

Strategic Resource Plan

2020-24



MANSFIELD
SHIRE COUNCIL

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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, or at a date otherwise determined by the Minister for Local Government.

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

Link to the Council Plan

- Statement of Planned Human Resources

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

- Capital works program for the years ended 2021 to 2024
- 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 2020 principles

It is important to ensure that the Council adheres to the financial management principles required by section 101 of the *Local Government Act 2020*, in particular:

- Revenue, expenses, assets, liabilities, investments and financial transactions must be managed in accordance with financial policies and strategic plans
- Financial policies and strategic plans must seek to provide stability and predictability in the financial

Appraisal of current position

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

- Significant economic impacts of natural disasters and pandemics
- 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





Addressing the challenges

The 2020-24 SRP is framed around the themes of Renew, Plan, and Secure.

Renew

Council will focus on the renewal of our roads and community infrastructure network, with very little new infrastructure planned over the next four years. The exception to this is two projects; the dual court indoor multi-sport stadium, and a new and improved community pavilion at the Lords Oval in Mansfield. Both projects have or a likely to receive significant funding from government, either State or Federal.

Plan

We will plan for the future including:

- a new Act - the Local Government Act 2020,
- a new Council - Local Government Elections are scheduled to take place in October 2020, and;
- a Community Vision and new Council Plan will be required.

Secure

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. We will plan for service reviews across key service areas to identify efficiency and cost improvements where they exist, and ensure we can continue to deliver the same services at the same level the community currently enjoys.

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 the key assumptions. 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; negative or positive.

Indicator	Sensitivity	Impact 1 year \$'000	Impact 10 years \$'000
Rate income	+/- 1% pa	124	6,700
Rate income	+/- 0.5% pa	62	3,300
Supplementary assessments	+/- \$50,000 pa	50	2,400
Salaries & Wages	+/- 0.5% pa	48	2,400
Materials & Services	+/- 0.5%	35	1,800





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.

The four year plan for service reviews across the period of the SRP is shown below

	Forecast Actual 2019-20	Budget 2020-21	Strategic Resource Plan Projections		
			2021-22	2022-23	2023-24
Service review					
Outdoor works delivery	✓				
Statutory planning	✓				
Visitor servicing		✓			
Home and community care		✓			
Human resource management			✓		
Revenue, rates and property			✓		
Environment				✓	
Project management (planning, Development and delivery)					✓

Addressing the challenges *continued*

Human Resources

There have been a number of significant vacancies at various stages during the 2019-20 year. This has led to the forecast total employee costs for 2019-20 (\$8.9m) to be 2.2% lower than the budget for 2019-20 (\$9.1m).

The increase in total employee costs when comparing budget 2019-20 (\$9.1m) to budget 2020-21 (\$9.6m) is 5.5%.

The 2020-21 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.
- Enterprise Agreement wage increases:
 - All banded staff are entitled to a standard percentage increase to their salary on the Enterprise Agreement (EA) anniversary date (7 November). The current EA expires on 7 November 2020 and a new agreement will be required to be negotiated with staff and submitted to Fair Work for approval. The current EA provides for a 2% annual increase, but the new agreement may be less than this. The budget uses the current 2% as an assumed rate of increase, consistent with Council's Financial Strategy adopted in 2018.
- Additional resources:
 - New positions will be created (4.12 FTE) to manage the Resource Recovery Centre. The Centre was previously operated by a contract provider, is now managed and operated by Council.
- Working For Victoria:
 - Council have received a \$1.64 million grant from the State Government to employ additional staff and boost local employment rates in response to COVID-19. The funding provides for up to 33.6 full time equivalent staff to be employed in new roles, for a period of six months to 31 December 2020. The additional headcount is not shown in the 2020-21 numbers in the tables as they will no longer be employed at 30 June 2021, the end of the financial year.





Addressing the challenges *continued*

Statement of Human Resources Expenditure for the four years ending 30 June 2024

	Forecast Actual 2019-20 \$'000	Budget 2020-21 \$'000	Strategic Resource Plan Projections		
			2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Staff expenditure					
Salaries and wages	8,877	9,619	9,822	10,028	10,239
Working for Victoria program (funded)	-	1,647	-	-	-
FBT	91	35	36	36	37
Contract staff	12	16	17	17	17
Total staff expenditure	8,981	11,318	9,874	10,081	10,293
Staff numbers	FTE	FTE	FTE	FTE	FTE
Funded externally (in full or part)	20.1	20.1	20.1	20.1	20.1
Council funded (in full)	80.5	84.0	84.0	84.0	84.0
Total staff numbers	100.6	104.1	104.1	104.1	104.1

Addressing the challenges *continued*

Rating Strategy

Council reviewed and adopted the Rating Strategy in June 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. Council will continue the separate classification of Residential and Rural Residential properties, with a minimum size of 2ha applying to Rural Residential properties
2. Council will consider the differential between Residential and Rural Residential properties each year
3. Council will continue to offer a reduction against the Residential Rate for assessments classified as Farm Land
4. 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".





