

South Gippsland Shire Council COUNCIL PLAN 2017-2021



Proposed Plan - March 2017



Our Vision

South Gippsland Shire will be a place where our quality of life and sense of community is balanced by sustainable and sensitive development, population and economic growth.

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Your Council

Coastal Promontory Ward



Cr Ray Argento



Cr Jeremy Rich



Cr Alyson Skinner

Strzelecki Ward



Cr Aaron Brown



Cr Lorraine Brunt



Cr Andrew McEwen

Tarwin Valley Ward



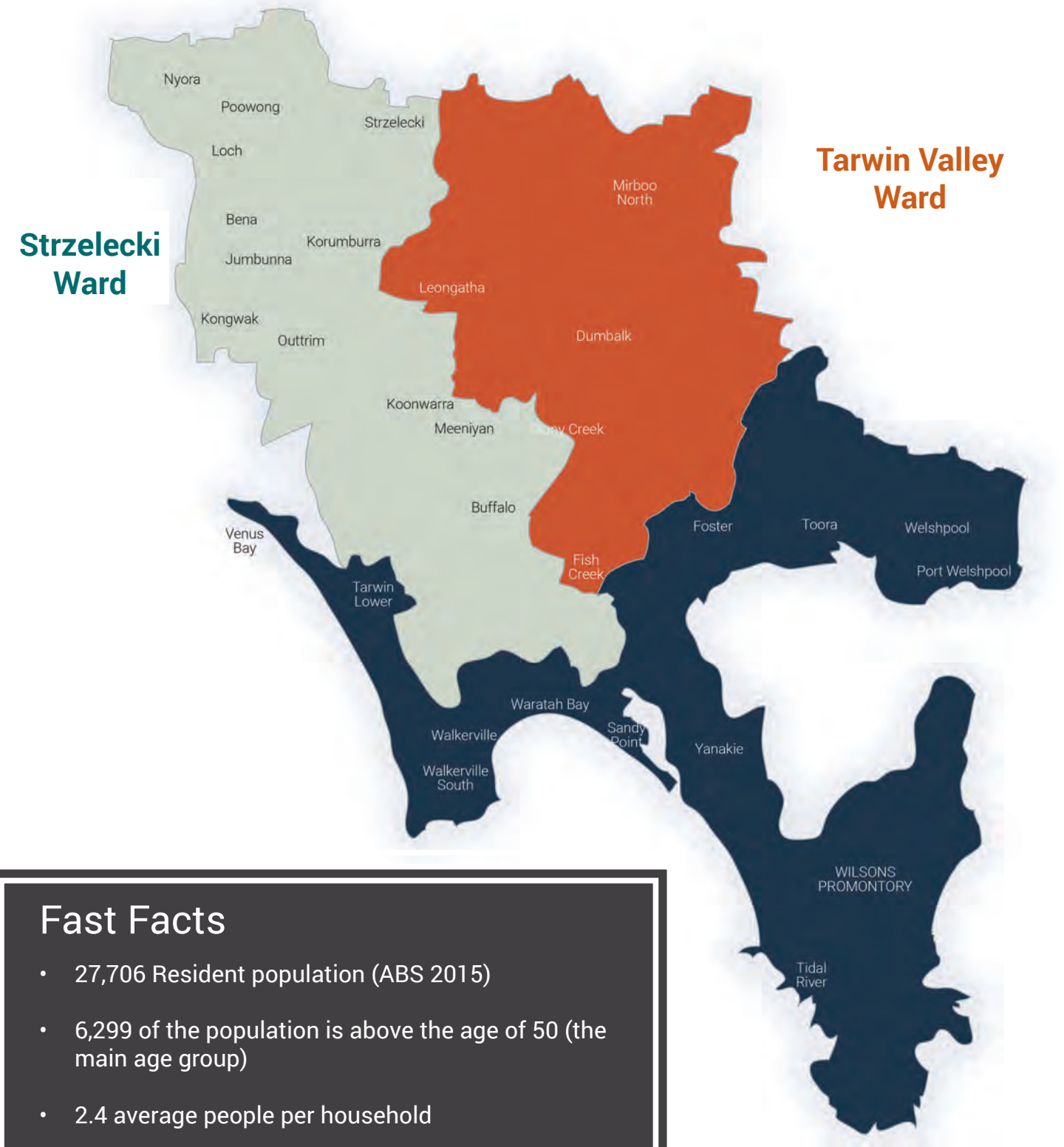
Cr Meg Edwards



Cr Don Hill



Cr Maxine Kiel



Fast Facts

- 27,706 Resident population (ABS 2015)
- 6,299 of the population is above the age of 50 (the main age group)
- 2.4 average people per household
- 44 is the median age of people residing in the Shire
- 4% of the population are from a non-English speaking background
- 32% of the population is 'couples without children'
- 26% of the population is 'couples with children'
- 26 Townships and Hamlets

Coastal Promontory Ward

Council's Commitment to the Community

As Councillors, we are committed to demonstrating leadership by working constructively together and with the organisation to achieve success.

