



Cardinia Shire Council

Creating the future

Council Plan 2018

May 2018

Published May 2018
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Message from your Council

It is an honour and a privilege to be elected by the community to represent this great and diverse municipality. Our aim is to make Cardinia Shire the best possible place to live, work, raise a family and do business.

As we work with our community to build a sustainable Shire for present and future generations, Council understands the importance of managing its financial responsibilities while meeting our identified challenges. Balancing our growth and maintaining our diverse rural communities is a major focus.



Developing Cardinia Shire

We support programs and activities that promote, develop and improve the wellbeing of our growing communities.

Council continually advocates to Australian and Victorian governments and other agencies. In the life of this plan we will focus on securing funding and increasing access to improved services like roads, transport, technology and education. Efforts will also be made to expand community programs and events as well as sporting and artistic activities. This will help and inspire residents and people who have a connection with our Shire.

Working closely with Council's senior management team, all residents, businesses, community groups and other levels of government is important as we continue to plan, deliver and maintain the necessary infrastructure and transport connections in a sustainable way.

Protecting and enhancing our environment

Council will work closely with our community and stakeholders to carefully plan and manage our growth to ensure we cater for present and future generations of residents while also considering the natural and built environment.

Initiatives to reduce energy consumption, greenhouse gas emissions and waste, while improving sustainable water practices and enhancing local biodiversity are among the priorities of this plan.

Connecting our communities

Council will foster and encourage a sense of community and belonging across Cardinia Shire's 30 townships. There will be a focus on partnership building and linking people. This will be achieved through engagement and effective communication as well as advocacy and support for local services, transport, education and employment.

Securing our economy

Council will continue to create, support and advocate for economic development opportunities that will bring investment to Cardinia Shire.

We recognise that business growth and investment are vital to building sustainable communities and we will continue to support business and tourism to foster local employment.

Leading the way through our governance

Council will govern in a transparent and accountable way with a high value on community engagement that will ensure our residents help determine the direction of Council's activities. Being financially sustainable is a high priority for Council. This will influence how effectively we support our communities now and into the future.

Council values and recognises our role as leaders in the community. As your representatives, we will be strong advocates to Australian and Victorian governments and will continue to lobby for action on important local issues.

An exciting future

The future is more than growth, more than change; it is about creating a quality of life with great expectations of fulfilment and economic stability for our families and future generations. We will continue to work with – and for – the benefit of all our communities to ensure Cardinia Shire is healthy, safe and connected. We hope you will join us on this journey.

Our vision

Cardinia Shire will be developed in a planned manner to enable present and future generations to live healthy and productive lives and to enjoy the richness of the diverse and distinctive characteristics of the Shire.

Our commitment

Council will provide leadership, including community engagement with stakeholders, to ensure the long-term sustainability of our communities and townships. We will be mindful of the social, environmental and economic impacts of our decisions and ensure future generations benefit from our decisions. We will practise good governance and meet recognised standards of excellence. Council will work diligently to achieve excellence in every aspect of our activities.

Key challenges

Council has identified the following major challenges for the coming years:

- managing population growth
- managing the natural and built environment, including climate change
- developing a prosperous local economy and creating employment
- reducing the impact of family violence on our community
- long-term financial sustainability
- supporting and increasing agricultural productivity
- timely delivery of infrastructure, transport options and services
- encouraging residents to improve their health and wellbeing
- encouraging community engagement in Council's decision making

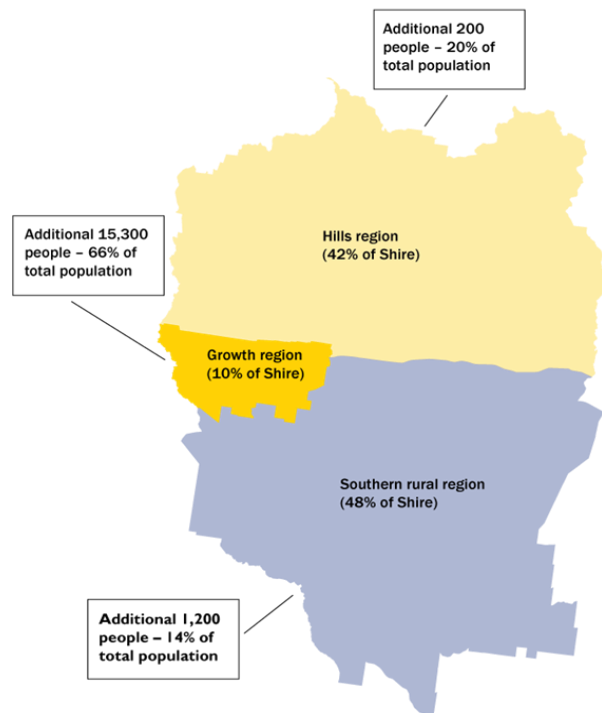
Managing population growth

Cardinia Shire is experiencing significant population growth. Our population is predicted to increase by 18 per cent (17,300 people) to 111,600 people by 2020. Our population is located in three distinct areas: the hills, the growth area and southern rural sub-regions.

