



Council Plan
2017-2021



VICTORIA ST.
PALMERSTON ST.

NAPIER ST.
VICTORIA ST.

Palmerston Street, Warragul

Contents

Contents.....	3
Mayor’s Welcome.....	5
Council Plan 2017 - 2021	7
About this Plan.....	8
About Baw Baw Shire.....	10
About the Council.....	15
Baw Baw Shire’s priorities	20
Objectives, Outcomes and Strategies 2017 - 2021.....	24
Objective: Vibrant communities	27
Objective: Thriving economy	30
Objective: Safe and sustainable environments	32
Objective: Organisational Excellence	35
Strategic Resource Plan.....	38



THE CORNER

STORES

Walhalla
Celebrated

CARLTON

TRENDY'S BROS

NO
PARKING
ANY
TIME

POST

i

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Walhalla Ghost Tour
TONIGHT!
BOOK HERE

Walhalla Corner Store and Museum, Walhalla

Mayor's Welcome

It is a great honour to be the Mayor at a time when the Council sets its plan for our four year term. In developing this plan we have continued to work within the goals outlined in the long-term community plan, BawBaw 2050.

While developing this new Council Plan, we have engaged with our community, business and government organisations to ensure we understand and are responding to the key challenges and opportunities facing us over the next four years and beyond. During the preparation of the plan, we heard the voices of over 300 people who participated in a workshop with us, or completed a survey about the Shire and told us what they want to see for the future.

As a group we have ensured that we have identified themes that will allow us to work with the community to manage Council's assets, to plan for future growth, to continue to provide an exceptional range of services, and to protect the environment for future generations.

The four key objectives of our new Council Plan are:

1. Vibrant communities.
2. Thriving economy.
3. Safe and sustainable environments.
4. Organisation excellence.

These themes and the associated four-year strategies for the organisation encapsulate our aspirations for the Council from now until 2021.

We have identified the importance of continuing to work with our neighbouring Gippsland Councils to build and support our industries, particularly in light of the recent Hazelwood transition and changes in the dairy and timber industries. Advocating for our community remains high on our agenda, to ensure we are bringing attention to areas of need for our shire as we grow, specifically focusing on a new hospital, kindergarten places, sports and recreation, education and public transport.

A focus on creating and enhancing community spaces is also a theme for the Council, including the development of community hubs, as well as further improving our footpath and trail connections to provide our residents with safe links around our shire.

Other important initiatives we have identified include:

- Being more consultative and collaborative with the community, particularly with regards to key decisions.
- Assessment of youth services provision.
- Improving parking opportunities in town centres, particularly Warragul and Drouin.

- Becoming more innovative and ready for new technology, and ready to adapt to change and disruption.
- Improved sports and recreation opportunities and facilities for the community.
- Encouraging and supporting local business and the growth of local employment opportunities.

Given the foundations we have laid in the development of this Council Plan 2017 - 2021, and with the continued support of the many enthusiastic and talented people in the organisation, I feel confident that we can achieve these goals.

I hope that by reading this plan the community will have a clear understanding of our vision for Baw Baw over the next four years.

Cr Joe Gauci
Mayor

Council Plan 2017 - 2021

Vision

Happy, healthy people sharing prosperity and knowledge from living sustainably and in harmony with our rural identity, thriving villages, productive and inspiring landscapes.

Objectives

Vibrant Communities

- Quality community focused services, facilities and infrastructure to support a growing community.
- Managing Baw Baw's growth and development.
- A vibrant, healthy and inclusive community.
- Thriving town centres, rural and remote communities.

Thriving Economy

- Supporting innovative, thriving and sustainable local business and industry providing local employment.

Safe and Sustainable Environments

- Protecting and sustainably managing Baw Baw's environment.
- Efficient roads, transport and parking.
- Community safety and protection.
- Preparing for the impacts and consequences of climate change and extreme events.

Organisational Excellence

- Innovative, community focused and future ready.
- Positive leadership, advocacy and decision making around shared goals.
- Providing community benefit by effectively managing council's resources and finances.
- Staff who are supported to ensure they are effective, safe and skilled in the workplace.

About this Plan

The Council Plan represents a four year road map for the Council, and describes the key services and priorities that Council will focus on between 2017 and 2021.

In developing the Council Plan, Council has considered:

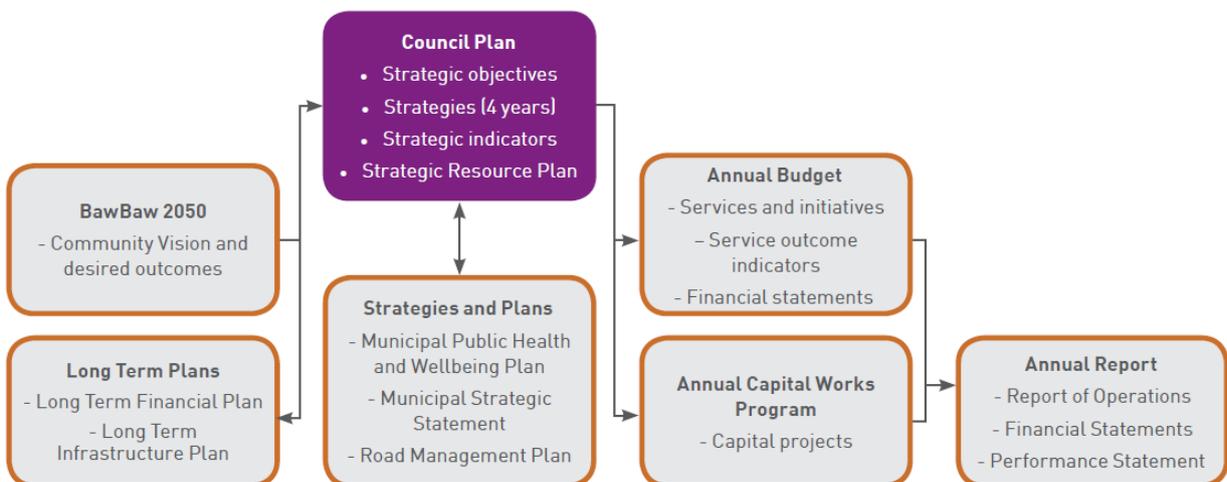
- Council’s long term planning, including Long Term Infrastructure and Financial Plans.
- Community and Councillor planning workshops held to identify the key issues Council needs to consider in developing the Council Plan.
- Responses made to a community survey on what the community values and wants for the future.
- Emerging issues, challenges and opportunities facing the community, the shire and the region.
- Community needs and aspirations for the future as expressed in the BawBaw 2050 community vision.
- Council’s role, and organisation capacity and capability over the next four years.

This Council Plan is the result.

Corporate planning framework

The Council Plan is a key strategic plan for the Council and its strategic planning framework as shown below. The Framework incorporates the longer term, ten year + at the left of the image, through to annual planning and reporting at the right. The Council Plan covers the four year term of the current elected Council.

Baw Baw Shire Council Planning Framework



Council Plan 2017 – 2021

The four objectives of the Council Plan, which together will drive Council's planning, major projects and service delivery over the four years 2017 - 2021, are:

1. Vibrant communities.
2. Thriving economy.
3. Safe and sustainable environments.
4. Organisation excellence.

Under each of these, Council has identified the services it will deliver and a number of four-year strategies to achieve the objectives and the outcomes that council is wanting to achieve.

Council will identify annual initiatives against each of the objectives which will be included in the annual Budget document.

The Council Plan also includes the Strategic Resource Plan, which identifies the financial resources that will be required over the next four years in order to achieve the Council Plan objectives.

Reporting our performance

Council regularly reports its performance in its quarterly reports, Annual Report and Performance Statements, which are published to Council's website www.bawbawshire.vic.gov.au.

