

YARRIAMBIACK SHIRE COUNCIL

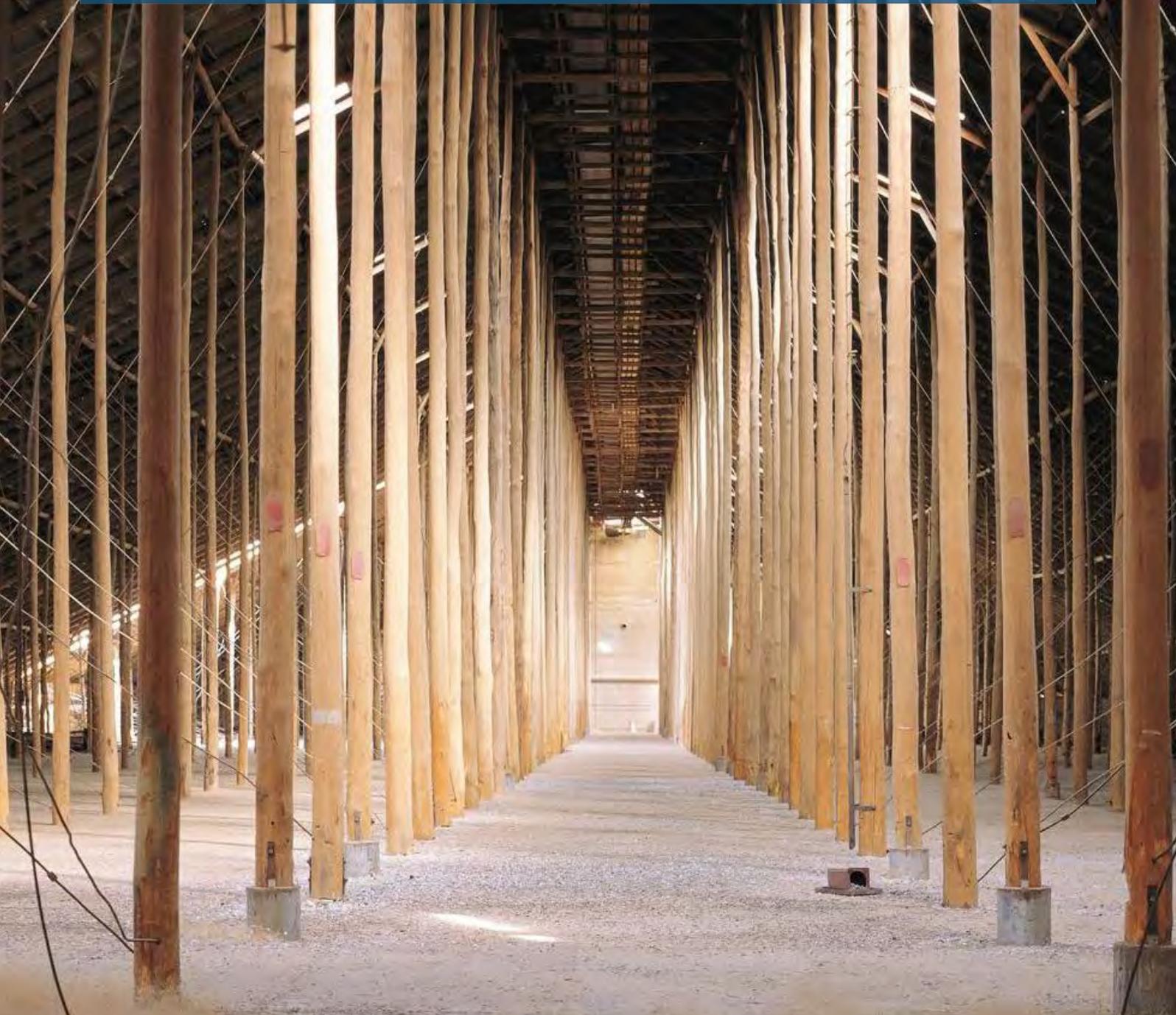
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# COUNCIL PLAN 2021 - 2025