Addressing the challenges *continued*

5. Council will continue to rate Commercial properties in one category
6. Council will continue to apply a rate differential greater than the Residential Rate to this category
7. Council will continue to apply a rate differential greater than the Residential Rate to properties classified as Vacant Land
8. Properties rated under the *Cultural and Recreational Land Act 1963* will be assessed on their merits in accordance with the criteria outlined in the Act
9. 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 to the rate cap. This process is overseen by the Essential Services Commission.

In 2020-21 waste charges per property for garbage, recycling and community waste will increase by 4% to reflect cost recovery of waste services.

Provision is made for an increase in rates and municipal charges revenue of 3.4%, plus an allowance of \$150,000 for new supplementary rates on new properties. The increase comprises the 2.0% rate cap set by the Minister (which applies to the average cents/CIV per property) and the general increase in the number of rateable properties (due to supplementary valuations and property splits in the previous financial year). Future years have been budgeted at a 2.25% to 2.5% rate cap based on Department of Treasury and Finance indicators of the Consumer Price Index (CPI) and the Wage Price Index (WPI).

Addressing the challenges *continued*

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 13% in 2020-21 to 8% by 2023-24.





Addressing the challenges *continued*

	Budget 2020-21 \$000	Budget 2021-22 \$000	Budget 2022-23 \$000	Budget 2023-24 \$000
Future Borrowings				
<i>Borrowings at beginning of period</i>	2,139	1,956	1,762	1,559
New Borrowings	-	-	-	-
Loan Redemption	183	193	204	215
<i>Borrowings at end of period</i>	1,956	1,762	1,559	1,344

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.

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. The first modelling has been performed over transport assets and has been used to inform the 2021-22 budget and 2021-24 SRP.

The second modelling cycle due in 2021 will cover buildings.

The SRP seeks to minimise the renewal gap through a combination of operational cost efficiencies (organisational restructure, outsourcing of services). Capital spend for 2020-21 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 \$27.2 million.

Targets / Project Outcomes

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

- Focus on maintaining or evaluating service delivery for core services
- Average Rate revenue increases at CPI across all years 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 seeking external 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 2024)
- Balance Sheet (for the four years ending 30 June 2024)
- Statement of Changes in Equity (for the four years ending 30 June 2024)
- Statement of Cash Flows (for the four years ending 30 June 2024)
- Statement of Capital Works (for the four years ending 30 June 2024)
- Statement of Human Resource (for the four years ending 30 June 2024)



Targets / Project Outcomes *continued*

Comprehensive Income Statement for the four years ending 30 June 2024

	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Income				
Rates and charges	14,719	15,201	15,731	16,274
Statutory fees and fines	324	331	339	348
User fees	953	1,095	1,122	1,151
Grants - Operating	7,504	4,740	4,786	4,832
Grants - Capital	5,950	692	797	855
Contributions - monetary	80	-	-	-
Contributions - non-monetary	-	-	-	-
Net gain (loss) on disposal of property, infrastructure, plant and equipment	-	-	-	-
Other income	276	177	205	237
Total income	29,806	22,235	22,980	23,696
Expenses				
Employee costs	11,309	9,862	10,069	10,280
Materials and services	8,094	7,420	7,591	7,709
Depreciation and amortisation	3,686	3,866	3,946	4,049
Borrowing costs	110	99	89	78
Other expenses	298	304	310	317
Total expenses	23,497	21,552	22,005	22,433
Surplus (deficit) for the year	6,309	683	975	1,264
Other comprehensive income				
Items that will not be reclassified to surplus or deficit in future periods				
Net asset revaluation increment (decrement)	-	-	-	-
Total comprehensive result	6,309	683	975	1,264

