



Colac Otway  
SHIRE

# Draft Council Plan 2017-2021



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## Strategic Vision

### *Towards A Prosperous Future*

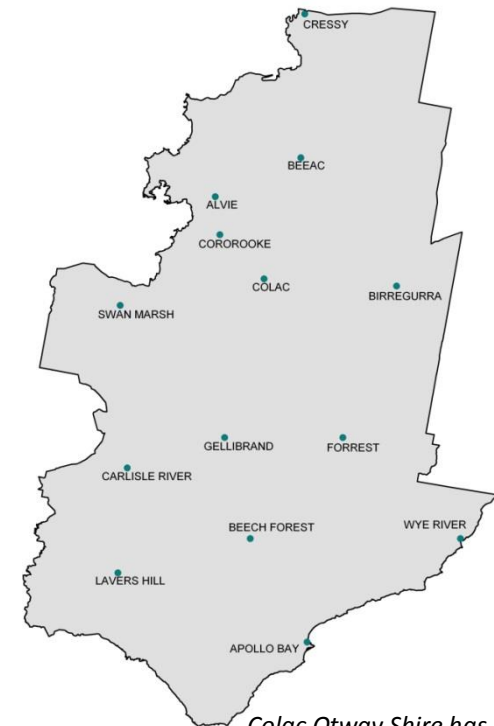
The Councillors of Colac Otway Shire commit to plan for growth in business and employment for our towns and settlements; the delivery of high quality services that meet community needs and demonstrate value for money; and to be leaders and work together as a team with the community and the organisation to achieve our goals for the Shire.

## Strategic Context for Colac Otway Shire

Colac Otway Shire is located 160km west of Melbourne in a natural environment which includes State Forests, National Park and parts of the Great Ocean Road. It is within commuting distance of Geelong, which has been experiencing significant population and employment growth in recent years. The Shire has both a permanent population and is a tourism destination for holiday makers and international tourists. Responsibility for managing the natural environment is shared with a number of different government authorities, with community groups adding to its care. Council has a key role in partnering with all of these parties to care for the environment and help the community and visitors enjoy a safe and respectful experience.

Recent years have seen very low levels of population growth in the Shire. The Shire was initially built on the industries of Agriculture and Manufacturing, with Tourism strengthening and growing employment in the Health sector. Overall, low jobs growth has contributed to some seeking employment outside of the Shire and an increasingly aging population. These trends are similar to other regional Victorian areas.

Colac Otway has many advantages which could turn these challenges to opportunities. These include the duplication of the Princes Highway, which will create a dual carriageway between Geelong and Colac, and the attractiveness of the natural environment as a place to live and visit, generating economic opportunities. Additionally, the Shire is well serviced with social infrastructure such as health services, schools and recreational facilities; and it has affordable housing and land available for further development. These advantages can be built on with strategic action by Council in partnership with others, providing a context in which the Shire has the potential to grow and prosper.



*Colac Otway Shire has been an unsubdivided municipality (no Wards) since March*

## About the Shire

- There was an estimated 20,255 people living in the Colac Otway Shire in 2015, with an average age of 44.9 years.
- Colac Otway Shire had a higher proportion of youth and persons at post retirement age than Victoria in 2011.
- The predominant household type in Colac Otway Shire is lone person households, reflecting the older demographics in the area.
- Like many regional areas, Colac Otway Shire experiences a large out migration of residents aged 18 to 24 years. Many young people are moving to larger regional centres (Geelong, Ballarat) or metropolitan Melbourne to seek education and employment opportunities.
- Greater Geelong is both the largest source of inward migration and the largest destination for residents leaving.
- The large majority of Colac Otway residents have Australian or British ancestry along with a small indigenous population. Only 7.5% of the Shire's residents were born overseas at 2011, this is lower than the rest of regional Victoria (10.6%).
- The formal qualifications of the Colac Otway resident population are, on average, lower than Victoria's population as a whole.
- Colac Otway Shire has access to a skilled workforce of farmers compared to regional Victoria. This can help growth in the agricultural sector by driving productivity growth.
- Colac Otway has a low share of Specialist Managers (e.g. advertising, sales managers, business admin managers, education/health managers), potentially indicating a skills gap in the region.
- A larger share of residents than regional Victoria were also classified as Labourers, with more than a third of these (36%) being factory process workers.
- The Shire has fewer individuals in low income categories but also a lot less in the highest income quartile group. Household incomes are lower than average due to higher proportions of single person households.



## Community Engagement

The Council, elected in November 2016, is strongly committed to engaging with and listening to the community. This Council Plan incorporates community feedback following a significant and broad-ranging engagement program. This program resulted in the largest level of feedback ever received, including close to 400 responses to the 'Make your voice heard' survey, 15 pop-up listening posts and Community Conversations held across the Shire and written submissions from community organisations.



## Council's Role

The Council has many roles. To deliver value for money for its community, Council will consider which role is the most appropriate in the work it does. These roles include the following broad categories:

Council's role	Council will:	Example
Leader	Lead by example	Demonstrate leadership in use of lighting to reduce energy costs
Service Provider	Deliver services to meet community needs	Maternal Child Health service delivery
Partner	Contribute staff time or funds	G21 alliance
Facilitator/Broker	Promote the Shire, a service gap, or bring together people who have a stake in an issue	Work with State government, health and service organisations to plan a transition from Colanda disability services
Advocate	Proactively make representation to state and federal governments on key issues for the Shire	Advocate for a Great Ocean Road authority
Regulator	Take direct legal responsibility	Conduct inspections of local food premises and issue licenses



From Left: Cr Kate Hanson, Cr Chris Smith, Cr Joe McCracken, Cr Jason Schram, Cr Stephen Hart, Cr Chris Potter and Cr Terry Woodcroft

## Our Councillors



**Cr Chris Potter**  
Mayor

First elected: 2016  
Telephone: (03) 5232 9408  
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Email: [councillor.potter@colacotway.vic.gov.au](mailto:councillor.potter@colacotway.vic.gov.au)



**Cr Stephen Hart**  
Deputy Mayor

First elected: 2002  
Re-elected: 2008, 2012, 2016  
Phone: (03) 5232 9406  
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**Cr Kate Hanson**

First elected: 2016  
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**Cr Joe McCracken**

First elected: 2016  
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**Cr Chris Smith**

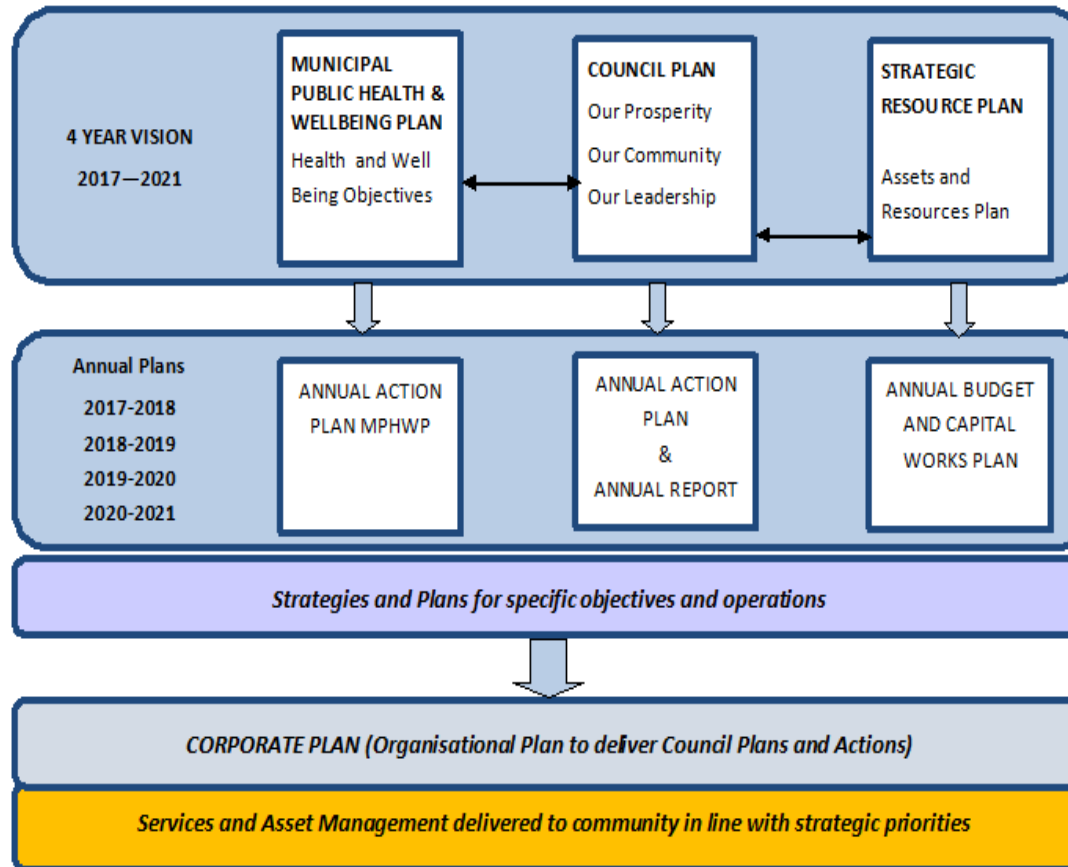
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**Cr Terry Woodcroft**