Council also publishes its annual performance against the Local Government Performance Reporting Framework on the State Government website www.knowyourcouncil.vic.gov.au.

About Baw Baw Shire

Baw Baw Shire is approximately 100 kilometres east of Melbourne in the heart of West Gippsland. It has an area of 4,027 square kilometres and was formed in 1994 from the amalgamation of the former Buln Buln and Narracan Shires, the Rural City of Warragul (previously the Shire of Warragul), and some parts of the Shire of Upper Yarra.

The northern half of the shire is heavily forested and lies in the Great Dividing Range and its foothills, including parts of the Mt Baw Baw National Park, while the shire is bounded by the Strzelecki Range and its foothills to the south. The 'middle' part of the shire is more densely populated, particularly in areas close to the Princes Highway and the Gippsland railway line, but still retains its rural environment. The Shire's largest towns are located along this transport spine, and include Warragul, Drouin, Longwarry, Yarragon and Trafalgar.

Baw Baw is bordered by South Gippsland, Cardinia, Yarra Ranges, Mansfield, Wellington Shires, and City of Latrobe.

Our challenges and opportunities

The Baw Baw Shire community is faced with a number of challenges and opportunities:

Population change

Baw Baw Shire is growing quickly, with the population forecast to grow to 67,700 residents by 2031, representing a growth of over two percent per annum. With a current population of around 46,600 people, this will mean over 21,000 additional people living in the shire by 2031, or roughly equivalent to another Warragul and Drouin.

The outward growth of Melbourne has Baw Baw Shire positioned within commuting distance of the expanding metropolitan area, attracting new residents looking to take advantage of the availability of affordable housing while experiencing a rural town lifestyle. Our rural character, appearance and 'small town' feel is what many in the community say that they currently value about the shire, however this will come under pressure as our community grows.

The majority of future growth will occur in Warragul and Drouin, with more moderate growth set to occur in other shire towns along the Princes Freeway towns from Longwarry in the west to Trafalgar in the east. However at the same time, towns and areas away from the central growth corridor are experiencing issues with population decline. This creates issues in terms of services and facilities available to residents in more rural and remote areas, and the practicality and financial sustainability of providing services into those areas.

As with other peri-urban councils, the Council is working to find an appropriate balance between urban growth, while protecting and enhancing rural economic activities and the Shire's natural resources, biological diversity and beautiful landscapes.

Community services and infrastructure

Rapid population growth will place increasing pressure on existing services and infrastructure, and create more demand in particular for:

- Roads and public transport, telecommunications and energy.
- Health, education, leisure, commercial and community services.

Key issues for the community will be around ensuring adequate access to these and other community services and infrastructure as the community grows and changes. As many of these are the responsibility of State and Federal Governments, a key role for the Council, supported by the community, is advocacy and lobbying for these essential community services.

Education

Local education and learning opportunities are an important community concern, from primary and secondary school opportunities for growing numbers of young people living in the Shire, through to tertiary and further education opportunities to provide education opportunities for young people in the shire without the need to move out of the area.

Health and wellbeing

Community health and wellbeing is a key issue for the community and Council. This includes the need for additional health services such as a new hospital, which is a key advocacy priority for the Council.

Arising from the workshops and survey conducted during the preparation of the Council Plan was concern at our general health and wellbeing, particularly in terms of low rates of physical activity, high rates of smoking, low intake of fruits and vegetables, and increasing weight. Conversations with local youth during the preparation of this Plan indicate concerns with issues such as illegal drug use, and mental health issues in the community as well as general access to the services and facilities they need for health and wellbeing.

Roads and parking

Council currently maintains 1,766 km of local road network, and the ongoing management and maintenance of this road network is an ongoing priority for the Shire to ensure its quality and safety for the community. In addition, VicRoads manages the regional road network of main and major roads across the shire.

Expansion of local industrial and business employment will bring a greater flow of heavy traffic moving through the region to access the Latrobe Valley and the Port of Melbourne. Upgrades to existing collector and tertiary level roads can be anticipated, particularly in the major growth centres of Warragul and Drouin. The implementation of the planned bypass road for Drouin is likely to be needed in the immediate term, whilst the Warragul CBD bypass will be necessary in the medium term and, some work to separate heavy traffic from local traffic is anticipated for Longwarry.

Drainage

Several towns, such as Longwarry, Trafalgar and Yarragon, are impacted by local groundwater issues. This will require investment in excess of Council's Capital Works programs and financial capacity, for implementing effective drainage solutions, river and stream drainage network maintenance, and protection of town centres and connector roads.

Public transport

Rail services on the Warragul corridor were substantially increased in 2006 and the railway station now has the Gippsland region's highest passenger loadings. Increasing concentration of regional level community services in Warragul and Drouin will see greater demand for public transport connections, including bus and rail services to Melbourne and between these growth centres and the smaller towns. However the lack of public transport outside of Warragul and Drouin, and limited bus services between new residential subdivisions and the rail corridor, is of immediate concern. Conversations with local youth during the preparation of this Plan highlighted these public transport gaps as well as general concerns with feeling safe while using public transport.

An ageing population

Similar to much of regional Victoria, Gippsland's population is projected to age over the next 15 years. The proportion of people aged 65 or over is forecast to increase from 16 per cent to 23 per cent over this time, while at the same time the proportion of younger residents will decrease. This will have implications for demands for health, social services, leisure and cultural services, as well as housing preferences, with 84 per cent of future household growth to be from households with one person or couples without children.

Economy and employment

The local economy is currently seeing changes in the dairy and timber industries, along with the closure of Hazelwood and energy industry transition. This has impacts on local industry, employment and the broader community. In the future, new and emerging technologies, and economic and industrial shifts means the Council and the community needs to position and be ready to respond. Job creation, diversification, and increasing demand for labour within and neighbouring the Shire is vital to our economic prosperity and to ensuring residents can both live and work in the municipality.

An important issue raised by the community during the preparation of this Plan is around improved shopping opportunities in town centres, particularly Warragul and Drouin. Although Council doesn't have direct control of the businesses that set up in the Shire, it can play a role to encourage appropriate development through its economic and business support activities and through the management of strategic land use planning and statutory planning.

Changing environment

Baw Baw's biodiversity and environment is fundamental to the future health and wellbeing of our community. With increasing pressure from population growth and associated urban, industrial and agricultural development, we face challenges to protect and sustainably manage our unique biodiversity and environmental assets. Council will

need to work closely with the community, developers and industry to protect and sustainably manage these assets into the future.

Council recognises that sustainability and climate change are important issues to address to ensure the future health and prosperity of our community. Changes to our climate is resulting in more frequent, extreme weather events which have and continue to impact on the way we manage our assets and how we respond to emergencies. Council will need to be both prepared and resilient to the future impacts of climate change.



'RUBY CHARD' - SILVERBEET
PICK LARGER LEAVES
AS NEEDED.

About the Council



Left to right: Cr Peter Kostos, Cr Mikaela Power (Deputy Mayor), Cr Michael Leaney, Cr Joe Gauci (Mayor), Cr Danny Goss, Cr Jessica O'Donnell, Cr Darren Wallace, Cr Tricia Jones, Cr Keith Cook.

The current Council was elected on 22 October 2016 for a four year term ending in 2021.

The Council are responsible for making decisions about local issues and making strategic decisions that affect the long-term sustainability of the Shire. The Council, as stewards of community resources, have a responsibility to manage the Council's assets, provide a wide range of services and facilities, and ensure finances are allocated in the best interests of the whole community.

The Council are responsible for the strategic direction and policy of the municipality as set out in the Council Plan and the annual Budget.

