



CITY OF
MONASH

Council Plan 2017 - 2021



Contents

Overview.....	3
Our city, our organisation	4
The City of Monash	4
Key insights:.....	4
Councillors	5
Monash City Council.....	5
Council Plan structure	7
Principles.....	9
Our Organisational Values.....	9
A Liveable & Sustainable City.....	10
Inviting Open & Urban Spaces	12
An Inclusive Community	14
Responsive & Efficient Services	16
Strategic Resource Plan	18

Overview

The Council Plan sets out Council's strategy for how we continue to enjoy the things we love about Monash, how we can address the pressures our city faces and make the most of the opportunities that come from being a popular place to live, learn, work and play.

Two key themes emerged in developing this Council Plan:

- the community's pride in our great city and their passion for protecting and enhancing its important characteristics, including the natural environment, recreational and leisure spaces as well as the unique qualities and character of our neighbourhoods, local shopping strips and centres; and,
- the strength in our diverse community, including the vibrant local neighbourhoods, the active community and sports groups and the many exciting festivals and events.

The challenges facing Monash over the next four years include:

- maintaining liveability, changing neighbourhoods and activity centres, increasing densities, and population growth increasing social issues such as social isolation, community safety, youth mental health, homelessness, housing affordability and discrimination;
- increasing community expectations about the quality and accessibility of the services Council provides; and
- reduced grant funding and the progressive impact of rate capping.

Four Strategic Objectives were identified for how Council will address these challenges over the next four years:

A Liveable & Sustainable City

We value our natural environment and want to preserve and enhance the leafy and green character of our city. Monash's desirability as a place to live, learn, work and play needs to be protected.

Inviting Open & Urban Spaces

We will continue to improve our public infrastructure, meeting places and open spaces, providing inclusive, safe and inviting places for community use.

An Inclusive Community

Our people and our communities are healthy, connected and engaged.

Responsive & Efficient Services

People can have a say in, and are at the centre of, our decisions. We will deliver affordable, respectful, responsive, reliable and high quality services.

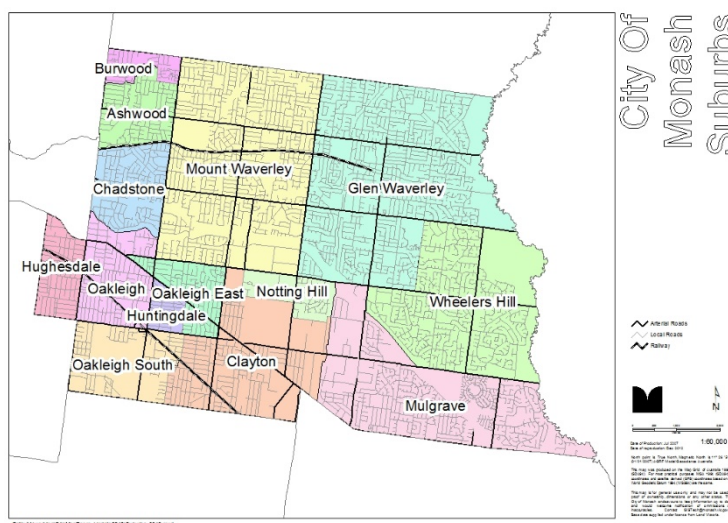
A set of Strategies and Priority Projects that will contribute to achieving each Strategic Objective have been set out, as well as key Strategic Indicators that will guide our progress.

An Annual Plan will be produced each year, identifying the initiatives and projects funded in the Annual Budget and how these contribute to delivering the Council Plan.

Our city, our organisation

The City of Monash

The municipality of Monash is located in Melbourne's south east and comprises the suburbs of: Ashwood; Clayton; Glen Waverley; Hughesdale; Huntingdale; Mount Waverley; Mulgrave; Notting Hill; Oakleigh; Oakleigh East; Wheelers Hill; and Chadstone, as well as parts of Burwood and Oakleigh South.



Key insights:

- At 187,286 residents, Monash is the 7th largest municipality in Victoria, by population
- At 81 Km² area, Monash has the 13th highest population density in Victoria
- Monash grew by an estimated 2,309 residents in the year to 2014-15; the 13th largest growth in Victoria
- Monash is a cultural vibrant multicultural community with 45% of our residents born overseas, having come from more than 45 different countries
- 120,160 jobs with almost 38% of people working in Manufacturing, Education and Health
- 18,617 local businesses in Monash in 2015
- Gross Regional Product \$13.95 billion representing 4% of the Victorian Gross State Product
- Unemployment rate 3.75% (September 2016) – consistently well below the Victorian and Australian rates of unemployment
- 20,881 (23.3%) of the City of Monash local workers are residents (Census 2011) with an addition 68,839 people travelling into Monash to work
- \$9.4 billion of goods and services are exported out of Monash annually \$16.7 billion in sales to local consumers, businesses and other organisations annually
- Monash is Victoria's largest employment destination in Victoria, outside of the CBD. Half of these jobs are within the 'Monash National Employment and Innovation Cluster' centred around Clayton, Mulgrave and Notting Hill. With its critical mix of education, health, research & industry, including the Australian Synchrotron, Monash University, the CSIRO and Monash Medical Centre, the cluster is recognised nationally as a centre for innovation, education and industry.