Throughout the next four years we commit to:

- Value the contribution made by everyone; to listen to you and each other.
- Value individual diversity, act with respect and professionalism in our interactions with you and each other, and never seek to undermine, mislead or undervalue anyone.
- Value opportunities that come from change, keeping our focus on the future and our responses flexible for a constantly evolving world.
- Value the community spirit, vibrancy and unique character of each of our towns and rural areas.
- Encourage our communities and support our community leaders.
- Value the depth and breadth of creative thinking and the outcomes that can be achieved from working closely with our communities, businesses, supporting agencies, government agencies and other councils.
- Embrace and encourage community engagement, work collaboratively with others and establish partnerships that benefit our communities and the wider region.
- Value our reputation in the community and the region, and acknowledge that we are the guardians of community information.
- Respect the trust placed in us by seeking to be as open and transparent in our decisions as the law allows, to help the community understand the decisions Council makes.
- Value constructive criticism that helps us understand how and where we need to improve.
- Proactively reflect on our own behaviour, that of each other and of the organisation as a whole, to continually build the capacity, passion and success of this Council.

Community Requests for Consideration

The following verbatim comments encapsulate some key themes from our community consultation processes.

Infrastructure

"Improve the roads and roadsides – both Council's sealed and unsealed roads, and advocate to encourage VicRoads to improve its roads."
"Build footpaths so we can get from place to place more safely."



Lifestyle

"More or better community facilities for libraries, equestrian, trails, recreation and community spaces are needed."
"Development of Arts and Culture has commenced; please keep the focus on it going."



Growth & Prosperity

"Focus attention on the economic growth of our Shire, the sustainability of our businesses and the creation of jobs; our survival depends on it."

"Our main townships are struggling; continue their revitalisation, but don't forget about some of our smaller communities as there are things we need too."

"The cost of living is escalating, so please improve the efficiency of your operations to minimise rate rises, keep rates affordable and reduce them where you can."

Communication

"Please listen to what we are saying to you."

"Work with us - we want to get involved in what you're planning and doing that affects us, we also have things we want to achieve that will benefit our communities."

"Communicate what you are doing – open up and be more transparent about what you've based your decisions on."

This 2017-2021 Council Plan responds to these community requests. The Strategic Objectives with their Strategic Overviews and Strategic Outcomes provide the overarching direction for the Council over its four year term.

The Strategies provide greater detail on the focus areas that Council realistically aims to address and the Strategic Indicators assist in monitoring progress to achieve them.

Council's Vision

South Gippsland Shire will be a place where our quality of life and sense of community is balanced by sustainable and sensitive development, population and economic growth.

Council's Four Strategies



Objective Overview

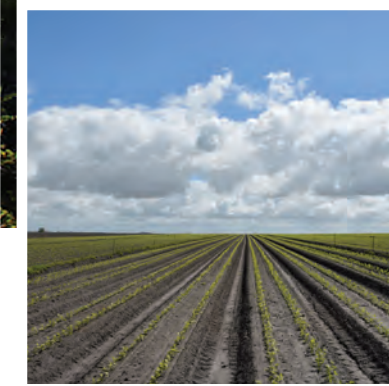
A strong, resilient and growing regional economy with vibrant commercial precincts where businesses are supported and jobs created.

Our region's agriculture, value adding, food production and manufacturing sectors are promoted and supported, recognising that the diversity and strength of these industries is the major economic base of the Shire.

Attracting businesses, investments, tourism and new residents will grow the Shire.

A well-planned Shire that identifies areas for population growth, protects natural resources and agricultural land, guides development, considers climate change and encourages sustainable economic growth – all supported by appropriate infrastructure.

The unique character of our smaller towns is recognised and supported.



Strategies to Achieve the Objective

Strategies	
1.1	Develop a 'vision' for the future growth and development of the Shire in partnership with the community.
1.2	Develop a strategy to grow the Shire, attract investment and promote tourism consistent with the 'vision'.
1.3	Undertake a review of residential, commercial and industrial land supply to ensure that it is adequate to support growth.
1.4	Identify Priority Projects and advocate to the State and Federal governments for funding and support.
1.5	Review and implement the Economic Development and Tourism Strategy to provide direction to support our businesses to grow, generate employment, pursue economic development and the attraction of visitors.
1.6	Support our diversified agricultural sector.
1.7	Investigate feasibility of further extensions and upgrades to the Rail Trails, particularly between Leongatha and Korumburra and explore opportunities to develop nationally significant trails.
1.8	Finalise South Gippsland's Branding Strategy that supports the regional 'Destination Gippsland' branding and use them both to promote the Shire.
1.9	Progress the development of a business case to support the establishment of a multipurpose undercover 'Equestrian / Expo Centre' at Stony Creek.

Successful Outcome

- The Shire has a vibrant, resilient regional economy that continues to support and grow agriculture, value adding, food production, manufacturing and the visitor economy.
- Our main towns have vibrant commercial precincts.
- Priority Projects are identified, advocated for and aligned to State and Federal policy objectives.
- Existing rail trails promoted and new trails developed to support growth to our visitor economy, enable a healthier lifestyle and enhance wildlife corridors.
- An adequate supply of land to support future business, residential, agriculture and tourism markets.

Strategic Indicators to Monitor Progress

- At least one delegation per year will be made to State and Federal politicians to advocate for the Shire's requirements.

Build Strong Partnerships, Strengthen Arts & Culture & Deliver Equitable Outcomes

Objective Overview

A Council that listens and continues to involve its community in decision making and delivery of services and projects.