First elected: 2012  
Re-elected: 2016  
PH: (03) 5232 9407  
Mobile: 0417 559 258  
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## Strategic Planning Framework





## Council Plan Strategic Themes

### Our Prosperity

Vision Economic Growth  
Thriving Industries  
Partnerships  
Great Ocean Road

### Our Places

Assets & Infrastructure  
Sustainable  
Welcoming & Attractive  
Natural Environment  
Capital Works Delivery  
Emergency Management

### Our Community

Socially Connected  
Events, Arts & Culture  
Lifelong Learning  
Physical Activity  
Inclusive Community  
Plan for Community

### Our Leadership & Management

Financial Management  
Openness and Accountability  
Organisational Development  
Value for Money  
Communication

## ***THEME 1: OUR PROSPERITY***

We work together to improve the prosperity of our people, businesses and community partners by working to promote our beautiful shire as an attractive place to invest, live and work.

### **Why this is Important**

Colac Otway Shire has a diverse economy, much of it built on the natural environmental values of the area. The area has enjoyed successful dairy and food processing industries for many decades; supports the timber industry; has a growing tourism industry built on both a striking coastline and the forests of the Otway's; small, specialist food producers, many forming the Colac Otway food trail; plus, a host of local retail businesses, arts and crafts enterprises; and health and education services.

The Shire has two larger towns of Colac and Apollo Bay, and a number of smaller towns. Each of these has unique attractions and supports local cultures and communities. The Shire is strategically placed halfway between Geelong and Warrnambool which provides opportunities for economic development and a growing population supported by access to work.

### **Community Feedback**

The community told us that they would like to see investment to increase business and employment opportunities in the Shire; that they value a balance between development and care of the environment; that they enjoy the country feel and sense of safety and community in the Shire; and that they value the small towns for their healthy, rural living, and their attraction to tourism. They also said they want to see more opportunities for tourism and the arts; for Apollo Bay to be sensitively developed and promoted; and for Lake Colac to be improved and promoted. Consultation with the Shire's major employers and the larger employers stated a commitment to working with the Shire to plan for improved employment opportunities, continued growth of businesses and the people employed in them.

### **Opportunities for our Future**

- Attracting investment for significant infrastructure improvements, to bolster the capital budget of the Shire going forward and fill the gap in funds due to the State Government's rate capping policy.
- Our location between the two major centres of Geelong and Warrnambool, positioning Colac Otway as a place from where people can travel to these centres for work and from which visitors can be attracted.
- Balancing care and protection of the environment with growth and development.
- Leading advocacy to care for the Great Ocean Road and the coastline, to bring together the many authorities and organisations into one authority for consistent and integrated planning a challenge.
- Through land use planning and economic growth encourage population growth.
- Continuing to support the popular events in the Shire which add to the enjoyment of living in the Shire, while preserving the amenity and quiet enjoyment of residents.
- Recognising and protecting the heritage of the area's history.

- Learning from our experiences of managing significant challenges of the natural environment, including the high risk of bushfire and floods, and the impacts of climate change.
- Addressing the seasonality of Lake Colac, an attractive asset for recreation and development.

**Prosperity - What we want to see by 2021**

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
1. Plan Infrastructure, assets and land use with a long-term vision for economic growth.	<ol style="list-style-type: none"> <li>1. Provide direction on how growth across the Shire should proceed and ensure adequate land is provided for industrial and residential use.</li> <li>2. Develop and implement a Colac Otway Economic Development Strategy.</li> <li>3. Conduct a review of the housing stock in Colac and establish a Residential Housing Strategy to ensure current and future stock is suitable to attract new residents.</li> <li>4. Identify and improve tourism assets across the Shire.</li> <li>5. Attract investment to implement key master plans that will drive economic growth such as the Lake Colac Foreshore Master Plan.</li> <li>6. Remove unnecessary planning triggers to streamline planning processes.</li> <li>7. Strengthen partnerships with employers in the Shire.</li> </ol>	Advocate  Service provider  Facilitator	<ul style="list-style-type: none"> <li>• Finalise and implement the Colac Township Economic Development, Commercial and Industrial Land Use Strategy.</li> <li>• Colac 2050 Growth Plan completed.</li> <li>• Council endorsement of the Economic Development Strategy and achievement of the implementation plan milestones and targets.</li> <li>• Increased percentage of Council expenditure with local businesses.</li> <li>• Implementation of Residential Housing Strategy to achieve milestones and targets.</li> <li>• Advocacy plan to attract funding for investment in assets which support tourism is implemented.</li> <li>• Review completed of Colac Otway Planning Scheme including review of and reduction in “red tape”.</li> <li>• Improved satisfaction with Council planning processes.</li> </ul>

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
2. Support a thriving economy and industries.	8. Identify and promote Tourism pathways between attractions across the whole Shire. 9. Identify and support employment in tourism. 10. Explore options to facilitate new tourism accommodation. 11. Review Planning controls for the coastal hinterland and support establishment of tourist accommodation. 12. Review the Shire Events Strategy and partner with event organisers to assist them preserve the amenity of residents while running successful events. 13. Facilitate the attraction of investment in the development of high standard accommodation in Colac and Apollo Bay, complemented by high yielding nature based experiences. 14. Encourage and support existing owners of accommodation to upgrade, refurbish and develop new infrastructure to meet visitor demand. 15. Review the Great Ocean Road Closure Policy.	Service Provider  Facilitator  Regulator	<ul style="list-style-type: none"> <li>● Increased employment in tourism in the Shire.</li> <li>● An increase in accommodation options including conference facilities and 4 to 5-star accommodation.</li> <li>● Visitation to small towns in the Shire increases, including overnight stays.</li> <li>● Implementation of local Destination Action Plans.</li> <li>● Visitor satisfaction increased.</li> <li>● Renewed Great Ocean Road Closure Policy endorsed by all four relevant entities.</li> <li>● Event attendances and satisfaction measures to be developed incorporating economic and social outcomes.</li> </ul>
3. Strengthen partnerships with key stakeholders to benefit the whole community.	16. Seek regional funds from state and Federal Governments. 17. Develop and maintain regional partnerships and joint advocacy. 18. Seek to influence education providers to match local job opportunities with available skills training. 19. Support programs to reduce youth unemployment and promote employment for disadvantaged groups in partnership with employers, G21 and the GROW initiative.	Advocate  Partner	<ul style="list-style-type: none"> <li>● Develop and implement Advocacy Strategy.</li> <li>● Ongoing participation in G21, GORRT and South-West asset management forum.</li> <li>● Increase in type and number of training and development opportunities for employees in the Shire.</li> <li>● Reduction in youth unemployment.</li> <li>● Advocacy through GROW and Beyond the Bell for increased participation of young people in education and training.</li> </ul>

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
4. Improve strategic planning and coordination of the Great Ocean Road.	20. Advocate for the establishment of a Great Ocean Road Authority.	Advocate	<ul style="list-style-type: none"> <li>• Develop and implement a Great Ocean Road Authority advocacy strategy.</li> <li>• Level of support by key political leaders and key organisations for the Great Ocean Road Authority.</li> <li>• Great Ocean Road and supporting assets improve (e.g., roadside edges quality of the road, toilet blocks, drainage).</li> </ul>

### Key Strategies Supporting Our Prosperity

- Colac 2050 Growth Plan.
- Colac Township Economic Development, Commercial and Industrial Land Use Strategy
- Economic Development Strategy
- Environmental Strategy
- Public Open Space Strategy
- Redevelopment of Apollo Bay Harbour Precinct
- Tourism Employment Opportunity Study
- Tourism/Events strategy

### Key Programs Supporting Our Prosperity

- Beyond the Bell and GROW
- Climate adaptation planning
- Community safety - emergency management and recovery coordination
- Economic development
- Environmental planning
- Forrest Structure Plan
- Forrest Mountain Bike Strategy Gellibrand Structure Plan
- Heritage Review
- Implementation of Lake Colac Foreshore Master Plan Tourism and events
- Implement Revegetation and Weed Management Plan Post Bushfire at Wye River and Separation Creek.
- Intermodal Freight/Transport Hub Investigation
- Strategic planning
- Strategic weed control and revegetation programs
- Statutory planning
- Small Town Improvement Program
- Structure/township plans for small towns including Gellibrand, Beac, Alvie, Cororooke

## **THEME 2: OUR PLACES**

Our places are well-planned. We work with local and government partners to plan healthy, safe environments which promote community life and enhance well-being. Our infrastructure assets are managed so that they are sustainable for the long term.