Councillors

Glen Waverley Ward

- Geoff Lake
- Lynnette Saloumi

Mount Waverley Ward

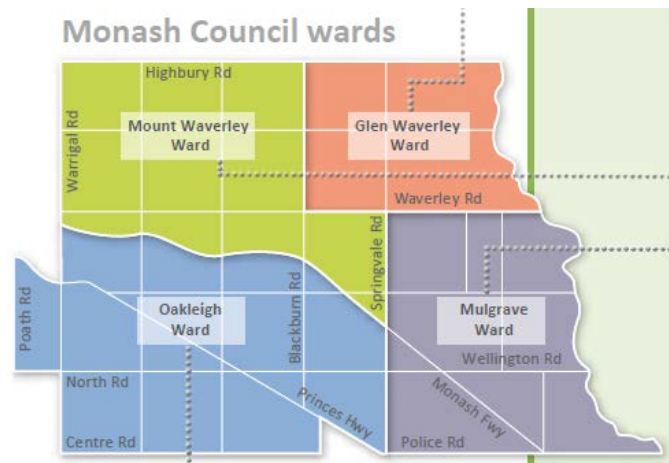
- Brian Little
- Rebecca Paterson
- MT Pang Tsoi

Mulgrave Ward

- Robert Davies
- Paul Klisaris
- Shane McCluskey

Oakleigh Ward

- Josh Fergeus
- Stuart James
- Theo Zographos



Monash City Council

Monash is one of Victoria's leading councils, servicing a large and established community. Council provides a wide range of services to residents, businesses and visitors including:

- waste collection
- street cleaning
- civic infrastructure and community buildings
- libraries, arts and cultural events
- recreation and aquatic centres
- aged and community care services
- playgrounds, parks, sports grounds and bushland reserves
- community development and capacity building programs
- health promotion initiatives
- sports club development
- economic development
- planning and building permits
- children, youth and family services
- local laws, food inspections and crossing supervisors

Council manages around \$2.6 billion in assets to support these services, including:

- 306 buildings
- 133 public playgrounds
- 82 sports grounds
- 1,548 kms of on road pedestrian footpaths and 54 kms of off-road shared and pedestrian paths

- 733 kms of local roads
- 198 off-street car parks
- 1,270 kms of underground stormwater pipes and 43,750 stormwater pits

Key insights:

- Lowest property rates per capita in Victoria, 33% below the State average
- 7th largest Council in Victoria by Expenditure
- 775 Equivalent Full Time staff (EFT)
- Capital Works program - \$44 million in 2016-17
- Services - \$157 million expenditure in 2016-17

More information about the city and Council can be found at www.monash.vic.gov.au including the Annual Budget and Annual Report.

Council Plan structure

Section 125 of the *Local Government Act 1989* outlines a minimum structure required for the Council Plan:

- Strategic Objectives
- Strategies
- Strategic Indicators
- Strategic Resource Plan

Monash has interpreted these four requirements, with the inclusion of Principles and Organisational Values, as set out below:

Strategic Objectives

- what Council wants to achieve over its 4 year term.
- high level statements to focus our services and priorities.
- context to explain how Council arrived at this direction.

Strategies

- how Council will work to achieve its Strategic Objectives.
- over and above business as usual service delivery.
- group together a range of service initiatives and capital works projects that will contribute towards achieving each Strategic Objective.

Strategic Indicators

- how Council will measure progress against these Strategic Objectives.
- a four year target for the measures will be set in the Council Plan.
- where appropriate measures from the Local Government Performance Reporting Framework will be used.

Strategic Resource Plan (SRP)

- what resources Council will need and use to achieve the Plan.
- SRP must be able to fund any commitments made in the Council Plan. Additionally, any Council adopted strategy, plan or action must also be fundable within the adopted SRP.
- Annual updates to the SRP will be documented in the Annual Budget.