Support for the Arts and Culture sector and its role in both enhancing community identity and contributing to wellbeing, tourism and economic development.

Communities are supported by appropriate provision of Aged, Family, Youth and Children's services.

2



Successful Outcome

- A shared culture of working together with communities for the best outcomes.
- The Arts & Culture Policy and Strategy implemented.
- Investment in community facilities is consistent with the Blueprint for Social Community Infrastructure.
- Sport and Recreation facilities maintained and enhanced in partnership with the communities.
- Planning for Community Hubs for Leongatha and Korumburra progressed.
- Municipal Public Health and Wellbeing Plan implemented in partnership with other agencies.

Strategic Indicators to Monitor Progress

- The effectiveness of efforts to gain State and Federal government funding for community projects will be measured by the number of grants submitted for funding and the number of grants announced, with the aim of 30% of applications submitted to be funded.

Strategies to Achieve the Objective

Strategies	
2.1	Where appropriate support community groups to achieve projects they have ownership of and want to progress.
2.2	Update and continue to implement the Blueprint for Social Community Infrastructure – with consideration of a policy position on Community Hubs – so that services and the infrastructure to support them are planned, ready for business and population growth.
2.3	Develop and implement a Community Strengthening and Engagement Strategy.
2.4	Implement the Arts and Culture Strategy and support growth of the sector.
2.5	Review the Recreation Strategy.
2.6	Review and update the Paths and Trails Strategy to determine where regional and local connections are required.
2.7	Renew and maintain aquatic facilities in accordance with the Asset Management Plan and the Aquatic Strategy.
2.8	Investigate opportunities to consider a model for community self-determination to facilitate working in partnership with the community.
2.9	Determine and implement the arrangements for the future Home and Community Care Service provision.
2.10	Implement the Active Ageing Strategy.

Objective Overview

3

Our infrastructure is well-maintained and our asset management practices ensure they are sustainable and fit for purpose.

Council encourages sustainable practices, seeks to reduce its carbon footprint and diverts a greater proportion of its waste away from landfill.

Council seeks to protect and enhance the natural environment.

Revitalisation of our major commercial precincts will be encouraged through infrastructure and streetscape renewals.



Successful Outcome

- Improved standard of gravel roads and roadside maintenance.
- Increased communication to the public regarding road works, reported issues and scheduling of works.
- Investment-ready projects that are of high value to the community have been developed, are aligned to State and Federal funding opportunities and Council actively advocates for them.
- Council Building Portfolio reviewed.

Strategic Indicators to Monitor Progress

- The readiness to make the most of government funding opportunities will be measured by the number of investment-ready projects prepared, with the aim of at least two ready at any time.

Strategies to Achieve the Objective

Strategies	
3.1	Improve management of roads and roadsides through enhanced operational practices, increased funding and continued advocacy to VicRoads.
3.2	Waste Management and Sustainability strategies implemented.
3.3	Promote a safe and healthy community through our municipal public health programs, emergency management plans & regulatory activities that meet our statutory obligations.
3.4	Facilitate community and business renewable energy programs and sustainable practices to reduce the Shire's carbon footprint.
3.5	Undertake a review of the Council's Building Portfolio to ensure it meets community needs.
3.6	Advocate to Parks Victoria, DELWP and relevant stakeholders to improve access, parking, safety and user-friendliness of beaches.
3.7	Review the Land Realisation Project in regard to public open spaces in Venus Bay.
3.8	Implement the Footpath Extension Program.

Enhance Organisational Development & Implement Governance Best Practice

Objective Overview

Council will focus on becoming a more responsive, innovative, productive and effective organisation that follows best practice in transparency, governance and continually improves delivery of services and projects.

Councillors will work with the organisation, community and other levels of government for the benefit of the Shire.

Council will explore ways to share services between partners and will work with communities to deliver cost effective facilities and services.



Successful Outcome

- Council meets its annual financial performance reporting requirements to the Auditor General.
- Council is focused on business improvement, innovation and increased transparency.
- Council has implemented systems that are better connected, agile and adaptive to deliver operational efficiencies.
- Council has increased its medium and long term sustainability and is delivering services more efficiently and flexibly.

Strategic Indicators to Monitor Progress

- Council will encourage community members to provide information to Council on matters affecting them at public presentation sessions, in line with our Public Presentation Policy and report on participation rates.
- Council decisions made at meetings closed to the public will be monitored in accordance with the Local Government Performance Reporting Framework.
- Councillor attendance at Council meetings will be monitored in accordance with the Local Government Performance Reporting Framework.
- Productivity savings identified and reported annually.

Strategies to Achieve the Objective

Strategies	
4.1	Increase transparency through more items being held in open Council Meetings and communicating more clearly the reasons behind decisions.
4.2	Actively pursue continuous improvement and innovation, consider best practice and encourage the creation of higher valued services.
4.3	Develop a Digital Strategy.
4.4	Enhance customer service experiences through the development of a continuous feedback and improve customer service system.
4.5	Develop educative tools and processes to assist community members understand the Planning and Enforcement processes.