Targets / Project Outcomes *continued*

Balance Sheet for the four years ending 30 June 2024

	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Assets				
Current assets				
Cash and cash equivalents	3,702	3,702	3,702	3,702
Trade and other receivables	1,344	1,362	1,386	1,410
Other financial assets	4,344	5,162	5,902	6,532
Inventories	14	14	14	14
Other assets	227	227	227	227
Total current assets	9,631	10,467	11,230	11,885
Non-current assets				
Trade and other receivables	15	15	15	15
Property, infrastructure, plant & equipment	197,131	196,905	196,923	197,342
Total non-current assets	197,146	196,920	196,938	197,357
Total assets	206,777	207,387	208,168	209,242
Liabilities				
Current liabilities				
Trade and other payables	999	1,095	1,095	1,095
Trust funds and deposits	950	950	950	950
Provisions	1,868	1,919	1,942	1,974
Interest-bearing loans and borrowings	193	204	215	227
Total current liabilities	4,010	4,168	4,202	4,245
Non-current liabilities				
Provisions	263	235	222	216
Interest-bearing loans and borrowings	1,762	1,559	1,344	1,117
Total non-current liabilities	2,025	1,794	1,566	1,334
Total liabilities	6,035	5,962	5,768	5,579
Net assets	200,741	201,425	202,400	203,664
Equity				
Accumulated surplus	76,242	76,926	77,901	79,165
Reserves	124,499	124,499	124,499	124,499
Total equity	200,741	201,425	202,400	203,664



Targets / Project Outcomes *continued*



Statement of Changes in Equity for the four years ending 30 June 2024

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021				
Balance at beginning of the financial year	144,814	64,689	79,688	437
Surplus(deficit) for the year	6,309	6,309	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	151,122	70,997	79,688	437
2022				
Balance at beginning of the financial year	151,122	70,997	79,688	437
Surplus (deficit) for the year	683	683	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	151,806	71,681	79,688	437
2023				
Balance at beginning of the financial year	151,806	71,681	79,688	437
Surplus (deficit) for the year	975	975	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	152,781	72,656	79,688	437
2024				
Balance at beginning of the financial year	152,781	72,656	79,688	437
Surplus (deficit) for the year	1,264	1,264	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	154,045	73,920	79,688	437

Targets / Project Outcomes *continued*

Statement of Cash Flows for the four years ending 30 June 2024

	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities				
Rates and charges	14,707	15,183	15,707	16,249
Statutory fees and fines	324	331	339	348
User fees	953	1,095	1,122	1,151
Grants - operating	7,504	4,740	4,786	4,832
Grants - capital	5,950	692	797	855
Contributions - monetary	80	-	-	-
Other receipts	276	177	205	237
Employee costs	(11,270)	(9,822)	(10,028)	(10,239)
Materials and services	(8,172)	(7,436)	(7,621)	(7,725)
Other payments	(298)	(304)	(310)	(317)
Net cash provided by (used in) operating activities	10,053	4,655	4,997	5,392
Cash flows from investing activities				
Payments for property, infrastructure, plant and equipment	(15,003)	(3,628)	(4,024)	(4,528)
Proceeds from sale of property, infrastructure, plant and equipment	66	84	60	60
Payments for investments	-	(818)	(740)	(631)
Proceeds from sale of investments	2,619	-	-	-
Net cash provided by (used in) investing activities	(12,318)	(4,362)	(4,704)	(5,099)
Cash flows from financing activities				
Finance costs	(110)	(99)	(89)	(78)
Repayment of borrowings	(183)	(193)	(204)	(215)
Net cash provided by (used in) financing activities	(293)	(293)	(293)	(293)
Net increase (decrease) in cash & cash equivalents	(2,558)	-	-	-
Cash and cash equivalents at the beginning of the financial year	6,260	3,702	3,702	3,702
Cash and cash equivalents at the end of the financial year	3,702	3,702	3,702	3,702



Targets / Project Outcomes *continued*

Statement of Capital Works for the four years ending 30 June 2024

	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Property				
Land improvements	75	-	-	-
Buildings	603	650	720	470
Total property	678	650	720	470
Plant and equipment				
Plant, machinery and equipment	469	539	335	610
Fixtures, fittings and furniture	23	15	15	15
Computers and telecommunications	81	80	66	57
Total plant and equipment	573	634	416	682
Infrastructure				
Roads	4,746	2,115	2,216	2,605
Bridges and culverts	286	-	285	-
Footpaths and cycleways	87	15	107	-
Drainage	200	230	230	230
Recreational, leisure and community facilities	6,200	-	-	-
Waste management	90	-	-	-
Parks, open space and streetscapes	759	-	65	557
Off street car parks	1,400	-	-	-
Other infrastructure	-	-	-	-
Total infrastructure	13,767	2,359	2,903	3,391
Total capital works expenditure	15,018	3,643	4,039	4,543
Represented by:				
New asset expenditure	7,637	15	15	15
Asset renewal expenditure	6,259	3,628	4,024	4,528
Asset upgrade expenditure	1,122	-	-	-
Total capital works expenditure	15,018	3,643	4,039	4,543

