

Council Plan 2017-2021

Living in the Landscape

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Vision

Nillumbik is Australia's most liveable Shire

Goals

Engaged, connected communities

A place where communities and ideas thrive, underpinned by trust, confidence and continuous learning

Active and creative people

Active lifestyles and artistic expression are fostered through participation and innovation.

Safe and healthy environments

Healthy and safe communities enjoy living in our iconic environment.

A prosperous economy

A strong local economy that supports business growth, jobs and community wealth.

Responsible Leadership

Collaborative and consultative leadership that builds trust and makes the best use of available resources to the benefit of all in the pursuit of excellence.

Mayor's Message



On behalf of our newly elected council, I present our bold new plan and vision for Nillumbik for your consideration.

It has been more than seven months since we were elected and this Council Plan is the culmination of many hours of discussions and workshopping about how we will articulate our thoughts and plans for the rest of our term.

We all love to live in this wonderful landscape and we have an ambitious vision for Nillumbik - that it be Australia's most liveable Shire.

The Council Plan has five key strategic objectives that we believe will help us - in collaboration with the community - realise that vision. They are:

- Engage and connected communities
- Active and creative people
- Safe and healthy environments
- A prosperous economy
- Responsible leadership

Through the results of the general election in October 2016, our community told us that they want to be consulted and have the opportunity to be involved in decisions that impact them, their families and townships. In the Council Plan we have made a commitment to improve our engagement and communications with the community.

Residents told us that they want Council to be more efficient, more responsive and more customer-focussed. We address this in the Council Plan.

The plan highlights a commitment to creating a framework to grow jobs and build our economy in the commercial and retail zones. We are also focussing on the growth of tourism in Nillumbik.

We propose a commitment to build on Nillumbik's rich artistic heritage and boost cultural industries and businesses.

In the coming financial year, there will be no rate increase with our four-year strategy proposing to keep any rate increases below the State Government's rate cap in subsequent years.

The Shire currently carries \$13.8 million of debt. Our four-year program targets the repayment of all of this debt saving the shire more than \$800,000 in interest payments which we can reallocate to important community programs.

We will substantially increase our investment in infrastructure with spending on community projects including sports pavilions and men's sheds as well as continue funding for upgrading and maintaining the basics such as drains, roads and footpaths. We want to dramatically reduce the footpath construction backlog and increase - more than doubling - the number of bus shelters throughout the shire over the four years.

There is much more detail in the Council Plan. We have a long list of priority actions and we are well on our way towards implementing them.

The Council is happy to receive your emails and calls to discuss our proposed Council Plan.

Cr Peter Clarke

Mayor

May 2017

CEO's message



I am just a few months into my appointment as Chief Executive Officer at Nillumbik Shire Council and I continue to be impressed by our inspiring new team of Councillors who are excited about the possibilities for the Shire and for the work they can do to make a difference to the communities they represent.

Council staff, too, have exceptional passion for the work they do. The level of care shown toward our communities and willingness to make a positive difference to the lives of the people is tremendous.

The Council Plan 2017-2021 is an important document for the organisation. It will guide our work over the next four years as we work towards achieving the Council's bold vision to make Nillumbik Australia's most liveable Shire.

Another important document that will set us up for future success is the Organisation Capability and Culture Strategy (OCCS) – a high-level internal strategy which details the drivers for change at Nillumbik and our priorities for maintaining services which are in line with current and future community needs.

It has its own vision - Listen, adapt and deliver: relentless in the pursuit of excellence.

In a rapidly changing and complex environment, the OCCS will help us meet the challenges we face in the next few years. It details a two-year action plan intended to build capability to effectively deliver on our services.

It will assist and equip our work teams and leaders to continue our quest to be a high performing organisation in an ever-changing environment and will reinforce our focus on continuous improvement of both our external facing services and our internal processes.

The emphasis is on organisation-wide improvement which relies on the collaborative effort and ownership of all employees to be effective.

There is some great work for us to do over the next four years and we are all looking forward to the challenge.





Mark Stoermer




CEO

May 2017

Councillors

The Council was elected on 22 October 2016 and comprises the Mayor, Deputy Mayor and five Councillors.

	<p>Cr Peter Clarke - Mayor Wingrove Ward Mobile: 0401 100 141 Email: Peter.Clarke@nillumbik.vic.gov.au</p>
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The Shire of Nillumbik

Location

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 of 62,602 people who enjoy a healthy, safe, family-friendly lifestyle within close-knit communities.

More than 25 per cent of Nillumbik's residents are aged 0-17 years and more than 15 per cent are aged 60 years and over. Our community has a high rate of employment with 96.5 per cent of our residents employed either full or part time. Some 71 per cent of workers travel to their place of employment by car, either as a driver or passenger.

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 per cent of total families were couple families with children compared to 33.5 per cent for greater Melbourne, and 9.6 per cent were one-parent families compared to 10.4 per cent for greater Melbourne.

There was a lower proportion of lone person households (13.7 per cent compared to 23.3 per cent in greater Melbourne) and a similar proportion of couples without children (23.5 per cent) which is almost 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 per cent of all dwellings were separate houses; 5.2 per cent were medium density dwellings, and 0.1 per cent were high density dwellings, compared with 71.1 per cent, 21.1 per cent, and 7.2 per cent in the 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 per cent 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.

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.

Remnant 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 hillside, 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 and running. 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

Council services

- Activity Centre planning
- Aged and disability services
- Amenity and noise regulation
- Animal regulation and pound
- Arts and Cultural programs
- Biodiversity protection
- Building safety and regulation
- Building permits
- Business networks, training and seminars
- Bus shelters
- Car parking regulation and car parks
- Collection of waste, hard waste, green waste and recycling,
- Community bus
- Community centres and halls
- Community development and planning
- Community and farmers' markets and festivals
- Community health planning
- Council and Committee meetings, civic functions and citizenship ceremonies
- Consultation processes and advisory committees
- Customer service and reception
- Edendale community environment centre
- Elections
- Electronic and print communication including media liaison
- Energy efficiency programs
- Environmental education and events
- Environmental planning and policy
- Emergency Management, relief and recovery
- Finance and procurement
- Fire prevention planning, regulation and works

- Food and health premises regulation
- Graffiti control
- Grants for community groups and events and festivals
- Heritage protection and memorials
- Human resource management and training
- Immunisation, Maternal and Child Health and children's services
- Information technology
- Landfill rehabilitation
- Land management advice
- Land erosion and revegetation works
- Land use planning and policy
- Leisure centres, golf course, swimming pools
- Legislative compliance
- Libraries in partnership with Yarra Plenty Regional Library Service
- Living & Learning centres
- Local roads, bridges and footpaths,
- Management of conservation reserves
- Parks, playgrounds and open space
- Pedestrian crossings
- Planning permits and regulation
- Property maintenance and fencing
- Public health protection and regulation
- Public transport and main roads advocacy
- Rates and property valuations
- Recreation trails
- Risk management
- School crossing supervisors
- SES funding and support
- Septic tank regulation
- Sportsgrounds and pavilions

- Street lighting
- Street naming and numbering
- Street tree planting
- Subdivision regulation and supervision
- Support for volunteers, local clubs and associations
- Tourism funding and support
- Township marketing schemes
- Traffic control and road safety
- Water quality and conservation
- Youth services and programs
- Website and online services
- Weed and pest control

Council Plan 2017-2021

The Council Plan 2017-2021 is the elected Council's statement of its priorities for the Nillumbik community over the next four years. It will guide the organisation's work to deliver the policy and project priorities of the Council and to manage and deliver services for residents during Council's term.

The Council Plan 2017-2021 was developed over many months with thorough input from Councillors. It was also informed by the results of the Annual Community Survey and by the strategic directions set out in a large suite of long-term Council plans and strategies, all of which involved comprehensive consultation with the community.

Under the Local Government Act 1989, each council is required to develop a council plan within six months of the election and to review it annually.

The Council Plan includes:

- Strategic objectives or goals – the outcomes the Councillors want to have achieved within their four-year term
- Strategies – how Council will achieve each goal
- Strategic 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

The Council Plan 2017-2021 is divided into five goal areas.

- Engaged, connected communities
- Active and creative people
- Safe and healthy environments
- A prosperous economy
- Responsible leadership

Annual Plan

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 are included in the Annual Plan. A progress report is presented to Council quarterly and to the State Government and the community in the Annual Report at the end of the financial year.

Budget

Council prepares an annual budget each financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay.