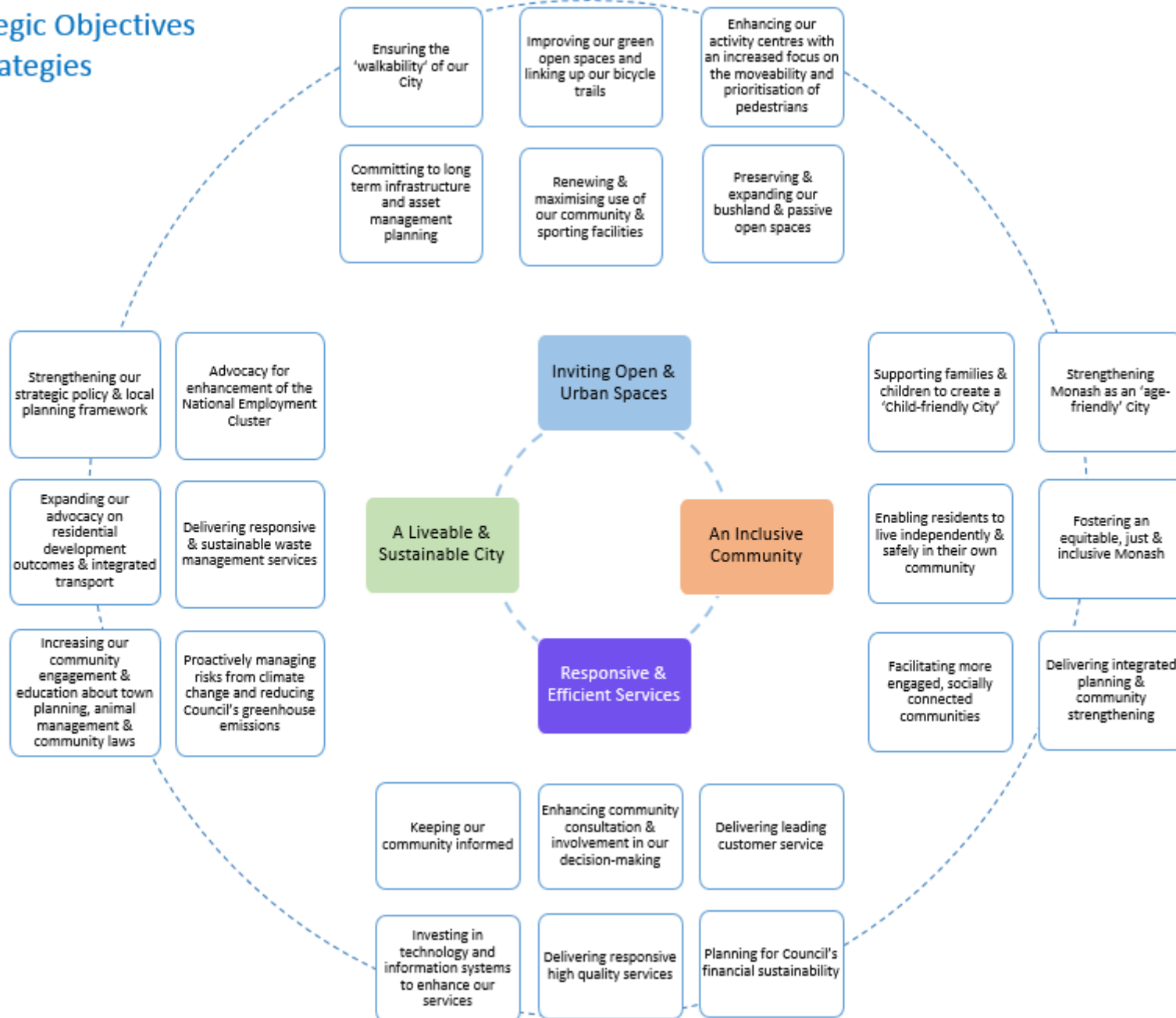
Principles

- how we will work with the community and our partners.

Organisational Values

- how we will work internally as an organisation.

Strategic Objectives & Strategies



Principles

These principles will guide how we work – as an organisation, with our partners and with the community – to achieve this Council Plan. Our principles will drive how we engage our community in decision making, delivering services and working together in partnership to develop our community.

Access & Equity

Fairness, equity and dignity are integral to how we work to create an inclusive community.

Community Engagement

We commit to actively engaging our community in decision making to shape our services.

Sustainability

Planning and providing for the current and future needs of our community whilst preserving and enhancing our natural environment and garden city character is central to our work.

Embrace diversity

Our diversity contributes to our success, innovation and vibrance as a community.

Our Organisational Values

These organisational values will guide how staff work together to achieve the Council Plan. Our values will be a reference for coordinating and integrating our services to maximise the benefit we deliver to the community.

