BUDGETED STATEMENT OF INVESTMENT RESERVES

For the five years ending 30 June 2019

Description	Budget	Strategic Resource Plan Projections			
	2015 \$'000	2016 \$'000	2017 \$'000	2018 \$'000	2019 \$'000
Statutory					
Carparks	97	97	97	97	97
Public open space	154	257	13	22	35
Yarrambat drainage	723	826	929	1,032	1,135
Street light contribution	48	58	68	78	88
Street trees	96	106	116	126	136
Diamond Creek Traders Marketing Fund	2	2	2	2	2
DPO Open Space	2,086	2,156	2,225	2,295	2,364
DPO infrastructure	2,692	2,986	3,279	3,573	3,866
Development contribution Construction	168	168	168	168	168
Native vegetation	10	10	10	10	10
Total statutory reserves	6,076	6,666	6,907	7,403	7,901
Discretionary					
Public arts program	129	129	129	129	129
Carry forward projects	0	0	0	0	0
Leisure Centres profit share	156	230	308	391	477
Plant replacement	370	380	296	463	262
Major Projects (Property management)	493	128	48	148	248
Bridgeford Estate	46	42	38	34	30
Landfill rehabilitation	3,978	3,537	3,037	1,428	960
Other Reserves	159	243	327	411	494
Total discretionary reserves	5,331	4,689	4,183	3,004	2,600
Total reserves	11,407	11,355	11,090	10,407	10,501

BUDGETED STATEMENT OF INVESTMENT RESERVES FORWARD ESTIMATES

For the five years ending 30 June 2024

Description	Forward Estimates				
	2020 \$'000	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000
Statutory					
Carparks	97	97	97	97	97
Public open space	51	70	93	220	350
Yarrambat drainage	1,238	1,343	1,450	1,559	1,670
Street light contribution	98	109	121	134	148
Street trees	146	157	169	182	196
Hurstbridge Traders Marketing Fund	0	0	0	0	0
Diamond Creek Traders Marketing Fund	2	2	2	2	2
DPO Open Space	2,434	2,505	2,576	2,649	2,722
DPO infrastructure	4,160	4,455	4,753	5,052	5,354
Development contribution Construction	168	168	168	168	168
Native vegetation	10	10	10	10	10
Total statutory reserves	8,404	8,916	9,439	10,073	10,717
Discretionary					
Public arts program	129	129	129	129	129
Carry forward projects	0	0	0	1	3
Leisure Centres profit share	568	663	763	868	978
Plant replacement	2	2	2	2	3
Major Projects (Property management)	348	448	548	548	548
Bridgeford Estate	26	23	21	20	20
Landfill rehabilitation	740	690	0	1	1,958
Other Reserves	575	660	743	828	914
Total discretionary reserves	2,388	2,615	2,206	2,397	4,553
Total reserves	10,792	11,531	11,645	12,470	15,270

BUDGETED STATEMENT OF HUMAN RESOURCES

For the five years ending 30 June 2019

Description	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000
Staff expenditure						
Employee costs – operating	28,826	30,017	31,729	33,576	35,578	37,700
Employee costs – capital	0	0	0	0	0	0
Total staff expenditure	28,826	30,017	31,729	33,576	35,578	37,700
	EFT	EFT	EFT	EFT	EFT	EFT
Staff numbers						
Permanent EFT numbers	303.10	306.58	308.08	309.58	311.08	312.58
Limited tenures	6.14	4.93	4.93	4.93	4.93	4.93
Total staff numbers	309.24	311.51	313.01	314.51	316.01	317.51

BUDGETED STATEMENT OF HUMAN RESOURCES FORWARD ESTIMATES

For the five years ending 30 June 2024

Description	Forward Estimates				
	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Staff expenditure					
Employee costs – operating	39,949	42,161	44,491	46,951	49,547
Employee costs – capital	0	0	0	0	0
Total staff expenditure	39,949	42,161	44,491	46,951	49,547
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Permanent EFT numbers	314.08	315.58	317.08	318.58	320.08
Limited tenures	4.93	4.93	4.93	4.93	4.93
Total staff numbers	314.08	315.58	317.08	318.58	320.08

