

Strategic Resource Plan

2019-2023

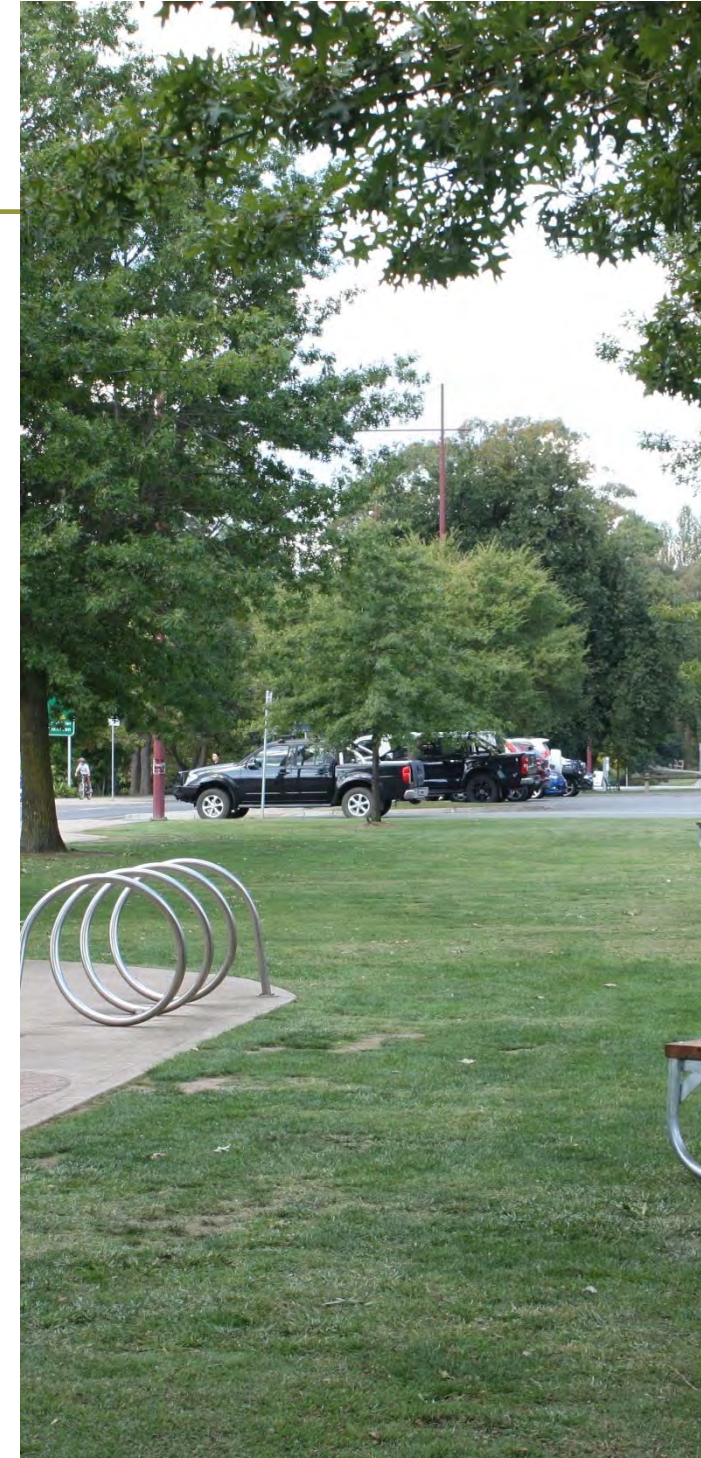


MANSFIELD
SHIRE COUNCIL

DRAFT

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Executive Summary

The Strategic Resource Plan (SRP) is a requirement of section 126 of the *Local Government Act 1989* and is a plan for the resources, financial and non-financial, required over a four year period to achieve our Strategic Directions and Strategic Objectives as detailed by the Council Plan 2017-21, which are:

Strategic Direction One—Participation and Partnerships

Strategic Objectives:

- 1.1 Our community has a say in matters of interest to them.
- 1.2 Council is an effective advocate on behalf of its community.
- 1.3 Partnerships are strong between key service providers and authorities across the municipality.
- 1.4 We have high levels of community participation, with growing levels of engagement from our senior citizens and people of all abilities.

Strategic Direction Two—Financial Sustainability

Strategic Objectives:

- 2.1 Council has a strategic, long term financial plan to secure its ongoing financial sustainability.
- 2.2 We embrace innovation to maximise service efficiency and reduce costs.
- 2.3 We prudently manage our asset maintenance and capital works programs in line with our long term financial plan.
- 2.4 Council has secured sustainable levels of recurrent funding and 'own source' revenue.
- 2.5 Council has maximised shared services with other councils and authorities to minimise service costs.
- 2.6 Our population continues to steadily grow, supported by the provision of sustainable community infrastructure and services.
- 2.7 Mansfield's economy is diverse, with the agility to respond to changing consumer demands.

Strategic Direction Three—Community Resilience and Connectivity

Strategic Objectives:

- 3.1 Our website and social media outlets are responsive, effective information portals for our community.
- 3.2 We support our communities in meeting their own needs.
- 3.3 Mansfield shire is a welcoming, supportive and inclusive place to be.
- 3.4 Our community and emergency responders work together to ensure we are prepared for emergencies and natural disasters.
- 3.5 Council supports the community in its efforts to lobby for the infrastructure it needs to be connected and progressive.