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	-	75	-	-	-	-	-	-	-
Buildings	678	-	573	30	-	-	38	640	-
TOTAL PROPERTY	678	75	573	30	-	-	38	640	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	469	-	469	-	-	-	-	469	-
Fixtures, Fittings and Furniture	23	8	15	-	-	-	-	23	-
Computers and Telecommunications	81	15	66	-	-	-	-	81	-
TOTAL PLANT AND EQUIPMENT	573	23	550	-	-	-	-	573	-
INFRASTRUCTURE									
Roads	4,746	-	3,746	1,000	-	1,192	-	3,555	-
Bridges & Culverts	286	-	286	-	-	-	-	286	-
Footpaths and Cycleways	87	-	87	-	-	-	-	87	-
Drainage	200	-	200	-	-	-	-	200	-
Recreational, Leisure and Community Facilities	6,200	6,050	150	-	-	5,560	-	640	-
Parks, Open Space and Streetscapes	759	-	667	92	-	417	42	300	-
Waste management	90	90	-	-	-	-	-	90	-
Off street carpark	1,400	1,400	-	-	-	88	-	1,312	-
TOTAL INFRASTRUCTURE	13,767	7,540	5,136	1,092	-	7,257	42	6,469	-
TOTAL CAPITAL WORKS EXPENDITURE	15,018	7,637	6,259	1,122	-	7,257	80	7,682	-

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	-	-	-	-	-	-	-	-	-
Buildings	650	-	650	-	-	100	-	550	-
TOTAL PROPERTY	650	-	650	-	-	100	-	550	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	539	-	539	-	-	-	-	539	-
Fixtures, Fittings and Furniture	15	15	-	-	-	-	-	15	-
Computers and Telecommunications	80	-	80	-	-	-	-	80	-
TOTAL PLANT AND EQUIPMENT	634	15	619	-	-	-	-	634	-
INFRASTRUCTURE									
Roads	2,115	-	2,115	-	-	592	-	1,523	-
Bridges & Culverts	-	-	-	-	-	-	-	-	-
Footpaths and Cycleways	15	-	15	-	-	-	-	15	-
Drainage	230	-	230	-	-	-	-	230	-
Recreational, Leisure and Community Facilities	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	-	-	-	-	-	-	-	-	-
TOTAL INFRASTRUCTURE	2,359	-	2,359	-	-	592	-	1,768	-
TOTAL CAPITAL WORKS EXPENDITURE	3,643	15	3,628	-	-	692	-	2,952	-

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	-	-	-	-	-	-	-	-	-
Buildings	720	-	720	-	-	100	-	620	-
TOTAL PROPERTY	720	-	720	-	-	100	-	620	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	335	-	335	-	-	-	-	335	-
Fixtures, Fittings and Furniture	15	15	-	-	-	-	-	15	-
Computers and Telecommunications	66	-	66	-	-	-	-	66	-
TOTAL PLANT AND EQUIPMENT	416	15	401	-	-	-	-	416	-
INFRASTRUCTURE									
Roads	2,216	-	2,216	-	-	592	-	1,625	-
Bridges & Culverts	285	-	285	-	-	105	-	180	-
Footpaths and Cycleways	107	-	107	-	-	-	-	107	-
Drainage	230	-	230	-	-	0	-	230	-
Recreational, Leisure and Community Facilities	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	65	-	65	-	-	0	-	65	-
TOTAL INFRASTRUCTURE	2,903	-	2,903	-	-	697	-	2,207	-
TOTAL CAPITAL WORKS EXPENDITURE	4,039	15	4,024	-	-	797	-	3,243	-