Mission and values

Mission

Leaders in delivering quality, innovative and community focused services today that make a difference for tomorrow.

Council's values

Community focused	<i>Accessible, responsive (we're here to help), can do attitude, communicative, empathetic</i>
Integrity	<i>Equitable, honest, ethical, transparent</i>
Respect	<i>Listening, compassionate, open minded, understanding, patient</i>
Pride	<i>Caring, enthusiastic, inspiring, accountable</i>
Innovation	<i>Creative, bold, challenging, flexible</i>
Collaboration	<i>Partnering, building productive relationships, inclusive</i>

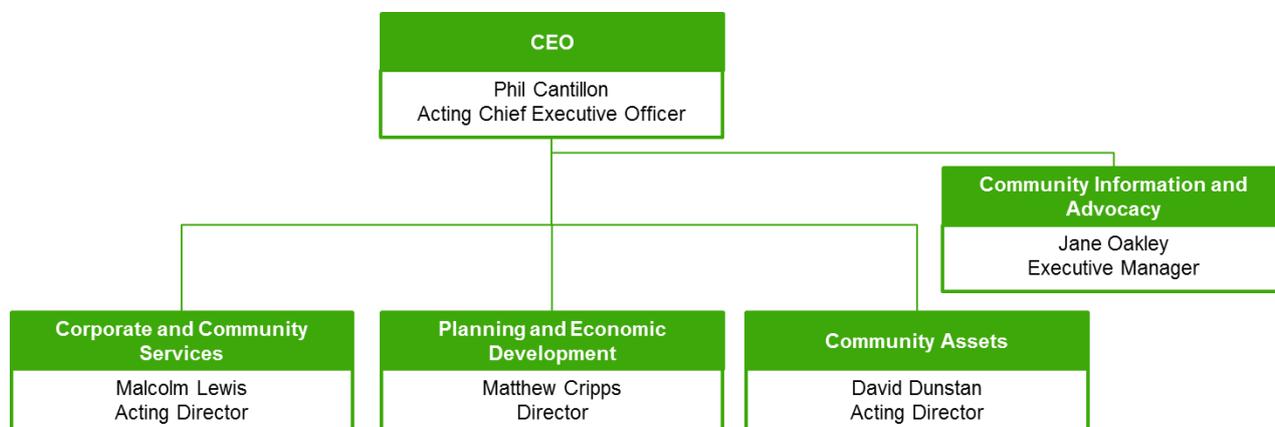
Principles for delivering the Council Plan

In delivering the Council Plan, the Council will strive to:

- Effectively manage council's resources and finances.
- Create value for the community in the delivery of its services.
- Provide positive leadership and direction for the Baw Baw community.
- Council that is open and transparent listens and responds to the community.

The Council Structure

Council is made up of three directorates, as well as one unit reporting directly to the CEO.



Council services

Baw Baw Shire Council provides a range of services that aim to maintain and improve the quality of life for the Baw Baw Shire community. Council's main service areas are listed below.

There are a number of other organisations and State and Federal Government departments which are also responsible for providing the services, facilities and infrastructure needed by the community. This includes many of the services needed as the community grows, such as health, education, public transport, major roads. Council's key role, with the support of the community, will be to advocate to the appropriate authority to ensure community needs are being met.

- Accounting Services
- Assessment and Care Planning
- Asset Management
- Building Services
- Business and Economic Development
- Business Information
- Communications
- Community Compliance
- Community Information and Services
- Corporate Planning
- Community Cultural Development
- Environment Sustainability
- Events
- Facilities Management
- Family and Children's Services
- Fire and Emergency Management
- Fleet and Depot Support
- Governance
- Home Based Support Services
- Human Resources
- Information Technology
- Infrastructure Planning and Growth
- Library Services
- Occupational Health and Safety and Risk
- Parks, Gardens and Sports Fields
- Payroll
- Procurement
- Program Planning and Delivery
- Property Management
- Public Health
- Recreation
- Revenue
- Road Network Management
- Social Support Services
- Statutory Planning
- Strategic and Community Planning
- Urban Maintenance
- Waste and Major Projects
- West Gippsland Arts Centre

Welcome to the

Baw Baw Shire Council

Drouin Civic



Cafe
Dine In & Takeaway
Fully Licensed & BYO

All Creatures
Great and Small
Gifts

Shops and cafes, Princes Highway, Yarragon

Baw Baw Shire's long term priorities

BawBaw 2050 and community priorities for the future

Developed in 2011, BawBaw 2050 is the community vision for the future of the Shire. It sets out community aspirations for the future and accompanying strategies to achieve them.

The community identified its vision for the future as 'happy, healthy people sharing prosperity and knowledge from living sustainably and in harmony with our rural identity, thriving villages, productive and inspiring landscapes' which was subsequently adopted by Council as its own vision for the future.

The community identified six key future directions and associated strategies to achieve the vision:

- Managing growth.
- Lifelong learning, education, skills development and knowledge.
- Vibrant community living.
- Valuing our environment.
- Building responsible leadership.
- Building prosperity.

During the development of this new Council Plan, Council held several community workshops and conducted a community survey to understand what the community values about Baw Baw and want for the future. Images recorded at workshops held during the preparation of the draft Council Plan are over page.

Over 300 people were involved in this initial consultation, and the themes raised remain generally consistent with those raised in 2011 during the preparation of BawBaw 2050:

- Maintaining our rural feel as our community grows.
- Community vibrancy, inclusiveness, arts culture and events.
- Improved public transport services in the shire, including safety.
- Improving shopping and parking opportunities in town centres, particularly Warragul and Drouin.
- Services, infrastructure and facilities to support the growing community, including health and education.
- Improved sports, recreation and open space opportunities and facilities for the community.
- Encouraging and supporting local business and the growth of local employment opportunities.
- Becoming more innovative and ready for new technology, and ready to adapt to change and disruption.
- Identifying and building on what makes Baw Baw unique, including our clean, green local food culture.

- Investing in young people.
 - Being more consultative and collaborative with the community.
- Delivering on these will be the responsibility of a number of organisations, including Council and State and Federal Government Departments.

Council's objectives for the next four years align with the themes of BawBaw 2050 and identify the role that Council can take to achieve those aspirations raised by the community during the preparation of this Plan. The Council Plan 2017 – 2021 represents Council's response to, and continuing role in playing its part in working towards the community vision for the future.

Advocacy priorities

Baw Baw has been identified as a growth area, but it cannot grow without the infrastructure to support the population increases. Already Baw Baw is the sixth-fastest-growing municipality in the state. The pressures that are already being felt will only get worse without support and assistance.

For the Shire to achieve its full potential, Council will continue to advocate for delivering outcomes in partnership with other levels of government, the private sector, the not-for-profit sector, and the broader community. Council has identified a number of key projects and community needs to focus its advocacy activities to State and Federal Government and other relevant stakeholders:

Infrastructure

- Moe River Levy (North Canal Road).
- Improved community access to a safe, consistent and well connected public transport network across the Shire, including the bus network, and the third and fourth railway line.
- Sustainable sewerage solutions to small and remote towns.
- Mobile blackspot coverage.
- Drouin B-Double access.

Economic development

- First/Last Kilometre – Routes to Market.
- Sealing of the South Face Road as part of the Shire's visitor economy and touring routes.
- Destination and nature-based tourism.
- Diversification of the region's economy.
- Supporting a third Melbourne airport located in the South East.
- Rezoning of key sites in Longwarry and Drouin.