Executive Summary continued

Strategic Direction Four—Enhanced Liveability

Strategic Objectives:

- 4.1 We have long term strategies and capital works programs in place to respond to changing community needs.
- 4.2 We are a community that is passionate about arts, culture, heritage and the environment.
- 4.3 Our community proactively manages its health and wellbeing.
- 4.4 We have strong policy and decision making frameworks in place to protect and enhance the unique character of our Shire for future generations.

Strategic Direction Five—Responsible Leadership

Strategic Objectives:

- 5.1 We achieve the highest standards of good governance.
- 5.2 Our organisation is driven by a positive culture.
- 5.3 Our organisation transparently reports on its performance through a comprehensive reporting and audit framework.
- 5.4 We make transparent decisions facilitated by community participation at Council meetings.
- 5.5 We have a strong framework in place to proactively mitigate risk.





Link to Council Plan

Council is required under the *Local Government Act 1989* Section 126, to prepare a Council Plan and a Strategic Resource Plan.

The Strategic Resource Plan (SRP) is a plan of the resources required to achieve the Council's strategic objectives, services and initiatives outlined in the Council Plan.

The SRP must include in respect of at least the next four financial years:

- Details of financial resources (financial statements)
- Details of non-financial resources, including human resources

This information must be presented in the form and contain information as required by the regulations.

Council must adopt its SRP by 30 June each year.

Method of Preparation

Councillors, senior staff and managers were involved in researching and evaluating:

- the Council's current service and resource levels to determine the changes needed to address the strategic objectives proposed in the Council Plan
- the impact which assumptions about economic and other factors may have on future projections
- the targets to be met in addressing the Council Plan resource needs, and
- the likely effectiveness of the SRP in achieving the Council's strategic objectives

The following budgeted financial and resource statements are used as bases for providing and assessing relevant information:

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

Link to the Council Plan

Two (2) additional documents are presented to provide further disclosure, specifically:

- Capital works program for the years ended 2020 to 2023
- Summary of planned human resources expenditure

Relationship to Council Plan framework

The SRP is an integral part of the Council Plan and is linked to other Council strategic documents including the Asset Management Plan and Rating Strategy.

Consistency with *Local Government Act 1989* principles

It is important to ensure that the Council adheres to the principles of sound financial management required by section 136 of the *Local Government Act 1989*, in particular:

- Manage financial risks, ensuring that decisions made and actions taken, including rating and spending policies, have due regard for the financial effects on future generations
- Manage risk relating to debt, assets, liabilities, commercial or entrepreneurial activities and changes to the structure of Council's rates and charges base

Appraisal of current position

Council faces a number of challenges in achieving its strategic objectives. These include:

- A large rural road network and aged drainage infrastructure
- Limited financial resources exacerbated by government funding not keeping pace with cost increases
- Increasing Community expectations for services and new facilities/works
- Need for adequate capital renewal expenditure investment
- Increasing maintenance requirements due to increasing asset base
- Population growth
- Increasing requirements of other levels of government
- Introduction of rate capping (Fair Go Rates) legislation
- Need to reduce waste service income to cost recovery





Addressing the challenges

The 2019-23 SRP consolidates on the tough decisions made last year for the 2018-19 budget. Long term forecasting continues to indicate financial sustainability over the next ten years enabling Council to continue to deliver the same level of services, and continue to fund asset renewal appropriately.

Council continue to address the challenges facing our community in a number of ways including:

- Maximising asset renewal and maintenance spending for each year of the SRP
- Reducing service levels where required to fund asset renewal
- Adopting a rolling four year Strategic Resource Plan and rolling ten year Long Term Financial Plan
- Maintaining debt management ratios at or below prudential levels
- Conducting periodic service reviews to continually improve efficiencies/reduce costs
- Progressively improving the underlying surplus
- Target external funding opportunities
- Consult with the community on a model for growth, which may include a rate variation in excess of the mandated rate cap
- Building a relevant organisational structure that allows for strategic capacity and efficient, cost effective service delivery
- Applying to the Essential Services Commission for a variation to the rate cap to allow the reallocation of \$1.2million from waste service income to rate income

A more detailed analysis of the key service areas of Human Resources, Service Delivery, Rating Strategy, Borrowing Strategy, Infrastructure Strategy and Capital Works are outlined in the following sections of this SRP.

Addressing the challenges *continued*

Sensitivity analysis

Evaluation of the key assumptions underlying the ten year Long Term Financial Plan, and as a consequence the four year SRP, identified a heightened financial sensitivity to many of them. Slight changes in any of these key assumptions can have a significant financial impact on Council over a ten year period.

Financial Plans are developed using estimates and assumptions about the future, based on known information at the time of preparing the plan. However, knowing the current sensitivity to a shift in any of these assumptions, plans must also take into account the possibility of such a shift and the potential financial impact.

The impacts of some of the key sensitivities, as shown in the table below, must be considered when preparing a Long Term Financial Plan. Whilst the impacts over this current SRP have been positive, the results of financial plans must be considered keeping in mind the potential impact of a negative shift in any of those assumptions where heightened sensitivity exists.