The budget includes information about the rates and charges to be levied, new initiative funding, borrowing, operating result, cash and investments, capital works, financial position and financial sustainability. It is prepared alongside the Annual Plan with specific project and service delivery requirements balance against available resources.

Department Plans

Department Plans are developed annually by each of organisation's four departments – Community and Leisure; Infrastructure Services; Environment and Planning and Corporate Services. Department Plans describe the services delivered, key projects and performance measures of the department and align with the Annual Plan and Council Plan.

Business Unit Plans

Business Unit Plans are developed by Managers and the staff in their teams alongside the budget process to ensure that the activities of the team – including new initiatives and continuous improvement in service delivery – can be adequately funded.

Some of the strategic indicators in the Council Plan 2017-2021 are also made available on the Know Your Council website www.knowyourcouncil.vic.gov.au

The Council Plan can be viewed on Council's website www.nillumbik.vic.gov.au

Nillumbik's planning framework



Strategic Objective 1 - Engaged, connected communities

A place where communities and ideas thrive, underpinned by trust, confidence and continuous learning

Strategic Indicators

- Increase community satisfaction with Council's responsiveness to local community needs
- Increase community satisfaction with Council's communication and engagement
- Increase community satisfaction with Council making decisions in the interests of the community
- Increase community satisfaction with Council maintaining trust and confidence of the local community
- Maintain high participation in volunteerism by the community
- Maintain high participation rates for libraries (LGPRF)
- Maintain high participation levels for programs at Living and Learning Centres and Edendale
- Maintain high participation levels for pre-schools
- Increase community satisfaction with community services including:
 - Libraries
 - Children's services
 - Youth services
 - Services for seniors
 - Education and learning

Strategies

1.1 Improve community trust through better communications and genuine engagement

1.2 Build community resilience to and awareness of vulnerability to natural hazards and threats

1.3 Build on our commitment to lifelong learning for the community

Priority Actions

1.1.1 Prepare a 2050 Shire Plan by 2018

1.1.2 Develop an effective strategy to communicate and engage with our rural and urban communities

1.1.3 Audit and rationalise Council's communications and promotional material to ensure a coordinated approach with consistent messaging

1.1.4 Foster community involvement through advisory or reference groups and management committees

1.2.1 Work with communities to develop local risk awareness, mitigation and resilience strategies

1.3.1 Establish partnerships with other learning organisations including schools and Melbourne Polytechnic to respond to the community's desire for lifelong learning

1.3.2 Enhance relationships with the University of the Third Age and maintain programs offered by Living & Learning Nillumbik and Edendale.

1.4 Ensure that the provision of community infrastructure responds to community needs

1.4.1 Establish agreed social, economic, and geographical guidelines to determine infrastructure, service levels and service priorities across the Shire

1.4.2 Develop policies that support an equitable and transparent model of funding for community infrastructure

1.4.3 Deliver an integrated community infrastructure plan which prioritises investment in and, where necessary, repurposing of community facilities

1.4.4 Develop an interactive community facility database which clearly identifies all available social infrastructure for community use across the Shire

1.4.5 Use technology and infrastructure to increase connectivity to create inclusive and dynamic community places that link people, knowledge and culture

1.5 Strengthen the focus on social inclusion, building social capital and connection within communities

1.5.1 Support initiatives that improve the capacity of volunteers and provide ongoing opportunities for people to undertake volunteering activities

1.5.2 Work with young people to identify and respond to their priorities.

1.5.3 Develop the links, shared values and understandings across the shire that enable individuals, groups and council to trust each other and work together productively

1.5.4 Develop a Women's Network to enhance, celebrate and acknowledge the role of women within Nillumbik and across the wider community

1.5.5 Ensure a universal access lens is applied to all areas of council activity working towards the elimination of barriers to equitable access 1.5.6 Develop a

reconciliation plan between Council and the Wurrundjeri community as traditional owners, and strengthen practices to ensure the ongoing support of Aboriginal and Torres Strait Islander people

1.6 Ensure that community services, programs and facilities are inclusive and respond to current and emerging needs

1.6.1 Review Council's role in direct service provision and identify opportunities for improvement including the following:

- Early Years Infrastructure
- Positive Ageing
- Home and Community Care
- Youth Services
- Edendale Community Environment Farm
- Living & Learning Centres
- Management of community facilities including leisure centres

Strategic Objective 2 - Active and creative people

Active lifestyles and artistic expression are fostered through participation and innovation.

Strategic Indicators

- Increase community satisfaction with:
 - Aquatic and leisure centres
 - Sports ovals
 - Recreation trails/bike paths
 - Arts and cultural activities
 - Sports facilities/activities
 - Provision and maintenance of parks and gardens
- Increase participation rates at aquatic centres
- Increase participation rates at leisure centres (non-aquatic)
- Increase participation rates in arts and culture programs

Strategies

2.1 Provide a range of infrastructure that encourages people of all ages to participate in a variety of active and passive opportunities

Priority Actions

2.1.1 Review and update the Recreation Strategy

2.1.2 Develop and implement an integrated strategy for managing open space and parkland

2.1.3 Implement the Lifetime Play Strategy in natural and man-made spaces across the Shire

2.1.4 Complete planning for the Hurstbridge Open Space Precinct

2.1.5 Activate public recreation spaces along the Yarra River

2.1.6 Continue to implement the Recreation Trails Strategy

2.1.7 Investigate potential uses for the former Council landfill sites at Plenty and Kangaroo Ground

2.1.8 Develop infrastructure to enable sporting groups to promote participation in sport and community wellbeing

2.1.9 Complete and launch the redeveloped Eltham Leisure Centre

2.1.10 Undertake planning and consultation and secure funding to deliver the following major projects:

- Diamond Valley Sports and Fitness Centre redevelopment
- Diamond Creek social infrastructure
- Diamond Creek to Hurstbridge recreation trail
- Eltham Precincts 3 & 4
- Research Park pavilion
- Civic Drive Precinct Plan
- Eltham North Reserve pavilion
- Diamond Creek regional playspace

2.2 Create and activate places and spaces that have good connectivity, provide needed infrastructure and promote social interaction

2.2.1 Develop and implement an Arts and Culture Plan that builds on Nillumbik's rich artistic, cultural and physical heritage

2.2.2 Review the Artist in Residence Program and Art Acquisition Policy

2.2.3 Review Council's policy for attractions, events and festivals

2.2.4 Seek government funding for the development of a public art gallery of regional significance

2.2.5 Recognise and support opportunities which develop and grow creative and cultural industries in Nillumbik, positioning the shire as a key destination

2.2.6 Support and promote arts and culture activities that maximise access across the Shire

2.2.7 Review Council's programs for grants to the community

2.2.8 Assess and review Eltham Lower Park Masterplan including the Diamond Valley Miniature Railway

Strategic Objective 3 - Safe and healthy environments

Healthy and safe communities enjoy living in our iconic environment.

Strategic Indicators

- Increase community satisfaction with fire prevention works
- Increase community satisfaction with maintenance and repair of sealed local roads
- Increase community satisfaction with grading of unsealed roads
- Increase community satisfaction with Council meeting responsibilities to the environment
- Increase community satisfaction with waste and recycling services
- Increase community satisfaction with drains and footpaths
- Increase community satisfaction rating for traffic and parking
- Increase community satisfaction with maintenance and cleaning of shopping strips
- Increase community satisfaction with environmental programs and facilities
- Increase community satisfaction with animal management
- Remove more than 90% of reported graffiti within target time
- Maintain a high percentage of kerbside waste collections diverted from landfill
- Deliver maximum achievable immunisation rates for children
- Deliver key ages and stages visits to Maternal and Child Health
- Reduce the level of outstanding requests for new footpaths
- Reduce the level of outstanding customer requests for tree works

Strategies

3.1 Prepare and develop an improved and holistic approach to strategic planning

Priority Actions

3.1.1 Review the planning scheme in concert with State Government reforms, in consultation with residents, with the aim to make it easier and clearer for all stakeholders

3.1.2 Review the impacts of the Green Wedge Management Plan on those living in the landscape

3.1.3 Clarify the planning scheme to enhance opportunities for agricultural enterprises and tourism to prosper in appropriate ways in rural areas of Nillumbik.

3.1.4 Develop a new shire-wide housing strategy to enhance Nillumbik's neighbourhood character

3.1.5 Promote and implement design excellence and innovation in architecture in public buildings

3.2 Meet Council's responsibilities for emergency management

3.2.1 Develop a comprehensive Fire Mitigation Strategy

3.2.2 Continue to work with emergency services and other agencies to plan and prepare for emergency events, and update the Municipal Emergency Management Plan (MEMP) and Municipal Fire Management Plan (MFMP).