JUNE 2021

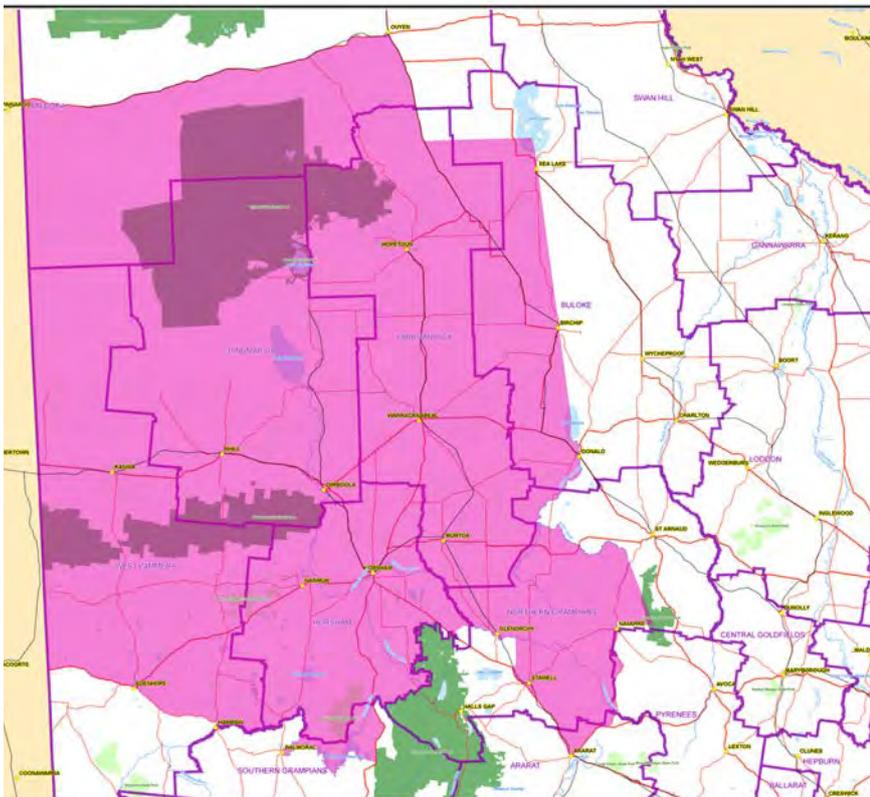


Yarriambiack  
SHIRE COUNCIL



# ACKNOWLEDGEMENT OF COUNTRY

*'We acknowledge that the activities of this Council and Community plan are being held under the traditional skies and in the waterways and lands of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk people, and Council pays respects to their Elders past, present and emerging as the custodians of the environment '*



Traditional lands of the Wotjobaluk, Jaadwa, Jadawadjali, Wergaia and Jupagulk people. Map provided by Barengi Gadjin Land Council.

# RESPECT AND RECONCILIATION STATEMENT

*The Yarriambiack Shire Council declares its commitment to Aboriginal reconciliation, Yarriambiack Shire Council respects and acknowledges the First Nations People, the Wotjoboluk as traditional owners of the land, waterways, and skies on which Yarriambiack Shire Council carries out its functions. We acknowledge the traditional people and the cultural significance and history of the land.*

*Yarriambiack Shire Council is aware of the impact of alienation and other forms of injustice against Aboriginal people and through acknowledgment and understanding of these injustices. Council is committed to redressing them and moving forward together.*

*With respect and collaboration, Yarriambiack Shire Council embraces inclusiveness for our First People and aims to achieve this by working in a respectful and meaningful way.*



# CONTACT COUNCIL



If you would like to receive this publication in an alternative format, please phone Yarriambiack Shire Council on (03) 5398 0100 or email [info@yarriambiack.vic.gov.au](mailto:info@yarriambiack.vic.gov.au).

This document is also available on council's website [www.yarriambiack.vic.gov.au](http://www.yarriambiack.vic.gov.au).

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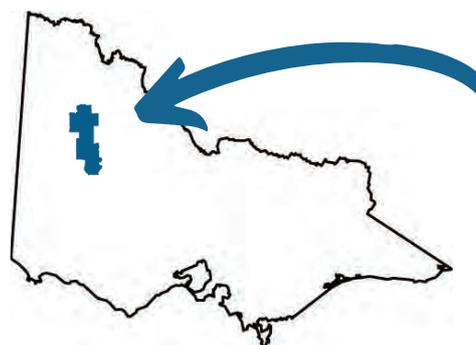
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**Yarriambiack  
Shire**

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# COMMUNITY VISION

The Local Government Act 2020 is a principles based Act that ensures Council engages with their community. The Act requires that the Council uses deliberative engagement in the development of a Community Vision.

The Yarriambiack Community Vision will identify and set out the community priorities for the next 20 years and will guide the decision making of Council.

*"A connected rural community who values its land and wellbeing..."*

We will achieve this shared vision through:

- ✓ Supporting agriculture
- ✓ Strengthening business and tourism
- ✓ Staying connected through infrastructure
- ✓ Being a supportive Council
- ✓ Looking after our communities
- ✓ Being environmentally responsible



# A WORD FROM THE MAYOR

On behalf of Council, I am very pleased to present the 2021-2025 Council Plan to the community. We have completely revamped our presentation to reflect our long-term vision and have devised four strategic objectives to assist council with its decision-making to achieve this vision.

The Local Government Act 2020 requires that these objectives be clearly expressed and measurable and reflect the outcomes of our deliberative community consultation process. We engaged our communities by conducting day and night meetings at the fourteen towns, distributing survey forms and holding on-line sessions with targeted stakeholders. The information and ideas expressed by residents have been collated and formatted to align with new strategic goals. Community engagement ensures that Council decisions are well informed.

The Public Health and Wellbeing Act 2008 requires that Council undertake extensive planning to develop a health and wellbeing policy that reflects the needs of our communities. Our health and wellbeing priorities have been incorporated within the four strategic objectives.

Our vision for the next two decades is that Yarriambiack Shire be a connected rural community who values its land and wellbeing. Four strategic objectives will drive this vision. Each objective reflects what our community said was important at the engagement sessions. Each objective sets out the challenges faced, the responses required to address these challenges and how success will be measured.

The strategic objectives are:

- A vibrant and diversified economy
- A healthy and inclusive community
- A robust and thriving environment
- A council who serves its community

Council is committed to building on our strengths to ensure that Yarriambiack Shire is the place where people want to live, play and invest. We are positive that this Council Plan will enable us achieve these goals.



A handwritten signature in black ink that reads "Graeme Massey". The signature is written in a cursive, flowing style.