### **Why this is Important**

Infrastructure assets such as roads, drainage and footpaths are important because they help deliver services to the community. Roads and footpaths provide the ability for people to access work, education and recreation. Drainage provides protection to properties and allows for safe transport.

It is important for us to manage assets in a rational way so that we can ensure they are sustainable over the long term so that those services are provided to future generations.

### **Community Feedback**

The community provided substantial feedback about places and assets. They are both valued and praised as a fundamental reason people like living in the Shire; and there were also many suggestions for improvements and additions. Areas that were mentioned included renewing and upgrading towns in the shire of all sizes, with lights, footpaths and additional refreshed streetscapes; the main street and entrances to Colac and Memorial Square; the Botanic Gardens and Lake Colac as valued attractions and their potential for further development; more open space, street trees, and shared pathways; and upgrading community buildings.

### **Opportunities for our Future**

- Improving our understanding of our asset portfolio, its useful life and seeking greater State and Federal Government partnerships to fund improvements.
- Taking advantage of new opportunities such as improved asset management systems and new technology in construction and maintenance to assist in managing our assets.
- Explore service partnerships with other communities and the possibility of wider footprint contracts to improve value for money and service levels.

## Our Places - What we want to see by 2021

What is our goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
1. Assets and infrastructure meet community needs.	<ol style="list-style-type: none"> <li>1. Develop and implement a Property Strategy.</li> <li>2. Develop and maintain constructive partnerships to access appropriate levels of funding, coordination, infrastructure and services.</li> <li>3. Conduct an ongoing program of service reviews to guide planning for infrastructure.</li> </ol>	Service provider	<ul style="list-style-type: none"> <li>• Asset Management Strategy and Plans developed, including for roads, bridges, drains, footpaths, buildings and reserves.</li> <li>• Business cases for development of infrastructure include evidence of community need and service level requirements.</li> <li>• Adoption and implementation of the Property Strategy.</li> <li>• Community satisfaction scores for roads and footpaths increase each year.</li> </ul>
2. Our places are managed for long term sustainability.	<ol style="list-style-type: none"> <li>4. Update the Planning Scheme to reflect changing community needs and priorities.</li> <li>5. Ensure best practice guides planning and management of the natural environment and associated assets.</li> </ol>	Service provider	<ul style="list-style-type: none"> <li>• Review of Planning Scheme (to commence in 2017).</li> <li>• Planning Scheme Amendments implemented in ongoing manner to respond to community needs.</li> <li>• Asset Management Plans include assessment of climate related risks and approaches to mitigate these.</li> <li>• Outcomes of Colac and Apollo Bay drainage studies guide planning for new treatments to enhance land use and protect property.</li> </ul>

What is our goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
<p>3. Towns and places are welcoming and attractive.</p>	<p>6. Enhance the attractiveness of towns in the Shire for both residents and tourists/visitors.</p> <p>7. Advocate for improvements to public open space where the State Government is the land owner/manager.</p> <p>8. Review the master plans and community infrastructure plans for each small town in the Shire over the next four years.</p> <p>9. Incorporate treatments into infrastructure standards that enhance community perceptions of safety.</p> <p>10. Maintain Parks and gardens, sports reserves and streetscapes.</p> <p>11. Support enjoyment of outdoor experiences through the provision of a network of quality open spaces.</p> <p>12. Evaluate the feasibility of a regional wet waste facility to manage waste from road and drainage maintenance.</p>	<p>Service Provider</p> <p>Partner</p> <p>Facilitator</p> <p>Advocate</p>	<ul style="list-style-type: none"> <li>• Council endorsement of master plans and small town improvement plans.</li> <li>• An annual program of works to improve attractiveness of places across the Shire. These will include (plans to be finalised on annual basis): <ul style="list-style-type: none"> <li>Lake Colac <ul style="list-style-type: none"> <li>○ Master Plan implemented.</li> <li>○ Foreshore assets reviewed and improved.</li> <li>○ Water availability improved.</li> </ul> </li> <li>Apollo Bay <ul style="list-style-type: none"> <li>○ Harbour Precinct plans for redevelopment in collaboration with the community Project Control Group.</li> </ul> </li> </ul> </li> <li>• Tourism assets improved.</li> <li>• Colac CBD entrances and streetscapes improved.</li> <li>• Small town streetscapes improved.</li> <li>• Standard and presentation of open spaces, including town entrances, state managed roads and pathways.</li> <li>• Asset plans and capital works business cases incorporate treatments that enhance community perceptions of safety.</li> <li>• Water sensitive design manual produced and adopted.</li> <li>• Community feedback on open space usage.</li> <li>• Standard and presentation of open spaces.</li> <li>• Use of potable water for parks and gardens is reduced.</li> <li>• Regional wet waste facility feasibility study is completed.</li> <li>• Support and assist local community members wishing to take a role in caring for public space assets.</li> </ul>



What is our goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
4. Leadership in natural environment through good management practices.	13. Ensure best practice guides planning and management of the natural environment and associated assets, and Council’s response to climate change. 14. Minimise coastal erosion in partnership with other stakeholders and implement measures to assist climate adaptation. 15. Improve the health and sustainability of the natural environment through structured planning with our partners. 16. Deliver localised planning to communities to reduce fire risk. 17. Implement emission reduction programs for Council operations. 18. Enhance the level of resource recycling and reuse across the Shire. 19. Enhance and protect biodiversity through weed control and revegetation.	Service provider  Facilitator  Partner	<ul style="list-style-type: none"> <li>● Asset Management Plans include assessment of climate related risks and approaches to mitigate these.</li> <li>● Community fire plans completed with latest scientific evidence and understanding of local conditions.</li> <li>● Waste management review completed and implemented.</li> <li>● Recycling rates from kerbside collection are increased from 2016 levels.</li> <li>● Reduction in proportion of waste to landfill from 2016 levels.</li> <li>● Council emissions reduced from 2016 levels.</li> <li>● Planning for Lake Colac to improve health of the lake, with Parks Victoria, Department of Environment, Land, Water and Planning, Corangamite Catchment Management Authority and Barwon Water.</li> <li>● Improved water quality treatments and weed management.</li> <li>● Reduced risk of fire through fuel load management on public and private property.</li> <li>● Adherence to fire preparedness activities.</li> </ul>
5. Delivery of our capital works program.	20. Develop a system of capital allocations based on Asset Management Plans. 21. Develop a project management framework, covering proposals, planning and delivery. 22. Develop a capital works reporting framework. 23. Deliver the annual capital works program.	Service provider	<ul style="list-style-type: none"> <li>● Project management framework developed.</li> <li>● Quarterly reports to Council.</li> <li>● 80% of the capital works program is completed, measured by number of projects or expenditure.</li> </ul>
6. Emergency management is coordinated locally and on a regional basis.	24. Community based planning to build local understanding and preparedness for emergency events. 25. Education, joint planning and preparations undertaken to prepare for climate related threats and emergencies.	Service provider  Partner  Facilitator	<ul style="list-style-type: none"> <li>● Emergency resource plans are established and agreed with neighbouring councils.</li> <li>● Participate in the state and regional resilience planning projects.</li> <li>● Key influencers on climate related threats and emergencies are educated and prepared in accordance with their needs;               <ul style="list-style-type: none"> <li>○ Community members</li> <li>○ Visiting holiday rental owners</li> <li>○ Visitors and tourists</li> <li>○ Tourism operators</li> </ul> </li> </ul>