Over this time the population in our three sub-regions will change at differing rates.

Our growth area forms part of the Casey-Cardinia growth corridor which is one of five metropolitan growth areas. By 2020, Cardinia Shire's growth area specifically will increase by about 15,300 people (an increase of 26%) and represent 66 per cent of our population. In the same period, the hills region will increase by about 200 people (1%) and represent 20 per cent of our people. The southern rural region will increase by about 1,200 people (9%) to around 14 per cent of the total population. Council's major challenge is to balance the need for services, facilities and other infrastructure for the growth area with the needs of our existing rural communities.

Population growth 2016–20



Managing the natural and built environment, including climate change

The quality of our natural and built environments affects our communities. They must be developed and managed in a way that contributes to the health and safety of present and future generations.

Existing natural environmental values such as biodiversity and waterways need to be protected and improved.

Planning for built environments must achieve sustainable outcomes, particularly minimising the use of energy and water as well as enhancing the broader natural environment.

Understanding and adapting to climate change impacts are challenges both now and into the future. The Australian Government's Climate Commission 2013 report 'The angry summer' highlights the link between climate change and the impacts of extreme weather on people, property, communities and the environment. The report outlines the consequences of failing to address these changes. Cardinia Shire has experienced an increase in flood, storm, fire and heatwave incidents in recent years. Climate change is affecting our agricultural areas, community health, parks and recreational facilities.

We must work with our community and relevant agencies to prepare ourselves to respond against these threats and mitigate the climate change risks.

Developing a prosperous local economy and creating employment

A strong and diverse economy is important to ensuring financially stable, independent and proud communities. As our population continues to grow, demand for local employment also increases. In 2012, approximately 70 per cent of our community travelled outside the Shire to work.

Council continues to lobby other levels of government and seek to attract a variety of services and industries. We want to ensure employment options for our people who want and need to work locally. The designated employment precinct between Officer and Pakenham is being planned and developed to provide jobs for up to 50,000 people.

Reducing the impact of family violence on our community

Our community experiences one of the highest reported incidents of family violence in Victoria with around 4 serious incidents per day occurring.

The impact of greater awareness, increased family support packages, respect messages in the media and pro-arrest and pro-remand approaches by local police has contributed to a reduction of recidivism for repeat offenders. Child and Family Services operating in the Shire continues to be at capacity as families seek support to deal with issues and many of these requests are not registered with the police, which may suggest that awareness campaigns are influencing people to seek support early.

Addressing family violence requires this whole of community approach in both prevention and directly supporting those residents impacted. Council is focussing its activities on preventing family violence in Cardinia Shire. We will achieve this by working in partnership with family Life and our community and other organisations to challenge current attitudes and behaviours; reduce gender inequity; strengthen social inclusion and build both respect and support for each other. This collective impact approach has been shown to reduce the occurrence of family violence. The initiative is called 'Together We Can', and asks the community to align all efforts to the common agenda to 'to stop, prevent and end family violence'.

Long-term financial sustainability

Council governs for both the present and future. Financial decisions today must consider the long-term sustainability of the Shire. All planning must balance the variety of growing and changing needs of our communities in a financially responsible way. These decisions must also achieve a fair balance of costs and benefits between present and future generations.

Supporting and increasing agricultural productivity

With the majority of Cardinia Shire's land being rural, the hills and southern rural regions are important to the economy at a local and national level.

Council needs to protect and strengthen these areas, and recognises that agriculture is facing pressure from the changing world economy, changing climate and other environmental conditions, as well as the demands of development and the ageing of our farming community. Council will take up every opportunity to enhance agricultural production particularly in the southern rural region (Bunyip Food Belt) by using recycled water from the Eastern Treatment Plant at Carrum.

Timely delivery of infrastructure, transport options and services

As our population grows, Council is aware of the importance in providing necessary infrastructure, transport options and family services.

We recognise that transport mobility is socially, environmentally and economically important. With a growing population, accessing education, employment, recreation, business and community services and participating in social activities requires efficient, safe and connected transport options.

New infrastructure and services need to be funded and provided by Council and relevant agencies in a timely manner to support development. We are mindful that this needs to be balanced with the maintenance and renewal of existing infrastructure and facilities.