**GRAEME MASSEY**  
MAYOR

# OUR COUNCILLORS



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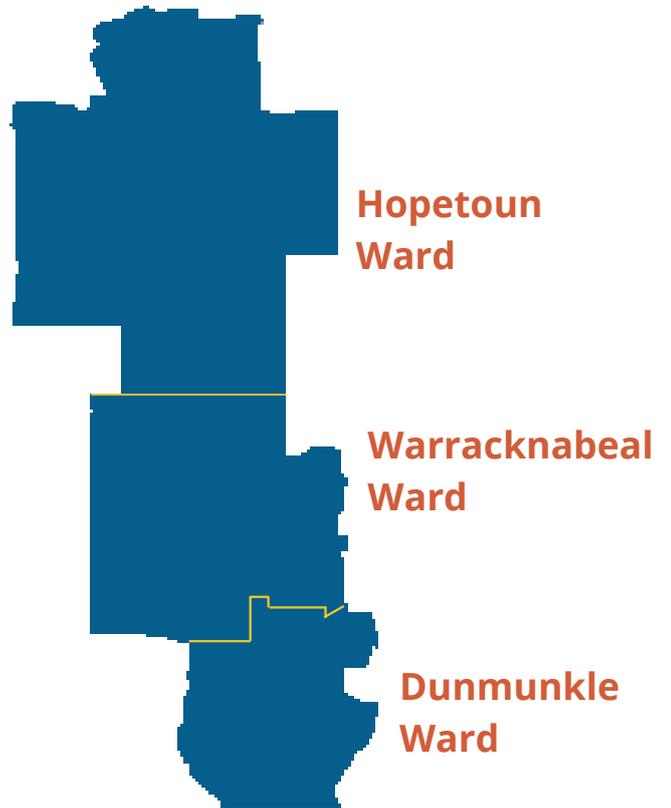
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# THE ROLE OF COUNCIL

The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.

The Local Government Act 2020 is a principles-based act with the overarching principles centred on governance:

1. A Council must in the performance of its role give effect to the overarching governance principles.
2. The following are the overarching governance principles:
  - a. Council decisions are to be made and actions are taken in accordance with the relevant law;
  - b. priority is to be given to achieving the best outcomes for the municipal community, including future generations;
  - c. the economic, social, and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
  - d. the municipal community is to be engaged in strategic planning and strategic decision making;
  - e. innovation and continuous improvement is to be pursued;
  - f. collaboration with other Councils and Governments and statutory bodies is to be sought;
  - g. the ongoing financial viability of the Council is to be ensured;
  - h. regional, state and national plans and policies are to be taken into account in strategic planning and decision making;
  - i. the transparency of Council decisions, actions and information are to be ensured.
3. In giving effect to the overarching governance principles, a Council must take into account the following supporting principles:
  - a. the community engagement principles;
  - b. the public transparency principles;
  - c. the strategic planning principles;
  - d. the financial management principles;
  - e. the service performance principles.

# THE COUNCIL PLAN

The Council Plan is Council's key medium-term strategic plan and should reflect the outcome of deliberative stakeholder and community engagement. The Council Plan describes the organisation's strategic objectives, strategies for achieving the objectives, strategic indicators for measuring progress and the resources required to implement the Council Plan.

The Local Government Act 2020 requires Council to develop a Council plan with the following inclusions:

1. A Council must prepare and adopt a Council Plan for a period of at least the next 4 financial years after a general election in accordance with its deliberative engagement practices.
2. A Council Plan must include the following:
  - a. the strategic direction of the Council;
  - b. strategic objectives for achieving the strategic direction;
  - c. strategies for achieving the objectives for a period of at least the next 4 financial years;
  - d. strategic indicators for monitoring the achievement of the objectives;
  - e. a description of the Council's initiatives and priorities for services, infrastructure and amenity;
  - f. any other matters prescribed by the regulations.
3. A Council must develop or review the Council Plan in accordance with its deliberative engagement practices and adopt the Council Plan by 31 October in the year following a general election.
4. The Council Plan adopted under subsection (3) has effect from 1 July in the year following a general election.

Effective performance reporting requires Council's strategic objectives to be well-expressed and measurable so that they clearly articulate the outcomes a council is seeking to achieve. Poor expression of strategic objectives can compromise the effectiveness of performance reporting and diminish accountability to the community. Council will need to ensure the strategic objectives and indicators are clearly expressed, measurable and aligned to one another.

# THE COUNCIL PLAN

10+ years

4+ years

Performance Monitoring & Accountability

Vision, strategy and policy

Community Vision

Council Plan

MPHWP MSS

Other Strategic Plans

Reporting on Community Vision

Council Plan Reporting

Resource allocation and management

Asset Plan

Budget 1+3 years

Workforce Plan

Revenue and Rating Plan

Quarterly Finance and Project Reporting

Financial Audit

Financial Plan

Annual Report

Cyclic and ongoing processes

Policy and Strategy Review

Business/Service Planning, Service Review and Continuous Improvement

Long-term Financial Modelling and Asset Planning

LGPRF

# COMMUNITY ENGAGEMENT POLICY

*Our objective is to actively engage with our community in a genuine, responsive and simple way to ensure the decisions made by Council are well informed.*

This policy will apply to all activities of Council that involve the public in problem-solving or decision making and use public input to make decisions. The Yarriambiack Shire Council 'community' refers to all individuals or groups associated with the Yarriambiack Shire Local Government Area (LGA), including, but not limited to, residents, ratepayers, businesses, and business associations, community groups and organisations, emergency services, schools, and educational institutions and churches.

## When will we engage with our community?

Simple, when the subject affects you or your community group.



We will engage on community planning, visions, council plans and community action plans



We will consult on financial planning, budget, long term financial plans and rating and revenue strategies



We will consult on asset management, service levels and place-based planning.



We will consult on Council policies that impact our community

## Engagement Outcomes

Stakeholders directly engaged in any consultation will be notified directly by email, mail or in person. Results of all community engagement will be placed on Yarriambiack Shire Council website.

This policy applies to Councillors, Council employees, and external consultants engaged by Council. As a broad principle Council recognises the role of Township Progress Associations in engaging the communities with Council.

## What is deliberative community engagement?

Often Council engages passively, that is we ask the community to tell us if they are satisfied with the decisions we are making on their behalf that affect them. Deliberative community engagement differs by putting the processing and exchange of information at the heart of the decision making using small, specifically representative groups who consider the issue at depth.