Indicator	Sensitivity	Impact 1 year \$'000	Impact 10 years \$'000
Rate income	+/- 0.5% pa	61	3,255
Rate income	+/- 0.05% pa	6	322
Supplementary assessments	+/- \$50,000 pa	50	2,967
Salaries & Wages	+/- 0.5% pa	46	2,280
Materials & Services	+/- 0.5%	33	1,705





Addressing the challenges continued

Rate variation

The most significant assumption underpinning the 2019-23 SRP is a successful application for a rate variation.

After two years of financial preparation, and coinciding with the Victorian Ombudsman's report on waste charges in local government, Council have applied to the ESC to transfer waste income totalling \$1.2million into general rates. The community engagement campaign around this issue concluded in January 2019 and the application will be lodged with the ESC by 31 March 2019.

As communicated during the campaign, if successful, the result will not be additional income for Council, but a reallocation between waste service charges and rates, to enable Council to continue to deliver the current level and mix of services for the community.

If the application is unsuccessful, a revised budget will be issued to the community for further consideration at a later date.

Sale of property

Council's Financial Strategy 2018 outlines that proceeds from the sale of land will be budgeted only once Council have passed a resolution to sell.

Proceeds from the sale of the Lakins Road property have been included in 2019-20. The saleyards site is not included in the budget at this point in time as the resolution from Council was to sell or lease. Given the uncertainty around which option Council will take, it is considered prudent to wait until further clarity is known before including forecast impacts in the budget.

Addressing the challenges *continued*

Human Resources

The 2019-20 budget includes the following assumptions around Human Resources:

- Staggered banding increases:
 - Staff progress through the levels A-D within their banding level (1-8). Level progressions take effect on an individual's anniversary date, and these dates are variable depending on when an individual commenced their position with Council.
- Enterprise Agreement wage increases:
 - All banded staff are entitled to a standard % increase to their salary on the Enterprise Agreement (EA) anniversary date (7 November). The previous EA expired on 7 November 2018 and a new agreement has been endorsed by staff and submitted to Fair Work for approval. The revised EA is a two year agreement with a 2% annual increase.
- Funded positions:
 - From time to time Council is provided with funding by the State or Federal governments to deliver specific projects to the community. Compared to 2018-19, the 2019-20 budget includes provision for an additional 7 new positions (3.26 FTE) in the fields of family violence, age friendliness, rates and property valuation, family counselling, information technology and the walk to school program. Some of these positions were employed during 2018-19, and others will commence after 1 July 2019. These positions will be fully covered by the funding we anticipate receiving for these programs. If the funding is not received, the positions will not be filled and the programs not delivered. For the purposes of the budget, it is assumed that this funding is recurrent into the future.
- Additional infrastructure resource:
 - A new position will be created (1 FTE) to enhance the integration of asset management information.



Addressing the challenges *continued*

- Strategic capacity:
 - Mansfield Shire Council is currently the only Victorian Council that does not employ Directors. A tier of management, reporting directly to the Chief Executive Officer (CEO), that focuses on strategic planning and development of the Shire is desirable, freeing the CEO to drive advocacy efforts, grow networks, and source government and/or private investment in our Community. Consistent with the previous SRP, Council has budgeted to resource two Director positions commencing July 2019 at an estimated total cost of \$396,000 per annum (including salary, oncosts, vehicles and superannuation).

Statement of Human Resources Expenditure for the four years ending 30 June 2023

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2018-19	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Salaries and wages	8,112	9,228	9,412	9,601	9,792
FBT	27	30	31	31	32
Contract staff	40	26	27	27	28
Total staff expenditure	8,179	9,284	9,470	9,659	9,852
Staff numbers	FTE	FTE	FTE	FTE	FTE
Funded externally (in full or part)	21.7	22.0	22.0	22.0	22.0
Council funded (in full)	76.0	79.0	79.0	79.0	79.0
Total staff numbers	97.7	101.0	101.0	101.0	101.0

Addressing the challenges *continued*

Service Delivery

Service levels have been broadly maintained throughout the period of the SRP.

Council's Financial Strategy, adopted in 2018, requires all services to be reviewed at least every 4 years, on a cyclical basis.

Rating Strategy

Council reviewed and adopted the Draft Rating Strategy in March 2019. The contents of the Strategy have been incorporated into the Budget .

The two key elements of the rating structure are:

- Property values, which reflect capacity to pay; and
- User pays component to reflect usage of services provided by Council

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for residential or business purposes. This distinction is based on the concept that business should pay a fair and equitable contribution to rates taking into account the benefits those businesses derive from the local community.

Council uses Capital Improved Value (CIV) as the basis for determining its rates on the grounds that it provides the most equitable distribution of rates across the municipality. Council's rating strategy endorses the following principles:

1. That Council will continue the separate classification of Residential and Rural Residential properties, with a minimum size of 2ha applying to Rural Residential properties
2. That Council will consider the differential between Residential and Rural Residential properties each year





Addressing the challenges continued

3. That Council will continue to offer a reduction against the Residential Rate for assessments classified as Farm Land
4. That in order to have the Farm Rate apply to a property the ratepayer will need to complete Council's "Application for Classification of Rateable Property as Farmland", which will need to be assessed as meeting criteria set out in the *Valuation of Land Act*, and which will be reassessed on change of ownership of a property
5. That Council will continue to rate Commercial properties in one category
6. That Council will continue to apply a rate differential greater than the Residential Rate to this category
7. That Council will continue to apply a rate differential greater than the Residential Rate to properties classified as Vacant Land
8. That for each property rated under the *Cultural and Recreational Land Act 1963*, Council will assess each property on its merits in accordance with the criteria outlined in the Act
9. That Council will continue to levy the Municipal Charge at 20% of total general rates

Section 185 of the *Local Government Act 1989* outlines the legislative requirements in relation to setting of a capped average rate on the total annualised revenue leviable from general rates, municipal charges and any other prescribed rates or charges on rateable properties. The Act also outlines the process required for a Council to apply for an exemption of the rate cap. This process is overseen by the Essential Services Commission.