Accountability

We are responsible for our actions and behaviours every day.

Respect

We value diversity and appreciate others.

Teamwork

We work collaboratively to achieve shared goals.

A Liveable & Sustainable City

Strategic Objective	A Liveable & Sustainable City
<i>What this means</i>	We value our natural environment and want to preserve and enhance the leafy green character of our city. Monash's desirability as a place to live, learn, work and play needs to be protected.

Context: What the challenge is for Monash

What makes Monash liveable is our safe neighbourhoods, the ease of getting around, pride in our local areas, and a significant range of local employment opportunities.

Monash is experiencing significant development and growth and these are changing the look and feel of the city. An increasing population is leading to higher population density, more residents living in multi-story apartments and a greater cultural and age diversity of new residents. Some in the community worry that the city's infrastructure is not keeping up with this growth and changing needs.

Parking in residential streets can be harder with more dwellings and cause congestion in local roads. Melbourne's growth is also leading to more traffic congestion on the arterial roads running through Monash. The popularity of our Activity Centres is creating demand for more parking. Encouraging sustainable transport options will be required to address these pressures.

The Monash National Employment and Innovation Cluster is a great opportunity for Monash to continue to work with the State Government as well as Kingston and Greater Dandenong City Councils and government agencies to facilitate economic development in the key commercial, education, research and health sectors. Growth in jobs and residential development in this cluster will need to be accompanied by services and facilities; a significant challenge for Monash.

Planning to address current and emerging sustainability issues and protecting and enhancing our natural environment is an important part of creating innovative and environmentally sustainable, resilient and thriving communities.

Waste reduction continues to be an important issue both because of the environmental imperative to reduce land fill and make better use of our resources, and the financial cost as landfill becomes more expensive.

Strategies: What we will achieve over the next 4 years

We will work to strengthen the Monash Planning Scheme and local policies, advocate for local needs, meet our city's needs through a more sustainable approach, and develop a long term plan for managing our city's waste.

Our focus over the next 4 years will be:

- Strengthening our strategic policy & local planning framework
- Expanding our advocacy on sustainable residential development outcomes & integrated transport
- Increasing our community engagement & education about town planning, animal management & community laws
- Advocacy for enhancement of the National Employment Cluster
- Delivering responsive & sustainable waste management services

- Proactively managing risks from climate change and reducing Council's greenhouse emissions

Priority Projects: How we will we do this

Council will support *A Liveable & Sustainable City* through ongoing delivery of a range of services including: Strategic Planning, Economic Development, Statutory Planning, Building Services, Public Health, Community Laws, Sustainability and Waste Services.

Priority Projects over the next 4 years will be:

1. Enhancing Monash Planning Scheme
 - a. review the Monash Planning Scheme
 - b. undertake Structure Plans (Huntingdale & Mount Waverley)
2. Advocacy on key issues impacting our city:
 - a. over development on single dwelling sites
 - b. affordable housing
 - c. Rowville Rail and Huntingdale Station redevelopment
 - d. Westall Road extension
3. Implementing new Waste Strategy
4. Continue to implement the Environmental Sustainability Strategy 2016-26
5. Reducing Council's impact on climate change
6. Work to preserve, and expand, our tree canopy

Other initiatives will be developed during the life of the Council Plan and identified in each year's Annual Budget.

Strategic Indicators: How we will know we are successful

Council will report the delivery of initiatives each year through the Annual Report. Progress towards achieving the outcome of *A Liveable & Sustainable City* over the four years will be measured through a set of indicators.

Our Strategic Indicators will be:

1. increased waste diverted from landfill
2. number of Structure Plans completed
3. implementation of the Urban Landscape and Canopy Vegetation Strategy through planning scheme changes and other actions

Inviting Open & Urban Spaces

Strategic Objective	Inviting Open & Urban Spaces
<i>What this means</i>	We will continue to improve our public infrastructure, meeting places and open spaces, providing inclusive, safe and inviting places for community use.

Context: What the challenge is for Monash

High quality contemporary urban spaces and activity centres and public open space support our community to live healthy, active lives. These accessible spaces provide not only for the wellbeing of individuals but also enhance the sense of community and connection.

A significant amount of Monash's infrastructure is in need of renewal due to its age and changing community expectations. Community feedback confirms the pressing need to improve our footpaths, play spaces, bike paths, parks and community facilities. As our population grows, the demand for parks, public places and facilities increases.

Our community seeks spaces and facilities that increase capacity and usage in accordance with an increase in expectations and demands. Currently, some identified priorities are the introduction of synthetic surfaces at sports grounds, upgrade of pavilions and lighting to ensure participation and equitable access for all. Council is committed to maximising our facilities through shared use and co-location.