3.3 Develop policies, strategies, projects and partnerships to enhance the health and wellbeing of the community

3.3.1 Complete the Health and Wellbeing Plan, and implement its actions through partnerships with community agencies and stakeholders

3.3.2 Facilitate intentional housing outcomes to support residents with a disability and their carers to continue living in Nillumbik

3.3.3 Investigate options for housing and retirement living to enable residents to age in place throughout the whole Shire (including outside the Urban Growth Boundary)

3.3.4 Advocate for community transport for residents in remote townships

3.3.5 Support the development of men's sheds to improve wellbeing

3.4 Promote responsible pet ownership

3.4.1 Review and implement the Domestic Animal Management Plan (DAMP)

3.5 Review and communicate Council's climate change strategies

3.5.1 Implement the Climate Change Action Plan

3.5.2 Report on progress of the plan through the State of Environment Report every two years - measure

3.6 Work with the local community to review and implement environmental policies to protect biodiversity and conserve natural resources

3.6.1 Review the Invasive Species Action Plan

3.6.2 Implement the Integrated Water Management Plan

- 3.6.3 Advocate to Yarra Valley Water for extension of the sewer network
- 3.6.4 Provide advice and support to landowners on the sustainable land management of their properties.
- 3.7 Provide waste management services that meet the needs of our community
 - 3.7.1 Review waste management programs
 - 3.7.2 Complete landfill rehabilitation at Plenty and commence rehabilitation at Kangaroo Ground
 - 3.7.3 Plan for the future operation of the transfer station at Plenty
- 3.8 Improve the appearance of public spaces
 - 3.8.1 Develop and implement the Graffiti Removal Plan
 - 3.8.2 Improve maintenance of parks, streetscapes and roadsides
- 3.9 Develop a shire-wide road safety strategy
 - 3.9.1 Improve pedestrian access to schools
 - 3.9.2 Review preschool and school drop off zones to improve safety and access
 - 3.9.3 Develop agreed principles for application of rural road speed limits with VicRoads
- 3.10 Advocate for improved public transport, traffic management and reduced road congestion
 - 3.10.1 Advocate for the construction of the North East link
 - 3.10.2 Develop a traffic management plan in conjunction with VicRoads to deal with congestion
 - 3.10.3 Advocate for upgrades to Eltham Railway Station (including parking and drop off areas), no more train stabling and the removal of the Diamond Street level crossing
 - 3.10.4 Advocate for new train station at

Eltham North

3.10.5 Advocate for the removal of the level crossing at Main Hurstbridge Road, Diamond Creek and a pedestrian underpass east of George Street

3.10.6 Implement the footpath construction program

3.10.7 Improve bus shelters and advocate for additional shelters

3.10.8 Promote alternative modes of transport as recommended in Council's Transport Statement

Strategic Objective 4 - A prosperous economy

A strong local economy that supports business growth, jobs and community wealth.

Strategic Indicators

- Increase the percentage of local residents who work within Nillumbik
- Increase the number of commercial premises in Nillumbik
- Increase the percentage of planning applications determined within 60 days
- Maintain Nillumbik's low level of unemployment for residents
- Maintain Nillumbik's ranking in top 10% on the ABS socio-economic index

Strategies

4.1 Encourage investment and development within the Shire to increase economic development and local employment, and broaden the rate base

Priority Actions

4.1.1 Adopt a new Nillumbik Economic Development Strategy and create a set of indicators to measure success

4.1.2 Provide support to enable the growth of local businesses

4.1.3 Explore opportunities to partner with key economic development agencies

4.1.4 Review planning application processes so that outcomes are timely, positive, customer-centric and meet statutory requirements

4.1.5 Develop an Equine Industry and Activity Strategy

4.1.6 Work with the Wurundjeri Tribe Land and Compensation and Cultural Heritage Council to identify economic opportunities for environmental and cultural services.

4.2 Develop and market the tourism industry in Nillumbik

4.2.1 Implement the actions in the Destination Management Plan and Marketing Plan to facilitate the development of new tourism accommodation

4.2.2 Support and promote the Artisan Hills businesses and destinations.

4.2.3 Continue to work collaboratively with the Nillumbik Tourism Association

4.3 Review existing precinct structure plans within activity centres to encourage investment and development

4.3.1 Review and update the Eltham and Diamond Creek activity centre structure plans

4.3.2 Exhibit and determine amendment C107 (Bridge Street)

4.4 Develop a visionary plan for Precincts 3 and 4 in the Eltham Activity Centre, including the former Shire Office site and transport modal interchange

4.4.1 Eltham Precincts 3 and 4 Masterplan approved and implementation commenced

4.5 Identify new economic development opportunities and improve amenity for our villages in conjunction with key stakeholders including residents.

4.5.1 Yarrambat Township Plan amendment completed

4.5.2 Review and implement the Wattle Glen Township Strategy

4.5.3 Prepare and implement streetscape beautification plans for other villages to improve amenity, including Research, Kangaroo Ground and Panton Hill

4.5.4 Review and implement the St Andrews Township Plan and the Hurstbridge Township Plan

Strategic Objective 5 - Responsible Leadership

Collaborative and consultative leadership that builds trust and makes the best use of available resources to the benefit of all in the pursuit of excellence.

Strategic Indicators

- Increase community satisfaction with the overall performance of Council
- Increase community satisfaction with governance and leadership
- Increase community satisfaction with advocacy and representation
- Increase community satisfaction with customer service
- Achieve the Auditor-General's 'green light' target for financial sustainability
- Achieve budgeted asset sales each year
- Reduce interest costs each year
- Reduce net debt (outstanding loan principal, less debt reduction reserve fund), with a target of zero by 2020-2021
- Achieve 100% compliance with the Governance and Management checklist required by the Local Government Act 1989

Strategies

5.1 Maintain good governance and effective leadership

5.2 Advocate effectively for Nillumbik's interests at a state and national level

5.3 Ensure responsible and efficient management of Council's financial resources

5.4 Reduce the level of rates in Nillumbik relative to other Victorian councils

Priority Actions

5.1.1 Ensure that Council policies and processes support good governance

5.2.1 Advocate on important policy issues that affect the Nillumbik community, and coordinate government and community leaders for an optimum outcome

5.2.2 Advocate on key issues ahead of the 2018 Victorian state election

5.2.3 Advocate on key issues ahead of the 2019 Commonwealth election

5.2.4 Make a pre-budget submission to the Victorian Government each year

5.3.1 Review the Strategic Resource Plan annually including financial sustainability forecasts

5.3.2 Update Council's Financial Sustainability Plan by December 2017

5.4.1 Deliver a 0% rate increase in 2017-2018, and ensure rate increases are at least 0.25% below the legislated rate cap in following years

5.4.2 Review Council's rating strategy

5.5 Reduce the level of Council's loan borrowings and associated interest costs

5.5.1 Implement an accelerated program of debt reduction, and establish a debt reduction reserve fund

5.6 Plan for the community's future needs for services and infrastructure

5.6.1 Review and implement Council's Asset Management Strategy for roads, footpath, buildings, drains and recreational assets

5.6.2 Implement a program of surplus asset sales to provide funding for additional capital works

5.6.3 Implement a program of continuous improvement and service reviews to ensure the community receives value for money

5.7 Develop a skilled and efficient Council workforce

5.7.1 Implement the Organisational Culture and Capability Strategy to ensure Council has the right staff to effectively deliver services

5.7.2 Develop and implement a KPI strategy for staff against Council's values and culture

5.8 Ensure seamless service delivery and an open and responsive approach to our customers

5.8.1 Increase availability of on-line services to provide more choice for customers

5.8.2 Implement digital technology to improve customer experience and staff productivity

5.9 Develop regional partnerships with other government and community agencies to benefit Nillumbik

5.9.1 Investigate and implement collaborative initiatives with other councils

5.9.2 Review Nillumbik's boundaries to ensure they reflect communities of interest

5.10 Ensure that Council meets its legal responsibilities and manages its risks

5.10.1 Review Council's Risk Management Policy and Framework

5.10.2 Conduct quarterly meetings of Council's Audit Committee

5.10.3 Conduct the annual Internal Audit program

5.10.4 Present quarterly Risk and Insurance report to Audit Committee and Council

Strategic Resource Plan

The Strategic Resource Plan forms part of the Council Plan in accordance with the *Local Government Act 1989*. It identifies the financial and other resources that Council requires to implement the Council Plan 2017-2021.