Addressing the challenges *continued*

In 2019-20 waste charges per property for garbage, recycling and community waste will decrease by 34.72% to reflect cost recovery of waste services, consistent with the recommendations of the Victorian Ombudsman.

Provision is made for an increase in rates and municipal charges revenue of 15.7%, plus an allowance of \$150,000 for new supplementary rates on new properties. The increase is a combination of both the 2.5% rate cap set by the Minister (which applies to the average cents/CIV per property), the general increase in the number of rateable properties (due to supplementary valuations and property splits in the previous financial year), and the transfer of \$1.2million from waste service revenue into rates. Future years have been budgeted at a 2.5% rate cap based on Department of Treasury and Finance indicators of the Consumer Price Index (CPI) and the Wage Price Index (WPI).

Borrowing Strategy

Borrowings are an important funding source for capital works programs.

Council's borrowing strategy is to only incur debt to finance major new capital projects and to use the operating cash flows and grants to finance renewal capital works. Council's focus continues to be on debt minimisation and the use of grants and operating cash flows to finance capital renewal works.

This current loan program will result in a decrease in debt servicing costs and a net decrease in debt. No new loans have been projected for the four (4) year period of this plan, nor have any significant new capital projects (that are not externally grant funded). This budget will see debt as a percentage of rate revenue reduce from 18% in 2019-20 to 10% by 2022-23.





Addressing the challenges *continued*

	Budget 2019-20 \$000	Budget 2020-21 \$000	Budget 2021-22 \$000	Budget 2021-23 \$000
<i>Future Borrowings</i>				
<i>Borrowings at beginning of period</i>	2,401	2,218	2,024	1,821
New Borrowings	-	-	-	-
Loan Redemption	183	194	203	215
<i>Borrowings at end of period</i>	2,218	2,024	1,821	1,606

Council acknowledges that debt levels are low and borrowing is a potential lever to allow new and improved infrastructure development. As such Council has reserved some borrowing capacity should it decide to implement further major new projects.

The SRP also includes provision for proceeds from potential land sales. These proceeds will be quarantined for future use toward development of new capital projects.

Addressing the challenges *continued*

Infrastructure Strategy

Asset Renewal

The renewal gap is the gap (shortfall in funding) between existing renewal expenditure and recommended expenditure that is required to maintain assets in a condition capable of providing levels of service set by Council in conjunction with community expectations. These assets include but are not limited to roads, bridges, footpaths, kerb and channel, buildings and stormwater drainage.

A fundamental benefit of undertaking the process of renewal gap evaluation is the analysis of projected funding allocation versus required expenditure for long term financial planning. Projected funding is based upon existing funding allocations for asset renewal and that proposed in future years. Required expenditure is calculated on the condition of the asset and its expected lifecycle determined by the asset management team, and the level of service the asset is to provide, which is determined by Council and influenced by community consultation. This may not equate to the depreciation figure used in Council's accounts in any year, given peaks and troughs in the renewal cycle, but a general rule of thumb is that on average renewal approximates depreciation.

Council has appointed an external organisation, Assetic, to perform detailed data analysis and modelling of Council's infrastructure assets. This process has commenced and data is currently in the process of transitioning to the new system for analysis. It is expected the first modelling will be available for the 2020-21 budget cycle during which it is anticipated the reliability of the asset renewal requirements will improve enabling more accurate assessment of the renewal gap by 30 June 2020.

The SRP seeks to minimise the gap through a combination of operational cost efficiencies (organisational restructure, outsourcing of services). Capital spend for 2019-20 is restricted primarily to asset renewal and limited new capital projects.





Addressing the challenges continued

Capital Works Program

As a general principle Council will:

- Reduce the renewal gap in roads, bridges, buildings and other assets.
- Complete building renewal as funding becomes available.
- Maintain the current annual expenditure for the reseal and resheet programs in accordance with renewal gap analysis.
- Implement the Four Year Capital plan as created and modified as new projects are identified.

Operating surpluses are forecast each year including significant capital grant revenue expected to be received to fund the capital works program. If expected capital grants are not received, the associated capital project will not go ahead.

Capital expenditure over the four year period of this Plan totals \$37.1 million.