Strategies: What we will achieve over the next 4 years

We will work to plan and prioritise our infrastructure requiring renewal, modernisation and redevelopment.

Our focus over the next 4 years will be:

- Ensuring the 'walkability' of our city
- Improving our green open spaces and linking up our bicycle trails
- Enhancing our activity centres with an increased focus on the moveability and prioritisation of pedestrians
- Committing to long term infrastructure and asset management planning
- Renewing & maximising use of our community & sporting facilities
- Preserving & expanding our bushland & passive open spaces

Priority Projects: How we will we do this

Council will support *Inviting Open & Urban Spaces* through ongoing delivery of a range of services including: Horticultural Services, Active Monash, Engineering, Property Management, Capital Works, Strategic Asset Management and Urban Design.

Priority Projects over the next 4 years will be:

1. Complete the Sports & Recreation Strategy to inform the renewal & upgrade of key community infrastructure including:
 - sports grounds & reserves
 - playgrounds
 - bike paths & walking tracks

2. Continue to review community facilities to be flexible, innovative and adaptable to meet future community need - including the refurbishment of the Mount Waverley Community Centre and Mount Waverley Youth Centre
3. Reconstruction Atherton Road, Oakleigh (Warrigal Rd to Clyde St)
4. Redevelopment of the Oakleigh Recreation Centre & Waverley Gymnastics Centre
5. Asset Management Strategy
 - implement Strategy
 - update Asset Management Plans
6. Continue to explore the possible sale and redevelopment of the Glen Waverley Central Car Park site
7. Improve our Activity Centres and pedestrian movements therein.

Other initiatives will be developed during the life of the Council Plan and identified in each year's Annual Budget.

Strategic Indicators: How we will know we are successful

Council will report the delivery of initiatives each year through the Annual Report. Progress towards achieving the outcome of *Inviting Open & Urban Spaces* over the four years will be measured through a set of indicators.

Our Strategic Indicators will be:

1. increased asset renewal
2. sealed roads maintained adequately
3. number of playgrounds renewed
4. completion of the Open Space Strategy

An Inclusive Community

Strategic Objective	An Inclusive Community
<i>What this means</i>	Our people and our communities are healthy, connected and engaged.

Context: What the challenge is for Monash

Council aims to work with the community to promote an active, safe and inclusive Monash, where people are able to connect with and access activities, programs and services to enable positive health and wellbeing.

We value the importance of maximising opportunities for our community, where all people will feel connected and empowered to freely participate in their community and lead fulfilling lives. We will support, embrace and celebrate the diversity of our community, where people of any age, gender, ability, socio-economic status, sexuality, gender identity or cultural background can be valued community members.

Our work with our community will ensure that collectively we can positively shape and influence our future, responding to emerging issues that are important to our community and that will impact on community amenity, safety and inclusion. At a local neighbourhood level, engagement is vital to build a sense of belonging where residents participate and connect with those who live, work, study and play in their community. Through the adoption of a best-practice strategic approach to community strengthening, we aim to create sustainable, vibrant and connected communities where people want to live, work and recreate, now and into the future.

Strategies: What we will achieve over the next 4 years

We will advocate with our community on issues that are important to them. We will ensure our services are accessible to all and continue to be responsive to changing community needs.

Our focus over the next 4 years will be:

- Supporting families & children to create a 'Child-friendly City'
- Enabling residents to live independently & safely in their own community
- Facilitating more engaged, socially connected communities
- Strengthening Monash as an 'age-friendly' City
- Fostering an equitable, just & inclusive Monash
- Delivering integrated planning & community strengthening

Priority Projects: How we will we do this

Council will support *An Inclusive Community* through ongoing delivery of a range of services including: Aged & Community Care Services, Children, Youth and Family Services, Community Planning & Development, and Information & Arts.

Priority Projects over the next 4 years will be:

1. Advocacy program on key issues impacting our community:
 - Gender Equity & Prevention of Violence Against Women
 - youth mental health
 - harms from gambling
 - Commonwealth aged & community services to our residents

- Homelessness
- 2. Implement an Access & Equity Framework including an updated Monash Health & Wellbeing Partnership Plan 2017-21
- 3. Deliver key actions in the plan for an age-friendly city
- 4. Complete the Oakleigh 'Western Gateway' Community Safety Project
- 5. Work towards accreditation as a 'child-friendly city'
- 6. Celebrate our multicultural community

Other initiatives will be developed during the life of the Council Plan and identified in each year's Annual Budget.