### Key Strategies Supporting Our Places

- Asset Management Strategy and Plans.
  - Develop Operations Strategy to Inform Road and Park Maintenance Program
  - Information Services Strategy
  - Operations Strategy
  - Property Strategy
- 

### Key Programs Supporting Our Places

- Asset Management Planning – Service Planning Connecting to Community Infrastructure.
  - Asset Program for Renewal/Implementation of Parks and Open Space Infrastructure
  - Construction to suit design life
  - Deliver on agreed levels of service in Service and Operations
  - Deliver Works Program in Accordance with Operations Strategy
  - Design and Contract Manage Construction of Assets and Infrastructure
  - Develop and Deliver Capital Works Plan
  - Develop Comprehensive OHS and Risk Plans to enhance/ensure the safety of our staff at work
  - Implement Colac stormwater study
  - Implement Domestic Wastewater Management Plan
  - Long-Term Works Program Parks and Open Space Maintenance
  - Policy Development for Asset Programs
  - Reticulated Drainage Scheme at Wye River and Separation Creek
  - Review Plant and Equipment Utilisation and Renewal in Service Operations
  - Whole of Life Analysis
-

### ***THEME 3: OUR COMMUNITY***

We work to know our community and to understand their needs and aspirations. We plan our assets and services to meet community need and to foster a culture of good service and partnership with others.

#### **Why this is Important**

Colac Otway Shire sustains a mixed population of tourists, businesses, farmers, retirees and families, some of whom settled in the Shire recently and some who can trace their families' history back to the original settlers. We also have a small population of aboriginal people. The land of the Shire sustains different ways of living, from affordable housing options in the towns, to spectacular properties with views of the forest and the sea. Potential for population growth in the Shire will increase due to highway improvements and proximity to the larger centres of Geelong and Warrnambool. The Shire enjoys good services and infrastructure, supporting families to connect and live well at all life stages. While the Shire is well resourced compared with many other semi-rural shires, with the potential of continued growth there needs to be good planning to have the right infrastructure and services in place.

#### **Community Feedback**

The community has also told us that they want to see value for money so we need to plan infrastructure and services well and continuously review them. Community input into this decision-making process will help make better decisions and involve them in planning for their own community.

#### **Opportunities for our Future**

- The Shire has a diverse population with a socio-economic status ranging from low to high levels of advantage. There are good relationships with other providers and funding for projects such as GROW and Beyond the Bell provide a good basis for working together to improve community life for everyone. Partnerships with other health and community service providers through the Municipal Public Health and Wellbeing Plan 2017-2021 provide a good way to work together.
- The environment is a major attraction of the Shire and strong partnerships have been forged with government authorities, which provide a good basis for planning together for the community.

## Community - What we want to see by 2021

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
1. Increase social connection opportunities and community safety.	<ol style="list-style-type: none"> <li>1. Support community organisations through the community grants program.</li> <li>2. Support community clubs, groups and associations to provide welcoming and inclusive environments for all members of our community within council facilities.</li> </ol>	<p>Partner</p> <p>Service provider</p> <p>Facilitator</p>	<ul style="list-style-type: none"> <li>• Number of groups supported to provide inclusive initiatives.</li> </ul>
2. Connect people through events and activities.	<ol style="list-style-type: none"> <li>3. Provide grant programs to involve local people in activities that facilitate their health, wellbeing and enjoyment.</li> <li>4. Supports community activities through information dissemination and planning information.</li> </ol>	Facilitator	<ul style="list-style-type: none"> <li>• Number of community activities and numbers of people who attend.</li> </ul>
3. Opportunities for the community to participate in lifelong learning.	<ol style="list-style-type: none"> <li>5. Provide opportunities for lifelong learning and community connections through library programs.</li> <li>6. Support for community groups.</li> </ol>	Service provider	<ul style="list-style-type: none"> <li>• Library program attendances.</li> <li>• Grants and in-kind support awarded to groups involved in lifelong learning.</li> <li>• Completion of the review of the structure for provision of library services for the Shire.</li> </ul>
4. Provision of resources to support physical activity by the community.	<ol style="list-style-type: none"> <li>7. Deliver programs through the Bluewater Centre that promote physical activity in the Shire.</li> <li>8. Build capacity of local sports groups in promoting healthy eating and physical activity.</li> <li>9. Encourage more people to participate and be inclusive of others.</li> <li>10. Participate in the G21 Healthy Eating and Active Living regional priority project.</li> <li>11. Consider health of the community when formulating policy for Council's Property Strategy.</li> </ol>	<p>Partner</p> <p>Service provider</p> <p>Facilitator</p>	<ul style="list-style-type: none"> <li>• Ongoing and effective implementation of the Municipal Public Health and Wellbeing Plan.</li> <li>• Review the Colac-Otway Shire Physical Activity Strategy.</li> <li>• Participation rate at Bluewater Centre.</li> <li>• Increased membership in local sporting groups with increased diversity of membership.</li> <li>• Increase in healthy food options in Council facilities.</li> <li>• Increase in healthy food options in local sporting groups.</li> <li>• Review social issues such as availability of alcohol and gambling machines when considering policy for Council property.</li> </ul>
5. Foster an inclusive community.	<ol style="list-style-type: none"> <li>12. Increase advocacy in partnership with our community to enhance cultural awareness, inclusiveness, safety and health, community, family and education.</li> </ol>	<p>Partner</p> <p>Facilitator</p>	<ul style="list-style-type: none"> <li>• Access, Equity and Inclusion Action Plan prepared and implemented.</li> <li>• Council services are inclusive and accessibility barriers are addressed.</li> </ul>

What is our Goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
6. Community planning informs provision of Council services and social infrastructure.	13. Update social infrastructure planning on a continuing basis to guide asset planning.	Partner Service provider Facilitator	<ul style="list-style-type: none"> <li>• Service planning results in service level information to guide asset planning.</li> <li>• Advocacy strategies are developed and implemented to support services for our community.</li> <li>• Analysis of data and social information guides social infrastructure investments and upgrades.</li> </ul>

### Key Strategies Supporting Our Communities

- Access, Equity and Inclusion Action Plan
- Arts and Culture Strategy
- Climate Adaptation Plan
- Municipal Public Health and Wellbeing Plan
- Physical Activity Strategy
- Property Strategy

### Key Programs Supporting Our Communities

- Access Equity and Inclusion Plan
- Arts and Leisure
- Cinema Lease
- Community Recovery Support to Wye River and Separation Creek
- Community Recovery Planning; Climate Resilient Communities GROW and Beyond the Bell 2030
- Community safety - emergency management and recovery coordination
- Community services
- Community services plans for 50 years+
- Climate planning
- Early Years Plan
- Early Years Facilities planned and funded (Apollo Bay/Colac/W/N)
- Environmental planning
- G21 Health and Well-Being Pillars Annual Project
- Library services
- Municipal Public Health and Wellbeing Plan (MPHWP)
- New Library Plan
- Plan and maintain active open space and recreation areas
- Population and demographic forecasting
- Reserve Master Plans
- Social Infrastructure Plan
- Social Capacity Building Plan
- Tourism and events

## ***THEME 4: OUR LEADERSHIP & MANAGEMENT***

We will work together with our community to create a sustainable future. We will deliver value for money for ratepayers in everything we do and we will achieve long term sustainability and transparent community leadership.

### **Why this is Important**

There are many demands on the resources of Colac Otway Shire. The major source of income, ratepayer funds, has been constrained through the introduction of rate capping by the State government and an increasing challenge for the community to continue to afford rate increases.

The environment of the shire is attractive and well-recognised. Its' diversity also results in involvement by many authorities and stakeholders, creating the need for partnerships and clarity about the role of the shire. Recently experienced incidents such as bushfire and floods impact on the community and draw a significant amount of organisational resources, both in emergency response but also in longer term planning and support to the community. It is expected that such events will be more common as climate change accelerates.

### **Community Feedback**

The community has told us that they want Council to be transparent in allocating its limited resources; that they want investment in services and infrastructure to support the community, local businesses, tourism, and population growth; and that they want Councillors and the organisation to work together to achieve great outcomes for the community and to build a positive reputation for the Shire.

Businesses and organisations operating in the Shire said that they look to the Shire to provide coordination around issues and advocacy to state and federal government about local needs.

### **Opportunities for our Future**

- The opportunity to maintain and enhance external funding for well-planned community infrastructure.
- The opportunity to increase engagement with the community in decision-making.
- Supporting opportunities for growth in a complex legislative framework.
- Delivery of services that are valued by the community and managing the challenges brought about through cost shifting and devolution of responsibility from other levels of government.