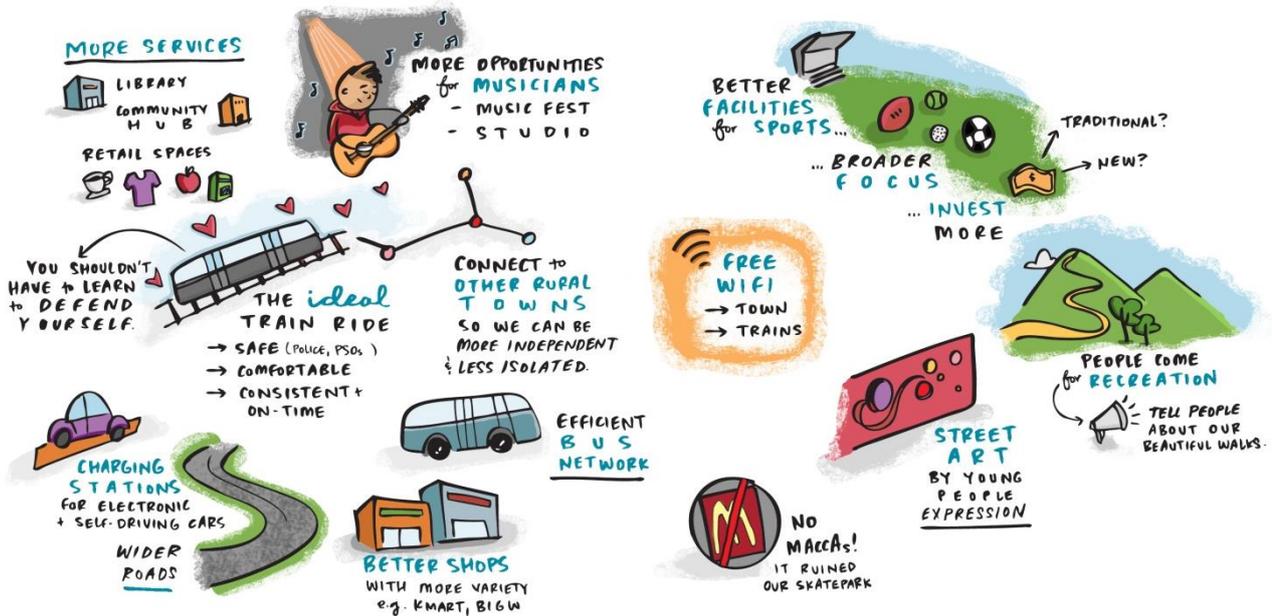
Community services and infrastructure

- New West Gippsland Hospital.
- Co-location of kindergartens on Primary School sites and additional kindergarten places.
- New education facilities to meet community needs as the community grows.
- New sports, recreation and public open space facilities.

WHERE DO WE WANT TO BE?



WHERE DO WE WANT TO BE?



Images recorded by Think in Colour at workshops held in early 2017 during the preparation of the Council Plan.

Council also supports the key regional investment priorities for Gippsland identified by the Gippsland Local Government Network. This includes regional rail, roads, tourism, environment, local economy and hobs, education and training, health, and family violence. Priorities specific to Baw Baw Shire include:

- Bunyip - Longwarry duplication and upgraded stations at both locations.
- Drouin Parkway Expansion (400 spaces).
- Train stabling at Warragul & Sale.
- New tracks, stations and stabling to provide services every 40 minutes to and from Gippsland during the day, at night and on the weekend.
- Upgrades to the train detection systems at 20 level crossings along the corridor.
- Funding to develop a Destination Management Plan - a 10-year strategy with an emphasis on the three pillars of: marketing, industry development and investment.
- Funding for preparation of tender documentation, procurement to release tender to market and tender evaluation and report for council consideration as part of Stage 3 of Gippsland Waste Resource Recovery Group (GWRRG) Collaborative Waste Project.

Long Term Infrastructure Priorities

Council's long term infrastructure priorities are set out in Council's 10 Year Infrastructure Plan, which aims to provide the right infrastructure: at the right time, in the right places, and in a way that represents best value for money and a sustainable use of resources. 10 Year Infrastructure Plan can be found on Council's website

www.bawbawshire.vic.gov.au.

The plan provides the basis for future discussions with the community, private sector, and State and Federal Governments to meet the infrastructure needs of the community and enhance the economy of the Shire.

Council's infrastructure requirements have been prioritised to:

- Support economic activity and improve amenities.
- Enable the movement of people, goods and services.
- Service the needs of households.
- Support the quality of life of individuals and resilience of communities.
- Connect individuals, businesses and communities with each other, to adjoining municipalities, and to the rest of the state.

The 10 Year Infrastructure Plan covers projects and reforms across waste, plant and fleet, roads, drainage, footpaths, bridges, open space, building and information technology infrastructure.

Objectives, Outcomes and Strategies 2017 - 2021

Council's key goals and what we want to achieve for the next four years are shown over page.

Reading from the bottom of the page, there is an objective and a number of desired outcomes which are based on Council's organisation mission and themed around organisational excellence. Council as a high performing, healthy and sustainable organisation supports the three community related goals above relating to our vibrant communities, thriving economy and safe and sustainable environments.

By doing all of this, we aim to achieve the community's long term vision for the shire:
Happy, healthy people sharing prosperity and knowledge from living sustainably and in harmony with our rural identity, thriving villages, productive and inspiring landscapes.

For each of the objectives shown in the image, there will be a number of four year strategies and actions that Council will carry out over the next four years to achieve the objectives. These are detailed in the following pages.

Baw Baw Shire Council Plan 2017 - 2021

Vision: Happy, healthy people sharing prosperity and knowledge from living sustainably and in harmony with our rural identity, thriving villages, productive and inspiring landscapes

Objective: VIBRANT COMMUNITIES

What we want to achieve

Quality community focused services, facilities and infrastructure to support a growing community

Managing Baw Baw's growth and development

A vibrant, healthy and inclusive community

Thriving town centres, rural and remote communities

Objective: THRIVING ECONOMY

What we want to achieve

Supporting innovative, thriving and sustainable local business and industry providing local employment

Objective: SAFE AND SUSTAINABLE ENVIRONMENTS

What we want to achieve

Protecting and sustainably managing Baw Baw's environment

Efficient roads, transport and parking.

Community safety and protection

Preparing for the impacts and consequences of climate change and extreme events

Objective: ORGANISATIONAL EXCELLENCE

What we want to achieve

Innovative, community focused and future ready

Positive leadership, advocacy and decision making around shared goals

Providing community benefit by effectively managing council's resources and finances

Staff who are supported to ensure they are effective, safe and skilled in the workplace

Mission: Leaders in delivering quality, innovative and community focused services today that make a difference for tomorrow



Noojee Trestle Bridge

Objective: Vibrant communities

About this objective

Council seeks to support the vibrancy and character of our local community as it grows and changes, through good planning, provision of its community focused services, facilities and infrastructure, and through support for local communities, health and wellbeing, recreation, youth, arts culture and events. We will also support smaller and remote communities in meeting their needs for vibrant community life.

What success looks like

- Quality community focused services, facilities and infrastructure to support a growing community.
- Managing Baw Baw's growth and development.
- A vibrant, healthy and inclusive community
- Thriving town centres, rural and remote communities.