The Strategic Resource Plan is also used to forecast Council's future financial sustainability. Council has a Financial Sustainability Plan which sets targets for Council to achieve over the short and long term. The projected performance against these targets over the next 10 years is published each year in the Annual Budget, along with annual updates of the Strategic Resource Plan.

The Strategic Resource Plan is based on a series of assumptions regarding revenue and expenditure. Key assumptions include:

- Rates for established properties will increase by 0 per cent in 2017-2018, and in following years will be set at least 0.25 per cent below the estimated rate cap. The estimated rate cap for each year is based on Department of Treasury and Finance forecasts of CPI.
- Growth from new property development is estimated to add 0.6 per cent to rate revenue in each year after 2017-2018.
- Operating revenue from grants, fees and charges is projected to grow by CPI along with any changes to usage levels.
- Staffing levels are projected to remain constant, with employee costs estimated to grow by 2 per cent each year.
- Other operating costs are projected to grow by CPI or established contract prices.
- No new borrowings will be taken over the next 10 years, and existing borrowings will be repaid on schedule.
- Capital works expenditure is based on Council's 10 year capital works program. Projects are funded through a mix of operating revenue, land sales, reserve funds, external contributions and grants.
- Capital works funding from operating revenue will grow by \$500,000 each year.

Comprehensive Income Statement

For the five years ending 30 June 2022

	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
Income						
Rates and charges	62,326	62,733	64,356	66,183	68,061	69,993
Statutory fees and fines	1,220	1,178	1,204	1,234	1,265	1,297
User fees	10,006	11,500	12,209	12,604	12,981	13,373
Contributions - monetary	3,615	520	4,620	1,527	1,756	410
Contributions - non-monetary assets	-	-	-	-	-	-
Grants - operating	6,602	6,094	6,231	6,386	6,545	6,709
Grants - capital	7,633	3,261	9,585	17,905	13,247	647
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-	-
Other income	1,917	1,493	1,533	1,555	1,568	1,590
Fair value adjustments for investment property	-	-	-	-	-	-
Share of net profits/(losses) of associated and joint ventures	-	-	-	-	-	-
Total income	93,319	86,779	99,738	107,394	105,423	94,019
Expenses						
Employee benefits	32,193	32,551	33,437	34,103	34,781	35,619
Materials and services	27,067	26,842	27,443	28,115	28,804	29,510
Bad and doubtful debts	-	-	-	-	-	-
Depreciation and amortisation	9,895	10,095	10,345	10,395	10,445	10,495
Borrowing costs	892	820	728	687	587	483
Other expenses	10,042	9,313	9,894	10,132	10,376	10,626
Total expenses	80,089	79,621	81,847	83,432	84,993	86,733
Surplus / (deficit) for the year	13,230	7,158	17,891	23,962	20,430	7,286
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)	-	-	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-	-	-
Total comprehensive result	13,230	7,158	17,891	23,962	20,430	7,286

Comprehensive Income Statement Forward Estimates

For the five years ending 30 June 2027

	Forward Estimates				
	2022-23	2023-24	2024-25	2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000
Income					
Rates and charges	71,979	74,021	76,121	78,280	80,501
Statutory fees and fines	1,329	1,363	1,397	1,432	1,467
User fees	13,722	14,035	14,343	14,652	15,013
Contributions - monetary	1,220	430	440	450	460
Contributions - non-monetary assets	-	-	-	-	-
Grants - operating	6,876	7,047	7,223	7,404	7,588
Grants - capital	1,728	647	647	647	647
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-	-
Other income	1,604	1,627	1,642	1,666	1,681
Fair value adjustments for investment property	-	-	-	-	-
Share of net profits/(losses) of associated and joint ventures	-	-	-	-	-
Total income	98,458	99,170	101,813	104,531	107,357
Expenses					
Employee benefits	36,476	37,354	38,252	39,172	39,951
Materials and services	30,234	30,976	31,736	32,516	33,315
Bad and doubtful debts	-	-	-	-	-
Depreciation and amortisation	10,545	10,595	10,645	10,695	10,745
Borrowing costs	379	331	283	230	174
Other expenses	10,882	11,145	11,415	11,691	11,974
Total expenses	88,516	90,401	92,331	94,304	96,159
Surplus (deficit) for the year	9,942	8,769	9,482	10,227	11,198
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment /(decrement)	-	-	-	-	-
Share of other comprehensive income of associates and joint ventures	-	-	-	-	-
Items that may be reclassified to surplus or deficit in future periods	-	-	-	-	-
Total comprehensive result	9,942	8,769	9,482	10,227	11,198

Budget Cash Position Statement

For the five years ending 30 June 2022

	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Recurrent operating income						
Rates and municipal charge	53,803	54,146	55,586	57,174	58,807	60,487
Special rates	290	310	288	296	303	310
Waste management charge	8,232	8,277	8,483	8,714	8,951	9,195
Statutory fees and fines	1,220	1,178	1,204	1,234	1,265	1,297
User fees	9,946	11,500	12,209	12,604	12,981	13,373
Government grants	6,270	6,094	6,231	6,386	6,545	6,709
Reimbursements	70	59	61	62	64	65
Interest	880	970	999	1,007	1,006	1,015
Proceeds on sale - recurrent	-	-	-	-	-	-
Other revenue	654	464	474	486	498	511
Total recurrent operating income	81,365	82,998	85,535	87,963	90,420	92,962
Recurrent operating expenditure						
Employee costs	32,193	32,551	33,437	34,103	34,781	35,619
Contracts	13,698	14,203	14,523	14,886	15,258	15,640
Materials and services	11,479	11,502	12,360	12,669	12,986	13,311
Bad and doubtful debts	-	-	-	-	-	-
Interest expenses	892	820	728	687	587	483
Capital works recharge	(420)	(440)	(440)	(440)	(440)	(440)
Other expenses	10,042	9,313	9,894	10,132	10,376	10,626
Total recurrent operating expenditure	67,884	67,949	70,502	72,037	73,548	75,239
Net recurrent operating surplus/(deficit)	13,481	15,049	15,033	15,926	16,872	17,723
New Initiatives						
Funding sources:						
Grants	332	-	-	-	-	-
Contributions	13	-	-	-	-	-
User fees	60	-	-	-	-	-
Reserves	921	-	-	-	-	-
New initiatives funding	1,326	-	-	-	-	-
New initiatives expenditure	2,310	1,577	1,000	1,000	1,000	1,000
Net new initiatives expenditure	984	1,577	1,000	1,000	1,000	1,000
Net operating cash surplus/(deficit)	12,497	13,472	14,033	14,926	15,872	16,723
Capital works						
Funding sources:						
Reserves	26,852	7,745	7,434	9,750	7,305	2,918
Borrowings	-	-	-	-	-	-
Grants	7,633	3,261	9,585	17,905	13,247	647
Contributions	2,823	175	4,267	1,165	1,385	30
Reimbursements	300	-	-	-	-	-
Proceeds on sale of assets	469	435	387	338	331	330
Total capital works funding	38,077	11,616	21,673	29,158	22,268	3,925
Capital works expenditure	47,831	21,341	31,873	39,857	33,468	15,625
Net capital works expenditure	9,754	9,725	10,200	10,699	11,200	11,700

	Forecast Budget 2016-17 \$'000	Budget 2017-18 \$'000	Strategic Resource Plan Projections			
			2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
Other non-operating items						
Income						
Proceeds on sale - non-current assets	8,438	4,630	7,620	14,100	-	-
Contributions - monetary	793	345	353	362	371	380
Transfer from reserves	2,273	524	311	311	311	2,703
Expenditure						
Transfer to reserves (asset sales, bond repayment, landfill, etc.)	12,724	8,371	11,326	17,536	4,513	4,825
Debt redemption	842	725	641	1,314	691	3,131
Net other non-operating expenditure	2,062	3,597	3,683	4,077	4,522	4,873
Overall budget net cash position surplus/(deficit)	681	150	150	150	150	150
Reconcile back to comprehensive income statement						
Add back:						
Debt redemption	842	725	641	1,314	691	3,131
Transfer to reserves	12,724	8,371	11,326	17,536	4,513	4,825
Transfer from reserve	(30,046)	(8,269)	(7,745)	(10,061)	(7,616)	(5,621)
Capital works expenditure	47,831	21,341	31,873	39,857	33,468	15,625
Total to be added back to net position	31,351	22,168	36,095	48,646	31,056	17,960
Deduct:						
Depreciation	9,895	10,095	10,345	10,395	10,445	10,495
Accrued special charge scheme contribution	-	-	-	-	-	-
Written down value of recurrent assets sold	469	435	389	339	331	329
Written down value of non-recurrent assets sold	8,438	4,630	7,620	14,100	-	-
Total to be deducted from net position	18,802	15,160	18,354	24,834	10,776	10,824
Net surplus/(deficit)	13,230	7,158	17,891	23,962	20,430	7,286