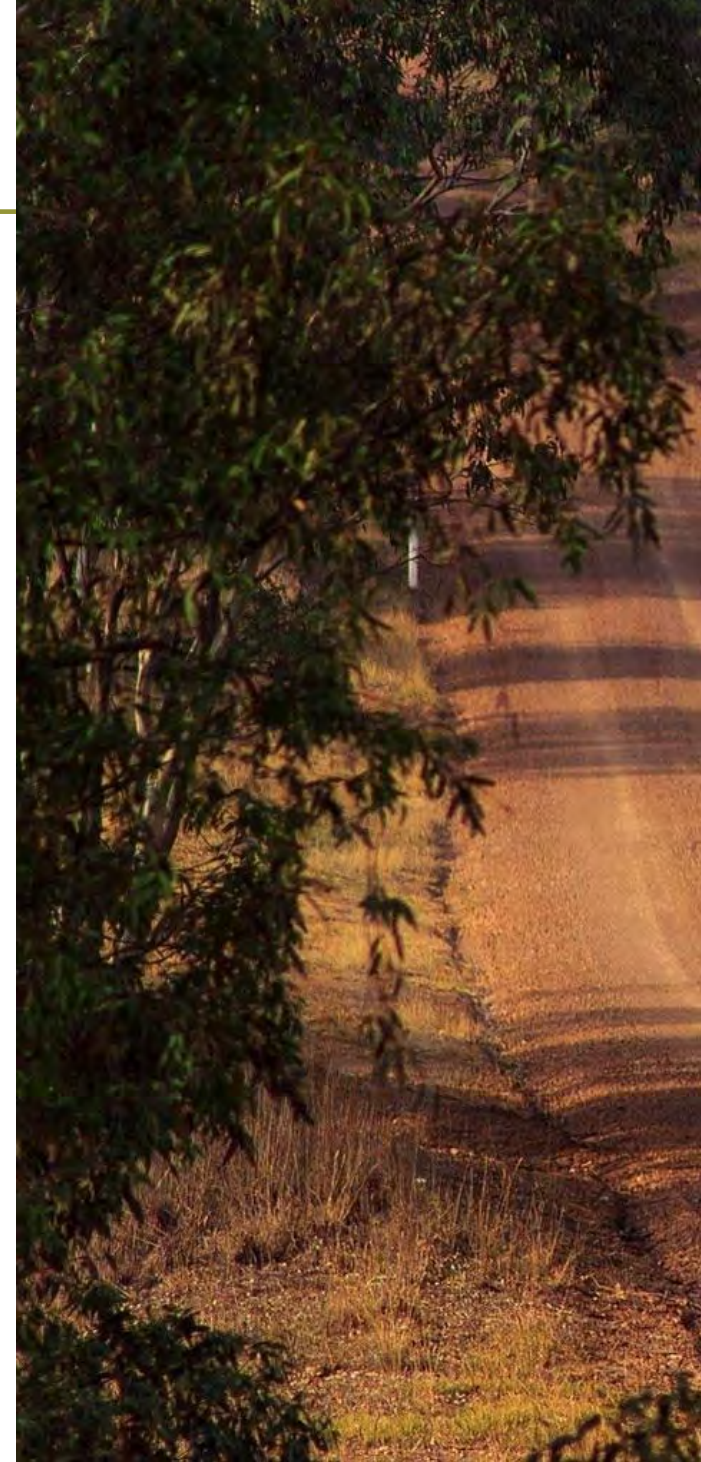
Targets / Project Outcomes

The key objectives, which underpin the four (4) year Strategic Resource Plan, are:

- Focus on maintaining or evaluating service delivery for core services
- Average Rate revenue increases at 2.5% across years 2 through 4 of the Plan (excluding supplementaries)
- Prudent debt management that ensures adequate cash flows for future capital works, but borrowings ratios within State requirements
- Focus on infrastructure renewal and increased funding for capital projects
- Improve asset management processes
- Build strategic capacity within the organisation to facilitate progressive thinking

These objectives are reflected in the following tables:

- Comprehensive Statement (for the four years ending 30 June 2023)
- Balance Sheet (for the four years ending 30 June 2023)
- Statement of Changes in Equity (for the four years ending 30 June 2023)
- Statement of Cash Flows (for the four years ending 30 June 2023)
- Statement of Capital Works (for the four years ending 30 June 2023)
- Statement of Human Resource (for the four years ending 30 June 2023)



Targets / Project Outcomes *continued*

Comprehensive Income Statement for the four years ending 30 June 2023

	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Income				
Rates and charges	14,200	14,705	15,222	15,753
Statutory fees and fines	308	314	320	327
User fees	750	765	780	796
Grants - Operating	4,448	4,489	4,430	4,472
Grants - Capital	5,582	3,190	1,993	2,197
Contributions - monetary	5	98	55	110
Contributions - non-monetary	-	-	-	-
Net gain (loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-
Other income	410	355	276	261
Total income	25,702	23,915	23,077	23,915
Expenses				
Employee costs	9,284	9,470	9,659	9,852
Materials and services	6,835	7,004	6,990	7,057
Depreciation and amortisation	3,379	3,936	4,057	4,198
Borrowing costs	119	110	99	89
Other expenses	275	280	286	292
Total expenses	19,893	20,801	21,091	21,488
Surplus (deficit) for the year	5,810	3,114	1,986	2,427
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment (decrement)	-	-	-	-
Total comprehensive result	5,810	3,114	1,986	2,427