Strategic Indicators: How we will know we are successful

Council will report the delivery of initiatives each year through the Annual Report. Progress towards achieving the outcome of *An Inclusive Community* over the four years will be measured through a set of indicators.

Our Strategic Indicators will be:

1. maintain participation in Maternal & Child Health service
2. maintain number of active Library members
3. maintain visits to Council's Recreation Centres
4. child-friendly city accreditation

Responsive & Efficient Services

Strategic Objective	Responsive & Efficient Services
<i>What this means</i>	People can have a say in, and are at the centre of, our decisions. We will deliver affordable, respectful, responsive, reliable and high quality services.

Context: What the challenge is for Monash

Community involvement in shaping the city and Council services is highly valued in Monash. Generally, Council services have received improved satisfaction ratings in community surveys. Sustaining and improving this level of customer service will require ongoing commitment from Council as we strive to continuously improve community outcomes.

Our community wants to be able to engage with Council, access services and information, using social media and online requests and payments as it suits them. Integrating Council systems and processes, increasing our digital capacity to support services - such as through social media – will help make our services more accessible and relevant.

Council has worked to be financially responsible, maintaining the lowest average property rates per capita in Victoria and paying off previous debt. At the same time there is significant pressure for services to meet changing community needs and expectations such as service delivery through different means or out of business hours. To maintain our long-term financial sustainability, Council will focus on measures such as: improving efficiency of operations; and partnering with other levels of government, community services and other organisations, to increase the resources available for services and infrastructure in Monash.

Strategies: What we will achieve over the next 4 years

We will focus on reviewing our services, using better technology and processes, achieving excellent customer service as well as engaging our community. Council will maintain its responsible financial management.

Our focus over the next 4 years will be:

- Keeping our community informed through provision of Council services & activities
- Enhancing community consultation & involvement in our decision-making
- Delivering leading customer service
- Investing in technology and information systems to enhance our services
- Delivering responsive high quality services
- Planning for Council's financial sustainability

Priority Projects: How we will we do this

Council will support *Responsive & Efficient Services* through ongoing delivery of a range of services including: Corporate Administration & Customer Service, Communications, Human Resources, Finance, Strategic Procurement, Information Communication Technology, and Corporate Performance.

Priority Projects over the next 4 years will be:

1. Develop and implement a Continuous Improvement Framework across Council

2. Develop a Digital Strategy to continue to improve customer service and communications
3. Plan for Council's financial sustainability - Revenue Strategy

Other initiatives will be developed during the life of the Council Plan and identified in each year's Annual Budget.

Strategic Indicators: How we will know we are successful

Council will report the delivery of initiatives each year through the Annual Report. Progress towards achieving the outcome of *Responsive & Efficient Services* over the four years will be measured through a set of indicators.

Our Strategic Indicators will be:

1. low debt
2. positive liquidity ratio
3. achievement of Customer Service Guarantee targets
4. maintain a high rating for Councils' consultation

FINANCIAL STATEMENTS

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

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

- 1.** Comprehensive Income Statement
- 2.** Balance Sheet
- 3.** Statement of Changes in Equity
- 4.** Statement of Cash Flows
- 5.** Statement of Capital Works
- 6.** Statement of Human Resources

1. Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Income					
Rates & Charges	112,901	116,217	119,642	123,134	126,697
Statutory fees & fines	10,191	10,577	11,000	11,440	11,898
User fees	23,695	23,875	24,365	25,785	26,806
Grants - Operating	19,642	16,213	16,619	17,034	17,460
Grants - Capital	4,061	5,794	4,072	1,808	1,838
Contributions - monetary	5,968	4,951	9,368	2,990	3,079
Interest Revenue	1,743	2,240	2,140	1,939	1,969
Other Revenue	1,618	1,473	1,510	1,547	1,586
Total Income	179,818	181,341	188,716	185,678	191,334
Expenses					
Employee costs	70,089	72,310	74,444	76,677	78,960
Materials, services & contracts	61,168	64,174	67,847	72,033	75,286
Bad and doubtful debts	10	10	10	11	11
Borrowing costs	0	0	0	0	0
Depreciation	26,000	27,261	27,637	28,019	28,406
Other Expenses	1,380	1,394	1,429	1,465	1,501
Total Expenses	158,646	165,149	171,368	178,204	184,163
Surplus/(deficit) for the year	21,171	16,192	17,348	7,474	7,170