Budget Cash Position Statement

For the five years ending 30 June 2027

	Forward Estimates				
	2022-23	2023-24	2024-25	2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000
Recurrent operating income					
Rates and municipal charge	62,215	63,993	65,821	67,701	69,636
Special rates	318	326	334	343	351
Waste management charge	9,445	9,702	9,966	10,236	10,514
Statutory fees and fines	1,329	1,363	1,397	1,432	1,467
User fees	13,722	14,035	14,343	14,652	15,013
Government grants	6,876	7,047	7,223	7,404	7,588
Reimbursements	67	69	70	72	74
Interest	1,013	1,022	1,021	1,030	1,030
Proceeds on sale - recurrent	-	-	-	-	-
Other revenue	523	537	550	564	578
Total recurrent operating income	95,508	98,094	100,725	103,434	106,251
Recurrent operating expenditure					
Employee costs	36,476	37,354	38,252	39,172	39,951
Contracts	16,031	16,431	16,842	17,263	17,695
Materials and services	13,644	13,985	14,334	14,693	15,060
Bad and doubtful debts	-	-	-	-	-
Interest expenses	379	331	283	230	174
Capital works recharge	(440)	(440)	(440)	(440)	(440)
Other expenses	10,882	11,145	11,415	11,691	11,974
Total recurrent operating expenditure	76,972	78,806	80,686	82,609	84,414
Net recurrent operating surplus/(deficit)	18,536	19,288	20,039	20,825	21,837
New Initiatives					
Funding sources:					
Grants	-	-	-	-	-
Contributions	-	-	-	-	-
User fees	-	-	-	-	-
Reserves	-	-	-	-	-
New initiatives funding	-	-	-	-	-
New initiatives expenditure	1,000	1,000	1,000	1,000	1,000
Net new initiatives expenditure	1,000	1,000	1,000	1,000	1,000
Net operating cash surplus/(deficit)	17,536	18,288	19,039	19,825	20,837
Capital works					
Funding sources:					
Reserves	2,966	1,091	1,274	1,533	540
Borrowings	-	-	-	-	-
Grants	1,728	647	647	647	647
Contributions	830	30	30	30	30
Reimbursements	-	-	-	-	-
Proceeds on sale of assets	380	412	462	438	352
Total capital works funding	5,904	2,180	2,413	2,648	1,569
Capital works expenditure	18,105	14,879	15,614	16,348	15,769
Net capital works expenditure	12,201	12,699	13,201	13,700	14,200

Forward Estimates

	2022-23	2023-24	2024-25	2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000
Other non-operating items					
Income					
Proceeds on sale - non-current assets	-	-	-	-	-
Contributions - monetary	390	400	410	420	430
Transfer from reserves	1,791	311	311	311	311
Expenditure					
Transfer to reserves (asset sales, bond repayment, landfill, etc.)	5,229	5,499	5,709	5,954	6,446
Debt redemption	2,137	651	700	752	782
Net other non-operating expenditure	5,185	5,439	5,688	5,975	6,487
Overall budget net cash position surplus/(deficit)	150	150	150	150	150
Reconcile back to comprehensive income statement					
Add back:					
Debt redemption	2,137	651	700	752	782
Transfer to reserves	5,229	5,499	5,709	5,954	6,446
Transfer from reserve	(4,757)	(1,402)	(1,585)	(1,844)	(851)
Capital works expenditure	18,105	14,879	15,614	16,348	15,769
Total to be added back to net position	20,714	19,627	20,438	21,210	22,146
Deduct:					
Depreciation	10,545	10,595	10,645	10,695	10,745
Accrued special charge scheme contribution	-	-	-	-	-
Written down value of recurrent assets sold	377	413	461	438	353
Written down value of non-recurrent assets sold	-	-	-	-	-
Total to be deducted from net position	10,922	11,008	11,106	11,133	11,098
Net surplus/(deficit)	9,942	8,769	9,482	10,227	11,198

Balance Sheet

For the five years ending 30 June 2022

	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
Current assets						
Cash and cash equivalents	29,658	30,242	36,828	51,524	45,635	44,929
Trade and other receivables	5,599	5,207	5,984	6,444	6,325	5,641
Other assets	250	250	250	250	250	250
Non-current assets classified as held for sale	-	-	-	-	-	-
Inventories	15	15	15	16	16	16
Total current assets	35,522	35,714	43,077	58,234	52,226	50,836
Non-current assets						
Trade and other receivables	707	566	452	362	290	232
Investments in associates and joint ventures	1,470	1,470	1,470	1,470	1,470	1,470
Property, infrastructure, plant & equipment	770,960	777,576	791,484	806,846	829,869	834,998
Investment property	-	-	-	-	-	-
Intangible assets	-	-	-	-	-	-
Other assets	5	5	5	5	5	5
Total non-current assets	773,142	779,617	793,411	808,683	831,634	836,705
Total assets	808,664	815,331	836,488	866,917	883,860	887,541
Current liabilities						
Trade and other payables	4,285	4,220	4,351	4,452	4,554	4,665
Interest-bearing loans and borrowings	2,204	2,121	2,794	2,171	4,612	2,137
Provisions	7,037	7,415	7,792	8,169	8,544	8,920
Trust funds and deposits	1,352	1,352	1,352	1,352	1,352	1,352
Total current liabilities	14,878	15,108	16,289	16,144	19,062	17,074
Non-current liabilities						
Interest-bearing loans and borrowings	11,257	10,617	9,303	8,612	5,481	4,824
Provisions	9,158	8,973	8,793	8,618	8,449	8,286
Total non-current liabilities	20,415	19,590	18,096	17,230	13,930	13,110
Total liabilities	35,293	34,698	34,385	33,374	32,992	30,184
Net assets	773,371	780,633	802,103	833,543	850,868	857,357
Equity						
Reserves	15,199	15,303	18,883	26,359	23,254	22,458
Asset revaluation reserve	383,950	383,950	383,950	383,950	383,950	383,950
Retained profits	374,222	381,380	399,270	423,234	443,664	450,949
Total equity	773,371	780,633	802,103	833,543	850,868	857,357

Balance Sheet Forward Estimates

For the five years ending 30 June 2027

	Forward Estimates				
	2022-23	2023-24	2024-25	2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000
Current assets					
Cash and cash equivalents	45,757	54,021	62,177	71,789	82,986
Trade and other receivables	5,907	5,950	6,109	6,272	6,441
Other assets	250	250	250	250	250
Non-current assets classified as held for sale	-	-	-	-	-
Inventories	16	16	16	17	17
Total current assets	51,930	60,237	68,552	78,328	89,694
Non-current assets					
Trade and other receivables	185	148	119	95	76
Investments in associates and joint ventures	1,470	1,470	1,470	1,470	1,470
Property, infrastructure, plant & equipment	842,558	846,842	851,811	857,464	862,488
Investment property	-	-	-	-	-
Intangible assets	-	-	-	-	-
Other assets	5	5	5	5	5
Total non-current assets	844,218	848,465	853,405	859,034	864,039
Total assets	896,148	908,702	921,957	937,362	953,733
Current liabilities					
Trade and other payables	4,778	4,895	5,014	5,136	5,255
Interest-bearing loans and borrowings	652	700	753	783	660
Provisions	9,296	9,672	10,048	10,426	10,804
Trust funds and deposits	1,352	1,352	1,352	1,352	1,352
Total current liabilities	16,078	16,619	17,167	17,697	18,071
Non-current liabilities					
Interest-bearing loans and borrowings	4,173	3,473	2,721	1,939	1,279
Provisions	8,127	7,974	7,826	7,683	7,545
Total non-current liabilities	12,300	11,447	10,547	9,622	8,824
Total liabilities	28,378	28,066	27,714	27,319	26,895
Net assets	867,770	880,636	894,243	910,043	926,838
Equity					
Reserves	22,929	27,027	31,150	35,261	40,857
Asset revaluation reserve	383,950	383,950	383,950	383,950	383,950
Retained profits	460,891	469,659	479,143	490,832	502,031
Total equity	867,770	880,636	894,243	910,043	926,838