Targets / Project Outcomes *continued*

Balance Sheet for the four years ending 30 June 2023

	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Assets				
Current assets				
Cash and cash equivalents	4,094	3,694	3,591	2,838
Trade and other receivables	1,198	1,214	1,231	1,251
Other financial assets	3,045	464	-	-
Inventories	16	16	16	16
Other assets	252	252	252	252
Total current assets	8,604	5,640	5,090	4,357
Non-current assets				
Trade and other receivables	32	27	23	23
Property, infrastructure, plant & equipment	147,257	153,267	155,612	158,582
Total non-current assets	147,289	153,293	155,634	158,604
Total assets	155,894	158,933	160,724	162,961
Liabilities				
Current liabilities				
Trade and other payables	1,060	1,156	1,156	1,156
Trust funds and deposits	990	990	990	990
Provisions	1,801	1,851	1,873	1,903
Interest-bearing loans and borrowings	193	204	215	227
Total current liabilities	4,045	4,201	4,233	4,276
Non-current liabilities				
Provisions	324	297	284	278
Interest-bearing loans and borrowings	2,024	1,821	1,606	1,379
Total non-current liabilities	2,349	2,117	1,890	1,657
Total liabilities	6,393	6,318	6,123	5,933
Net assets	149,501	152,615	154,601	157,028
Equity				
Accumulated surplus	68,076	71,590	73,576	76,003
Reserves	81,425	81,025	81,025	81,025
Total equity	149,501	152,615	154,601	157,028



Targets / Project Outcomes *continued*

Statement of Changes in Equity for the four years ending 30 June 2023

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020				
Balance at beginning of the financial year	120,681	50,133	70,156	392
Surplus(deficit) for the year	5,810	5,810	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(1,300)	-	1,300
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	126,491	54,643	70,156	1,692
2021				
Balance at beginning of the financial year	126,491	54,643	70,156	1,692
Surplus (deficit) for the year	3,114	3,114	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	400	-	(400)
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	129,605	58,157	70,156	1,292
2022				
Balance at beginning of the financial year	129,605	58,157	70,156	1,292
Surplus (deficit) for the year	1,986	1,986	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	131,591	60,143	70,156	1,292
2023				
Balance at beginning of the financial year	131,591	60,143	70,156	1,292
Surplus (deficit) for the year	2,427	2,427	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	134,018	62,570	70,156	1,292



Targets / Project Outcomes *continued*

Statement of Cash Flows for the four years ending 30 June 2023

	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities				
Rates and charges	14,193	14,694	15,209	15,733
Statutory fees and fines	308	314	320	327
User fees	750	765	780	796
Grants - operating	4,448	4,489	4,430	4,472
Grants - capital	5,582	3,190	1,993	2,197
Contributions - monetary	5	98	55	110
Other receipts	410	355	276	261
Employee costs	(9,246)	(9,431)	(9,620)	(9,812)
Materials and services	(6,914)	(7,020)	(7,020)	(7,072)
Other payments	(275)	(280)	(286)	(292)
Net cash provided by (used in) operating activities	9,260	7,173	6,137	6,719
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(13,421)	(9,948)	(6,464)	(7,260)
Proceeds from sale of property, infrastructure, plant and equipment	1,025	98	62	91
Net cash provided by (used in) investing activities	(12,396)	(9,850)	(6,402)	(7,168)
Cash flows from financing activities				
Finance costs	(119)	(110)	(99)	(89)
Repayment of borrowings	(183)	(193)	(204)	(215)
Net cash provided by (used in) financing activities	(302)	(303)	(303)	(304)
Net increase (decrease) in cash & cash equivalents	(3,438)	(2,981)	(568)	(753)
Cash and cash equivalents at the beginning of the financial year	10,577	7,139	4,158	3,591
Cash and cash equivalents at the end of the financial year	7,139	4,158	3,591	2,838



Targets / Project Outcomes *continued*

Statement of Capital Works for the four years ending 30 June 2023

	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000
Property				
Land improvements	-	558	300	110
Buildings	1,041	1,215	500	620
Total property	1,041	1,773	800	730
Plant and equipment				
Plant, machinery and equipment	616	419	378	371
Fixtures, fittings and furniture	15	15	15	15
Computers and telecommunications	70	50	121	50
Total plant and equipment	701	484	514	436
Infrastructure				
Roads	4,020	5,106	2,873	4,222
Bridges and culverts	-	840	210	755
Footpaths and cycleways	245	150	105	105
Drainage	130	180	460	241
Recreational, leisure and community facilities	6,428	-	-	-
Parks, open space and streetscapes	-	1,415	1,502	770
Off street car parks	800	-	-	-
Other infrastructure	58	-	-	-
Total infrastructure	11,680	7,691	5,150	6,093
Total capital works expenditure	13,421	9,948	6,464	7,260
Represented by:				
New asset expenditure	7,695	1,388	785	575
Asset renewal expenditure	3,180	7,457	4,096	4,365
Asset upgrade expenditure	2,547	1,103	1,583	2,320
Total capital works expenditure	13,421	9,948	6,464	7,260

Targets / Project Outcomes *continued*

Capital Works Program for the year ending 30 June 2020

**capital grants to be confirmed*

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants* \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land	-	-	-	-	-	-	-	-	-
Land Improvements	-	-	-	-	-	-	-	-	-
Buildings	1,041	675	359	7	-	500	-	541	-
TOTAL PROPERTY	1,041	675	359	7	-	500	-	541	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	616	70	546	-	-	-	-	616	-
Fixtures, Fittings and Furniture	15	-	15	-	-	-	-	15	-
Computers and Telecommunications	70	70	-	-	-	-	-	70	-
TOTAL PLANT AND EQUIPMENT	701	140	561	-	-	-	-	701	-
INFRASTRUCTURE									
Roads	4,020	-	1,480	2,540	-	1,254	-	2,766	-
Bridges & Culverts	-	-	-	-	-	-	-	-	-
Footpaths and Cycleways	245	195	50	-	-	-	-	245	-
Drainage	130	-	130	-	-	-	-	130	-
Recreational, Leisure and Community Facilities	5,928	5,828	100	-	-	3,578	-	2,350	-
Parks, Open Space and Streetscapes	539	39	500	-	-	250	-	289	-
Waste management	19	19	-	-	-	-	-	19	-
Offstreet carparks	800	800	-	-	-	-	-	800	-
TOTAL INFRASTRUCTURE	11,680	6,880	2,260	2,540	-	5,082	-	6,598	-
TOTAL CAPITAL WORKS EXPENDITURE	13,421	7,695	3,180	2,547	-	5,582	-	7,840	-