2. Balance Sheet

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
ASSETS					
Current Assets					
Cash and Cash equivalents	77,913	77,615	56,894	58,776	58,094
Trade and Other Receivables	8,041	8,342	8,909	8,777	9,042
Other Assets	3,946	6,176	23,301	3,926	3,951
Total Current Assets	89,900	92,133	89,104	71,479	71,087
Non-Current Assets					
Property, Plant & Equipment	2,867,610	2,882,384	2,908,214	2,931,479	2,937,837
Other assets	2,316	2,316	2,316	2,316	2,316
Total Non-Current Assets	2,869,926	2,884,700	2,910,530	2,933,795	2,940,153
Total Assets	2,959,826	2,976,833	2,999,634	3,005,274	3,011,240
LIABILITIES					
Current Liabilities					
Trade and Other Payables	15,728	15,862	20,615	18,061	16,117
Trust Funds & Deposits	9,611	9,661	9,711	9,761	9,811
Provisions	17,043	17,061	17,663	18,284	18,923
Total Current Liabilities	42,382	42,584	47,989	46,106	44,851
Non-Current Liabilities					
Provisions	1,352	1,965	2,013	2,062	2,113
Other Liabilities	2,669	2,669	2,669	2,669	2,669
Interest bearing loans and borrowings	0	0	0	0	0
Total Non-Current Liabilities	4,021	4,634	4,682	4,731	4,782
Total Liabilities	46,403	47,219	52,672	50,838	49,633
Net Assets	2,913,423	2,929,615	2,946,963	2,954,436	2,961,607
EQUITY					
Accumulated surplus	975,816	990,070	1,007,555	1,012,841	1,018,798
Reserves	1,937,607	1,939,545	1,939,408	1,941,595	1,942,809
Total Equity	2,913,423	2,929,615	2,946,963	2,954,437	2,961,607

3. Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017				
Balance at beginning of the financial year	2,913,423	975,816	1,920,675	16,932
Surplus/(deficit) for the year	16,192	16,192	-	-
Transfer to reserves	-	(6,318)	-	6,318
Transfer from reserves	-	4,380	-	(4,380)
Balance at end of the financial year	2,929,615	990,070	1,920,675	18,870
2018				
Balance at beginning of the financial year	2,929,615	990,070	1,920,675	18,870
Surplus/(deficit) for the year	17,348	17,348	-	-
Transfer to reserves	-	(10,703)	-	10,703
Transfer from reserves	-	10,840	-	(10,840)
Balance at end of the financial year	2,946,963	1,007,555	1,920,675	18,733
2019				
Balance at beginning of the financial year	2,946,963	1,007,555	1,920,675	18,733
Surplus/(deficit) for the year	7,474	7,474	-	-
Transfer to reserves	-	(4,990)	-	4,990
Transfer from reserves	-	2,802	-	(2,802)
Balance at end of the financial year	2,954,437	1,012,841	1,920,675	20,920
2020				
Balance at beginning of the financial year	2,954,437	1,012,841	1,920,675	20,920
Surplus/(deficit) for the year	7,170	7,170	-	-
Transfer to reserves	-	(4,079)	-	4,079
Transfer from reserves	-	2,866	-	(2,866)
Balance at end of the financial year	2,961,607	1,018,798	1,920,675	22,134

4. Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Cash flow from operating activities					
Receipts					
Rates & Charges	112,901	116,217	119,642	123,134	126,697
Statutory Fees & Fines	10,191	10,577	11,000	11,440	11,898
User Fees	25,353	25,547	26,071	27,590	28,683
Contributions - cash	5,968	4,951	9,368	2,990	3,079
Grants - Operating	19,642	16,213	16,619	17,034	17,460
Grants - Capital	4,061	5,794	4,072	1,808	1,838
Interest Revenue	1,743	2,240	2,140	1,939	1,969
GST Reimbursement	9,218	9,980	12,892	11,332	10,144
Other Receipts	1,449	1,222	992	1,729	1,374
Total Receipts	190,526	192,741	202,796	198,997	203,142
Payments					
Employee Costs	(69,479)	(71,678)	(73,794)	(76,007)	(78,270)
Defined Benefits					
Materials, Services & Contracts	(64,369)	(69,941)	(69,329)	(81,202)	(84,143)
GST Paid to Government	(1,659)	(1,671)	(1,706)	(1,805)	(1,876)
Other Payments	(1,390)	(1,404)	(1,439)	(1,475)	(1,512)
Interest	0	0	0	0	0
Total Payments	(136,896)	(144,695)	(146,268)	(160,489)	(165,802)
Net cash provided by/(used in) operating activities	53,630	48,046	56,529	38,508	37,340
Cash flows from investing activities					
Payment for Property, Plant & Equipment	(43,459)	(49,397)	(80,629)	(57,132)	(39,156)
Payments of loans	0	0	0	0	0
Proceeds from Sale of Property, Plant & Equipment	1,027	1,053	3,379	20,506	1,134
Net cash provided by/(used in) investing activities	(42,432)	(48,344)	(77,250)	(36,626)	(38,022)
Cash flows from financing activities					
Repayment of Current Borrowings/Leases	0	0	0	0	0
Receipt from Redraw/New Borrowings	0	0	0	0	0
Net cash provided by/(used in) financing activities	0	0	0	0	0
Net increase/(decrease) in cash & cash equivalents	11,198	(298)	(20,721)	1,882	(682)
Cash and cash equivalents at the beginning of the financial year	66,715	77,913	77,615	56,894	58,776
Cash and cash equivalents at the end of the financial year	77,913	77,615	56,894	58,776	58,094