## Leadership - What we want to see by 2021

What is our goal?	Actions – how will we get there?	Role Council	Measures – how will you measure our progress?
1. Effectively manage financial resources.	<ol style="list-style-type: none"> <li>1. Manage the short and long-term financial sustainability of the shire through prudent financial management.</li> <li>2. Maintain the 10 year long term financial plan.</li> <li>3. Identify new income opportunities.</li> <li>4. Maintain low risk audit rating for financial sustainability.</li> </ol>	Service provider	<ul style="list-style-type: none"> <li>• Long term financial measures are identified and reported to Council on at least ½ yearly basis.</li> <li>• New income source opportunities are identified to reduce the reliance on rates.</li> <li>• Overall low risk financial sustainability rating maintained.</li> <li>• Reduce the asset renewal gap.</li> </ul>
2. Openness and accountability in decision making.	<ol style="list-style-type: none"> <li>5. Ensure where ever possible decisions are debated and made in open Council meetings.</li> <li>6. Develop and implement a program of regular reporting on key activities to ensure they are focused on implementing priorities.</li> </ol>	Service provider	<ul style="list-style-type: none"> <li>• Improve awareness and accessibility of Council documentation by the community.</li> <li>• Implement regular reporting on agreed topics such as finances, projects and key outcomes.</li> <li>• Community satisfaction with governance and councillor conduct improves through the annual community satisfaction survey.</li> <li>• The percentage of decisions made in closed council meetings is reduced from 2016 levels.</li> </ul>
3. Organisational development and legislative compliance.	<ol style="list-style-type: none"> <li>7. Support organisational development to ensure key organisational capability areas support the organisation to deliver on Council priorities.</li> <li>8. Manage our risk exposure, including providing a safe working environment where “Work Health and Safety is everyone’s business”.</li> </ol>	Service provider	<ul style="list-style-type: none"> <li>• Development plans completed and implemented in organisational capability areas.</li> <li>• Maintain Safety Map (or equivalent) certification for Council’s occupational health and safety management system.</li> </ul>
4. Provide value for money services for our community.	<ol style="list-style-type: none"> <li>9. Implement a program of ongoing service reviews to ensure our services are efficient and effective and are valued by the community.</li> <li>10. Enhance opportunities for increased local spending of Council expenditure.</li> <li>11. Develop partnerships to procure services and materials on a regional basis.</li> </ol>	Service provider	<ul style="list-style-type: none"> <li>• Implement a rolling program of service reviews each financial year.</li> <li>• Identify ongoing savings opportunities of at least \$200,000 per annum.</li> <li>• Council endorsement of the revised Procurement Policy by 2018 and achievement of the implementation plan milestones and targets.</li> <li>• The percentage of local spending is increased by at least 5% over 4 years.</li> <li>• 5 year across boundary procurement plan developed.</li> </ul>
5. Communicate regularly with our community and involve them in decision-making.	<ol style="list-style-type: none"> <li>12. Review the Community Engagement Policy to guide council decision making.</li> </ol>	Service Provider	<ul style="list-style-type: none"> <li>• Community engagement framework review completed.</li> <li>• Opportunities for community engagement are increased from 2016 levels.</li> </ul>

### Key Strategies Supporting Our Leadership & Management

- Asset Management Strategy
  - Carbon Neutral Plan
  - Climate Adaptation Plan
  - COS Environment Strategy
  - Information Services Strategy
  - Operations Strategy
  - Organisational Development Strategy
  - Streamline Planning Scheme
  - Sustainability Policy
  - Waste Management Review
- 

### Key Programs Supporting Our Leadership & Management

- Capital works Delivery Program
  - Corporate Plan
  - Delivering on agreed levels of service in Service and Operations
  - Deliver Works Program in Accordance with Operations Strategy
  - Design and Manage Construction of Assets and Infrastructure
  - Develop Operation Strategy to inform Road and Park Maintenance Program Delivery
  - Financial Planning
  - Governance
  - Half Yearly Reporting on Implementation of Council Plan Strategies
  - Implement Apollo Bay Drainage Study
  - Implement Colac stormwater study
  - Increase Recycling and Reuse of Resources (Waste Minimisation)
  - Long-Term Financial Plan
  - Participate in Barwon Southwest Waste Management Group
  - People Performance and Culture
  - Plant and Equipment Utilisation and Renewal Program
  - Project Management Framework
  - Reticulated Drainage Scheme at Wye River and Separation Creek
  - Review Plant and Equipment Utilisation and Renewal in Service Operations
  - Service Review Program
  - Service Level Review Program
  - Undertake Birregurra Flood/Drainage Study
  - Waste Management
-



## Strategic Resource Plan

The Strategic Resource Plan (SRP) is a requirement under the *Local Government Act 1989*. The SRP details the financial and non-financial (includes people and assets) resources required to achieve Council's goals, as outlined in the Council Plan. The Strategic Resource Plan is updated annually and is reflected in Council's annual budget.

### Objectives of the Strategic Resource Plan

- Establish a financial framework and an assessment of the resources (financial and non-financial) to ensure Council achieves the goals of the Council Plan 2017-2021.
- Establish a basis to measure Council's adherence to financial policies and strategies.
- Support Council's compliance with sound financial management principles.
- Support the medium to long-term financial sustainability of the municipality.

### Key Strategies

The SRP builds a sustainable framework containing strategies, including financial and non-financial resources, to support the achievement of Council Plan goals. These are:

<b>Colac Otway financial indicators</b>	<ul style="list-style-type: none"><li>• That Colac Otway Shire Council continues to benchmark with other Victorian councils and those within the large council category.</li><li>• That Colac Otway Shire Council applies the outcomes of this SRP to the 2017-2018 Budget.</li></ul>
<b>Long-term borrowing strategies</b>	<ul style="list-style-type: none"><li>• That Colac Otway Shire Council, based on previous Prudential Guidelines, borrows funds for capital investment projects that provide intergenerational equity.</li><li>• That Colac Otway Shire Council has no forecast borrowings during the period applying to the Strategic resource Plan</li><li>• That Colac Otway Shire Council commits to a maximum ten (10) year term for all new borrowings.</li></ul>
<b>Notional reserves</b>	<ul style="list-style-type: none"><li>• That Colac Otway Shire Council builds and maintains cash reserves to both support working capital and ensure funds are available for Council activities as scheduled.</li><li>• Reserves are fully backed with cash at the end of each financial year.</li></ul>
<b>Rating and other revenue strategies</b>	<ul style="list-style-type: none"><li>• That Colac Otway Shire Council pursues operational grant funding and strategic capital funding aligned with Council Plan objectives.</li><li>• That Colac Otway Shire Council pursues a consistent and rigorous methodology for the creation and setting of fees and charges.</li><li>• That Colac Otway Shire Council undertakes detailed analysis on the level of existing fees and charges, investigates new revenue sources and report recommendations to Council.</li></ul>

<b>Asset management</b>	<ul style="list-style-type: none"> <li>• That Colac Otway Shire Council, having established its critical renewal investment levels, completes detailed Asset Management Plans for all major classes of Council assets.</li> <li>• That Colac Otway Shire Council, as part of the development of its Asset Management Plans, consults with the community to determine how service levels will be reached including a combination of improved revenue raising, review of existing service levels, asset disposal and composition of the asset portfolio.</li> <li>• That Colac Otway Shire Council continues to prioritise the allocation of funds to the renewal of existing assets rather than constructing new assets where possible, noting that as the Shire’s population expands and other demands increase, it will be necessary to provide appropriate infrastructure to promote further development.</li> </ul>
<b>Capital works</b>	<ul style="list-style-type: none"> <li>• That Colac Otway Shire Council maintains its capital works commitment to levels that align with the funding spread established in this SRP, and incorporate into the developing 10-year capital works programme.</li> <li>• That Colac Otway Shire Council initially focuses capital works expenditure on maintaining a critical renewal level based on acceptable levels of service, with the next priority on upgrade and expansion, followed by provision of new.</li> </ul>
<b>Service provision and planning</b>	<ul style="list-style-type: none"> <li>• That Colac Otway Shire Council annually determines the range and level of service provision through the budget process incorporating an analysis of organisational and financial capability and service reviews where applicable.</li> </ul>
<b>Strategic Financial Plan</b>	<ul style="list-style-type: none"> <li>• That Colac Otway Shire Council finalises its preferred rating option for its strategic financial model to fund the Council Plan, capital expenditure and service delivery through the annual budget process.</li> </ul>

## Resourcing the Council Plan

Financial statements depict how the Plan is resourced.