Deliberative community engagement processes draw on group knowledge and intelligence resulting in better decisions that are supported and accepted by the wider public and increase shared accountability and idea ownership.

## Why is community engagement important?

Effective community engagement with meaningful public participation is an essential foundation of a strong community and promotes active citizenry and a healthy democracy.

Community engagement enables Council to have a closer relationship with its community through an active exchange of information and ideas; promoting shared understanding, innovation and decisions that best represent the interests of our broader community.

# COMMUNITY ENGAGEMENT POLICY

We recognise the value our community brings to understanding problems and risks to develop solutions that are more likely to be effective. In addition to the real life experience that community stakeholders can contribute to decision-making, the credibility of a decision is enhanced when it is the product of an open and deliberative process. Conversely, inadequate community engagement can alienate sections of the community and undermine trust. It is then more likely to result in poorly informed decisions on projects or issues that have a considerable impact on the community or a stakeholder group.

## Who will we engage with?

People who are affected by the issue with valuable and diverse information and experience to inform better decision making.

To achieve effective engagement, it is important to ensure methods are in place to connect with and engage a broad cross-section of our community. Consideration will also be given to providing opportunity for engagement with those who are hard to reach, such as marginalised groups, the disadvantaged and geographically isolated pockets of our community.

## How will we engage with our community?

We will be;

- Transparent with information to allow for informed engagement.
- Timely with information and ways to engage to ensure our community can participate.
- Remove barriers to people being able to engage with Council such as disability or distance.
- Upfront about how much opportunity there is to influence a decision.
- Let our community know how their input has influenced our decision.

## Methods:

-  Mail
-  Website
-  Social Media
-  Newspapers
-  Radio
-  Phone
-  Email
-  Meetings
-  Workshops
-  Surveys
-  Pop Ups
-  Door Knock
-  Consultations
-  Posters

## Key priorities to drive better community engagement

-  Digital Transformation: improved website and live streaming of council meetings
-  Customer experience: accessibility to information and technology support
-  Community stories: using plain English and valuing diverse local knowledge
-  Annual Review

## Measures of success:

-  Performance Framework
-  Customer Service Charter
-  Customer Requests, Feedback and Complaints
-  Customer Satisfaction Survey

# HOW WE ENGAGE ON THE COUNCIL PLAN

We invited our community members to have their say in the following ways:

- Over thirty community sessions held across our fourteen townships through day and evening meetings with approximately 200 residents attending
- Hard copy surveys sent to all households and an online survey advertised on social media, the Council website and in newspapers with 356 responses received.
- Targeted online stakeholder meetings with Youth, Seniors, Business, Farmers, Health providers, Education providers and State Government representatives.

We received a wealth of material from our community and other stakeholders and thank all who worked with us to identify the key priorities. We acknowledge the time and effort of the community members who attended forums and submitted surveys through the consultation phase. Council is committed to this Council Plan and will continue to seek your views to ensure it remains relevant.

## STRENGTHS



Geographic Location  
Between Melbourne and Mildura



Agricultural Diversity  
Potential for value-add industries



Housing Affordability  
\$179,000 Median house price



Innovative Community Enterprise  
Initiatives contributing to livability



Increased Tourism  
Building on Silo Art Trail



High Rates Of Volunteerism  
Second highest in Victoria



Access to rivers, lakes and weirs  
Recreational activities



High Levels of Community Safety  
Feeling safe where you live

## CHALLENGES



Ageing Infrastructure  
Substantial investment required



Housing Availability  
Lack of quality and availability



Access To Childcare and obtaining  
a provider (No access in Council's  
south)



Higher Education Access  
Extensive travel for face-to-face



Climate Change and Adaptation  
Significant investment required



Access To Transport  
Limited and restrictive



Changing Demographics  
Ageing population



Digital Connectivity  
Poor internet connectivity

# OUR COMMUNITY

6,674 residents



50.5% male / 49.5% female

Median Age = 50 years old

0-4 years

287 (4.3%)

5-14 years

772 (11.5%)

15-24 years

649 (9.7%)

25 - 44 years

1,124 (16.8%)

45 - 64 years

2,021 (30.3%)

Over 65 years

1,831 (27.4%)

**7158 KM2 AREA = 1.07KM2 PER RESIDENT**

## ROADS AND INFRASTRUCTURE



817kms of sealed roads

4,004kms of gravel and natural roads



59kms of footpaths

87kms of kerb and channel

## ECONOMIC DEVELOPMENT



1,003 Registered Businesses

\$2.5b Gross Regional Product (Wimmera Southern Mallee)



158,000 Visitors to Yarriambiack (2019)

\$15m of building approvals (2019)

## COMMUNITY FACILITIES & SERVICES



15 halls & community centres



14,846 Library catalogue items



26 parks & playgrounds

## COUNCIL SERVICES



121 EFT staff



6,972 rateable properties



1,476 Animal Registrations

## WASTE & RECYCLING



10 Transfer Stations

2,116 tonnes of waste collected per year (3 year average)

565 tonnes of recycling collected per year (3 year average)

## AGRICULTURE



640,655 hectares of agricultural land

1/4 of Victoria's wheat & barley is produced in our shire

574 Agriculture businesses

## AGED & DISABILITY SERVICES



16,512 meals delivered



1,620 hours personal care



6,193 hours domestic assistance

## YOUTH AND EARLY YEARS



17 Youth Councillors



15 FReeZA youth events (3 years)



135 3&4yo Kinder enrollments

# OUR HEALTH AND WELLBEING

## Health and Wellbeing in Yarriambiack

The Public Health & Wellbeing Act 2008 requires that the Yarriambiack Shire Council undertakes extensive health and wellbeing planning in order to develop an informed and contemporary policy that responds to the current and future needs of our communities and environment.