Encouraging residents to improve their health and wellbeing

Locally and nationally, we are experiencing increasing negative trends in the overall health of the population. Reversing these trends will provide positive benefits for individuals and families.

As a society, we will also experience the financial benefits through increased productivity and reduced demand on health and associated services. Council plays an important role through partnerships with other levels of government and direct service providers in raising awareness, changing behaviours and providing a variety of recreational and healthy lifestyle opportunities for our residents.

Encouraging community engagement in Council's decision making

A key focus for Council is to reflect the views of its diverse communities in key decision making processes. Our community is changing both geographically and culturally. We are committed to strengthening our engagement with the community to provide valuable input that informs our decisions.

Delivering the plan

Council will deliver this plan through a four-year action plan which covers five key strategic objectives:

- Our people
- Our community
- Our environment
- Our economy
- Our governance

Council has prepared this plan based on resident and business involvement and current economic conditions. It will be our guiding document for the next four years and will be reviewed annually to ensure the changing economic circumstances and other factors affecting our communities are reflected.

Measuring our success

We will measure our progress in achieving our plan by:

- monitoring the financial performance of the organisation against the annual budget and longer term financial outlooks
- reporting on progress toward achieving the outcomes contained in this plan.
- measuring how satisfied our community is with our performance.

Our annual and quarterly performance reports will inform the community of our progress. Where commitments are not achieved, we will provide the reasons why in clear and transparent reporting.

Key success indicators

By monitoring key indicators, we can gauge our performance in delivering outcomes in this plan. Our quarterly and annual reports will detail our performance on these indicators.

1 Our people

We support a variety of needs and lifestyles through programs and activities that promote and develop the wellbeing of Cardinia Shire's people.

What we want to achieve and how we will achieve it

1.1 Access to a variety of services for all

- 1.1.1 Continually review services to ensure those provided by Council meet community needs.
- 1.1.2 Routinely review overall community needs for services and either deliver or advocate for others to provide services to meet those needs.
- 1.1.3 Deliver Ageing Well initiatives that support older adults to live longer in their own homes and reduce social isolation.

1.2 Access to support services and programs for young people

- 1.2.1 Ensure Council either provides or advocates for others to provide employment, recreation and leisure opportunities for young people.
- 1.2.2 Advocate for an increase in locally based health and wellbeing services to support young people.
- 1.2.3 Investigate opportunities for allied services to be co-located with Council facilities.

1.3 Learning opportunities for all ages and abilities

- 1.3.1 Advocate to the Victorian Government to partner with Council during the development of new primary and secondary schools.
- 1.3.2 Advocate to Australian and Victorian governments for post-compulsory and vocational training that meets the needs of local employers and residents.
- 1.3.3 Support the provision of learning opportunities for all ages and abilities.

1.4 Improved health and wellbeing for all

- 1.4.1 Source funding and deliver a range of initiatives that promote health and wellbeing.
- 1.4.2 Develop the new Municipal Public Health and Wellbeing Plan and review annually.
- 1.4.3 Routinely investigate community health and wellbeing issues to inform Council's planning and activities.
- 1.4.4 Support children, young people, families, older adults and people of all abilities by providing a range of accessible services and facilities.

1.5 Variety of recreation and leisure opportunities

- 1.5.1 Provide active and passive recreation facilities to meet the needs of residents.
- 1.5.2 Increase opportunities for residents to participate in a range of sport, recreation and leisure activities.

1.6 Increased awareness of safety

- 1.6.1 Work with the Police, Victorian Government and the community to improve safety in homes, businesses, public places and roads.
- 1.6.2 Improve awareness of township safety in local communities.

1.7 Minimised impact of emergencies

- 1.7.1 Implement plans that support people in times of emergency.
- 1.7.2 Implement effective plans and procedures that minimise the impact of all emergencies in the Shire.
- 1.7.3 Protect against the impacts of emergencies through effective preparation and community planning and education.

The following strategies, policies and plans relate to this strategic objective:

- Access and Inclusion Policy and Action Plan
- Community Engagement Policy
- Cultural Diversity Policy and action plan

- Domestic Animal Management Plan
- Equestrian Strategy
- Skate and BMX Strategy
- Municipal Emergency Management Plan
- Municipal Public Health and Wellbeing Plan
- Neighbourhood House Policy
- Age Friendly Strategy
- Art and Culture Policy
- Public Art Policy
- Recreation Reserve Facility Standards Policy
- Recreation Reserve Management and Usage Policy
- Regional Soccer Strategy
- Youth Strategy
- Child and Family Plan

Visit the [Council strategies and policies web page](#) to view these documents.