Our strategies to achieve the objective

Strategies 2017 - 2021	Initiatives 2017/18	Responsible team
➤ Transition aged and disability support services in line with Federal policy direction and funding.	<ul style="list-style-type: none"> • Support eligible residents to transition to the National Disability Insurance Scheme (NDIS)* 	<i>Community Services</i>
➤ Develop a coordinated approach to community hubs and precincts in the municipality.	<ul style="list-style-type: none"> • Develop a strategy for community hubs and precincts in the municipality* 	<i>Community Assets</i>
➤ Sustainable management of the shire's rural character and agricultural land.	<ul style="list-style-type: none"> • Finalise the Rural Land Use Review for Council decision* 	<i>Strategic and Community Planning</i>
➤ Determine youth service provision to support youth in Baw Baw.	<ul style="list-style-type: none"> • Commence a review of the current Baw Baw Shire Youth Charter* 	<i>Strategic and Community Planning</i>
➤ Build a vibrant community of arts, culture and events.	<ul style="list-style-type: none"> • Redevelop the West Gippsland Art Centre into a regional performing arts facility* 	<i>Arts, Culture and Events</i>
	<ul style="list-style-type: none"> • Implement Council's new Arts, Culture & Events Strategy. 	<i>Arts, Culture and Events</i>
➤ Support the community to enhance their health and wellbeing.	<ul style="list-style-type: none"> • Develop a new Municipal Public Health and Wellbeing Plan* 	<i>Strategic and Community Planning</i>
	<ul style="list-style-type: none"> • Continue to work with the Central West Gippsland Primary Care Partnership to support food security in Baw Baw Shire. 	
➤ Work with the Aboriginal community to develop an action plan based on the Local Government Aboriginal Partnership Project.	<ul style="list-style-type: none"> • Continue developing the partnership between Council and the local Aboriginal community around key events and activities. 	<i>Strategic and Community Planning</i>

Strategies 2017 - 2021	Initiatives 2017/18	Responsible team
➤ Enhance opportunities for recreation and leisure participation as the community grows.	<ul style="list-style-type: none"> Develop a new Recreation Strategy 2017-2027* 	<i>Recreation</i>
➤ Plan, manage and deliver on the Shire's sport and recreation infrastructure needs through implementation of master plans, and developing new plans for growth areas.	<ul style="list-style-type: none"> Finalise the Baw Baw Shire indoor stadium feasibility study* 	<i>Recreation</i>
	<ul style="list-style-type: none"> Develop the second oval at Western Park. 	<i>Program, Planning and Delivery</i>
	<ul style="list-style-type: none"> Implement Master Plans for Warragul and Drouin Civic Parks* 	<i>Urban Operations</i>
➤ Facilitate the small towns and rural communities' community planning program.	<ul style="list-style-type: none"> Commence a review of the Community Planning process with small towns and rural communities. 	<i>Strategic and Community Planning</i>
➤ Warragul and Drouin CBD improvement works.	<ul style="list-style-type: none"> Continued Warragul CBD streetscape improvement works* 	<i>Program, Planning and Delivery</i>
➤ Enhancing how Council works with the community to improve social inclusion, access and equity.	<ul style="list-style-type: none"> Investigate opportunities for improving accessibility to Council services for all community members* 	<i>Council Business Community Information and Advocacy Strategic and Community Planning</i>

* Initiatives which have been identified in the Annual Budget 2017/18

How we'll track progress

Service area	Performance indicator
<i>Library services</i>	<ul style="list-style-type: none"> The percentage of the municipal population that are active library members
<i>Maternal Child Health</i>	<ul style="list-style-type: none"> Percentage of children enrolled who participate in the maternal child health service
	<ul style="list-style-type: none"> The percentage of Aboriginal children enrolled who participated in the maternal child health service
<i>Statutory Planning</i>	<ul style="list-style-type: none"> The percentage of planning application decisions subject to review by the Victorian Civil and Administrative Tribunal (VCAT) that were not set aside
<i>Community leadership and participation</i>	<ul style="list-style-type: none"> Number of volunteers registered on Council programs
	<ul style="list-style-type: none"> Participation in Council Committees and Committees of Management
<i>West Gippsland Arts Centre</i>	<ul style="list-style-type: none"> Attendance at the West Gippsland Arts Centre as a percentage of seat capacity
<i>Recreation and leisure</i>	<ul style="list-style-type: none"> Number of users on designated pathways and trails
	<ul style="list-style-type: none"> The number of visits to aquatic facilities per head of municipal population

Key strategies and plans that support this objective

- Asset Management Plans
- Baw Baw Shire Arts Culture and Events Strategic Plan
- Baw Baw Food Security Coalition Strategic Planning Working Group Action Plan
- Community Services Strategy
- Disability Action Plan
- Long Term Infrastructure Plan
- Municipal Early Years Plan
- Municipal Public Health and Wellbeing Plan
- Open Space Strategy
- Positive Ageing in Baw Baw Aged Services Plan
- Recreation Master Plans
- Recreation Strategy
- West Gippsland Corporation Library Plan
- Youth Charter



Princes Way, Drouin

Objective: Thriving economy

About this objective

Council will support local business and industry, and as a result indirectly supporting local employment opportunities for the Baw Baw community. We will continue to promote the shire as a place to live work and visit, particularly via the 'Visit Baw Baw' campaign and in working with local businesses in the food and hospitality, culture and events areas which attract visitors and new residents into the shire. We will also seek to position ourselves in relation to new and emerging opportunities and technology.

What success looks like

- Supporting innovative, thriving and sustainable local business and industry providing local employment.

Our strategies to achieve the objective

Strategies 2017 - 2021	Initiatives 2017/18	Responsible team
➤ Support business investment and diversification of the Baw Baw Economy.	• Develop a new Economic Development Strategy for the Shire*	<i>Business and Economic Development</i>
➤ Develop a destination tourism campaign.	• Develop a Visit Baw Baw marketing strategy.	
➤ Build on our clean, green food culture.		

* Initiatives which have been identified in the Annual Budget 2017/18

How we'll track progress

Service area	Performance indicator
<i>Economic development and tourism</i>	<ul style="list-style-type: none"> • Total number of businesses in the shire • Number of visitors to 'Visit Baw Baw'

Key strategies and plans that support this objective

- Baw Baw Branding Strategy
- Economic Development Strategy



Favorite Tomatoes, Warragul

Objective: Safe and sustainable environments

About this objective

Council will work to manage our natural environment and build our capacity and resilience to unforeseen and sudden events, such as changes in climate, new and emerging technology and changes to the energy market.

We will manage our built environment, including a safe, integrated quality local roads and transport network. This includes advocacy on behalf of the community to the State Government around improved community access to a safe, consistent and well connected public transport network.

We will provide a range of services in relation to community safety and protection including statutory building, planning, local laws and public health services.

What success looks like

- Protecting and sustainably managing Baw Baw's environment.
- Efficient roads, transport and parking.
- Community safety and protection.
- Preparing for the impacts and consequences of climate change and extreme events.

Our strategies to achieve the objective

Strategies 2017 - 2021	Initiatives 2017/18	Responsible team
➤ Work with the community and stakeholders to manage the Shire's environment and biodiversity values.	• Finalise and commence the implementation of Council's new Environment Sustainability Strategy and four-year action plan*	<i>Environment Sustainability</i>
➤ Recognise the value of urban street and significant trees.	• Manage and encourage the use of Council's Baw Baw Significant Tree Register.	<i>Environment Sustainability</i>
➤ Work to reduce waste and increase diversion from landfill.	• Continued implementation of Baw Baw's Waste Management Strategy and action plan.	<i>Waste and Major Projects</i>
➤ Continue to improve Council's sustainability performance.	• Continue to monitor and improve Council's energy and water-use efficiency and reduce its carbon footprint.	<i>Environment Sustainability</i>
➤ Help the community and council to be better placed to adapt to and build resilience to climate change and other extreme events.	• Participate in the Environmental Sustainable Development (ESD) Subdivisions Policy – Proof of Concept for regional Victoria project*	<i>Environment Sustainability</i>
➤ Manage and maintain the Shire's local roads network to improve its overall quality and safety.	• Develop and implement the Road Management Plan*	<i>Roads</i>
	• Manage the Shire's roads management contracts and programs*	<i>Roads</i>