The Act mandates that Council must “seek to protect, improve and promote public health and wellbeing within the municipal district”. In order to ensure Council strives towards contemporary, meaningful and positive health and wellbeing outcomes for communities, all related actions and strategies detailed in this plan will be reviewed every three months in consultation with local Health Service providers. Additionally, actions and progress will also be considered as part of the broader Council Plan review that occurs on an annual basis.

## Community Health Priorities and Integration with the Council Plan 2021/2025

Council considers health and wellbeing as a vital aspect in determining the overall livability of our region. The importance of broader community health is of such significance that key health and wellbeing goals are incorporated within Council’s highest strategic document, the Council Plan 2021-2025. Integration of these goals ensures a continued focus on health and wellbeing across all services within the organisation which ultimately drives positive outcomes.

The health and wellbeing priorities and actions within the Council Plan have been developed through the assessment of various population health data sources, extensive community and stakeholder engagement and with regard to local, State and National public health policy.

## Social Determinants of Health and Wellbeing

A healthy body is more than just being free of disease. Being healthy allows individuals to live a happy, fulfilling and meaningful life.

Specifically, social determinants include:

- Physical health
- Mental health
- Social connection
- Feeling safe
- Resilience

Through our identified health and wellbeing priorities, Council aims to improve the social determinants for all residents living in the Yarriambiack Shire.

# OUR HEALTH AND WELLBEING

While there are a number of determinants that can influence population health and wellbeing, consultation with various stakeholders revealed the following priority areas are of the most significance to our communities:

**Increase gender equity and reduce family violence:** Improve the standards of gender equity and not just equality, while also focusing on reducing the incidence of family violence in our communities.

**Reduce alcohol and tobacco consumption/use:** Reduce the rates of alcohol consumption and tobacco use in the municipality through education.

**Provide a healthy climate for residents:** Provide residents with a healthy and sustainable environment that responds to the impacts of climate change.

These key priority areas are imbedded in the Council Plan strategic objectives. For further information on specific health and wellbeing data at a State, regional and local government level, please visit the Victorian Government's Population Health Survey website

## Livability Indicators

- ✓ 84% of people like the environment and surrounding area that they live in
- ✓ On a rating level of 0-100, residents rated 84 as an indicator of 'how safe I feel'.
- ✓ Only 3% of people consider the level of safety in our local area as 'Poor'.
- ✓ Housing is more affordable, with the median house price being only 21% of the Victorian average.
- ✓ 45% of residents take part in team sports, well above the state average of 29%
- ✓ 89% of residents believe they can get help in the event of an emergency
- ✓ 61% of neighbours regularly chat with neighbours

## Barriers / Challenges

- ✗ Yarriambiack has one of the highest rates of family violence (per 1000 people) in the region.
- ✗ Yarriambiack has a sexual offence rate over three times the State average.
- ✗ Yarriambiack has the highest assault offence in the region.
- ✗ The number of alcohol-related assaults in Yarriambiack is 55% above State average.
- ✗ 27% of residents are obese, compared to the State average of 19%.
- ✗ Only 52% of residents claim they have 'good' access to fresh fruit and vegetables, compared to 81% in Victoria.
- ✗ Residents undertake on average less physical activity than the State average.
- ✗ Days over 35 degrees are more than double that of Melbourne

# STRATEGIC OBJECTIVE 1

## A VIBRANT AND DIVERSIFIED ECONOMY

*"Tap into the increased level of tourists coming through our towns."*

*"We need industry to generate jobs, to halt population decline. Attracting industry to our towns would help with that."*

*"Provide areas for housing development and continue to promote the region."*

### What our community said was important:

- Improved maintenance of roads
- Faster processing of permits
- Improve the art and cultural activities for residents and tourists
- Ensure roadside vegetation is maintained to allow for safe machinery usage
- Land availability and affordable housing options
- Safe and well-maintained footpaths
- Improved gravel supply for road maintenance
- Support existing business and attract new industry
- Access to childcare for working parents
- Increase access to alternate transport modes
- Tourism to stimulate the local community

### Key challenges we face:

- Insufficient accommodation and dining options accompanied by sporadic availability of tourism products is causing low expenditure levels and shorter stay durations.
- Many small and medium businesses within the Shire are unable to focus on business development and innovation on top of day-to-day operations.
- Difficulties attracting skilled labour to grow and sustain business.
- Household internet access rates are low due to inequity in digital infrastructure, service quality and cost.
- Fluctuating funding streams, climate variability such as drought and flood and an increase in weight, size and frequency of freight vehicles has impacted the structural integrity of the rural road network.
- Agriculture is the dominant land use in our Council, but we lack the networks and supports to drive vertical integration and value adding.
- The Shire has minimum opportunities to access public transport which significantly inhibits transit flow into an out of the region for tourists and residents
- A lack of suitable land supply for housing development and a shortage of housing for rental or purchase is impacting on growth

# STRATEGIC OBJECTIVE 1

## A VIBRANT AND DIVERSIFIED ECONOMY

### We're responding by:

- Improving the visitor experience through activities and services available
- Actively facilitating improved accommodation options
- Embedding art related experiences into the community
- Marketing the Silo Art Trail and wider Wimmera Mallee Tourism Experience
- Streamlining business applications made through the regulatory system
- Working with Wimmera Development Association and Small Business Victoria to support our small business network
- Workforce planning and skills gap identification at a local and regional level
- Actively applying for telecommunication Blackspot funding to State and Federal Government.
- Ensuring adequate land supply for residential growth
- Adopting well-informed long-term asset management strategies
- Lobbying for increased funding from State and Federal Governments towards infrastructure
- Consideration of a range of housing supply options to attract and retain residents
- Maintaining a safe road network that reflects our communities' priorities including the movement of agricultural machinery
- Reducing the number of movements on road by transferring freight to rail
- Ensuring land use does not compromise the right to farm
- Partnering with organisations such as Birchip Cropping Group to seek research and extension funding
- Advocating to Regional Roads Victoria for appropriate public transport options
- Developing innovative solutions to provide community transport options with stakeholders.