Targets / Project Outcomes *continued*

Capital Works Program for the year ending 30 June 2021

**capital grants to be confirmed*

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants* \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land	-	-	-	-	-	-	-	-	-
Land Improvements	558	558	-	-	-	300	-	258	-
Buildings	1,215	320	795	100	-	300	20	895	-
TOTAL PROPERTY	1,773	878	795	100	-	600	20	1,153	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	419	-	419	-	-	-	-	419	-
Fixtures, Fittings and Furniture	15	15	-	-	-	-	-	15	-
Computers and Telecommunications	50	50	-	-	-	-	-	50	-
TOTAL PLANT AND EQUIPMENT	484	65	419	-	-	-	-	484	-
INFRASTRUCTURE									
Roads	5,106	-	4,303	803	-	1,370	-	3,736	-
Bridges & Culverts	840	-	840	-	-	420	-	420	-
Footpaths and Cycleways	150	45	105	-	-	-	23	128	-
Drainage	180	-	180	-	-	-	-	180	-
Recreational, Leisure and Community Facilities	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	1,415	400	815	200	-	800	50	565	-
TOTAL INFRASTRUCTURE	7,691	445	6,243	1,003	-	2,590	73	5,028	-
TOTAL CAPITAL WORKS EXPENDITURE	9,948	1,388	7,457	1,103	-	3,190	93	6,665	-

Targets / Project Outcomes *continued*

Capital Works Program for the year ending 30 June 2022

**capital grants to be confirmed*

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants* \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land	-	-	-	-	-	-	-	-	-
Land Improvements	300	300	-	-	-	200	-	100	-
Buildings	500	-	500	-	-	100	-	400	-
TOTAL PROPERTY	800	300	500	-	-	300	-	500	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	378	-	378	-	-	-	-	378	-
Fixtures, Fittings and Furniture	15	15	-	-	-	-	-	15	-
Computers and Telecommunications	121	70	51	-	-	-	-	121	-
TOTAL PLANT AND EQUIPMENT	514	85	429	-	-	-	-	514	-
INFRASTRUCTURE									
Roads	2,873	-	1,815	1,058	-	1,024	-	1,849	-
Bridges & Culverts	210	-	210	-	-	105	-	105	-
Footpaths and Cycleways	105	-	105	-	-	-	-	105	-
Drainage	460	-	460	-	-	-	-	460	-
Recreational, Leisure and Community Facilities	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	1,502	400	577	525	-	563	50	889	-
TOTAL INFRASTRUCTURE	5,150	400	3,167	1,583	-	1,693	50	3,408	-
TOTAL CAPITAL WORKS EXPENDITURE	6,464	785	4,096	1,583	-	1,993	50	4,421	-

Targets / Project Outcomes *continued*

Capital Works Program for the year ending 30 June 2023

**capital grants to be confirmed*

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants* \$'000	Contributions \$'000	Council cash \$'000	Borrowings \$'000
PROPERTY									
Land	-	-	-	-	-	-	-	-	-
Land Improvements	110	-	-	110	-	-	-	110	-
Buildings	620	-	620	-	-	100	-	520	-
TOTAL PROPERTY	730	-	620	110	-	100	-	630	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	371	-	371	-	-	-	-	371	-
Fixtures, Fittings and Furniture	15	15	-	-	-	-	-	15	-
Computers and Telecommunications	50	50	-	-	-	-	-	50	-
TOTAL PLANT AND EQUIPMENT	436	65	371	-	-	-	-	436	-
INFRASTRUCTURE									
Roads	4,222	110	2,657	1,455	-	1,297	55	2,870	-
Bridges & Culverts	755	-	-	755	-	250	-	505	-
Footpaths and Cycleways	105	-	105	-	-	-	-	105	-
Drainage	241	-	241	-	-	-	-	241	-
Recreational, Leisure and Community Facilities	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	770	400	370	-	-	550	50	170	-
TOTAL INFRASTRUCTURE	6,093	510	3,373	2,210	-	2,097	105	3,891	-
TOTAL CAPITAL WORKS EXPENDITURE	7,260	575	4,365	2,320	-	2,197	105	4,958	-

Other information

Summary of Planned Human Resources Expenditure for the four years ending 30 June 2023