STRATEGIC RESOURCE PLAN 2017-2021

The Strategic Resource Plan (SRP) describes the financial and non-financial resource requirements over a four-year period. The SRP is derived from the Annual Budget document that incorporates the 15-year Long Term Financial Plan. The financial projections are reviewed and updated on a yearly basis. This document is available from www.southgippsland.vic.gov.au

Long Term Financial Strategies

- 1 Target consistent underlying surpluses that provide sufficient funds for both recurrent service level and asset renewal and upgrade requirements.
- 2 Target the Balance Sheet having at least a 1.25 to 1 underlying working capital ratio in the Long Term Financial Plan.
- 3 Transfers to discretionary reserves will only be included in the Annual Budget if matched by an equivalent budgeted underlying surplus in the Income Statement to preserve the accumulated surplus position of Council.
- 4 Material favourable budget variations realised at year's end in a given financial year will be allocated to a general reserve (unless required to finance projects deemed as 'unavoidable') that can be used as a funding source for future one off, unexpected or unavoidable costs.
- 5 Annual transfers of equivalent to 1.0% of rate income are made to the general reserve.
- 6 Annual transfers equivalent to the average interest earned on investments during the financial year are made to all reserves, Loan Reserve excepted.
- 7 Budgeted underlying cash at the end of each year shall be measured by referencing it against the underlying working capital ratio in the Long Term Financial Plan.
- 8 Service level funding gaps will be identified and classified as primary or secondary in nature to clearly distinguish the cash flow requirements of maintaining existing service levels (primary gaps) and for service level enhancements (secondary gaps)
- 9 A series of key financial performance indicators, with appropriate threshold targets, will be utilised to strategically analyse the financial integrity of the Plan. These include:

- 
- underlying working capital ratio – greater than 1.25
 - underlying result – greater than 0.0
 - financial sustainability indicator – greater than 95%
 - self-financing greater than 20%
 - indebtedness – less than 40%
 - total debt as a % of rate revenue – less than 60%
 - debt service costs as a % of total revenue – less 5%
- 10 The amount of asset renewal funding required to maintain specified service levels as documented in asset management plans will be updated into the Long Term Financial Plan, subject to the available resource requirements, to ensure that the financial integrity of the plan is not compromised.
 - 11 Any new, upgrade and expansion capital work proposals in the first four years of the Long Term Financial Plan must include a lifecycle cost evaluation that identifies the asset's construction, maintenance and operating cash flow requirements as well as the depreciation impact.
 - 12 Capital income must only be utilised as a funding source for capital or 'one off' expenditure requirements.
 - 13 Council consider borrowing for new capital projects only when consistent underlying operating surplus results are being achieved.
 - 14 For borrowings to be considered, projects must have had a full lifecycle cost analysis undertaken, proving that future cash inflows will exceed the cash outlays, or alternatively that the additional costs are quantified in the Long Term Financial Plan and the integrity of the financial strategies are not compromised.
 - 15 Where reasonably possible, fees and charges are increased by the same general rates increase until full cost recovery is achieved for direct service provision. Any fees that are not increased in line with the planned rate rise be clearly identified and documented for Council's consideration.
 - 16 Any services that undergo service level review process which have non statutory fees and charges will have those fees and charges identified to reflect their level of community benefit which clearly articulates the basis for the fee or charge relative to the service being provided.
 - 17 Council consider the most appropriate rating strategy to provide adequate funds to:
 - achieve sustainable underlying surpluses;
 - achieve sustainable cash flows; and

- fund capital renewal projects;

in both the Annual Budget and Long Term Financial Plan to support defined service and infrastructure asset requirements.

The Financial Strategies are reviewed and updated on a yearly basis. This document is also available from www.southgippsland.vic.gov.au

Financial challenges

The Minister for Local Government the Hon. Natalie Hutchins announced on 19 December 2016 that Victorian council rate increases will be capped to the rate of inflation, 2.0% for 2017/18. The cap is based on Melbourne CPI for the next financial year as forecast by the Victorian Treasury.

The rate rise for 2017/18 will now be 2.0%. The rate rise for 2016/17 in the previous years' Long Term Financial Plan was 2.5%. The rate rises in the forward years have been set at 2.0%.

The key longer term financial strategic performance targets are to:

- Achieve consistent underlying operating surpluses.
- Produce strengthening underlying working capital and liquidity positions.
- Progressively increase funding for asset maintenance / capital renewal expenditure.
- Provide a reasonable degree of consistency and stability in the level of the rates burden.

These initiatives will enhance the longer term financial sustainability of Council to:

- Achieve the strategic objectives documented in the Council Plan.
- Address any infrastructure funding gap issues that may arise.
- Achieve long term financial sustainability, that being, having adequate level of funding for a defined level of services in current and forward budgets.

Financial Resource requirements

The SRP has a very strong focus on short- to medium-term financial outcomes. Budgeted statements are documented further in this section.

Budgeting Methodology used for the Standard Financial Statements Strategic Resource Plan

The Budgeted Financial Statements are a subset of Council's 15 year Long Term Financial Plan. It has been prepared at the lowest accounting level within the Council's general ledger system. At this level, certain accounts were coded for manual adjustment rather than broad percentage increases. For example, election expenses occur only once every four years. It is therefore not possible to simply multiply the previous year's base by a percentage and achieve the same outcomes as presented.

The Reserve Bank of Australia target rate for inflation (as measured in the CPI), is that it remains between 2.0% and 3.0%.