Strategies 2017 - 2021	Initiatives 2017/18	Responsible team
➤ Effectively plan and manage car parking demands across the Shire.	<ul style="list-style-type: none"> Commence implementing the recommendations of town centre car parking strategies for Warragul, Drouin, Trafalgar and Yarragon* 	<i>Infrastructure Planning and Growth</i>
➤ Improve the condition, safety and accessibility of the shire's footpaths and trails.	<ul style="list-style-type: none"> Implement Council's Footpath Renewal program* 	<i>Infrastructure Planning and Growth</i>
	<ul style="list-style-type: none"> Implement Council's New Footpath program* 	<i>Program, Planning and Delivery</i>
➤ Lead the community in being child safe.	<ul style="list-style-type: none"> Implement Council's Child Safety Standards Action Plan* 	<i>Family and Children's services</i>

* Initiatives which have been identified in the Annual Budget 2017/18

How we'll track progress

Service area	Performance indicator
<i>Animal management</i>	<ul style="list-style-type: none"> The number of successful animal management prosecutions
<i>Food safety</i>	<ul style="list-style-type: none"> The percentage of critical and major non-compliance outcome notifications that are followed up by Council
<i>Asset management</i>	<ul style="list-style-type: none"> Asset renewal expenses as a percentage of depreciation
<i>Road management</i>	<ul style="list-style-type: none"> Square metres of sealed local roads resealed Square metres of sealed local roads re-sheeted Square metres of sealed local roads reconstructed Community satisfaction - sealed local roads Kilometres of Council road reserve managed for noxious weeds
	<ul style="list-style-type: none"> Percentage of adopted capital works projects completed by end of financial year (target: 90%) Value of drains projects (\$) Length of footpath projects (km)
	<ul style="list-style-type: none"> Total number of building permits issued by building surveyors in Baw Baw Shire Total value of buildings for which building permits are issued by building surveyors in Baw Baw Shire
	<ul style="list-style-type: none"> Council energy consumption Council CO2 emissions
	<ul style="list-style-type: none"> Council potable water consumption
<i>Waste management</i>	<ul style="list-style-type: none"> Total waste to landfill Waste diversion from landfill

Key strategies and plans that support this objective

- Baw Baw Local Laws
- Car Parking Strategies
- Domestic Animal Management Plan
- Domestic Wastewater Management Plan
- Drainage Strategies
- Environment Sustainability Strategy
- Integrated Transport Plan
- Long Term Infrastructure Plan
- Municipal Emergency Management Plan
- Road Management Plan
- Waste Management Plan
- Warragul and Drouin Precinct Structure Plans



Mushroom Rocks, on the Australian Alpine Walking Track in the Baw Baw National Park

Objective: Organisational excellence

About this objective

Council will be innovative open to new possibilities and opportunities. We will seek continuous improvement in our service delivery to ensure that we are customer focused, and ready to meet the changing needs and expectations of the community.

We will work to ensure there are appropriate opportunities for clear and effective two-way communications and engagement to build shared understanding. This will also enhance our advocacy and lobbying in order to meet a growing community's needs which are the responsibilities of other levels of Government or other organisations.

We will effectively and sustainably manage our physical infrastructure including roads, bridges, buildings, open spaces, pathways, drainage, and finances on behalf of the community. We plan for the long term management of our resources, essential to which is engagement and discussion with the community around their priorities and needs for the future.

Underpinning Council's effective service delivery is an innovative, skilled, and safe workforce.

What success looks like

- Innovative, community focused and future ready.
- Positive leadership, advocacy and decision making around shared goals.
- Providing community benefit by effectively managing council's resources and finances.
- Staff who are supported to ensure they are effective, safe and skilled in the workplace.

Our strategies to achieve the objective

Strategies 2017 - 2021	Initiatives 2017/18	Responsible team
➤ Continuously improve Council's services, systems and business processes.	<ul style="list-style-type: none"> • Business and process reviews for Council services*: <ul style="list-style-type: none"> ○ Communications ○ Statutory Planning 	<i>Communications Statutory Planning</i>
➤ Improve Council's customer service and experience of using council's services.	<ul style="list-style-type: none"> • Develop and implement Council's Customer Service Strategy* 	<i>Community Information and Services</i>
➤ Achieve clear, open and effective two-way communication and engagement between Council and the community.	<ul style="list-style-type: none"> • Commence implementation of a Digital Roadmap for Council, with the aim of online becoming the primary channel of engagement with Council* 	<i>Council Business</i>
➤ Advocacy and grant seeking, building partnerships and relationships to achieve community needs.	<ul style="list-style-type: none"> • Advocacy and grant seeking, building partnerships and relationships in relation to identified community needs to support a growing community* 	<i>Community Information and Advocacy</i>

Strategies 2017 - 2021	Initiatives 2017/18	Responsible team
➤ Work and engage with the community to develop a shared vision and goals for the future of the shire	<ul style="list-style-type: none"> Develop a program in relation to the review and renewal of the municipal community plan and vision* 	<i>Corporate Planning</i>
➤ Sustainably manage Council's financial position.	<ul style="list-style-type: none"> Prepare the Annual Budget 2018/19 and Strategic Resource Plan* 	<i>Financial Services</i>
	<ul style="list-style-type: none"> Develop, deliver and monitor the Long Term Financial Plan* 	<i>Financial Services</i>
➤ Implement an internal program aimed at organisation culture transformation.	<ul style="list-style-type: none"> Develop and implement an organisation culture program 	<i>Organisational Development</i>
➤ Supporting gender equality in the workplace and in the community.	<ul style="list-style-type: none"> Ongoing implementation of the Council's Gender Equity Plan 	<i>Organisational Development</i>

* Initiatives which have been identified in the Annual Budget 2017/18

How we'll track progress

Service area	Performance indicator
<i>Business Improvement</i>	<ul style="list-style-type: none"> Number of process reviews completed
<i>Health and safety</i>	<ul style="list-style-type: none"> Hours lost due to injury
<i>Financial performance and sustainable capacity</i>	<ul style="list-style-type: none"> Financial performance ratios Sustainable capacity ratios
<i>Customer service</i>	<ul style="list-style-type: none"> Customer requests resolved within 10 business days Customer requests resolved at first point of contact Community satisfaction - Customer Service
<i>Community engagement and communications</i>	<ul style="list-style-type: none"> Number of community engagement opportunities and submissions received Community satisfaction - Community consultation Number of media releases Number of people reached via social media
<i>Governance</i>	<ul style="list-style-type: none"> Community satisfaction - Decision making Council decisions made at meetings closed to the public
<i>Advocacy</i>	<ul style="list-style-type: none"> Non-recurrent grants received as a result of Council applications for funding Recurrent grants per head of municipal population

Key strategies and plans that support this objective

- Advocacy Strategy
- Customer Service Charter
- Gender Equity Action Plan
- Long Term Financial Plan
- Strategic Resource Plan



Strategic Resource Plan

This section includes an extract of the adopted Strategic Resource Plan (SRP) to provide information on the long term financial projections of the Council.

Plan development

The Act requires a SRP to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

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

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

- Maintain a surplus result from operations
- Maintain existing service levels
- Achieve a balanced budget on a cash basis
- Achieve a major investment in infrastructure to meet ongoing needs within the Community.