- **Comprehensive Income Statement** shows the operating costs and income during the period.
- **Balance Sheet** provides the value of Council’s assets and obligations or liabilities for the period.
- **Statement of Cash Flows** indicates the cash expenses paid and cash income received for the period.
- **Statement of Capital Works** outlines the value of the capital works and capital purchases during the period.
- **Statement of Changes in Equity** indicates movement in investments in net assets.
- **Statement of Human Resources** indicates the anticipated human resource requirements for the period.
- **Financial Performance Indicators** show current and projected performance across a range of key financial performance indicators.

The following table summarises the key financial results for the next four years, as set out in the SRP.

## Comprehensive Income Statement

For the four years ending 30 June 2021

Items	2018 Budget \$	2019 SRP \$	2020 SRP \$	2021 SRP \$
Rates and charges	\$29,238,198	\$29,822,962	\$30,419,421	\$31,027,810
Statutory fees and fines	\$729,883	\$744,481	\$759,370	\$774,558
User fees	\$4,540,249	\$4,631,054	\$4,723,675	\$4,818,149
Grants - Operating	\$12,592,333	\$9,623,690	\$11,124,986	\$8,624,088
Grants - Capital	\$10,184,945	\$7,448,776	\$7,522,793	\$8,672,461
Contributions - monetary	\$485,407	\$485,407	\$485,407	\$485,407
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	\$147,000	\$147,000	\$147,000	\$147,000
Share of net profits/(losses) of associates and joint ventures	\$7,022	\$7,022	\$7,022	\$7,022
Other income	\$616,356	\$625,601	\$634,985	\$644,510
<b>Total Income</b>	<b>\$58,541,393</b>	<b>\$53,535,994</b>	<b>\$55,824,660</b>	<b>\$55,201,003</b>
Employee costs	\$18,981,715	\$19,361,349	\$19,942,190	\$20,540,455
Materials and services	\$16,449,893	\$16,762,441	\$17,097,690	\$17,439,644
Bad and doubtful debts	\$2,000	\$2,000	\$2,000	\$2,000
Depreciation and amortisation	\$10,026,854	\$10,343,332	\$10,662,955	\$10,985,754
Borrowing costs	\$226,017	\$181,211	\$122,424	\$74,101
Other expenses	\$2,199,090	\$1,969,758	\$1,788,583	\$1,857,701
Revaluation Expense	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>\$47,885,569</b>	<b>\$48,620,092</b>	<b>\$49,615,842</b>	<b>\$50,899,656</b>
<b>Surplus/(deficit) for the year</b>	<b>\$10,655,824</b>	<b>\$4,915,902</b>	<b>\$6,208,819</b>	<b>\$4,301,347</b>
<b>Other Comprehensive income</b>				
<i>Items that will not be reclassified to surplus or deficit in future periods:</i>				
Net asset revaluation increment	\$0	\$0	\$0	\$0
<b>Total comprehensive result</b>	<b>\$10,655,824</b>	<b>\$4,915,902</b>	<b>\$6,208,819</b>	<b>\$4,301,347</b>

## Balance Sheet

For the four years ending 30 June 2021

Balance Sheet Items	2018 Budget \$	2019 SRP \$	2020 SRP \$	2021 SRP \$
<b>Assets</b>				
<b>Current assets</b>				
Cash and cash equivalents	\$10,645,830	\$9,785,180	\$9,403,523	\$8,353,191
Trade and other receivables	\$2,085,036	\$1,906,291	\$1,988,020	\$1,965,749
Inventories	\$50,000	\$50,000	\$50,000	\$50,000
<b>Total current assets</b>	<b>\$12,780,866</b>	<b>\$11,741,472</b>	<b>\$11,441,544</b>	<b>\$10,368,940</b>
<b>Non-current assets</b>				
Investments in associates and joint ventures	\$311,029	\$312,584	\$314,147	\$315,718
Property, infrastructure, plant & equipment	\$296,734,950	\$301,872,528	\$306,847,722	\$311,658,928
Intangible assets	\$46,000	\$46,000	\$46,000	\$46,000
<b>Total non-current assets</b>	<b>\$297,091,979</b>	<b>\$302,231,112</b>	<b>\$307,207,869</b>	<b>\$312,020,646</b>
<b>Total assets</b>	<b>\$309,872,845</b>	<b>\$313,972,584</b>	<b>\$318,649,413</b>	<b>\$322,389,587</b>
<b>Liabilities</b>				
<b>Current liabilities</b>				
Trade and other payables	\$2,377,017	\$2,387,623	\$2,407,262	\$2,459,657
Trust funds and deposits	\$670,978	\$670,978	\$670,978	\$670,978
Provisions	\$4,487,358	\$4,814,475	\$4,937,184	\$5,062,842
Interest-bearing loans and borrowings	\$648,624	\$1,196,766	\$286,378	\$142,389
<b>Total current liabilities</b>	<b>\$8,183,977</b>	<b>\$9,069,842</b>	<b>\$8,301,802</b>	<b>\$8,335,867</b>
<b>Non-current liabilities</b>				
NC Provisions	\$3,575,655	\$3,070,394	\$2,592,823	\$2,139,974
NC Interest-bearing loans and borrowings	\$2,721,150	\$1,524,383	\$1,238,005	\$1,095,616
<b>Total non-current liabilities</b>	<b>\$6,296,805</b>	<b>\$4,594,777</b>	<b>\$3,830,828</b>	<b>\$3,235,590</b>
<b>Total liabilities</b>	<b>\$14,480,782</b>	<b>\$13,664,619</b>	<b>\$12,132,630</b>	<b>\$11,571,456</b>
<b>Net assets</b>	<b>\$295,392,063</b>	<b>\$300,307,964</b>	<b>\$306,516,783</b>	<b>\$310,818,130</b>
<b>Equity</b>				
Accumulated surplus	\$135,665,770	\$143,091,062	\$151,444,485	\$158,032,281
Reserves	\$159,726,293	\$157,216,902	\$155,072,298	\$152,785,849
<b>Total equity</b>	<b>\$295,392,063</b>	<b>\$300,307,964</b>	<b>\$306,516,783</b>	<b>\$310,818,130</b>

## Statement of Cash Flows

For the four years ending 30 June 2021

CASH FLOW STATEMENT	2018	2019	2020	2021
	Budget \$	SRP \$	SRP \$	SRP \$
<b>Cash flows from operating activities</b>				
Rates and charges	29,226,071	30,005,173	30,341,151	31,053,532
Statutory fees and fines	729,883	744,481	759,370	774,558
User fees	4,540,249	4,631,054	4,723,675	4,818,149
Grants - operating	12,592,333	7,448,776	7,522,793	8,672,461
Grants - capital	10,184,945	9,623,690	11,124,986	8,624,088
Contributions - monetary	485,407	485,407	485,407	485,407
Other receipts	616,356	625,601	634,985	644,510
Employee costs	(19,726,672)	(19,539,493)	(20,297,052)	(20,867,646)
Materials and services	(16,700,876)	(16,751,835)	(17,078,051)	(17,387,248)
Trust funds and deposits repaid	(10,022)	0	0	0
Other payments	(2,199,090)	(1,969,758)	(1,788,583)	(1,857,701)
<b>Net cash provided by/(used in) operating activities</b>	<b>19,738,584</b>	<b>15,303,096</b>	<b>16,428,682</b>	<b>14,960,108</b>
<b>Cash flows from investing activities</b>				
Payments for property, infrastructure, plant and equipment	(21,636,528)	(15,823,910)	(15,981,149)	(16,139,961)
Proceeds from sale of property, infrastructure, plant and equipment	490,000	490,000	490,000	490,000
<b>Net cash provided by/ (used in) investing activities</b>	<b>(21,146,528)</b>	<b>(15,333,910)</b>	<b>(15,491,149)</b>	<b>(15,649,961)</b>
<b>Cash flows from financing activities</b>				
Finance costs	(226,017)	(181,211)	(122,424)	(74,101)
Repayment of borrowings	(604,226)	(648,625)	(1,196,766)	(286,378)
<b>Net cash provided by/(used in) financing activities</b>	<b>(830,243)</b>	<b>(829,836)</b>	<b>(1,319,190)</b>	<b>(360,479)</b>
<b>Net increase/(decrease) in cash &amp; cash equivalents</b>	<b>(2,238,187)</b>	<b>(860,650)</b>	<b>(381,657)</b>	<b>(1,050,332)</b>
Cash and cash equivalents at the beginning of the financial year	12,884,017	10,645,830	9,785,180	9,403,523
<b>Cash and cash equivalents at the end of the financial year</b>	<b>10,645,830</b>	<b>9,785,180</b>	<b>9,403,523</b>	<b>8,353,191</b>