5. Statement of Capital Works

For the four years ending 30 June 2021

	Forecast	Budget	Strategic Resource Plan		
	Actual		Projections		
	2016/17	2017/18	2018/19	2019/20	2020/21
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Property					
Land	180	0	0	0	0
Land Improvements	83	0	351	367	383
Total land	263	0	351	367	383
Buildings and Building Improvements	15,248	18,021	46,425	24,660	6,469
Total buildings and building Improvements	15,248	18,021	46,425	24,660	6,469
Total property	15,511	18,021	46,776	25,027	6,852
Plant & Equipment					
Plant, machinery and equipment	2,769	2,721	3,630	3,373	3,976
Fixtures, fittings and furniture	974	618	397	429	455
Computers and telecommunications	2,949	3,169	1,505	1,585	1,696
Library books	1,249	1,259	1,280	1,320	1,352
Total plant and equipment	7,940	7,767	6,812	6,707	7,479
Infrastructure					
Roads	4,155	4,764	6,432	6,720	7,073
Bridges	62	60	253	264	273
Footpaths and cycleways	4,445	4,343	4,559	4,624	5,063
Drainage	2,729	2,413	3,392	3,300	3,268
Recreational, leisure and community facilities	1,803	4,001	3,462	3,479	3,566
Waste management	0	78	235	243	249
Parks, open space and streetscapes	2,948	3,453	1,750	1,750	1,800
Aerodromes	0	0	0	0	0
Off street car parks	0	294	300	300	300
Other infrastructure	275	126	0	0	0
Total Infrastructure	16,419	19,532	20,382	20,680	21,592
Total capital works expenditure	39,870	45,318	73,971	52,414	35,923
Represented by:					
Asset renewal expenditure	20,664	30,890	34,177	25,764	27,176
New asset expenditure	10,677	0	0	0	0
Asset expansion expenditure	256	5,890	29,719	19,239	3,933
Asset upgrade expenditure	8,273	8,538	10,075	7,411	4,814
Total Capital Works	39,870	45,318	73,971	52,414	35,923

6. Statement of Human Resources

For the four years ending 30 June 2021

	Forecast Actual 2016/17 \$ '000	Budget	Strategic Resource Plan		
		2017/18 \$ '000	Projections		
			2018/19 \$ '000	2019/20 \$ '000	2020/21 \$ '000
Staff Expenditure					
Employee Costs - Operating	70,089	72,310	74,444	76,677	78,960
Employee Costs - Capital	1,764	1,703	1,753	1,806	1,859
Total Staff Expenditure	71,853	74,013	76,197	78,482	80,819
	EFT	EFT	EFT	EFT	EFT
Staff Numbers					
Employees	775.2	781.7	781.7	781.7	781.7
Total Staff Numbers	775.2	781.7	781.7	781.7	781.7

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

Division	Budget 2017/18 \$'000	Comprises	
		Permanent Full time \$'000	Permanent Part time \$'000
		Chief Executive Office	6,854
Corporate Services	5,356	4,511	845
Community Development & Services	17,950	11,054	6,896
City Development	9,053	7,444	1,609
Infrastructure	17,582	16,776	806
Total permanent staff expenditure	56,795	45,581	11,214
Casual and other expenditure	15,514		
Total Operating employee cost	72,309		
Capitalised Labour costs	1,703		
Total expenditure	74,013		

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

Division	Budget EFT 2017/18	Comprises	
		Permanent Full time	Permanent Part time
Chief Executive Office	53.2	45.0	8.2
Corporate Services	45.1	38.0	7.1
Community Development & Services	220.0	135.5	84.5
City Development	80.3	65.2	15.1
Infrastructure	180.1	171.3	8.8
Total permanent staff	578.7	455.0	123.8
Casuals and other	186.4		
Capitalised EFT	16.6		
Total staff	781.7		