# 2021/2022 ACTIONS

## A VIBRANT AND DIVERSIFIED ECONOMY

1. Install cabins at Warracknabeal and Hopetoun Caravan Park.
2. Seek funding to implement the Minyip Caravan Park Masterplan.
3. Install camp kitchens in Hopetoun and Warracknabeal.
4. Replace the amenity building at Warracknabeal Caravan Park.
5. Create a calendar of events to assist with marketing and promotion.
6. Provide businesses concierge services and funding through a dedicated monthly newsletter
7. Regional Development Australia Grampians 'For Want of a Worker' Strategy initiatives actively pursued to attract and train the future workforce.
8. Update the Community & Business Directory.
9. Application for 14 affordable dwellings to be built across the Shire through State Big Build funding.
10. Facilitate discussions between business owners to ensure opening hours, goods and services are suitable for consumers.
11. Utilising the Wimmera Southern Mallee Regional Partnership Digital Strategy to identify key areas for improvement and build an advocacy platform.
12. Advocate for equitable access in each township to the premier product for townships from the NBN multi platform technology mix.
13. Advertise the NBN Local community program – inviting NBN to attend community events to provide support and information.
14. Adopt a 10 year Asset Management Plan
15. Partnering with Wimmer Development Association to develop a distributed housing model which makes serviced land available for new homes to be built.
16. Review and set a new Road Management Plan including service levels for road types.
17. Apply for State or Federal funding to upgrade Heavy Vehicle routes.
18. Embed the predominant land use of agriculture into the local planning policy framework through a strategic planning scheme amendment.
19. Support the Birchip Cropping Group extension research into Indigenous planting.
20. Encourage value-adding as a sustainable option for existing products.
21. Seek funding to upgrade a second ramp at the Livestock Exchange.
22. Trial a modified community transport model that utilises existing Council vehicles.
23. Highlight job opportunities for working remotely to attract people to live and work in the Shire.

# KEY OBJECTIVE 1

## A VIBRANT AND DIVERSIFIED ECONOMY

### What success looks like:

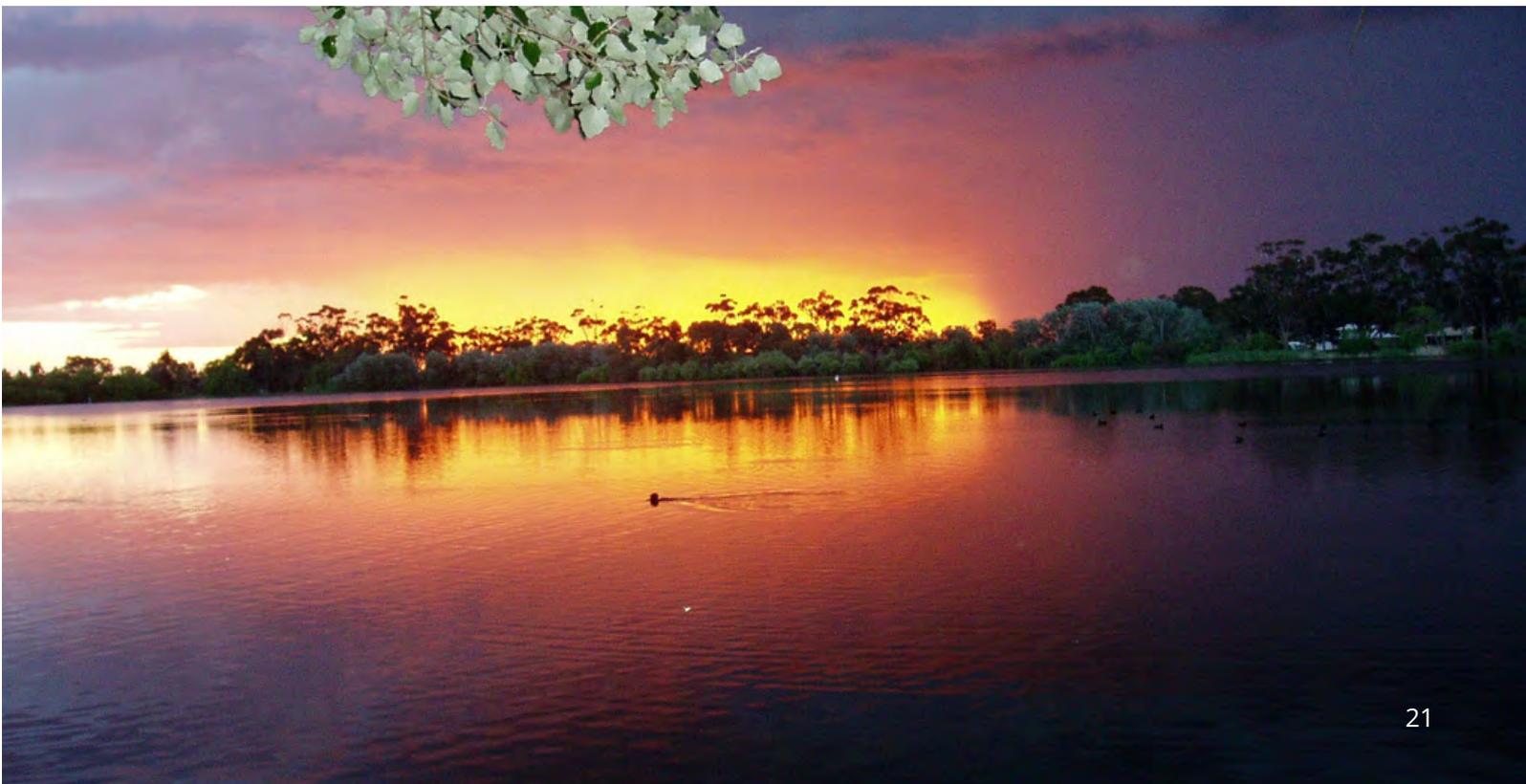
- Increased number of overnight stays in caravan parks
- Increased utilisation of Wimmera Mallee Tourism website
- Increased number of ABN registrations
- Increased number of telecommunication towers in the Shire.
- Customer satisfaction survey reports higher satisfaction with local roads
- Increased public transport usage
- Increased community health transport options
- Gross Domestic Product (GDP) increase through Australian Bureau of Agricultural Resource Economics and Sciences (ABARES)
- Positive media coverage
- Increased number of occupied dwellings