CommSec forecasts that underlying inflation will be 1.8% for 2016/17 and 2.1% for 2017/18.

Where an inflation movement has been used in material and consumable calculations, it has been modelled at being set at 0% for 2017/18.

This recalibration can be justified a number of ways including:


- The actual CPI for 2014/15 was 1.1% and for 2015/16 was 1.4%;
- Council's inflation index over that period of time was set at 2.5% which has created embedded financial capacity in the recurrent budgets; which in turn has contributed to consistent overall actual operational expenditure outcomes being favourable relative to forecasted results.

In the following two years (2018/19 - 2019/20), the default inflation index in the Long Term Financial Plan has been set at 2.0% per annum. In the following four years it is set at 2.25% and then increases to 2.5% from 2024/25 onwards.

Commsec Wages Prices Index project a 2.1% movement to occur in 2016/17 and 2.6% on 2017/18.

The employee costs increments have been set at 2.0% from 2017/18 to 2018/19 and at 2.5% from 2020/21 to 2023/24 and then at 2.75% from 2024/25 onwards. It also has factored in the increase in superannuation contributions from 9.5% to 10.0% to occur in 2021/22 and then to increase by 0.5% each year thereafter until it reaches 12.0% in 2025/26.

Program service delivery areas that include construction type projects tend to have costs that increase above CPI. The Australian Bureau of Statistics showed that the Road Bridge Construction Index for Victoria was an average of 2.34% for the five



year period ending December 2016. The annualised movement (as at December 2017) was a 0.82% increase.

The budgeting methodology used in the capital works program depends on the nature and timing of the projects. For the majority of infrastructure projects that occur yearly, such as roads, bridges culverts and drains, the costing for 2017/18 is based on an indexed increase of 2.0%. The following 2018/19 year the indexed increase is 2.5% and then trends up by 0.5% each year up until 2020/21. From 2021/22 onwards the index increase is set at 3.8%.

Fees and charges increases are generally modelled to increase by the same general rates increase until full cost recovery is achieved for direct service provision, where appropriate.

Rates

The general rate for 2017/18 will increase by 2.0%. The garbage and green waste charge will increase by 1.3% for 2017/18.

The general rate rises are projected to be increased by 2.0% in the forward years and the waste charges by 0.9% in the forward years.

This Strategic Resource Plan has allowed for a growth factor of 175 additional supplementary valuations each year. This has a significant compounding impact on rate income in the forward budgets.

Non-Financial Resources

The range of services undertaken by Council involves the abilities, efforts and competencies of 264.53 Equivalent Full Time (EFT) staff. The skill base of Council's workforce is diverse, with staff holding qualifications in areas such as aged care, civil engineering, accounting, health care, planning, building, and other fields.

There are also a vast number of volunteers that provide unpaid assistance across many services of Council.

Comprehensive Income Statement

SOUTH GIPPSLAND SHIRE COUNCIL	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Budget 2018/19 \$'000	Budget 2019/20 \$'000	Budget 2020/21 \$'000
INCOME					
Rates and charges	39,962	40,935	42,031	43,153	44,304
Statutory fees and fines	607	618	622	630	650
User fees	4,042	4,163	4,444	4,612	4,838
Grants - Operating	12,826	12,149	11,851	14,925	14,239
Grants - Capital	9,915	6,395	1,872	3,763	3,980
Contributions - monetary	462	66	67	68	571
Contributions - non monetary	379	479	387	395	404
Net gain/ (loss) on disposal of property, infrastructure, plant and equipment	104	(329)	(257)	(276)	(397)
Fair value adjustment for investment property	0	0	0	0	0
Other income	2,437	2,388	2,374	2,414	2,456
TOTAL INCOME	70,734	66,864	63,391	69,684	71,045
EXPENSES					
Employee costs	23,897	24,428	24,893	25,498	26,127
Materials and services	23,958	21,130	18,532	23,780	22,707
Bad and doubtful debts	1	1	1	1	1
Depreciation and amortisation	11,209	11,884	12,491	13,113	13,873
Borrowing costs	142	142	142	59	0
Other expenses	3,213	3,573	3,230	3,294	3,368
TOTAL EXPENSES	62,420	61,158	59,289	65,745	66,076
SURPLUS (DEFICIT)	8,314	5,706	4,102	3,939	4,969
OTHER COMPREHENSIVE INCOME Items that will not be reclassified to surplus or deficit					
Net Asset revaluation increment (decrement)	0	25,655	0	27,526	0
Previously unrecognised assets	0	0	0	0	0
TOTAL COMPREHENSIVE RESULT	8,314	31,361	4,102	31,465	4,969