Statement of Changes in Equity

For the five years ending 30 June 2022

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

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018				
Balance at beginning of the financial year	773,371	374,222	383,950	15,199
Surplus / (deficit) for the year	7,158	7,158	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	8,371	-	(8,371)
Transfer from other reserves	-	(8,269)	-	8,269
Balance at end of the financial year	780,529	381,482	383,950	15,097
2019				
Balance at beginning of the financial year	780,529	381,482	383,950	15,097
Surplus / (deficit) for the year	17,891	17,891	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	11,326	-	(11,326)
Transfer from other reserves	-	(7,745)	-	7,745
Balance at end of the financial year	798,420	402,954	383,950	11,516
2020				
Balance at beginning of the financial year	798,420	402,954	383,950	11,516
Surplus / (deficit) for the year	23,962	23,962	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	17,536	-	(17,536)
Transfer from other reserves	-	(10,060)	-	10,060
Balance at end of the financial year	822,382	434,392	383,950	4,040
2021				
Balance at beginning of the financial year	822,382	434,392	383,950	4,040
Surplus / (deficit) for the year	20,430	20,430	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	4,513	-	(4,513)
Transfer from other reserves	-	(7,616)	-	7,616
Balance at end of the financial year	842,812	451,719	383,950	7,143
2022				
Balance at beginning of the financial year	842,812	451,719	383,950	7,143
Surplus / (deficit) for the year	7,286	7,286	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	4,825	-	(4,825)
Transfer from other reserves	-	(5,621)	-	5,621
Balance at end of the financial year	850,098	458,209	383,950	7,939

Statement of Changes in Equity Forward Estimates

For the five years ending 30 June 2027

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2023				
Balance at beginning of the financial year	850,098	458,209	383,950	7,939
Surplus / (deficit) for the year	9,942	9,942	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	5,229	-	(5,229)
Transfer from other reserves	-	(4,757)	-	4,757
Balance at end of the financial year	860,040	468,623	383,950	7,467
2024				
Balance at beginning of the financial year	860,040	468,623	383,950	7,467
Surplus / (deficit) for the year	8,769	8,769	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	5,499	-	(5,499)
Transfer from other reserves	-	(1,402)	-	1,402
Balance at end of the financial year	868,809	481,489	383,950	3,370
2025				
Balance at beginning of the financial year	868,809	481,489	383,950	3,370
Surplus / (deficit) for the year	9,482	9,482	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	5,709	-	(5,709)
Transfer from other reserves	-	(1,585)	-	1,585
Balance at end of the financial year	878,291	495,095	383,950	(754)
2026				
Balance at beginning of the financial year	878,291	495,095	383,950	(754)
Surplus / (deficit) for the year	10,227	10,227	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	5,954	-	(5,954)
Transfer from other reserves	-	(1,844)	-	1,844
Balance at end of the financial year	888,518	509,432	383,950	(4,864)
2027				
Balance at beginning of the financial year	888,518	509,432	383,950	(4,864)
Surplus / (deficit) for the year	11,198	11,198	-	-
Net asset revaluation increment / (decrement)	-	-	-	-
Transfer to other reserves	-	6,446	-	(6,446)
Transfer from other reserves	-	(852)	-	852
Balance at end of the financial year	899,716	526,224	383,950	(10,458)

Statement Cash Flows

For the five years ending 30 June 2022

	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<i>Cash flows from operating activities</i>						
Rates and charges	65,418	63,188	63,847	65,906	68,228	70,598
Statutory fees and fines	1,350	1,198	1,165	1,211	1,271	1,331
User fees	10,136	11,520	12,170	12,581	12,987	13,407
Grants - operating	6,732	6,114	6,192	6,363	6,551	6,743
Grants - capital	7,763	3,281	9,546	17,882	13,253	681
Contributions - monetary	3,615	520	4,620	1,527	1,756	410
Interest received	880	970	999	1,007	1,006	1,015
Dividends received	-	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-	-
Other receipts	1,037	523	535	548	562	575
Net GST refund / payment	-	-	-	-	-	-
Employee costs	(32,005)	(32,359)	(33,240)	(33,901)	(34,574)	(35,831)
Materials and services	(24,320)	(25,678)	(24,773)	(27,682)	(27,234)	(30,677)
Trust funds and deposits repaid	-	-	-	-	-	-
Other payments	(10,041)	(9,310)	(9,894)	(10,131)	(10,377)	(10,625)
Net cash provided by / (used in) operating activities	30,565	19,967	31,167	35,311	33,429	17,627
<i>Cash flows from investing activities</i>						
Proceeds from sale of property, infrastructure, plant and equipment	8,438	4,630	7,620	14,100	-	-
Payments for property, infrastructure, plant and equipment	(47,831)	(22,466)	(30,832)	(32,714)	(38,040)	(14,719)
Payments for investments	-	-	-	-	-	-
Proceeds from sale of investments	-	-	-	-	-	-
Loan and advances made	-	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-	-
Net cash provided by / (used in) investing activities	(39,393)	(17,836)	(23,212)	(18,614)	(38,040)	(14,719)
<i>Cash flows from financing activities</i>						
Finance costs	(892)	(820)	(728)	(687)	(587)	(483)
Proceeds from borrowings	-	-	-	-	-	-
Repayment of borrowings	(842)	(724)	(641)	(1,314)	(691)	(3,131)
Net cash provided by / (used in) financing activities	(1,734)	(1,544)	(1,369)	(2,001)	(1,278)	(3,614)
Net increase / (decrease) in cash & cash equivalents	(10,562)	587	6,586	14,696	(5,889)	(706)
Cash and cash equivalents at the beginning of the financial year	40,220	29,658	30,242	36,828	51,524	45,635
Cash and cash equivalents at the end of the financial year	29,658	30,245	36,828	51,524	45,635	44,929

Statement of Cash Flows Forward Estimates

For the five years ending 30 June 2027

Forward Estimates

	2022-23	2023-24	2024-25	2025-26	2026-27
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<i>Cash flows from operating activities</i>					
Rates and charges	71,812	74,024	76,024	78,173	80,384
Statutory fees and fines	1,316	1,361	1,389	1,424	1,459
User fees	13,709	14,033	14,335	14,644	15,005
Grants - operating	6,863	7,045	7,215	7,396	7,580
Grants - capital	1,715	645	639	639	639
Contributions - monetary	1,220	430	440	450	460
Interest received	1,013	1,022	1,021	1,030	1,030
Dividends received	-	-	-	-	-
Trust funds and deposits taken	-	-	-	-	-
Other receipts	591	605	621	636	651
Net GST refund / payment	-	-	-	-	-
Employee costs	(36,259)	(37,131)	(38,024)	(38,938)	(39,711)
Materials and services	(30,161)	(27,194)	(27,742)	(26,810)	(28,583)
Trust funds and deposits repaid	-	-	-	-	-
Other payments	(10,881)	(11,147)	(11,413)	(11,689)	(11,976)
Net cash provided by / (used in) operating activities	20,938	23,693	24,505	26,955	26,938
<i>Cash flows from investing activities</i>					
Proceeds from sale of property, infrastructure, plant and equipment	-	-	-	-	-
Payments for property, infrastructure, plant and equipment	(17,592)	(14,447)	(15,365)	(16,358)	(14,786)
Payments for investments	-	-	-	-	-
Proceeds from sale of investments	-	-	-	-	-
Loan and advances made	-	-	-	-	-
Payments of loans and advances	-	-	-	-	-
Net cash provided by / (used in) investing activities	(17,592)	(14,447)	(15,365)	(16,358)	(14,786)
<i>Cash flows from financing activities</i>					
Finance costs	(379)	(331)	(283)	(230)	(174)
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	(2,137)	(651)	(700)	(752)	(782)
Net cash provided by / (used in) financing activities	(2,516)	(982)	(983)	(982)	(956)
Net increase / (decrease) in cash & cash equivalents	829	8,264	8,156	9,614	11,196
Cash and cash equivalents at the beginning of the financial year	44,929	45,757	54,021	62,177	71,789
Cash and cash equivalents at the end of the financial year	45,758	54,021	62,177	71,791	82,985