### Supporting Council Services:

- Asset Management
- Land Use Planning
- Building Services
- Economic Development
- Tourism
- Operations

### Relevant Council Plans and Strategies:

- Yarriambiack Economic Development and Tourism Strategy
- Wimmera Mallee Tourism Destination Management Plan
- Yarriambiack Asset Management Implementation Strategy
- Yarriambiack Municipal Strategic Statement



# KEY OBJECTIVE 2

## A HEALTHY AND INCLUSIVE COMMUNITY

*"Greater services for the elderly - transport to appointments out of town and in town transport to access local shopping."*

*"Develop an early learning centre incorporating child care to support working parents within our community. Both during the day and after school care."*

### What our community said is important:

- Increased access to childcare
- Intergenerational activities
- Access to mental health support
- Attracting GPs and specialist health services
- Supporting volunteers
- Engaging youth in activities outside of sport
- Having modern recreational facilities
- Improved handyman support for elderly in their homes
- Support to reduce isolation for our older residents
- Accessibility to health and social events
- Quality of meals available to elderly

### Key challenges we face:

- Our Shire has some of the poorest results in Victoria across the five early childhood development benchmarks.
- Attracting and retaining qualified early years staff in the municipality.
- Lack of coordinated integration across early use programmes and the system is difficult to navigate.
- Youth have access to minimal extracurricular activities and are experiencing extreme disadvantage and hardship.
- Poorer health outcomes for our residents are compounded by accessibility issues and complex funding that result in high service costs in the health sector.
- Tyranny of distance preventing residents to participate in sport or physical activities not locally available.
- Our population is ageing and is already significantly above the state average age resulting in a skewed service delivery model in Positive Ageing.
- The need to ensure that our community can age in a place with a positive experience in housing, employment and activities.
- A changing demographic with the population becoming older is requiring intervention to ensure connectedness and overcome the impacts of isolation.
- Communities are becoming more reliant on volunteers and have an increasingly mature expectation of service delivery that Council must balance with competing priorities.
- A large network of sport and recreation facilities that are being underutilised and are at end of useful life.
- Sport participation above state average with a high reliance on volunteerism in an increasingly governed environment.
- An ageing population in need of passive recreation opportunities are unable to find suitable environments such as accessible walking tracks.
- The pool of volunteers is decreasing and reliance on their services is increasing.

# KEY OBJECTIVE 2

## A HEALTHY AND INCLUSIVE COMMUNITY

### We're responding by:

- Ensuring the appropriate buildings to accommodate early years learning.
- Attracting and retaining quality early years staff.
- Ensuring high levels of engagement and access to the myriad of services available to children, youth and families.
- Attracting funding to support Early Years and Youth activities across the Shire and region.
- Close relationships with the health services located in our Shire and wider regional footprint.
- Partnering with health services to deliver co-current health promotion activities.
- Master planning for future sport and recreation facilities.
- Maintaining a contemporary Sport and Recreation Strategy to ensure appropriate investment of resources.
- Developing strong relationships with key sporting funding agencies and peak bodies.
- Providing opportunities for passive recreation such as accessible walking tracks.
- Supporting volunteers to maintain their high level of service provision.
- Assisting Communities to develop and identify their own development profile through Community Action Plans.
- Recognising the changing demographics and ensuring that service delivery is well-targeted and efficient.
- Raising awareness with our older population about the services available to enable them to remain in the community.
- Ensuring adequate housing diversity and supply for those older people looking for suitable independent accommodation.
- Advocating strongly to remain a provider of Commonwealth Home Support Programme services.
- Implementing a family violence clause into Council's Enterprise Bargaining Agreement providing greater employment flexibility for victims and additional paid leave to protect their physical and emotional health.
- Ensuring that all policy and service decisions are assessed against the gender impact assessment framework ([genderequalitycommission.vic.gov.au](http://genderequalitycommission.vic.gov.au)) to ensure equity and inclusion for all members of the community.