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Aquatic and recreation facilities
- Art and Culture programs and services
- Children's services Community recreation
- Community resilience and emergency management
- Compliance services
- Community grants
- Emerald Lake Park – business management
- Health
- Infectious diseases control
- Integrated Child and Family Centres
- Integrated Youth Facility - My Place
- Kindergarten Central Enrolment
- Libraries
- Maternal and Child Health Service
- Neighbourhood Houses
- Recreation planning
- Family Violence Collective Impact Initiative – Together We Can
- Youth services

2 Our community

We will foster a strong sense of connection between Cardinia Shire's diverse communities.
What we want to achieve and how we will achieve it

2.1 Our diverse community requirements met

- 2.1.1 Monitor and research emerging community trends to help plan for the needs of residents.
- 2.1.2 Promote access to and encourage, a mix of housing types to cater for the varying needs of people in the Cardinia community.
- 2.1.3 Support opportunities for participation in a diverse range of arts, cultural and tourism activities.
- 2.1.4 Plan for the provision of facilities to service and support the changing community.
- 2.1.5 Work with local communities to review and implement township strategies that contribute to meeting the needs of those communities.

2.2 Engaged communities

- 2.2.1 Provide a range of opportunities that encourage community participation in Council policy and strategy development.
- 2.2.2 Communicate the activities and decisions of Council to the residents in a variety of ways.
- 2.2.3 Embrace and support community leadership.

2.3 Increased levels of community participation

- 2.3.1 Promote initiatives by the community and Council that connect and strengthen our communities.
- 2.3.2 Recognise, support and promote the value of volunteerism in our communities.
- 2.3.3 Strengthen Council's community engagement through the development, implementation and promotion of effective practices.

2.4 Improved health and wellbeing of our residents

- 2.4.1 Increase the communities understanding of health issues and options to help them make appropriate decisions.
- 2.4.2 Enhance food literacy and security within the community Support the provision of services by Council or others for people of all abilities.
- 2.4.3 Help establish partnerships and social infrastructure opportunities that improve health and wellbeing outcomes for residents.

The following strategies, policies and plans relate to this strategic objective:

- Access and Inclusion Action Plan
- Age Friendly Strategy
- Arts and Culture Policy and Action Plan
- Cardinia Shire Council Graffiti Policy and Action Plan
- Community Engagement Policy
- Cultural Diversity Policy and action plan
- Municipal Emergency Management Plan
- Municipal Public Health and Wellbeing Plan (Liveability Plan)
- Reconciliation Action Plan
- Food Security Principles

Visit the [Council strategies and policies web page](#) to view these documents.

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Cardinia Culture Centre and Pakenham Hall
- Communications
- Community facilities
- Community services management
- Community strengthening initiatives and programs

- Cultural development
- Events
- Grants and subsidies.
- Food circles

3 Our environment

We will continue to plan and manage the natural and built environment for present and future generations.

What we want to achieve and how we will achieve it

3.1 Provision and maintenance of assets on a life-cycle basis

- 3.1.1 Maintain all Council roads and supporting infrastructure in accordance with the Road Management Act 2004.
- 3.1.2 Develop new and maintain existing parks, gardens and reserves in a sustainable way.
- 3.1.3 Provide accessible facilities to meet identified community needs.
- 3.1.4 Manage Council's assets like roads, drainage, footpaths and buildings, etc. in a way that ensures they are adequately maintained over their life.

3.2 Transport linkages connecting towns

- 3.2.1 Upgrade Council roads to improve safety while considering the traffic demand of the community.
- 3.2.2 Continue the use of special charge schemes to finance road, drainage and footpath improvement programs.
- 3.2.3 Develop transport networks that incorporate effective public transport.
- 3.2.4 Prioritise multi-use pathways, where practicable, to create networks that connect destinations.
- 3.2.5 Advocate for and facilitate improved public transport options and major arterial roads to help link employment, educational, recreational and retail activities between the Shire's rural and growth areas.

3.3 Enhanced natural environment

- 3.3.1 Adapt to the impacts of climate change by working in partnership with the South East Councils Climate Change Alliance and both Australian and Victorian governments.
- 3.3.3 Reduce Council's energy consumption and help the community to do likewise.
- 3.3.4 Promote practices that result in the reduction per household of the amount of waste going to landfill, particularly food waste.
- 3.3.5 Manage water in an integrated way, including the reduction of potable water consumption by Council and households.
- 3.3.6 Promote water catchment management practices that improve the quality of our waterways.
- 3.3.7 Protect and improve biodiversity by increasing the area of natural ecosystems across the Shire.
- 3.3.8 Preserve and improve our bushland and natural environment by implementing weed management programs and continuing work on high conservation bushland reserves and roadsides.
- 3.3.9 Manage agricultural land use by supporting farmers to utilise sustainable farming practises.