Operating and Capital	2019-20	2020-21	2021-22	2022-23	Operating and Capital	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000
Executive Services					Development Services				
Permanent - full time	865	883	900	918	Permanent - full time	771	787	803	819
Permanent - part time	-	-	-	-	Permanent - part time	518	529	539	550
<i>Total Executive Services</i>	<u>865</u>	<u>883</u>	<u>900</u>	<u>918</u>	<i>Total Development Services</i>	<u>1,290</u>	<u>1,315</u>	<u>1,342</u>	<u>1,369</u>
Community Services					Finance				
Permanent - full time	1,114	1,137	1,159	1,183	Permanent - full time	249	254	259	265
Permanent - part time	1,559	1,590	1,622	1,655	Permanent - part time	514	524	534	545
Casual	-	-	-	-	<i>Total Finance</i>	<u>763</u>	<u>778</u>	<u>794</u>	<u>810</u>
<i>Total Community Services</i>	<u>2,674</u>	<u>2,727</u>	<u>2,782</u>	<u>2,837</u>	Infrastructure				
Corporate and Organisational Development					Permanent - full time	2,539	2,589	2,641	2,694
Permanent - full time	502	512	522	533	Permanent - part time	137	140	143	146
Permanent - part time	443	452	461	471	Casual	-	-	-	-
Casual	14	14	14	14	<i>Total Infrastructure</i>	<u>2,676</u>	<u>2,729</u>	<u>2,784</u>	<u>2,840</u>
<i>Total Corporate and Organisational Development</i>	<u>959</u>	<u>978</u>	<u>998</u>	<u>1,018</u>	Total staff expenditure	<u>9,226</u>	<u>9,411</u>	<u>9,599</u>	<u>9,791</u>

Other information *continued*

Summary of Planned Human Resources Expenditure for the four years ending 30 June 2023 *continued*

Operating and Capital	2019-20	2020-21	2021-22	2022-23	Operating and Capital	2019-20	2020-21	2021-22	2022-23
	FTE	FTE	FTE	FTE		FTE	FTE	FTE	FTE
Executive Services					Development Services				
Permanent - full time	5.5	5.5	5.5	5.5	Permanent - full time	8.0	8.0	8.0	8.0
Permanent - part time	-	-	-	-	Permanent - part time	5.5	5.5	5.5	5.5
<i>Total Executive Services</i>	<u>5.5</u>	<u>5.5</u>	<u>5.5</u>	<u>5.5</u>	<i>Total Development Services</i>	<u>13.5</u>	<u>13.5</u>	<u>13.5</u>	<u>13.5</u>
Community Services					Finance				
Permanent - full time	11.0	11.0	11.0	11.0	Permanent - full time	2.0	2.0	2.0	2.0
Permanent - part time	19.7	19.7	19.7	19.7	Permanent - part time	5.7	5.7	5.7	5.7
Casual	-	-	-	-	<i>Total Finance</i>	<u>7.7</u>	<u>7.7</u>	<u>7.7</u>	<u>7.7</u>
<i>Total Community Services</i>	<u>30.7</u>	<u>30.7</u>	<u>30.7</u>	<u>30.7</u>	Infrastructure				
Corporate and Organisational Development					Permanent - full time				
Permanent - full time	5.0	5.0	5.0	5.0	Permanent - part time				
Permanent - part time	5.5	5.5	5.5	5.5	Casual				
Casual	0.2	0.2	0.2	0.2	<i>Total Infrastructure</i>				
<i>Total Corporate and Organisational Development</i>	<u>10.7</u>	<u>10.7</u>	<u>10.7</u>	<u>10.7</u>	Total FTE staff				
					101.0				
					101.0				
					101.0				
					101.0				

How you can contribute to your community

The Strategic Plan 2017-21 expresses Council's commitment to the community. Council however cannot achieve these aspirations alone – it needs your help! Listed below are just some of the ways each resident within the region can contribute to achieving these aspirations.

We look forward to everyone's participation and contributions as we strive to make Mansfield Shire the best place to live.

- Join a club. Our municipality has many sporting, recreation special interest and social clubs. This is a great way to connect with other people in the region who share your interests. Clubs are also a great avenue for advocating to Council on shared views.
- Volunteer at a Council-run facility or special event
- Ride your bike to work or car pool with others in your local area
- Walk your children to school
- Purchase products and services locally
- 'Go Green' – there are many ways to reduce your carbon footprint, reduce waste and save our precious resources
- Get active – take advantage of one of our open space areas or playgrounds
- Attend a community festival or major event
- Encourage a healthy lifestyle
- Take care on our roads
- Embrace our diverse community
- Visit your local library
- Employ locals
- Be ambassadors for the district – be welcoming to tourists and visitors
- Get to know your neighbours
- Value and respect our heritage
- Get involved in a local community project
- Be water wise



Comments for Council

Please provide us with any feedback you may have on our 2017-2021 Council Plan. Your thoughts and ideas regarding the future of Mansfield Shire are valued by Council in moving forward together as a community.

1. Please indicate the main reason you obtained a copy of this Council Plan.

- To be informed of Council activities
- As a reference source
- To support a grant application
- Other (please specify): _____

2. Did you find this Council Plan useful? (Please circle one)

1 **2** **3** **4** **5**

Not at all Average Absolutely

3. What suggestions would you make to improve this Plan? _____

4. Do you live in Mansfield Shire?

- Yes No

5. My main interest in this Council Plan is as a:

- Student Resident Community organisaiton
- Business organisation Government organisation Other (please specify)

Please return this form to Mansfield Shire Council
council@mansfield.vic.gov.au or Private Bag 1000, Mansfield Vic 3722

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**MANSFIELD
SHIRE COUNCIL**

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