Statement of Capital Works

For the five years ending 30 June 2022

	Forecast	Budget	Strategic Resource Plan			
	Budget		Projections			
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-
Total land	-	-	-	-	-	-
Buildings	6,237	3,739	1,554	3,489	4,839	1,289
Building improvements	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-
Total buildings	6,237	3,739	1,554	3,489	4,839	1,289
Total property	6,237	3,739	1,554	3,489	4,839	1,289
Plant and equipment						
Plant, machinery and equipment	1,570	1,871	1,564	1,082	1,006	948
Fixtures, fittings and furniture	404	190	1,410	425	620	520
Computers and telecommunications	-	-	-	-	-	-
Heritage plant and equipment	-	-	-	-	-	-
Library books	-	-	-	-	-	-
Total plant and equipment	1,974	2,061	2,974	1,507	1,626	1,468
Infrastructure						
Roads	6,450	2,164	5,739	2,194	4,869	2,214
Bridges	664	1,014	150	150	150	150
Footpaths and cycleways	816	790	820	850	880	910
Drainage	600	625	600	1,000	1,050	450
Recreational, leisure and community facilities	25,678	7,878	17,264	27,866	17,978	5,933
Waste management	2,826	853	1,633	1,270	1,210	2,300
Parks, open space and streetscapes	1,365	1,549	433	872	195	200
Aerodromes	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-
Other infrastructure	1,221	668	706	659	671	711
Total infrastructure	39,620	15,541	27,345	34,861	27,003	12,868
Total capital works expenditure	47,831	21,341	31,873	39,857	33,468	15,625
Represented by:						
Asset renewal expenditure	8,209	6,556	6,749	5,937	6,961	6,483
Asset upgrade expenditure	28,172	8,918	8,216	23,579	15,733	4,163
Asset expansion expenditure	6,796	2,947	5,070	8,547	10,200	4,155
New asset expenditure	4,653	2,920	11,838	1,794	574	824
Total capital works expenditure	47,831	21,341	31,873	39,857	33,468	15,625

Statement of Capital Works Forward Estimates

For the five years ending 30 June 2027

Forward Estimates

	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000
Property					
Land	-	-	-	-	-
Land improvements	-	-	-	-	-
Total land	-	-	-	-	-
Buildings	1,576	1,389	1,639	2,689	1,739
Building improvements	-	-	-	-	-
Leasehold improvements	-	-	-	-	-
Heritage buildings	-	-	-	-	-
Total buildings	1,576	1,389	1,639	2,689	1,739
Total property	1,576	1,389	1,639	2,689	1,739
Plant and equipment					
Plant, machinery and equipment	1,390	1,502	1,737	1,971	892
Fixtures, fittings and furniture	220	220	220	220	220
Computers and telecommunications	-	-	-	-	-
Heritage plant and equipment	-	-	-	-	-
Library books	-	-	-	-	-
Total plant and equipment	1,610	1,722	1,957	2,191	1,112
Infrastructure					
Roads	3,064	2,314	2,364	2,414	2,464
Bridges	150	150	150	150	150
Footpaths and cycleways	940	970	1,000	1,030	1,060
Drainage	450	450	450	450	450
Recreational, leisure and community facilities	4,869	6,973	6,148	4,503	4,428
Waste management	3,037	-	-	-	-
Parks, open space and streetscapes	1,705	210	215	220	225
Aerodromes	-	-	-	-	-
Off street car parks	-	-	-	-	-
Other infrastructure	704	701	1,691	2,701	4,141
Total infrastructure	14,919	11,768	12,018	11,468	12,918
Total capital works expenditure	18,105	14,879	15,614	16,348	15,769
Represented by:					
Asset renewal expenditure	7,342	7,097	8,012	7,926	7,527
Asset upgrade expenditure	5,479	1,853	2,843	5,053	5,993
Asset expansion expenditure	4,460	3,255	785	795	805
New asset expenditure	824	2,674	3,974	2,574	1,444
Total capital works expenditure	18,105	14,879	15,614	16,348	15,769

Statement of Investment Reserves

For the five years ending 30 June 2022

	Budget	Strategic Resource Plan Projections			
	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
Statutory					
Carparks contributions	97	97	97	97	97
Public open space contributions	922	2	82	162	242
Yarrambat drainage contributions	679	692	706	719	732
Street light contribution contributions	38	48	58	68	78
Street trees contributions	86	96	106	116	126
Landfill rehabilitation	1,093	2,660	2,398	2,305	1,230
Traders marketing fund (special rates)	9	9	9	9	9
Development planning overlay - open space	1,989	2,118	2,247	2,376	2,505
Development planning overlay - infrastructure	1,792	1,991	2,190	2,389	2,587
Development contribution construction	190	194	198	202	206
Native vegetation offsets	214	220	227	233	240
Total statutory reserves	7,109	8,127	8,318	8,676	8,052
Discretionary					
Public arts program	167	167	167	167	167
Leisure centres profit share	456	518	581	643	706
Plant replacement	1,025	877	1,161	1,513	1,924
Major projects (Property management)	7	1,702	8,067	2,647	2,647
Bridgeford Estate	45	42	39	36	33
Defined benefit superannuation potential future calls	1,341	1,341	1,341	1,341	1,341
MAV bond / loan repayment	4,106	5,062	5,638	7,184	6,541
Other reserves	1,047	1,047	1,047	1,047	1,047
Total discretionary reserves	8,194	10,756	18,041	14,578	14,406
Total reserves	15,303	18,883	26,359	23,254	22,458

Statement of Investment Reserves Forward Estimates

For the five years ending 30 June 2027

	Forward Estimates				
	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000
Statutory					
Carparks contributions	97	97	97	97	97
Public open space contributions	322	402	482	562	642
Yarrambat drainage contributions	745	759	772	785	799
Street light contribution contributions	88	98	108	118	128
Street trees contributions	136	146	156	166	176
Landfill rehabilitation	609	2,051	3,603	5,263	7,032
Traders marketing fund (special rates)	9	9	9	9	9
Development planning overlay - open space	2,634	2,763	2,892	3,022	3,151
Development planning overlay - infrastructure	2,786	2,985	3,184	3,382	3,581
Development contribution construction	211	215	219	223	228
Native vegetation offsets	246	253	259	266	272
Total statutory reserves	7,883	9,778	11,781	13,893	16,115
Discretionary					
Public arts program	167	167	167	167	167
Leisure centres profit share	768	831	893	956	1,018
Plant replacement	1,941	1,878	1,632	1,127	1,615
Major projects (Property management)	2,647	2,647	2,647	2,647	2,647
Bridgeford Estate	30	27	24	22	19
Defined benefit superannuation potential future calls	1,341	1,341	1,341	1,341	1,341
MAV bond / loan repayment	7,105	9,311	11,618	14,061	16,888
Other reserves	1,047	1,047	1,047	1,047	1,047
Total discretionary reserves	15,046	17,249	19,369	21,368	24,742
Total reserves	22,929	27,027	31,150	35,261	40,857

Statement of Human Resources

For the five years ending 30 June 2022

	Forecast Budget	Budget	Strategic Resource Plan Projections			
	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
Staff expenditure						
Employee costs - operating	32,193	32,551	33,437	34,103	34,781	35,619
Employee costs - capital	-	-	-	-	-	-
Total staff expenditure	32,193	32,551	33,437	34,103	34,781	35,619
	EFT	EFT	EFT	EFT	EFT	EFT
Staff numbers						
Permanent EFT numbers	310.97	306.26	307.96	307.96	307.96	307.96
Limited tenures	2.10	4.25	4.25	4.25	4.25	4.25
Total staff numbers	313.07	310.51	312.21	312.21	312.21	312.21

Statement of Human Resources Forward Estimates

For the five years ending 30 June 2027

	Forward Estimates				
	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000	2025-26 \$'000	2026-27 \$'000
Staff expenditure					
Employee costs - operating	36,476	37,354	38,252	39,172	39,951
Employee costs - capital	-	-	-	-	-
Total staff expenditure	36,476	37,354	38,252	39,172	39,951
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Permanent EFT numbers	307.96	307.96	307.96	307.96	307.96
Limited tenures	4.25	4.25	4.25	4.25	4.25
Total staff numbers	312.21	312.21	312.21	312.21	312.21