In preparing the SRP, Council has also been mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

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

Financial resources

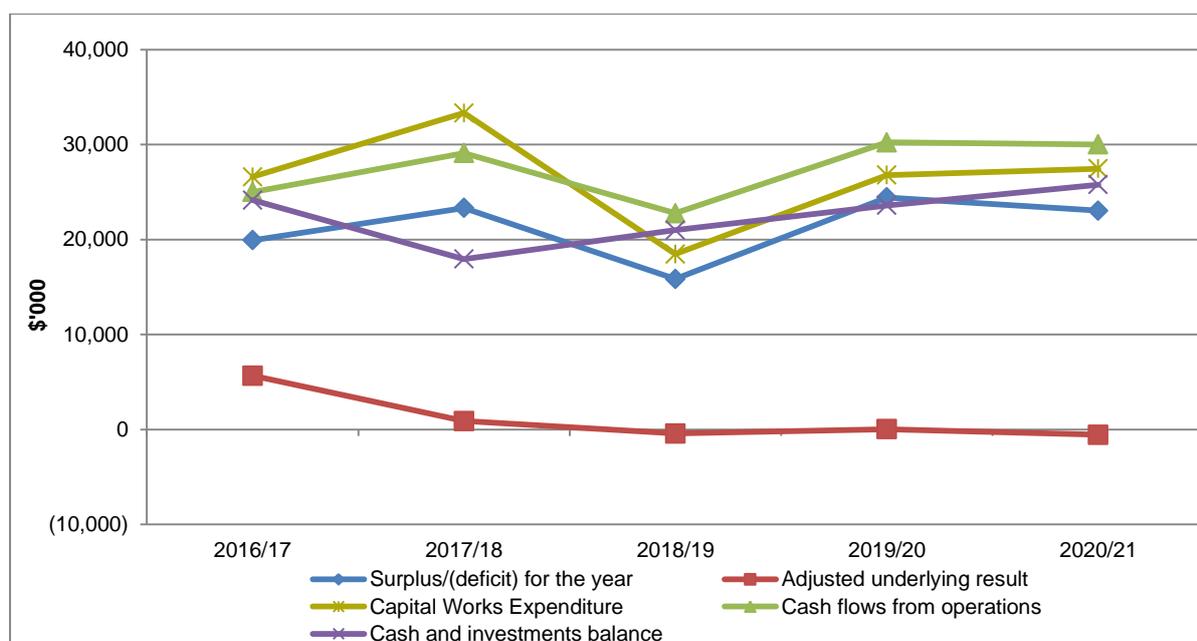
The following table summarises the key financial results for the next four years as set out in the SRP for years 2017/18 to 2020/21. The following sections include a more detailed analysis of the financial resources to be used over the four year period.

Indicator	Forecast	Budget	Strategic Resource Plan			Trend
	Actual		Projections			
	2016/17	2017/18	2018/19	2019/20	2020/21	+/-
	\$'000	\$'000	\$'000	\$'000	\$'000	
Surplus/(deficit) for the year	19,922	23,316	15,838	24,425	23,035	o
Adjusted underlying result	5,659	878	(425)	23	(565)	o
Cash and investments balance	24,147	17,939	20,984	23,590	25,778	o
Cash flows from operations	25,002	29,109	22,762	30,220	30,010	+
Capital works expenditure	26,594	33,323	18,456	26,775	27,446	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

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



The key outcomes of the SRP are as follows:

- **Financial sustainability (Section 11)** - Cash and investments is forecast to increase marginally over the four year period from \$24.15 million to \$25.78 million, which indicates a balanced budget on a cash basis in each year, and takes account of the capital expenditure program.
- **Rating levels (Section 15)** – Modest rate increases are forecast over the four years at an average of 2.38%.
- **Service delivery strategy (Section 16)** – Service levels have been maintained throughout the four year period. Despite this, operating surpluses are forecast in all years, with a high level of capital grants in the 2017/18 financial year to support the

capital works program. However, excluding the effects of capital items such as capital grants and contributions, Council has some variations in the underlying result with an underlying surplus in two years and an underlying deficit in two years. The adjusted underlying result is a measure of financial sustainability and is an important measure as once-off capital items can often mask the operating result

- **Borrowing strategy (Section 16)** – Borrowings are forecast to reduce from \$12.422 million to \$11.17 million over the four year period. This includes no new borrowings.
- **Infrastructure strategy (Section 16)** - Capital expenditure over the four year period will total \$106.00 million at an average of \$26.50 million.

Financial statements

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the years 2017/18 to 2020/21 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report:

- Comprehensive Income Statement
- Balance Sheet
- Statement of Changes in Equity
- Statement of Cash Flows
- Statement of Capital Works
- Statement of Human Resources

Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income					
Rates and charges	51,539	53,128	54,418	55,739	57,093
Statutory fees and fines	1,256	1,466	1,513	1,561	1,611
User fees	2,800	2,489	2,551	2,615	2,680
Grants - Operating	13,394	13,436	13,839	14,254	14,682
Grants - Capital	6,039	11,540	1,552	2,300	2,500
Contributions - monetary	1,866	1,852	5,141	12,602	11,600
Contributions - non-monetary	10,500	10,500	10,500	10,500	10,500
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,000)	(1,335)	(1,338)	(1,334)	(1,330)
Share of net profits/(losses) of associates and joint ventures	30	36	37	39	40
Other income	1,298	1,272	1,310	1,349	1,390
Total income	87,722	94,384	89,524	99,625	100,766
Expenses					
Employee costs	23,807	25,277	26,786	26,301	26,828
Materials and services	25,238	26,406	27,357	28,752	30,189
Depreciation and amortisation	13,980	14,486	14,574	15,001	15,358
Borrowing costs	634	691	610	563	546
Other expenses	4,141	4,208	4,359	4,582	4,811
Total expenses	67,800	71,068	73,686	75,200	77,731
Surplus/(deficit) for the year	19,922	23,316	15,838	24,425	23,035
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods					
Net asset revaluation increment/(decrement)	-	-	-	-	-
Total comprehensive result	19,922	23,316	15,838	24,425	23,035

Balance Sheet

For the four years ending 30 June 2021

	Forecast Actual 2016/17 \$'000	Budget 2017/18 \$'000	Strategic Resource Plan Projections		
			2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets					
Current assets					
Cash and cash equivalents	24,147	17,939	20,984	23,590	25,778
Trade and other receivables	8,236	8,958	8,561	9,491	9,663
Other assets	458	458	458	458	458
Total current assets	32,841	27,355	30,003	33,539	35,899
Non-current assets					
Trade and other receivables	0	0	0	0	0
Investments in associates and joint ventures	1,198	1,235	1,272	1,311	1,350
Property, infrastructure, plant & equipment	640,545	668,382	681,264	702,038	723,126
Intangible assets	2,231	2,231	2,231	2,231	2,231
Total non-current assets	643,974	671,848	684,767	705,580	726,707
Total assets	676,815	699,202	714,770	739,119	762,606
Liabilities					
Current liabilities					
Trade and other payables	7,421	7,791	8,158	8,342	8,611
Trust funds and deposits	1,618	1,668	1,718	1,769	1,822
Provisions	6,757	6,861	6,967	7,076	7,187
Interest-bearing loans and borrowings	1,469	812	442	0	3,889
Total current liabilities	17,265	17,131	17,284	17,187	21,510
Non-current liabilities					
Provisions	6,277	6,295	6,314	6,334	6,354
Interest-bearing loans and borrowings	12,423	11,610	11,168	11,168	7,279
Total non-current liabilities	18,700	17,905	17,482	17,502	13,633
Total liabilities	35,965	35,036	34,766	34,689	35,143
Net assets	640,850	664,166	680,004	704,429	727,464
Equity					
Accumulated surplus	328,582	353,670	369,298	391,627	412,404
Reserves	312,268	310,496	310,706	312,802	315,060
Total equity	640,850	664,166	680,004	704,429	727,464

Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017/2018 Budget				
Balance at beginning of the financial year	640,850	328,580	301,082	11,188
Surplus/(deficit) for the year	23,316	23,316	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(5,641)	0	5,641
Transfer from other reserves	0	7,415	0	(7,415)
Balance at end of the financial year	664,166	353,670	301,082	9,414
2018/2019 Strategic Resource Plan				
Balance at beginning of the financial year	664,166	353,670	301,082	9,414
Surplus/(deficit) for the year	15,838	15,838	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(6,424)	0	6,424
Transfer from other reserves	0	6,214	0	(6,214)
Balance at end of the financial year	680,004	369,298	301,082	9,624
2019/2020 Strategic Resource Plan				
Balance at beginning of the financial year	680,004	369,298	301,082	9,624
Surplus/(deficit) for the year	24,425	24,425	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(13,884)	0	13,884
Transfer from other reserves	0	11,788	0	(11,788)
Balance at end of the financial year	704,429	391,627	301,082	11,720
2020/2021 Strategic Resource Plan				
Balance at beginning of the financial year	704,429	391,627	301,082	11,720
Surplus/(deficit) for the year	23,035	23,035	0	0
Net asset revaluation increment/(decrement)	0	0	0	0
Transfer to other reserves	0	(12,884)	0	12,884
Transfer from other reserves	0	10,626	0	(10,626)
Balance at end of the financial year	727,464	412,404	301,082	13,978

Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	51,345	52,678	54,687	55,166	56,986
Statutory fees and fines	1,251	1,454	1,520	1,545	1,608
User fees	2,789	2,468	2,564	2,588	2,675
Grants - operating	13,343	13,322	13,907	14,108	14,654
Grants - capital	6,016	11,443	1,560	2,276	2,495
Contributions - monetary	1,866	1,852	5,141	12,602	11,600
Interest received	697	684	714	724	753
Trust funds and deposits taken	47	49	50	52	53
Other receipts	589	561	628	481	613
Net GST refund / payment	0	0	0	0	0
Employee costs	(23,631)	(24,991)	(25,499)	(26,092)	(26,580)
Materials and services	(25,180)	(26,231)	(27,185)	(28,663)	(30,058)
Other payments	(4,131)	(4,180)	(5,326)	(4,568)	(4,790)
Net cash provided by/(used in) operating activities	25,002	29,109	22,762	30,220	30,010
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(26,594)	(33,323)	(18,456)	(26,775)	(27,446)
Proceeds from sale of property, infrastructure, plant and equipment	500	165	162	166	170
Net cash provided by/ (used in) investing activities	(26,094)	(33,158)	(18,294)	(26,609)	(27,276)
Cash flows from financing activities					
Finance costs	(634)	(691)	(610)	(563)	(546)
Proceeds from borrowings	4,000	0	0	0	0
Repayment of borrowings	(1,375)	(1,469)	(812)	(442)	0
Net cash provided by/(used in) financing activities	1,991	(2,159)	(1,422)	(1,006)	(546)
Net increase/(decrease) in cash & cash equivalents	899	(6,208)	3,045	2,606	2,188
Cash and cash equivalents at the beginning of the financial year	23,248	24,147	17,939	20,984	23,590
Cash and cash equivalents at the end of the financial year	24,147	17,939	20,984	23,590	25,778

Statement of Capital Works

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	325	855	390	619	0
Land improvements	0	0	0	0	0
Total land	325	855	390	619	0
Buildings	7,634	13,138	1,868	1,778	1,702
Total buildings	7,634	13,138	1,868	1,778	1,702
Total property	7,959	13,993	2,258	2,397	1,702
Plant and equipment					
Plant, machinery and equipment	680	533	550	568	587
Fixtures, fittings and furniture	0	0	0	0	0
Computers and telecommunications	859	601	248	253	260
Total plant and equipment	1,539	1,134	798	821	847
Infrastructure					
Roads	10,303	10,898	9,330	18,811	13,090
Bridges	1,146	882	197	527	1,425
Footpaths and cycleways	1,076	884	1,162	819	553
Drainage	2,319	2,702	4,019	2,239	7,013
Recreational, leisure and community facilities	1,934	2,499	455	891	2,712
Waste management	78	25	20	179	10
Parks, open space and streetscapes	0	0	0	0	0
Other infrastructure	240	306	217	91	94
Total infrastructure	17,096	18,196	15,400	23,557	24,897
Total capital works expenditure	26,594	33,323	18,456	26,775	27,446
Represented by:					
Asset renewal expenditure	14,627	13,895	8,503	8,885	11,120
Asset expansion expenditure	6,648	8,325	6,415	14,116	12,334
Asset upgrade expenditure	5,319	11,103	3,538	3,774	3,992
Total capital works expenditure	26,594	33,323	18,456	26,775	27,446

Statement of Human Resources

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Staff expenditure					
Employee costs - operating	23,807	25,277	26,786	26,301	26,828
Employee costs - capital	-	118	-	-	-
Total staff expenditure	23,807	25,395	26,786	26,301	26,828
	EFT	EFT	EFT	EFT	EFT
Staff numbers					
Employees	259.5	271.7	273.7	275.7	277.7
Total staff numbers	259.5	271.7	273.7	275.7	277.7

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

Department	Comprises		
	Budget	Permanent	Permanent
	2017/18 \$'000	Full Time \$'000	Part Time \$'000
Chief Executive	1,643	1,566	77
Corporate and Community Services	9,521	4,792	4,729
Community Assets	7,385	6,588	797
Planning and Economic Development	6,504	5,464	1,040
Total permanent staff expenditure	25,053	18,410	6,643
Casuals and other expenditure	224		
Subtotal	25,277		
Capitalised labour costs	118		
Total expenditure	25,395		

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

Department	Comprises		
	Budget	Permanent	Permanent
	FTE	Full Time	Part Time
Chief Executive	16.1	15.0	1.1
Corporate and Community Services	105.0	46.0	59.0
Community Assets	79.0	70.0	9.0
Planning and Economic Development	68.4	55.0	13.4
Total	268.4	186.0	82.4
Casuals and other	2.3		
Capitalised labour costs	1.0		
Total staff	271.7		

Financial performance indicators

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

Indicator	Measure	Notes	Forecast			Strategic Resource Plan Projections			Trend +/o/-
			Actual 2015/16	Actual 2016/17	Budget 2017/18	2018/19	2019/20	2020/21	
Operating position									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-5.9%	7.7%	1.2%	-0.6%	0.0%	-0.7%	o
Liquidity									
Working Capital	Current assets / current liabilities	2	195.1%	190.2%	159.7%	173.6%	195.1%	166.9%	o
Unrestricted cash	Unrestricted cash / current liabilities		75.1%	76.9%	74.5%	93.4%	104.1%	88.5%	o
Obligations									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	22.9%	27.0%	23.4%	21.3%	20.0%	19.6%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.0%	3.9%	4.1%	2.6%	1.8%	1.0%	+
Indebtedness	Non-current liabilities / own source revenue		31.6%	32.9%	30.7%	29.2%	28.6%	21.7%	+
Asset renewal	Asset renewal expenditure / depreciation	4	118.5%	104.6%	95.9%	58.3%	59.2%	72.4%	-
Stability									
Rates concentration	Rate revenue / adjusted underlying revenue	5	77.1%	70.2%	73.8%	74.3%	74.1%	74.0%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.5%	0.5%	0.6%	0.6%	0.6%	0.6%	o
Efficiency									
Expenditure level	Total expenditure / no. of property assessments		\$2,729	\$2,734	\$2,793	\$2,873	\$2,909	\$2,984	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,669	\$1,698	\$1,761	\$1,780	\$1,807	\$1,835	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		17.5%	19.3%	11.0%	11.1%	11.4%	11.7%	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

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

2 Working Capital – This indicates the proportion of current liabilities represented by current assets. Working capital is forecast to decrease in 2017/18 due to a run down in cash reserves to fund the capital program. The trend in future years is to remain steady at an acceptable level.

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

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

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