OTHER INFORMATION

For the five years ending 30 June 2019

2015 SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

Description	ASSET EXPENDITURE TYPES					FUNDING SOURCES			Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrow's
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	\$'000	\$'000	\$'000	\$'000
Property												
Land	0					0						
Land improvements	0					0						
Buildings	1249	200	730	319		1249	50		999	200		
Building improvements	0					0						
Leasehold improvements	0					0						
Heritage buildings	0					0						
Total property	1,249	200	730	319	0	1,249	50	0	999	200	0	0
Plant and equipment												
Plant, machinery and equipment	1934		1934			1934				1,205	729	
Fixtures, fittings and furniture	235	20	215			235			235			
Computers and telecommunications	0					0						
Heritage plant and equipment	0					0						
Library books	0					0						
Total plant and equipment	2,169	20	2,149	0	0	2,169	0	0	235	1205	729	0
Infrastructure												
Roads	3114	1500	1270	344		3114	480		1334	1,300		
Bridges	288	8	280			288	100		188			
Footpaths and cycle ways	700	400	300			700			700			
Drainage	500		100	400		500			500			
Recreational, leisure and community facilities	2577	572	1315	695		2577	125	65	1637	750		
Waste management	500		500			500				500		
Parks, open space and streetscapes	188	250	100	83		188			188			
Aerodromes	0					0						
Off street car parks	0					0						
Other infrastructure	2964	2484	120	110		2964	23		241	2700		
Total infrastructure	10,831	5,214	3,985	1,632	0	10,831	728	65	4,788	5,250	0	0
Total capital works expenditure	14,249	5,434	6,864	1,951	0	14,249	778	65	6,022	6,655	729	0

OTHER INFORMATION

For the five years ending 30 June 2019

2016 SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

Description	ASSET EXPENDITURE TYPES					FUNDING SOURCES			Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrow's
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	\$'000	\$'000	\$'000	\$'000
Property												
Land	0					0						
Land improvements	0					0						
Buildings	2734					2734						
Building improvements	0					0						
Leasehold improvements	0					0						
Heritage buildings	0					0						
Total property	2,734					2,734						
Plant and equipment												
Plant, machinery and equipment	1947					1947						
Fixtures, fittings and furniture	240					240						
Computers and telecommunications	0					0						
Heritage plant and equipment	0					0						
Library books	0					0						
Total plant and equipment	2,187					2,187						
Infrastructure												
Roads	4272					4272						
Bridges	280					280						
Footpaths and cycle ways	730					730						
Drainage	500					500						
Recreational, leisure and community facilities	11411					11411						
Waste management	1216					1216						
Parks, open space and streetscapes	1187					1187						
Aerodromes	0					0						
Off street car parks	0					0						
Other infrastructure	274					274						
Total infrastructure	19,870					19,870						
Total capital works expenditure	24,791	3,410	8,378	13,003	0	24,791	3,783	2,681	8,859	2,221	1,947	5,300

OTHER INFORMATION

For the five years ending 30 June 2019

2017 SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

Description	ASSET EXPENDITURE TYPES					FUNDING SOURCES			Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrow's
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	\$'000	\$'000	\$'000	\$'000
Property												
Land	0					0						
Land improvements	0					0						
Buildings	2179					2179						
Building improvements	0					0						
Leasehold improvements	0					0						
Heritage buildings	0					0						
Total property	2,179					2,179						
Plant and equipment												
Plant, machinery and equipment	1847					1847						
Fixtures, fittings and furniture	245					245						
Computers and telecommunications	0					0						
Heritage plant and equipment	0					0						
Library books	0					0						
Total plant and equipment	2,092					2,092						
Infrastructure												
Roads	3795					3795						
Bridges	150					150						
Footpaths and cycle ways	760					760						
Drainage	600					600						
Recreational, leisure and community facilities	13395					13395						
Waste management	1220					1220						
Parks, open space and streetscapes	2367					2367						
Aerodromes	0					0						
Off street car parks	0					0						
Other infrastructure	276					276						
Total infrastructure	22,563					22,563						
Total capital works expenditure	26,834	10,958	8,797	7,079	0	26,834	5,953	1,029	9,208	7,340	1,847	1,457