Balance Sheet

SOUTH GIPPSLAND SHIRE COUNCIL	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Budget 2018/19 \$'000	Budget 2019/20 \$'000	Budget 2020/21 \$'000
BUDGETED BALANCE SHEET					
Current assets					
Cash and cash equivalents	9,037	7,588	8,027	6,403	1,559
Trade and other receivables	4,203	4,203	4,203	4,203	4,203
Other financial assets	6,896	6,896	6,896	6,896	6,896
Inventories	195	195	195	195	195
Other assets	227	227	227	227	227
Total current assets	20,558	19,109	19,548	17,924	13,080
Non current assets					
Trade and other receivables	0	0	0	0	0
Investments in associates and joint ventures	991	991	991	991	991
Property, infrastructure, plant and equipment	533,771	566,621	569,609	599,453	609,373
Investment property	729	729	729	729	729
Total non current assets	535,491	568,341	571,329	601,173	611,093
Total assets	556,049	587,450	590,877	619,097	624,173
Current liabilities					
Trade and other payables	2,978	2,978	2,978	2,978	2,978
Trust funds and deposits	873	873	873	873	873
Provisions	5,045	5,085	5,125	5,165	5,205
Interest bearing loans and borrowings	0	0	3,350	0	0
Total current liabilities	8,896	8,936	12,326	9,016	9,056
Non current liabilities					
Provisions	2,313	2,313	1,598	1,663	1,730
Interest bearing loans and borrowings	3,350	3,350	0	0	0
Total non current liabilities	5,663	5,663	1,598	1,663	1,730
Total liabilities	14,559	14,599	13,924	10,679	10,786
Net assets	541,490	572,851	576,953	608,418	613,387
Equity					
Accumulated surplus	208,639	213,099	216,079	222,889	227,011
Reserves	332,851	359,752	360,874	385,529	386,376
Total equity	541,490	572,851	576,953	608,418	613,387

Statement of Changes in Equity

STATEMENT OF CHANGES IN EQUITY				
For the four years ending 30 June				
	Total	Accumulated	Revaluation	Other
	\$'000	Surplus	Reserve	reserves
		\$'000	\$'000	\$'000
2017/18				
Balance at beginning of the financial year	541,490	208,639	329,540	3,311
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	31,361	5,706	25,655	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(2,137)	-	2,137
Transfer from reserves	-	891	-	(891)
Balance at end of the financial year	572,851	213,099	355,195	4,557
2018/19				
Balance at beginning of the financial year	572,851	213,099	355,195	4,557
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	4,102	4,102	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(2,220)	-	2,220
Transfer from reserves	-	1,098	-	(1,098)
Balance at end of the financial year	576,953	216,079	355,195	5,679
2019/20				
Balance at beginning of the financial year	576,953	216,079	355,195	5,679
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	31,465	3,939	27,526	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(1,679)	-	1,679
Transfer from reserves	-	4,550	-	(4,550)
Balance at end of the financial year	608,418	222,889	382,721	2,808
2020/21				
Balance at beginning of the financial year	608,418	222,889	382,721	2,808
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	4,969	4,969	-	-
Impairment losses on revalued assets	-	-	-	-
Reversal of impairment losses on revalued assets	-	-	-	-
Transfer to reserves	-	(2,356)	-	2,356
Transfer from reserves	-	1,509	-	(1,509)
Balance at end of the financial year	613,387	227,011	382,721	3,655

Statement of Cash Flows

SOUTH GIPPSLAND SHIRE COUNCIL	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Budget 2018/19 \$'000	Budget 2019/20 \$'000	Budget 2020/21 \$'000
BUDGETED CASH FLOW STATEMENT					
Cash flows from operating activities					
Rates and charges	39,962	40,935	42,031	43,153	44,304
Statutory fees & fines	607	618	622	630	650
User fees	4,042	4,163	4,444	4,612	4,838
Grants - operating	12,826	12,149	11,851	14,925	14,239
Grants - capital	9,915	6,395	1,872	3,763	3,980
Contributions- monetary	462	66	67	68	571
Interest received	602	602	614	626	640
Other receipts	1,835	1,786	1,760	1,788	1,816
Employee costs	(23,796)	(24,327)	(24,790)	(25,393)	(26,020)
Materials and services	(23,959)	(21,131)	(18,533)	(23,781)	(22,708)
Other payments	(3,213)	(3,573)	(3,230)	(3,294)	(3,368)
Net cash provided by (used in) operating activities	19,283	17,683	16,708	17,097	18,942
Cash flows from investing activities					
Payments for property, infrastructure, plant & equipment	(22,965)	(20,140)	(16,835)	(16,052)	(24,764)
Proceeds from sale of property, infrastructure, plant and equipment	1,510	1,150	708	740	978
Payments for / from investments	8,420	0	0	0	0
Trust Funds and deposits	0	0	0	0	0
Loan advances made	0	0	0	0	0
Repayment of loans and advances	0	0	0	0	0
Net cash provided by (used in) investing activities	(13,035)	(18,990)	(16,127)	(15,312)	(23,786)
Cash flows from financing activities					
Finance costs	(142)	(142)	(142)	(59)	0
Proceeds from borrowing	0	0	0	0	0
Repayment of borrowings	0	0	0	(3,350)	0
Net cash provided by (used in) financing activities	(142)	(142)	(142)	(3,409)	0
Net increase (decrease) in cash and cash equivalents	6,106	(1,449)	439	(1,624)	(4,844)
Cash and cash equivalents at the beginning of the financial year	2,931	9,037	7,588	8,027	6,403
Cash and cash equivalents at the end of the financial year	9,037	7,588	8,027	6,403	1,559