Other Information

For the five years ended 30 June 2022

1. Summary of planned capital works expenditure

	Asset Expenditure Types					Funding Sources						
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2018												
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	3,739	2,470	680	539	50	3,739	50	-	1,412	2,277	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	3,739	2,470	680	539	50	3,739	50	-	1,412	2,277	-	-
Plant and equipment												
Plant, machinery and equipment	1,871	-	1,871	-	-	1,871	-	-	-	1,436	435	-
Fixtures, fittings and furniture	190	-	170	20	-	190	-	-	190	-	-	-
Computers and telecommunications	-	-	-	-	-	-	-	-	-	-	-	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	2,061	-	2,041	20	-	2,061	-	-	190	1,436	435	-
Infrastructure												
Roads	2,164	74	1,420	470	200	2,164	537	-	1,626	-	-	-
Bridges	1,014	-	50	-	964	1,014	357	-	50	607	-	-
Footpaths and cycleways	790	-	360	-	430	790	-	-	790	-	-	-
Drainage	625	25	100	500	-	625	-	-	625	-	-	-
Recreational, leisure and community facilities	7,878	100	1,635	5,983	160	7,878	1,350	175	4,003	2,350	-	-
Waste management	853	-	-	853	-	853	-	-	-	853	-	-
Parks, open space and streetscapes	1,549	251	150	30	1,118	1,549	950	-	378	221	-	-
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	668	-	120	523	25	668	17	-	651	-	-	-
Total infrastructure	15,541	450	3,835	8,359	2,897	15,541	3,211	175	8,123	4,032	-	-
Total capital works expenditure	21,341	2,920	6,556	8,918	2,947	21,341	3,261	175	9,725	7,745	435	-

Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources						
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2019												
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	1,554	215	930	409	-	1,554	50	-	1,504	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	1,554	215	930	409	-	1,554	50	-	1,504	-	-	-
Plant and equipment												
Plant, machinery and equipment	1,564	-	1,564	-	-	1,564	-	-	-	1,176	387	-
Fixtures, fittings and furniture	1,410	1,200	190	20	-	1,410	1,000	-	410	-	-	-
Computers and telecommunications	-	-	-	-	-	-	-	-	-	-	-	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	2,974	1,200	1,754	20	-	2,974	1,000	-	410	1,176	387	-
Infrastructure												
Roads	5,739	574	1,470	940	2,755	5,739	938	2,555	2,247	-	-	-
Bridges	150	-	150	-	-	150	100	-	50	-	-	-
Footpaths and cycleways	820	-	380	-	440	820	-	-	820	-	-	-
Drainage	600	-	100	500	-	600	-	-	600	-	-	-
Recreational, leisure and community facilities	17,265	9,780	1,690	4,113	1,682	17,265	7,480	1,712	3,448	4,625	-	-
Waste management	1,633	-	-	1,633	-	1,633	-	-	-	1,633	-	-
Parks, open space and streetscapes	433	70	155	40	168	433	-	-	433	-	-	-
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	706	-	120	561	25	706	17	-	689	-	-	-
Total infrastructure	27,345	10,424	4,065	7,787	5,070	27,345	8,535	4,267	8,286	6,258	-	-
Total capital works expenditure	31,873	11,839	6,749	8,216	5,070	31,873	9,585	4,267	10,200	7,434	387	-

Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources						
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2020												
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	3,489	-	780	2,709	-	3,489	2,350	-	1,139	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	3,489	-	780	2,709	-	3,489	2,350	-	1,139	-	-	-
Plant and equipment												
Plant, machinery and equipment	1,082	-	1,082	-	-	1,082	-	-	-	744	338	-
Fixtures, fittings and furniture	425	200	180	20	25	425	-	-	425	-	-	-
Computers and telecommunications	-	-	-	-	-	-	-	-	-	-	-	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	1,507	200	1,262	20	25	1,507	-	-	425	744	338	-
Infrastructure												
Roads	2,194	74	1,520	400	200	2,194	438	-	1,757	-	-	-
Bridges	150	-	150	-	-	150	100	-	50	-	-	-
Footpaths and cycleways	850	-	400	-	450	850	-	-	850	-	-	-
Drainage	1,000	-	100	900	-	1,000	-	-	1,000	-	-	-
Recreational, leisure and community facilities	27,866	1,500	1,445	17,218	7,703	27,866	15,000	563	4,568	7,736	-	-
Waste management	1,270	-	-	1,270	-	1,270	-	-	-	1,270	-	-
Parks, open space and streetscapes	872	20	160	548	144	872	-	602	270	-	-	-
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	659	-	120	514	25	659	17	-	642	-	-	-
Total infrastructure	34,861	1,594	3,895	20,850	8,522	34,861	15,555	1,165	9,136	9,006	-	-
Total capital works expenditure	39,857	1,794	5,937	23,579	8,547	39,857	17,905	1,165	10,700	9,750	338	-

Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources						
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2021												
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	4,839	500	1,030	3,309	-	4,839	2,050	-	2,289	500	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	4,839	500	1,030	3,309	-	4,839	2,050	-	2,289	500	-	-
Plant and equipment												
Plant, machinery and equipment	1,006	-	1,006	-	-	1,006	-	-	-	675	331	-
Fixtures, fittings and furniture	620	-	600	20	-	620	100	-	520	-	-	-
Computers and telecommunications	-	-	-	-	-	-	-	-	-	-	-	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	1,626	-	1,606	20	-	1,626	100	-	520	675	331	-
Infrastructure												
Roads	4,869	74	1,570	320	2,905	4,869	480	1,355	3,034	-	-	-
Bridges	150	-	150	-	-	150	100	-	50	-	-	-
Footpaths and cycleways	880	-	420	-	460	880	-	-	880	-	-	-
Drainage	1,050	-	100	950	-	1,050	-	-	1,050	-	-	-
Recreational, leisure and community facilities	17,978	-	1,800	9,368	6,810	17,978	10,500	30	2,528	4,920	-	-
Waste management	1,210	-	-	1,210	-	1,210	-	-	-	1,210	-	-
Parks, open space and streetscapes	195	-	165	30	-	195	-	-	195	-	-	-
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	671	-	120	526	25	671	17	-	654	-	-	-
Total infrastructure	27,003	74	4,325	12,404	10,200	27,003	11,097	1,385	8,391	6,130	-	-
Total capital works expenditure	33,468	574	6,961	15,733	10,200	33,468	13,247	1,385	11,200	7,305	331	-

Summary of planned capital works expenditure (continued)

	Asset Expenditure Types					Funding Sources						
	Total	New	Renewal	Upgrade	Expansion	Total	Grants	Contributions	Council cash (Own-Source Revenue)	Council cash (Reserves)	Council cash (Proceeds from asset sales)	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2022												
Property												
Land	-	-	-	-	-	-	-	-	-	-	-	-
Land improvements	-	-	-	-	-	-	-	-	-	-	-	-
Buildings	1,289	-	880	409	-	1,289	50	-	1,239	-	-	-
Building improvements	-	-	-	-	-	-	-	-	-	-	-	-
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-	-
Heritage buildings	-	-	-	-	-	-	-	-	-	-	-	-
Total property	1,289	-	880	409	-	1,289	50	-	1,239	-	-	-
Plant and equipment												
Plant, machinery and equipment	948	-	948	-	-	948	-	-	-	618	330	-
Fixtures, fittings and furniture	520	-	500	20	-	520	-	-	520	-	-	-
Computers and telecommunications	-	-	-	-	-	-	-	-	-	-	-	-
Heritage plant and equipment	-	-	-	-	-	-	-	-	-	-	-	-
Library books	-	-	-	-	-	-	-	-	-	-	-	-
Total plant and equipment	1,468	-	1,448	20	-	1,468	-	-	520	618	330	-
Infrastructure												
Roads	2,214	74	1,620	320	200	2,214	480	-	1,734	-	-	-
Bridges	150	-	150	-	-	150	100	-	50	-	-	-
Footpaths and cycleways	910	-	440	-	470	910	-	-	910	-	-	-
Drainage	450	-	100	350	-	450	-	-	450	-	-	-
Recreational, leisure and community facilities	5,933	750	1,555	168	3,460	5,933	-	30	5,903	-	-	-
Waste management	2,300	-	-	2,300	-	2,300	-	-	-	2,300	-	-
Parks, open space and streetscapes	200	-	170	30	-	200	-	-	200	-	-	-
Aerodromes	-	-	-	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-	-	-	-
Other infrastructure	711	-	120	566	25	711	17	-	694	-	-	-
Total infrastructure	12,868	824	4,155	3,734	4,155	12,868	597	30	9,941	2,300	-	-
Total capital works expenditure	15,625	824	6,483	4,163	4,155	15,625	647	30	11,700	2,918	330	-