OTHER INFORMATION

For the five years ending 30 June 2019

2018 SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

Description	ASSET EXPENDITURE TYPES					FUNDING SOURCES			Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrow's
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	\$'000	\$'000	\$'000	\$'000
Property												
Land	0					0						
Land improvements	0					0						
Buildings	1110					1110						
Building improvements	0					0						
Leasehold improvements	0					0						
Heritage buildings	0					0						
Total property	1,110					1,110						
Plant and equipment												
Plant, machinery and equipment	2180					2180						
Fixtures, fittings and furniture	286					286						
Computers and telecommunications	0					0						
Heritage plant and equipment	0					0						
Library books	0					0						
Total plant and equipment	2,466					2,466						
Infrastructure												
Roads	5037					5037						
Bridges	156					156						
Footpaths and cycle ways	822					822						
Drainage	625					625						
Recreational, leisure and community facilities	6246					6246						
Waste management	2539					2539						
Parks, open space and streetscapes	923					923						
Aerodromes	0					0						
Off street car parks	0					0						
Other infrastructure	289					289						
Total infrastructure	16,637					16,637						
Total capital works expenditure	20,213	4,184	9,237	6,792	0	20,213	953	1,607	9,669	2,439	1,693	3,852

OTHER INFORMATION

For the five years ending 30 June 2019

2019 SUMMARY OF PLANNED CAPITAL WORKS EXPENDITURE

Description	ASSET EXPENDITURE TYPES					FUNDING SOURCES			Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrow's
	Total \$'000	New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Total \$'000	Grants \$'000	Contributions \$'000	\$'000	\$'000	\$'000	\$'000
Property												
Land	0					0						
Land improvements	0					0						
Buildings	1110					1110						
Building improvements	0					0						
Leasehold improvements	0					0						
Heritage buildings	0					0						
Total property	1,110					1,110						
Plant and equipment												
Plant, machinery and equipment	2045					2045						
Fixtures, fittings and furniture	286					286						
Computers and telecommunications	0					0						
Heritage plant and equipment	0					0						
Library books	0					0						
Total plant and equipment	2,331					2,331						
Infrastructure												
Roads	4517					4517						
Bridges	156					156						
Footpaths and cycle ways	822					822						
Drainage	625					625						
Recreational, leisure and community facilities	8847					8847						
Waste management	1466					1466						
Parks, open space and streetscapes	1002					1002						
Aerodromes	0					0						
Off street car parks	0					0						
Other infrastructure	289					289						
Total infrastructure	17,724					17,724						
Total capital works expenditure	21,165	9,830	9,699	1,636	0	21,165	2,653	2,988	10,152	1,408	1,964	2,000

OTHER INFORMATION

For the five years ending 30 June 2019

SUMMARY OF PLANNED HUMAN RESOURCES EXPENDITURE

Description	2015 \$'000	2016 \$'000	2017 \$'000	2018 \$'000	2019 \$'000
Infrastructure Services					
Permanent full time	9,822				
Permanent part time	229				
Limited tenures	108				
Total Infrastructure Services	10,159				
Environment & Planning					
Permanent full time	4,771				
Permanent part time	943				
Total Environment & Planning	5,714				
Community & Leisure					
Permanent full time	2,864				
Permanent part time	3,175				
Limited tenures	368				
Total Community & Leisure	6,407				
Corporate Services					
Permanent full time	4,490				
Permanent part time	1064				
Total Corporate Services	5,554				
Executive Services					
Permanent full time	520				
Permanent part time	0				
Total Executive Services	520				
Total casuals and other	521				
Total staff expenditure	28,875	30,643	32,453	34,416	36,496

Description	2015 FTE	2016 FTE	2017 FTE	2018 FTE	2019 FTE
Infrastructure Services					
Permanent full time	118.0				
Permanent part time	2.6				
Limited tenures	1.0				
Total Infrastructure Services	121.6				
Environment & Planning					
Permanent full time	49.4				
Permanent part time	14.2				
Total Environment & Planning	63.6				
Community & Leisure					
Permanent full time	28.1				
Permanent part time	36.3				
Limited tenures	4.1				
Total Community & Leisure	68.6				
Corporate Services					
Permanent full time	44.7				
Permanent part time	12.1				
Total Corporate Services	56.8				
Executive Services					
Permanent full time	3.0				
Permanent part time	0.0				
Total Executive Services	3.0				
Total casuals and other	n/a				
Total staff numbers	313.5	315.0	316.5	318.0	319.5



NILLUMBIK SHIRE COUNCIL Civic Drive, Greensborough | PO Box 476, Greensborough 3088
Telephone 9433 3111 | Facsimile 9433 3777 | Email nillumbik@nillumbik.vic.gov.au



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