Statement of Capital Works

For the four years ended 30 June 2021

Capital Works Areas	Forecast	Budget	Budget		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Property					
Land	300	25	400	100	5,100
Buildings	3,488	1,831	1,592	1,354	2,062
Total property	3,788	1,856	1,992	1,454	7,162
Plant and equipment					
Plant, machinery and equipment	2,293	2,258	2,583	2,988	3,712
Computers and telecommunications	1,391	1,595	672	667	683
Total plant and equipment	3,684	3,853	3,255	3,655	4,395
Infrastructure					
Roads	12,421	9,927	5,432	6,171	10,084
Kerb & Channel	-	-	-	-	-
Bridges	233	2,524	399	226	358
Major Culverts	42	92	72	95	98
Footpaths and cycleways	649	540	329	440	456
Drainage	161	134	116	119	124
Off street car parks	504	-	-	-	-
Waste management #	350	432	38	218	72
Other infrastructure	1,133	720	4,425	3,673	2,015
Total infrastructure	15,493	14,369	10,811	10,942	13,207
Total capital works expenditure	22,965	20,078	16,058	16,051	24,764
Represented by:					
New asset expenditure	178	-	-	-	116
Asset renewal expenditure	17,917	10,311	15,272	12,857	16,895
Asset upgrade expenditure	3,161	6,417	678	909	6,308
Asset expansion expenditure	1,709	3,350	108	2,285	1,445
Total capital works expenditure	22,965	20,078	16,058	16,051	24,764
# Excludes Landfill rehabilitation provision	-	61	778	-	-

Statement of Planned Human Resource Expenditure

For the four years ending 30 June 2021

	Forecast 2016/17 \$'000	Budget 2017/18 \$'000	Budget 2018/19 \$'000	Budget 2019/20 \$'000	Budget 2020/21 \$'000
Staff expenditure					
Employee costs – operating	23,897	24,428	24,893	25,498	26,127
Employee costs – capital	1,321	1,338	1,284	1,294	1,326
Total staff expenditure	25,218	25,766	26,177	26,792	27,453
Staff numbers					
Employees	263.40	264.53	263.23	263.03	263.03
Total staff numbers	263.40	264.53	263.23	263.03	263.03

Other Information for the four years ended 30 June 2021

Summary of Planned Capital Works Expenditure

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions / Sales \$'000	Council \$'000	Borrowings \$'000
2017-18										
Property										
Land	25	-	-	-	25	25	-	-	25	-
Total Land	25	-	-	-	25	25	-	-	25	-
Buildings	1,831	-	855	950	26	1,831	-	-	1,831	-
Total buildings	1,831	-	855	950	26	1,831	-	-	1,831	-
Total property	1,856	-	855	950	51	1,856	-	-	1,856	-
Plant and equipment										
Plant, machinery and equipment	2,258	-	2,258	-	-	2,258	-	749	1,509	-
Computers and telecommunications	1,595	-	1,595	-	-	1,595	-	-	1,595	-
Total plant and equipment	3,853	-	3,853	-	-	3,853	-	749	3,104	-
Infrastructure										
Roads	9,927	-	4,070	78	5,779	9,927	4,732	-	5,195	-
Bridges	2,524	-	424	2,100	-	2,524	1,663	-	861	-
Major culverts	92	-	92	-	-	92	-	-	92	-
Footpaths and cycleways	540	-	319	221	-	540	-	-	540	-
Drainage	134	-	-	-	134	134	-	-	134	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Waste management	432	-	-	-	432	432	-	-	432	-
Other infrastructure	720	-	698	-	22	720	-	-	720	-
Total infrastructure	14,369	-	5,603	2,399	6,367	14,369	6,395	-	7,974	-
Total capital works expenditure	20,078	-	10,311	3,349	6,418	20,078	6,395	749	12,934	-

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions / Sales \$'000	Council \$'000	Borrowings \$'000
2018-19										
Property										
Land	400	-	-	-	400	400	-	-	400	-
Total Land	400	-	-	-	400	400	-	-	400	-
Buildings	1,592	-	1,592	-	-	1,592	-	-	1,592	-
Total buildings	1,592	-	1,592	-	-	1,592	-	-	1,592	-
Total property	1,992	-	1,592	-	400	1,992	-	-	1,992	-
Plant and equipment										
Plant, machinery and equipment	2,583	-	2,583	-	-	2,583	-	708	1,875	-
Computers and telecommunications	672	-	672	-	-	672	-	-	672	-
Total plant and equipment	3,255	-	3,255	-	-	3,255	-	708	2,547	-
Infrastructure										
Roads	5,432	-	5,312	80	40	5,432	1,672	-	3,760	-
Bridges	399	-	399	-	-	399	-	-	399	-
Major culverts	72	-	72	-	-	72	-	-	72	-
Footpaths and cycleways	329	-	301	28	-	329	-	-	329	-
Drainage	116	-	-	-	116	116	-	-	116	-
Off street car parks	-	-	-	-	-	-	-	-	-	-
Waste management	38	-	-	-	38	38	-	-	38	-
Other infrastructure	4,425	-	4,341	-	84	4,425	200	-	4,225	-
Total infrastructure	10,811	-	10,425	108	278	10,811	1,872	-	8,939	-
Total capital works expenditure	16,058	-	15,272	108	678	16,058	1,872	708	13,478	-