Targets / Project Outcomes *continued*

Capital Works Program for the year ending 30 June 2024

**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	470	-	470	-	-	-	-	470	-
TOTAL PROPERTY	470	-	470	-	-	-	-	470	-
PLANT AND EQUIPMENT									
Plant, Machinery and Equipment	610	-	610	-	-	-	-	610	-
Fixtures, Fittings and Furniture	15	15	-	-	-	-	-	15	-
Computers and Telecommunications	57	-	57	-	-	-	-	57	-
TOTAL PLANT AND EQUIPMENT	682	15	667	-	-	-	-	682	-
INFRASTRUCTURE									
Roads	2,605	-	2,605	-	-	592	-	2,013	-
Bridges & Culverts	-	-	-	-	-	-	-	-	-
Footpaths and Cycleways	-	-	-	-	-	-	-	-	-
Drainage	230	-	230	-	-	-	-	230	-
Recreational, Leisure and Community Facilities	-	-	-	-	-	-	-	-	-
Parks, Open Space and Streetscapes	557	-	557	-	-	263	-	293	-
Waste management	-	-	-	-	-	-	-	-	-
Off street car parks	-	-	-	-	-	-	-	-	-
TOTAL INFRASTRUCTURE	3,391	-	3,391	-	-	855	-	2,536	-
TOTAL CAPITAL WORKS EXPENDITURE	4,543	15	4,528	-	-	855	-	3,688	-

Other information

Summary of Planned Human Resources Expenditure for the four years ending 30 June 2024

Operating and Capital	2020-21	2021-22	2022-23	2023-24	Operating and Capital	2020-21	2021-22	2022-23	2023-24
	\$'000	\$'000	\$'000	\$'000		\$'000	\$'000	\$'000	\$'000
Executive Services					Development Services				
Permanent - full time	714	729	744	760	Permanent - full time	877	895	914	933
Permanent - part time	63	64	65	67	Permanent - part time	744	760	776	792
Total Executive Services	776	793	809	826	Total Development Services	1,621	1,655	1,690	1,725
Community Services					Finance				
Permanent - full time	1,144	1,168	1,192	1,217	Permanent - full time	320	327	333	340
Permanent - part time	1,601	1,635	1,669	1,704	Permanent - part time	511	522	532	544
Total Community Services	2,745	2,802	2,861	2,921	Total Finance	831	848	866	884
Corporate and Organisational Development					Infrastructure				
Permanent - full time	509	520	531	542	Permanent - full time	2,600	2,655	2,711	2,768
Permanent - part time	396	404	412	421	Permanent - part time	141	144	147	150
Temporary - Working For Victoria (funded)	1,647	-	-	-	Total Infrastructure	2,741	2,799	2,858	2,918
Total Corporate and Organisational Development	2,552	924	944	963	Total staff expenditure	11,266	9,821	10,028	10,238

Other information *continued*

Summary of Planned Human Resources Expenditure for the four years ending 30 June 2024 *continued*

Operating and Capital	2020-21	2021-22	2022-23	2023-24	Operating and Capital	2020-21	2021-22	2022-23	2023-24
	FTE	FTE	FTE	FTE		FTE	FTE	FTE	FTE
Executive Services					Development Services				
Permanent - full time	4.5	4.5	4.5	4.5	Permanent - full time	9.0	9.0	9.0	9.0
Permanent - part time	0.6	0.6	0.6	0.6	Permanent - part time	8.6	8.6	8.6	8.6
<i>Total Executive Services</i>	<u>5.1</u>	<u>5.1</u>	<u>5.1</u>	<u>5.1</u>	<i>Total Development Services</i>	<u>17.6</u>	<u>17.6</u>	<u>17.6</u>	<u>17.6</u>
Community Services					Finance				
Permanent - full time	11.0	11.0	11.0	11.0	Permanent - full time	2.5	2.5	2.5	2.5
Permanent - part time	19.8	19.8	19.8	19.8	Permanent - part time	5.4	5.4	5.4	5.4
<i>Total Community Services</i>	<u>30.8</u>	<u>30.8</u>	<u>30.8</u>	<u>30.8</u>	<i>Total Finance</i>	<u>7.9</u>	<u>7.9</u>	<u>7.9</u>	<u>7.9</u>
Corporate and Organisational Development					Infrastructure				
Permanent - full time	5.0	5.0	5.0	5.0	Permanent - full time	31.0	31.0	31.0	31.0
Permanent - part time	4.7	4.7	4.7	4.7	Permanent - part time	2.0	2.0	2.0	2.0
<i>Total Corporate and Organisational Development</i>	<u>9.7</u>	<u>9.7</u>	<u>9.7</u>	<u>9.7</u>	<i>Total Infrastructure</i>	<u>33.0</u>	<u>33.0</u>	<u>33.0</u>	<u>33.0</u>
					Total FTE staff	<u>104.1</u>	<u>104.1</u>	<u>104.1</u>	<u>104.1</u>

How you can contribute to your community

The Strategic Plan 2020-24 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
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