3.4 Natural and built environments supporting the improved health and wellbeing of our communities

- 3.4.1 Plan and develop built environments that support improved health and wellbeing of our communities through implementation of the Healthy by Design guidelines.
- 3.4.2 Raise awareness of our environment's impact on people's health and wellbeing by integrating the concept of liveability across all Council business units and including liveability indicators within the municipal public health and wellbeing plan.
- 3.4.3 Advocate for changes in the state planning scheme which support development of local policies which reduce health-detracting environments (gaming, liquor, fast food).

3.5 Balanced needs of development, the community and the environment

- 3.5.1 Review the Municipal Strategic Statement and the Cardinia Planning Scheme regularly to ensure it continues to meet Council objectives.

- 3.5.2 Plan for the development of the urban growth area with a mix of residential, commercial, employment, recreational and community activities to meet the needs of our growing community in a sustainable way.
- 3.5.3 Provide for the sustainable development of rural townships while taking into account their existing character and community needs.
- 3.5.4 Ensure the planning of rural (green wedge) areas protects and enhances important agricultural, environmental, natural resource, infrastructure and recreational values.

The following strategies, policies and plans relate to this strategic objective:

- Asset Management Policy
- Asset Management Strategy
- Beaconsfield Township Plan
- Buildings and Facilities Maintenance Policy
- Bunyip Township Strategy
- Cardinia Planning Scheme (including, Municipal Strategic Statement)
- Cardinia Road Employment Precinct Structure Plan and Development Contribution Plan
- Cardinia Road Precinct Structure Plan and Development Contribution Plan
- Community Engagement Policy
- Cockatoo Township Strategy
- Emerald District Strategy
- Garfield Township Strategy
- Gembrook Township Strategy
- Graffiti Policy and Action Plan
- Healthy by Design Guidelines
- Koo Wee Rup Township Strategy
- Lang Lang Township Strategy
- Litter Strategy
- Municipal Public Health and Wellbeing Plan
- Officer Precinct Structure Plan and Development Contribution Plan
- Pakenham Township Plan
- Pest Plant Management Strategy
- Road Management Plan
- Road Safety Strategy
- Special Charge Scheme Policy
- Sustainable Environment Strategy
- Upper Beaconsfield Township Strategy
- Waste Management Strategy
- Westernport Green Wedge Management Plan

Visit the [Council strategies and policies web page](#) to view these documents.

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Asset management
- Bridges
- Building management
- Cleansing
- Development
- Development services and Development Contribution Plans
- Domestic waste water
- Drainage maintenance
- Emerald Lake Park (operations)
- Emergency management
- Engineering services
- Environment maintenance and programs

- Environment management
- Footpaths and street furniture
- General garbage
- Green waste and waste management
- Landscape development
- Operations management
- Parks and gardens operations
- Planning and policy projects
- Sealed roads and bridges
- Strategic planning
- Unsealed roads
- Weed management

4 Our economy

We will create and support local employment and business opportunities for our community and the wider region.

What we want to achieve and how we will achieve it.

4.1 Increased business diversity in Cardinia Shire

- 4.1.1 Plan for and support local employment opportunities.
- 4.1.2 Support the development of existing and new businesses within the Shire.
- 4.1.3 Plan for a staged development of the Officer–Pakenham employment precinct.
- 4.1.4 Plan the development of Officer and Pakenham town centres.
- 4.1.5 Advocate to Australian and Victorian governments and industry to develop more local employment opportunities.
- 4.1.6 Encourage procurement of local products and services.

4.2 Maintained strong agricultural activities

- 4.2.1 Support our farmers and growing agricultural industry in adapting to the changing economy and climate.
- 4.2.2 Identify innovative ways to value-add to the region's primary production and transportation.
- 4.2.3 Advocate for the development of roads and infrastructure required for primary production.
- 4.2.4 Develop a local food brand for Cardinia Shire in partnership with the community.

4.3 Diverse and resilient business community

- 4.3.1 Support small businesses to remain viable in rural townships.
- 4.3.2 Encourage the establishment of tourism and hospitality in appropriate areas of the Shire.
- 4.3.3 Advocate for the delivery of small and large scale projects that enhance and drive economic activity.
- 4.3.4 Work with others to grow economic activity and attract new enterprises.
- 4.3.5 Support businesses and organisations to enhance their skills.

4.4 A local economy supporting the improved health and wellbeing of our communities

- 4.4.1 Lead by example as a health promoting workplace.
- 4.4.3 Support tourism and local businesses that deliver health and wellbeing initiatives.
- 4.4.4 Encourage the procurement and consumption of local food.