## Statement of Capital Works

For the four years ending 30 June 2021

Statement of Capital Works	2018	2019	2020	2021
<b>Property</b>				
Land	\$500,000	\$0	\$0	\$0
Buildings	\$4,419,057	\$4,654,410	\$6,976,149	\$7,134,961
<b>Total buildings</b>	<b>\$4,919,057</b>	<b>\$4,654,410</b>	<b>\$6,976,149</b>	<b>\$7,134,961</b>
<b>Total property</b>	<b>\$4,919,057</b>	<b>\$4,654,410</b>	<b>\$6,976,149</b>	<b>\$7,134,961</b>
<b>Plant and equipment</b>				
Plant, machinery and equipment	\$1,683,000	\$350,000	\$350,000	\$350,000
Fixtures, fittings and furniture	\$237,000	\$715,000	\$230,000	\$230,000
Computers and telecommunications	\$526,600	\$560,000	\$350,000	\$350,000
<b>Total plant and equipment</b>	<b>\$2,446,600</b>	<b>\$1,625,000</b>	<b>\$930,000</b>	<b>\$930,000</b>
<b>Infrastructure</b>				
Roads	\$7,310,601	\$6,907,500	\$6,100,000	\$6,100,000
Bridges	\$650,000	\$550,000	\$500,000	\$500,000
Footpaths and cycleways	\$525,000	\$987,000	\$425,000	\$425,000
Drainage	\$3,445,270	\$600,000	\$600,000	\$600,000
Other infrastructure	\$2,340,000	\$500,000	\$450,000	\$450,000
<b>Total infrastructure</b>	<b>\$14,270,871</b>	<b>\$9,544,500</b>	<b>\$8,075,000</b>	<b>\$8,075,000</b>
<b>Total capital works expenditure</b>	<b>\$21,636,528</b>	<b>\$15,823,910</b>	<b>\$15,981,149</b>	<b>\$16,139,961</b>
<b>Represented by:</b>				
New asset expenditure	\$7,755,000	\$0	\$0	\$0
Asset renewal expenditure	\$12,309,471	\$15,373,910	\$15,531,149	\$15,689,961
Asset upgrade expenditure	\$1,572,057	\$450,000	\$450,000	\$450,000
<b>Total capital works expenditure</b>	<b>\$21,636,528</b>	<b>\$15,823,910</b>	<b>\$15,981,149</b>	<b>\$16,139,961</b>

## Statement of Changes in Equity

For the four years ending 30 June 2021

Statement of changes in Equity	Total	Accumulated Surplus	Asset Reval Reserve	Other Reserves
<b>2018</b>				
Balance at beginning of the financial year	\$284,736,239	\$123,040,751	\$148,936,000	\$12,759,488
Surplus/(deficit) for the year	\$10,655,824	\$10,655,824	\$0	\$0
Net asset revaluation increment/(decrement)	\$0	\$0	\$0	\$0
Transfer to other reserves	\$0	(\$8,847,394)	\$0	\$8,847,394
Transfer from other reserves	\$0	\$10,816,590	\$0	(\$10,816,590)
<b>Balance at end of the financial year</b>	<b>\$295,392,063</b>	<b>\$135,665,770</b>	<b>\$148,936,000</b>	<b>\$10,790,293</b>
<b>2019</b>				
Balance at beginning of the financial year	\$295,392,063	\$135,665,770	\$148,936,000	\$10,790,293
Surplus/(deficit) for the year	\$4,915,902	\$4,915,902	\$0	\$0
Net asset revaluation increment/(decrement)	\$0	\$0	\$0	\$0
Transfer to other reserves	\$0	(\$1,618,238)	\$0	\$1,618,238
Transfer from other reserves	\$0	\$4,127,628	\$0	(\$4,127,628)
<b>Balance at end of the financial year</b>	<b>\$300,307,965</b>	<b>\$143,091,063</b>	<b>\$148,936,000</b>	<b>\$8,280,902</b>
<b>2020</b>				
Balance at beginning of the financial year	\$300,307,965	\$143,091,063	\$148,936,000	\$8,280,902
Surplus/(deficit) for the year	\$6,208,819	\$6,208,819	\$0	\$0
Net asset revaluation increment/(decrement)	\$0	\$0	\$0	\$0
Transfer to other reserves	\$0	(\$1,639,320)	\$0	\$1,639,320
Transfer from other reserves	\$0	\$3,783,924	\$0	(\$3,783,924)
<b>Balance at end of the financial year</b>	<b>\$306,516,784</b>	<b>\$151,444,485</b>	<b>\$148,936,000</b>	<b>\$6,136,298</b>
<b>2021</b>				
Balance at beginning of the financial year	\$306,516,784	\$151,444,485	\$148,936,000	\$6,136,298
Surplus/(deficit) for the year	\$4,301,347	\$4,301,347	\$0	\$0
Net asset revaluation increment/(decrement)	\$0	\$0	\$0	\$0
Transfer to other reserves	\$0	(\$1,660,796)	\$0	\$1,660,796
Transfer from other reserves	\$0	\$3,947,245	\$0	(\$3,947,245)
<b>Balance at end of the financial year</b>	<b>\$310,818,131</b>	<b>\$158,032,281</b>	<b>\$148,936,000</b>	<b>\$3,849,849</b>

## Non-financial Resources

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resources requirements is shown below:

### Statement of Human Resources

For the four years ending 30 June 2020

Statement of Human resources	2018 Budget \$	2019 SRP \$	2020 SRP \$	2021 SRP \$
<b>Staff Expenditure</b>				
Employee Costs - operating	\$18,981,715	\$19,361,349	\$19,942,190	\$20,540,455
Employee Costs - capital	\$700,000	\$1,687,000	\$1,570,000	\$1,570,000
<b>Total Staff Expenditure</b>	<b>\$19,681,715</b>	<b>\$21,048,349</b>	<b>\$21,512,190</b>	<b>\$22,110,455</b>
	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>
<b>Staff Numbers</b>				
Employees - Disaster Recovery	4.7	0.0	0.0	0.0
Employees - Standard Operations	219.1	219.1	219.1	219.1
<b>Total Staff Numbers</b>	<b>223.8</b>	<b>219.1</b>	<b>219.1</b>	<b>219.1</b>