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions / Sales \$'000	Council \$'000	Borrowings \$'000
2019-20										
Property										
Land	100	-	-	-	100	100	-	-	100	-
Total Land	100	-	-	-	100	100	-	-	100	-
Buildings	1,354	-	1,082	-	272	1,354	-	-	1,354	-
Total buildings	1,354	-	1,082	-	272	1,354	-	-	1,354	-
Total property	1,454	-	1,082	-	372	1,454	-	-	1,454	-
Plant and equipment										
Plant, machinery and equipment	2,988	-	2,988	-	-	2,988	-	740	2,248	-
Computers and telecommunications	667	-	667	-	-	667	-	-	667	-
Total plant and equipment	3,655	-	3,655	-	-	3,655	-	740	2,915	-
Infrastructure										
Roads	6,171	-	5,905	80	186	6,171	2,111	-	4,060	-
Bridges	226	-	226	-	-	226	-	-	226	-
Major culverts	95	-	95	-	-	95	-	-	95	-
Footpaths and cycleways	440	-	310	130	-	440	-	-	440	-
Drainage	119	-	-	-	119	119	-	-	119	-
Off street car parks										
Waste management	218	-	218	-	-	218	-	-	218	-
Other infrastructure	3,673	-	1,366	2,075	232	3,673	1,652	-	2,021	-
Total infrastructure	10,942	-	8,120	2,285	537	10,942	3,763	-	7,179	-
Total capital works expenditure	16,051	-	12,857	2,285	909	16,051	3,763	740	11,548	-

	Asset Expenditure Types					Funding Sources				
	Total \$'000	New \$'000	Renewal \$'000	Expansion \$'000	Upgrade \$'000	Total \$'000	Grants \$'000	Contributions / Sales \$'000	Council \$'000	Borrowings \$'000
2020-21										
Property										
Land	5,100	-	-	-	5,100	5,100	-	-	5,100	-
Total Land	5,100	-	-	-	5,100	5,100	-	-	5,100	-
Buildings	2,062	116	1,946	-	-	2,062	490	-	1,572	-
Total buildings	2,062	116	1,946	-	-	2,062	490	-	1,572	-
Total property	7,162	116	1,946	-	5,100	7,162	490	-	6,672	-
Plant and equipment										
Plant, machinery and equipment	3,712	-	3,712	-	-	3,712	-	978	2,734	-
Computers and telecommunications	683	-	683	-	-	683	-	-	683	-
Total plant and equipment	4,395	-	4,395	-	-	4,395	-	978	3,417	-
Infrastructure										
Roads	10,084	-	9,050	81	953	10,084	3,866	-	6,218	-
Bridges	358	-	358	-	-	358	125	-	233	-
Major culverts	98	-	98	-	-	98	-	-	98	-
Footpaths and cycleways	456	-	321	135	-	456	-	-	456	-
Drainage	124	-	-	-	124	124	-	-	124	-
Off street car parks										
Waste management	72	-	-	-	72	72	-	-	72	-
Other infrastructure	2,015	-	726	1,229	60	2,015	-	-	2,015	-
Total infrastructure	13,207	-	10,553	1,445	1,209	13,207	3,991	-	9,216	-
Total capital works expenditure	24,764	116	16,894	1,445	6,309	24,764	4,481	978	19,305	-

Summary of Planned Human Resource Expenditure

For the four years ending 30 June 2021

	2018 \$'000	2019 \$'000	2020 \$'000	2021 \$'000
Corporate and Community Services				
-Permanent full time	3,643	3,742	3,814	3,909
-Permanent part time	2,366	2,409	2,467	2,528
Total Corporate and Community Services	6,009	6,151	6,281	6,437
Development Services				
-Permanent full time	3,800	3,885	3,979	4,077
-Permanent part time	571	581	596	610
Total Development Services	4,371	4,466	4,575	4,687
Sustainable Communities and Infrastructure Maintenance				
-Permanent full time	9,624	9,806	10,040	10,287
-Permanent part time	823	838	858	879
Total Sustainable Communities and Infrastructure Maintenance	10,447	10,644	10,898	11,526
Executive Services				
-Permanent full time	448	461	472	484
-Permanent part time	181	185	189	194
Total Executive Services	629	646	661	678
Total casuals and other	4,310	4,270	4,377	4,485
Total staff operating expenditure	25,766	26,177	26,792	27,453
Capital works	1,338	1,284	1,294	1,326
Total staff expenditure	24,428	24,893	25,498	26,127
	FTE	FTE	FTE	FTE
Corporate and Community Services				
-Permanent full time	35.00	35.00	35.00	35.00
-Permanent part time	27.49	27.49	27.49	27.49
Total Corporate and Community Services	62.49	62.49	62.49	62.49
Development Services				
-Permanent full time	38.40	38.40	38.40	38.40
-Permanent part time	7.39	7.39	7.39	7.39
Total Development Services	45.79	45.79	45.79	45.79
Sustainable Communities and Infrastructure				
-Permanent full time	105.60	105.60	105.60	105.60
-Permanent part time	9.35	9.35	9.35	9.35
Total Sustainable Communities and Infrastructure Maintenance	114.95	114.95	114.95	114.95
Executive Services				
-Permanent full time	4.00	4.00	4.00	4.00
-Permanent part time	1.85	1.85	1.85	1.85
Total Executive Services	5.85	5.85	5.85	5.85
Total casuals and other	35.45	34.15	33.95	33.95
Total staff numbers	264.53	263.23	263.03	263.03