The following strategies, policies and plans relate to this strategic objective:

- Casey Cardinia Investment Attraction Framework
- Beaconsfield Township Plan
- Cardinia Road Precinct Structure Plan and Development Contribution Plan
- Cardinia Road Employment Precinct Structure Plan and Development Contribution Plan
- Cockatoo Township Strategy
- Community Engagement Policy
- Emerald District Strategy
- Garfield Township Strategy
- Koo Wee Rup Township Strategy
- Officer Precinct Structure Plan and Development Contribution Plan
- Lang Lang Township Strategy
- Municipal Public Health and Wellbeing Plan
- Pakenham Township Plan
- Tourism Strategy
- Upper Beaconsfield Township Strategy
- Westernport Green Wedge Management Plan
- Cardinia Food Security Principles

Visit the [Council strategies and policies web page](#) to view these documents.

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Economic development
- Sustainable communities management

5 Our governance

We will consult with the community, as appropriate, in an open and accountable way to help in determining the key direction of Council.

What we want to achieve and how we will achieve it

5.1 An engaged community

- 5.1.1 Develop a policy which details how Council will inform and engage consistently with the community on important matters.
- 5.1.2 Enhance the community's confidence in Council's community engagement.

5.2 Open governance

- 5.2.1 Embrace and demonstrate effective governance and transparency, notwithstanding that on occasions, matters under consideration will be confidential.
- 5.2.2 Govern and make decisions in the best interests of the Cardinia Shire community.

5.3 Long-term financial sustainability

- 5.3.1 Make financial decisions that achieve the objectives of Council and long-term financial sustainability.
- 5.3.2 Make financial decisions that are fair and ethical and balance costs and benefits between present and future generations.
- 5.3.3 Manage the municipality's finances and assets in a responsible way.
- 5.3.4 Identify and implement programs to achieve Council's debt reduction policy.
- 5.3.5 Identify ways to contain Council's cost base by a focus on innovation and efficiency.

5.4 Appropriate funding and support from all levels of government

- 5.4.1 Advocate on behalf of the community to ensure it receives a fair share of funding and support from the Australian and Victorian governments for infrastructure, facilities and services.
- 5.4.2 Work with both interface and regional Councils to strengthen advocacy campaigns to Australian and Victorian governments aimed at increasing awareness and support for joint issues.

The following strategies, policies and plans relate to this strategic objective:

- Budget and Strategic Resource Plan
- Community Engagement Policy
- Council Plan.

Visit the [Council strategies and policies web page](#) to view these documents.

Council provides the following (funded by budget programs) to deliver this strategic objective:

- Corporate management
- Finance management and corporate financials
- Fleet and workshop
- Governance
- Information services
- Mayor and Councillors
- Organisation development
- Performance and innovation
- Purchasing
- Rates and property services
- Risk, health and safety.

Strategic resource plan

Comprehensive Income Statement

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan		
	2017-18	2018-19	Projections		
	\$'000	\$'000	2019-20	2020-21	2021-22
			\$'000	\$'000	\$'000
Income					
Rates and charges	81,965	89,271	91,836	94,885	97,798
Statutory fees and fines	4,227	4,466	4,425	4,468	4,612
User fees	2,878	3,197	3,326	3,400	3,475
Grants - Operating	11,928	12,269	12,324	12,381	12,439
Grants - Capital	6,770	4,621	1,171	4,079	1,171
Contributions - monetary	130	78	78	78	78
Capital contributions - monetary	0	0	400	0	0
Development levies - monetary	881	877	895	895	895
Other income	3,269	2,445	3,086	2,862	3,040
Total Income	112,045	117,223	117,542	123,047	123,509
Expenses					
Employee costs	34,025	35,797	37,129	38,694	39,961
Materials and services	42,540	46,763	48,481	49,909	52,121
Bad & doubtful debts	176	176	176	176	176
Depreciation and amortisation	21,843	22,598	23,042	23,039	23,088
Borrowing costs	3,402	4,447	4,189	3,940	3,851
Other expenses	2,395	2,502	2,485	2,513	2,498
Total Expenses	104,381	112,283	115,503	118,272	121,695
Surplus/(deficit) for the year	7,664	4,941	2,039	4,776	1,814
less Capital income & other abnormals	(7,651)	(5,498)	(2,466)	(4,974)	(2,066)
Adjusted underlying result	14	(557)	(427)	(198)	(252)