## Other Information

For the four years ending 30 June 2021

### 1. Summary of planned capital works expenditure

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowing \$'000
<b>2018</b>									
<b>Property</b>									
Land	\$500	\$0	\$0	\$500	\$0	\$250	\$0	\$250	\$0
Buildings	\$4,419	\$3,170	\$1,068	\$181	\$0	\$3,240	\$259	\$920	\$0
<b>Total property</b>	<b>\$4,919</b>	<b>\$3,170</b>	<b>\$1,068</b>	<b>\$681</b>	<b>\$0</b>	<b>\$3,490</b>	<b>\$259</b>	<b>\$1,170</b>	<b>\$0</b>
<b>Plant and equipment</b>									
Plant, machinery and equipment	\$1,683	\$100	\$1,583	\$0	\$0	\$0	\$0	\$1,683	\$0
Fixtures, fittings and furniture	\$237	\$0	\$237	\$0	\$0	\$0	\$0	\$237	\$0
Computers and telecommunications	\$527	\$30	\$436	\$61	\$0	\$0	\$0	\$527	\$0
<b>Total plant and equipment</b>	<b>\$2,447</b>	<b>\$130</b>	<b>\$2,256</b>	<b>\$61</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,447</b>	<b>\$0</b>
<b>Infrastructure</b>									
Roads	\$7,311	\$50	\$6,511	\$750	\$0	\$2,551	\$0	\$4,759	\$0
Bridges	\$650	\$0	\$650	\$0	\$0	\$0	\$0	\$650	\$0
Footpaths and cycleways	\$525	\$275	\$250	\$0	\$0	\$0	\$0	\$525	\$0
Drainage	\$3,445	\$2,150	\$1,215	\$80	\$0	\$2,293	\$0	\$1,152	\$0
Other infrastructure	\$2,340	\$1,980	\$360	\$0	\$0	\$1,575	\$0	\$765	\$0
<b>Total infrastructure</b>	<b>\$14,271</b>	<b>\$4,455</b>	<b>\$8,986</b>	<b>\$830</b>	<b>\$0</b>	<b>\$6,419</b>	<b>\$0</b>	<b>\$7,852</b>	<b>\$0</b>
<b>Total capital works expenditure</b>	<b>\$21,637</b>	<b>\$7,755</b>	<b>\$12,309</b>	<b>\$1,572</b>	<b>\$0</b>	<b>\$9,909</b>	<b>\$259</b>	<b>\$11,468</b>	<b>\$0</b>
<b>2019</b>									
<b>Property</b>									
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	\$4,654,410	\$0	\$4,654,410	\$0	\$0	\$3,200,910	\$185,000	\$1,268,500	\$0
<b>Total property</b>	<b>\$4,654,410</b>	<b>\$0</b>	<b>\$4,654,410</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,200,910</b>	<b>\$185,000</b>	<b>\$1,268,500</b>	<b>\$0</b>
<b>Plant and equipment</b>									
Plant, machinery and equipment	\$350,000	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000	\$0
Fixtures, fittings and furniture	\$715,000	\$0	\$715,000	\$0	\$0	\$477,500	\$0	\$237,500	\$0
Computers and telecommunications	\$560,000	\$0	\$560,000	\$0	\$0	\$0	\$0	\$560,000	\$0
<b>Total plant and equipment</b>	<b>\$1,625,000</b>	<b>\$0</b>	<b>\$1,625,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$477,500</b>	<b>\$0</b>	<b>\$1,147,500</b>	<b>\$0</b>
<b>Infrastructure</b>									
Roads	\$6,907,500	\$0	\$6,907,500	\$0	\$0	\$2,566,371	\$0	\$4,341,129	\$0
Bridges	\$550,000	\$0	\$550,000	\$0	\$0	\$50,000	\$0	\$500,000	\$0
Footpaths and cycleways	\$987,000	\$0	\$987,000	\$0	\$0	\$557,000	\$0	\$430,000	\$0
Drainage	\$600,000	\$0	\$150,000	\$450,000	\$0	\$0	\$0	\$600,000	\$0
Other infrastructure	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000	\$0
<b>Total infrastructure</b>	<b>\$9,544,500</b>	<b>\$0</b>	<b>\$9,094,500</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$3,173,371</b>	<b>\$0</b>	<b>\$6,371,129</b>	<b>\$0</b>
<b>Total capital works expenditure</b>	<b>\$15,823,910</b>	<b>\$0</b>	<b>\$15,373,910</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$6,851,781</b>	<b>\$185,000</b>	<b>\$8,787,129</b>	<b>\$0</b>

## 1. Summary of planned capital works expenditure (continued)

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contrib. \$'000	Council cash \$'000	Borrowing \$'000
<b>2020</b>									
<b>Property</b>									
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	\$6,976,149	\$0	\$6,976,149	\$0	\$0	\$5,777,649	\$200,000	\$998,500	\$0
<b>Total property</b>	<b>\$6,976,149</b>	<b>\$0</b>	<b>\$6,976,149</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,777,649</b>	<b>\$200,000</b>	<b>\$998,500</b>	<b>\$0</b>
<b>Plant and equipment</b>									
Plant, machinery and equipment	\$350,000	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000	\$0
Fixtures, fittings and furniture	\$230,000	\$0	\$230,000	\$0	\$0	\$0	\$0	\$230,000	\$0
Computers and telecommunications	\$350,000	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000	\$0
<b>Total plant and equipment</b>	<b>\$930,000</b>	<b>\$0</b>	<b>\$930,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$930,000</b>	<b>\$0</b>
<b>Infrastructure</b>									
Roads	\$6,100,000	\$0	\$6,100,000	\$0	\$0	\$1,245,686	\$0	\$4,854,314	\$0
Bridges	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000	\$0
Footpaths and cycleways	\$425,000	\$0	\$425,000	\$0	\$0	\$0	\$0	\$425,000	\$0
Drainage	\$600,000	\$0	\$150,000	\$450,000	\$0	\$0	\$0	\$600,000	\$0
Other infrastructure	\$450,000	\$0	\$450,000	\$0	\$0	\$0	\$0	\$450,000	\$0
<b>Total infrastructure</b>	<b>\$8,075,000</b>	<b>\$0</b>	<b>\$7,625,000</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$1,245,686</b>	<b>\$0</b>	<b>\$6,829,314</b>	<b>\$0</b>
<b>Total capital works expenditure</b>	<b>\$15,981,149</b>	<b>\$0</b>	<b>\$15,531,149</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$7,023,335</b>	<b>\$200,000</b>	<b>\$8,757,814</b>	<b>\$0</b>
<b>2021</b>									
<b>Property</b>									
Land	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	\$7,134,961	\$0	\$7,134,961	\$0	\$0	\$5,822,461	\$250,000	\$1,062,500	\$0
<b>Total property</b>	<b>\$7,134,961</b>	<b>\$0</b>	<b>\$7,134,961</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,822,461</b>	<b>\$250,000</b>	<b>\$1,062,500</b>	<b>\$0</b>
<b>Plant and equipment</b>									
Plant, machinery and equipment	\$350,000	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000	\$0
Fixtures, fittings and furniture	\$230,000	\$0	\$230,000	\$0	\$0	\$0	\$0	\$230,000	\$0
Computers and telecommunications	\$350,000	\$0	\$350,000	\$0	\$0	\$0	\$0	\$350,000	\$0
<b>Total plant and equipment</b>	<b>\$930,000</b>	<b>\$0</b>	<b>\$930,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$930,000</b>	<b>\$0</b>
<b>Infrastructure</b>									
Roads	\$6,100,000	\$0	\$6,100,000	\$0	\$0	\$2,850,000	\$0	\$3,250,000	\$0
Bridges	\$500,000	\$0	\$500,000	\$0	\$0	\$0	\$0	\$500,000	\$0
Footpaths and cycleways	\$425,000	\$0	\$425,000	\$0	\$0	\$0	\$0	\$425,000	\$0
Drainage	\$600,000	\$0	\$150,000	\$450,000	\$0	\$0	\$0	\$600,000	\$0
Other infrastructure	\$450,000	\$0	\$450,000	\$0	\$0	\$0	\$0	\$450,000	\$0
<b>Total infrastructure</b>	<b>\$8,075,000</b>	<b>\$0</b>	<b>\$7,625,000</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$2,850,000</b>	<b>\$0</b>	<b>\$5,225,000</b>	<b>\$0</b>
<b>Total capital works expenditure</b>	<b>\$16,139,961</b>	<b>\$0</b>	<b>\$15,689,961</b>	<b>\$450,000</b>	<b>\$0</b>	<b>\$8,672,461</b>	<b>\$250,000</b>	<b>\$7,217,500</b>	<b>\$0</b>

## 2. Summary of planned human resources expenditure

Summary of Planned Human resources	2018 Budget \$	2019 SRP \$	2020 SRP \$	2021 SRP \$
<b>Staff Expenditure</b>				
Chief Executive office	\$795,868	\$811,785	\$836,139	\$861,223
Corporate Services	\$3,667,989	\$3,741,349	\$3,853,589	\$3,969,197
Development and Community Services	\$7,026,301	\$7,166,827	\$7,381,832	\$7,603,287
Infrastructure and Leisure Services	\$7,299,320	\$7,445,306	\$7,668,666	\$7,898,726
Disaster Recovery	\$192,237	\$196,082	\$201,964	\$208,023
<b>Total Staff Expenditure</b>	<b>\$18,981,715</b>	<b>\$19,361,349</b>	<b>\$19,942,190</b>	<b>\$20,540,455</b>
	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>	<b>EFT</b>
<b>Staff Numbers</b>				
Chief Executive office	5.8	5.8	5.8	5.8
Corporate Services	39.1	39.1	39.1	39.1
Development and Community Services	77.1	77.1	77.1	77.1
Infrastructure and Leisure Services	97.2	97.2	97.2	97.2
Disaster Recovery	4.7	0.0	0.0	0.0
<b>Total Staff Numbers</b>	<b>223.8</b>	<b>219.1</b>	<b>219.1</b>	<b>219.1</b>