Balance Sheet

For the four years ending 30 June 2022

	Budget 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections		
			2019-20 \$'000	2020-21 \$'000	2021-22 \$'000
Current assets					
Cash and cash equivalents*	44,259	37,542	36,120	34,318	30,810
Trade and other receivables	15,633	16,530	17,043	17,349	17,935
Inventories	16	16	16	16	16
Other assets	560	560	560	560	560
Total current assets	60,468	54,648	53,739	52,243	49,322
Non-current assets					
Trade and other receivables	761	761	761	761	761
Investments in associates and joint ventures	1,432	1,432	1,432	1,432	1,432
Property, infrastructure, plant and equipment	934,076	961,454	959,430	963,750	965,677
Intangible assets	382	382	382	382	382
Total non-current assets	936,651	964,029	962,005	966,325	968,252
Total assets	997,119	1,018,677	1,015,744	1,018,567	1,017,574
Current liabilities					
Trade and other payables	19,170	17,807	15,984	16,875	16,846
Trust funds and deposits	5,405	5,405	5,405	5,405	5,405
Provisions	6,408	6,840	7,302	7,795	8,321
Interest bearing liabilities	5,599	6,686	6,414	6,566	5,843
Total current liabilities	36,582	36,738	35,105	36,641	36,415
Non-current liabilities					
Provisions	1,775	1,839	1,907	1,978	2,052
Interest bearing liabilities	54,550	70,207	66,800	63,241	60,585
Total non-current liabilities	56,325	72,046	68,707	65,219	62,637
Total liabilities	92,907	108,784	103,812	101,860	99,052
Net assets	904,212	909,893	911,932	916,708	918,522
Equity					
Accumulated Surplus	595,051	606,033	609,974	615,755	618,774
Reserves	309,161	303,860	301,958	300,953	299,748
Total equity	904,212	909,893	911,932	916,708	918,522

* Cash and cash equivalents balance has been restated in 2017-18.

Statement of Changes in Equity

For the four years ending 30 June 2022

	Total \$'000	Accumulate d Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018-19				
Balance at beginning of the financial year	904,952	595,791	286,197	22,964
Surplus/(deficit) for the year	4,941	4,941	0	0
Transfer from reserves	0	6,178	0	(6,178)
Transfer to reserves	0	(877)	0	877
Balance at end of the financial year	909,893	606,033	286,197	17,663
2019-20				
Balance at beginning of the financial year	909,893	606,033	286,197	17,663
Surplus/(deficit) for the year	2,039	2,039	0	0
Transfer from reserves	0	2,797	0	(2,797)
Transfer to reserves	0	(895)	0	895
Balance at end of the financial year	911,932	609,974	286,197	15,761
2020-21				
Balance at beginning of the financial year	911,932	609,974	286,197	15,761
Surplus/(deficit) for the year	4,776	4,776	0	0
Transfer from reserves	0	1,900	0	(1,900)
Transfer to reserves	0	(895)	0	895
Balance at end of the financial year	916,708	615,755	286,197	14,756
2021-22				
Balance at beginning of the financial year	916,708	615,755	286,197	14,756
Surplus/(deficit) for the year	1,814	1,814	0	0
Transfer from reserves	0	2,100	0	(2,100)
Transfer to reserves	0	(895)	0	895
Balance at end of the financial year	918,522	618,774	286,197	13,551

3.4 Statement of Cash Flows

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan Projections		
	2017-18	2018-19	2019-20	2020-21	2021-22
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	81,331	88,074	91,346	94,408	97,335
Statutory Fees and fines	4,227	4,466	4,425	4,468	4,612
User Fees	1,839	3,003	3,134	3,401	3,182
Grants - operating	11,928	12,269	12,324	12,381	12,439
Grants - capital	6,770	4,621	1,171	4,079	1,171
Contributions - monetary	130	78	78	78	78
Interest received	922	792	655	548	563
Capital contributions - monetary	0	0	400	0	0
Development levies - monetary	881	877	895	895	895
Other receipts	2,547	2,438	2,600	2,483	2,646
Employee costs	(33,546)	(35,300)	(36,599)	(38,131)	(39,361)
Materials and services	(42,744)	(50,855)	(52,966)	(51,707)	(54,824)
Net cash provided by operating activities	34,284	30,462	27,464	32,903	28,738
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(44,864)	(55,656)	(25,624)	(28,259)	(25,915)
Proceeds from sale of property, infrastructure, plant and equipment	13,439	6,180	4,606	900	900
Net cash used in investing activities	(31,425)	(49,476)	(21,018)	(27,359)	(25,015)
Cash flows from financing activities					
Finance costs	(3,402)	(4,447)	(4,189)	(3,940)	(3,851)
Proceeds from borrowings	3,000	23,110	3,000	3,000	3,180
Repayment of borrowings	(5,096)	(6,366)	(6,679)	(6,407)	(6,559)
Net cash provided by (used in) financing activities	(5,498)	12,297	(7,868)	(7,347)	(7,230)
Net change in cash & cash equivalents	(2,639)	(6,717)	(1,422)	(1,803)	(3,507)
Cash & cash equivalents at beginning of year	46,898	44,259	37,542	36,120	34,318
Cash & cash equivalents at end of year	44,259	37,542	36,120	34,318	30,810

Statement of Capital Works

For the four years ending 30 June 2022

	Budget 2017-18 \$'000	Budget 2018-19 \$'000	Strategic Resource Plan Projections		
			2019-20 \$'000	2020-21 \$'000	2021- 22 \$'000
New works					
Property					
Land	2,000	1,300	1,500	1,500	500
Buildings	1,413	1,628	2,171	1,972	1,126
Total Property	3,413	2,928	3,671	3,472	1,626
Plant and equipment					
Plant, machinery and equipment	2,070	2,360	1,950	1,850	2,300
Computers and telecommunications	410	460	460	580	580
Total Plant and equipment	2,480	2,820	2,410	2,430	2,880
Infrastructure					
Roads	4,900	24,938	5,653	5,695	6,532
Bridges	700	420	452	463	430
Footpaths and cycleways	2,375	2,770	1,369	1,496	1,456
Drainage	400	421	450	450	452
Recreation, leisure and community facilities	22,393	18,031	8,027	11,653	11,005
Parks, open space and streetscapes	7,595	2,666	2,617	1,862	763
Off street car parks	88	92	96	99	122
Other infrastructure	520	570	880	640	650
Total Infrastructure	38,971	49,908	19,544	22,358	21,410
Total capital works expenditure	44,864	55,656	25,625	28,259	25,916
Represented by:					
New asset expenditure	21,491	20,993	10,132	11,728	10,980
Asset renewal expenditure	11,457	10,544	10,018	12,027	11,786
Asset upgrade expenditure	11,916	24,119	5,475	4,505	3,150
Total capital works expenditure	44,864	55,656	25,625	28,259	25,916
Funding sources represented by:					
Grants	6,770	4,621	1,171	4,080	1,171
Contributions	3,889	5,578	3,050	1,900	2,100
Council cash	31,205	22,347	18,404	19,280	19,465
Borrowings	3,000	23,110	3,000	3,000	3,180
Total capital works expenditure	44,864	55,656	25,625	28,259	25,916

Statement of Human Resources

For the four years ending 30 June 2022

	Budget	Budget	Strategic Resource Plan		
	2017-18	2018-19	Projections 2019-20	2020-21	2021-22
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Salaries and Oncosts - operating	33,130	34,880	36,212	37,777	39,044
Total staff expenditure	33,130	34,880	36,212	37,777	39,044
Staff numbers	EFT	EFT	EFT	EFT	EFT
Employees	322.8	336.7	339.2	342.2	344.7
Total staff numbers	322.8	336.7	339.2	342.2	344.7

Summaries of human resources expenditure and Equivalent Full Time (EFT) counts, categorised according to the organisational structure of Council, are included below.

Division	Budget	Comprises			
	2018-19	Permanent Full Time	Part Time	Casual	Temporary
	\$'000	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	2,387	2,387	-	-	-
Assets & Services	9,852	9,373	446	-	33
Corporate Services	6,684	5,606	1,078	-	-
Community Wellbeing	7,926	4,789	2,872	167	99
Planning & Development	6,171	4,807	1,261	104	-
People & Culture	773	717	57	-	-
Total permanent, casual and temporary staff	33,794	27,678	5,713	272	132
Other staff	1,086				
Total expenditure	34,880				

The amounts in the table above include salaries and oncosts only. The Employee benefits figure in the Comprehensive Income Statement also includes additional items of expenditure, including fringe benefits tax, overtime, trainees and uniform.

Comprises

Division	Budget	Permane	Part	Casual	Tempora
	2018-19	nt			
	EFT	\$'000	\$'000	\$'000	\$'000
Chief Executive Officer	11.5	11.5	-	-	-
Assets & Services	108.2	103.0	4.8	-	0.4
Corporate Services	64.3	51.5	12.8	-	-
Community Wellbeing	71.2	42.0	27.1	0.8	1.2
Planning & Development	61.8	46.0	15.2	0.6	-
People & Culture	7.6	7.0	0.6	-	-
Total permanent, casual and temporary staff	324.6	261.0	60.5	1.4	1.6
Other staff	12.2				
Total EFT	336.7				