# 2021/2022 ACTIONS

## A HEALTHY AND INCLUSIVE COMMUNITY

1. Expand the Warracknabeal Children's Centre to accommodate the higher demand in kindergarten and childcare.
2. Seek funding for Dunmunkle Early Years and Childcare Centre.
3. Re-engage with health services (post- covid) to embed intergenerational activities.
4. Active involvement with the Regional Partnership Strengthening Children in Communities Program.
5. Seek internal or external funding allocations to provide meaningful playgroup programs to families
6. Encourage the use of Library facilities across the Shire for all children and youth.
7. Deliver short courses that assist Young people to gain employment.
8. Support community initiatives that raise awareness of gender equity and family violence.
9. Support volunteers by coordinating their statutory requirements such as Police Checks.
10. Continue to implement Council's Cigarette Sales to Minors Program to improve retailer compliance and reduce in incidence of tobacco use in our younger demographic.
11. Promote awareness through social media on the signs of family violence and the support mechanisms in place available for victims.
12. Develop masterplans for Murtoa and Warracknabeal Recreation Facilities.
13. Seek funding for the design and development of Murtoa Rabl Park Youth Park, Warracknabeal Pump Track and Hopetoun Skatepark upgrades.
14. Develop a Participation Plan for the Beulah, Brim and Rupanyup Recreation Reserves as part of the 2020 Community Sport Infrastructure Stimulus Funding.
15. Become a Local Government Authority VicSport Member.
16. Continue to assist Sporting Clubs and Community Organisations with funding or grant applications to support sport, active and passive recreation programs, initiatives, or infrastructure.
17. Liaise with communities to ensure all Community Action Plans are up to date.
18. Ensuring representatives from Council attend Progress Association and Consultative Meetings.
19. Promote the Library facilities across the Shire and encourage usage of all resources.
20. Advocate for GP services and specific specialist services to be delivered in place, eg dialysis.
21. Utilise the Words on Wheels Van for the delivery of library items and engage communities as a social interaction space.
22. Annual roadshows with Regional Assessment officer to promote services available
23. Provide appropriate support mechanisms and resources to successfully implement community transport model
24. Implement new client management system to improve our quality of service to clients of the Commonwealth Home Support Program
25. Maintain support and promotion of Council's Access and Inclusion Plan to encourage participation and social connection for residents of all abilities.

# KEY OBJECTIVE 2

## A HEALTHY AND INCLUSIVE COMMUNITY

### What success looks like:

- Increased participation in early years programmes to universal enrolment
- Improvements in Australian Early Development Census data, in one or more development areas
- Increased participation in youth council activities
- Improvement in health determinant data through the biannual Victoria Health survey
- A reduction in the incidence of domestic violence
- Increased participation in sporting clubs
- Level of capital grant funding to improve sport and recreation facilities
- Customer satisfaction survey report higher satisfaction in community development
- Universal access to Commonwealth Home Support Programs
- Annual feedback from Commonwealth Home Support Program clients in survey form
- Number of volunteers supported

### Supporting Council Services:

- Maternal Child and Health
- Playgroup
- Early Years service coordination
- Kindergarten
- Youth
- Community Development
- Libraries
- Sport and Recreation
- Project Management
- Positive Ageing

### Relevant Council Plans and Strategies:

- Municipal Early Years Plan
- Yarriambiack Children and Youth Strategy
- Disability Action Plan
- Community Engagement Policy
- Community Action Plans
- Yarriambiack Sport and Recreation Strategy



# KEY OBJECTIVE 3

## A ROBUST AND THRIVING ENVIRONMENT



*"We need options for waste disposal for farmers that don't have bin pick up."*

*"Recycling needs to be a priority."*

*"The state of the water quality and water management in the creek needs improvement."*

### What our community said is important:

- Improve our waste recycling
- Look at opportunities for hard waste collection
- Make sure our elderly are supported during the heatwaves
- Protect our recreational water
- Ensure all towns have access to recreational or environmental water
- Preserve the native vegetation
- Plant more trees in townships
- Attract more investment for renewables

### Key challenges we face:

- The high costs of waste management are continuing to increase and practices to reduce waste are not having a material impact on the cost to deliver the service or volumes being collected.
- Limited end product markets for recycled products is producing a glut in supply.
- The Shire has high renewable energy resources of wind, solar and biomass but growth investment is limited by poorly integrated grid capacity.
- A drying climate is affecting our agricultural landscape and increasing temperatures have health related impacts on our ageing population.
- Remnant native vegetation is not being preserved causing salinity issues and reducing wildlife corridors.
- Native vegetation is being negatively impacted by climate variability and posing a risk to health.
- High value recreational water supply access creates a strong community and tourism product that is vulnerable in variable climate conditions.

# KEY OBJECTIVE 3

## A ROBUST AND THRIVING ENVIRONMENT

### We're responding by:

- Restoration plans for all closed or soon to be closed landfill pits.
- The rollout of the State Government's circular policy.
- Educating the community about waste recovery opportunities.
- Educating the community about climate resilience.
- Increasing access to heat-reducing treatments such as shade.
- Ensuring robust emergency management strategies for climate events such as fire, floods and heatwaves.
- Working closely with partners in Landcare to increase the area of land under conservation.
- Working with regional partners to ensure an ongoing supply of recreational and environmental water to Yarriambiack Shire waterways and looks at opportunities to increase supply
- Identifying and educating communities around high ecological value landscapes across the Shire.
- Working with stakeholders to strengthen weed and pest management to preserve high ecological value native vegetation.



# 2021/2022 ACTIONS

## A ROBUST AND THRIVING ENVIRONMENT

1. Funding to deliver a glass crusher that reduces waste.
2. Develop a Waste Management Strategy
3. Identify Council's resourcing requirements to implement the Victorian Government's waste reform targets
4. Participate in Municipal Association Victoria Procurement to group purchase green energy offsets to Council's power contracts.
5. Development of an Environmental Strategy
6. Encourage community groups to seek funding to install solar.
7. Install solar on Council-owned - Community-managed buildings.
8. Update the Tree Policy, Tree register and ensure a risk-based approach to tree maintenance across the Shire.
9. Streetscape works targeted at reducing the heat impacts in main street districts.
10. Continue collaboration with Catchment Management Authority for projects that encounter the environmental impacts of roadside weeds and pests.
11. Seek additional environmental water for Minyip and Warracknabeal initiatives.
12. Design Integrated water management systems for the larger townships to ensure preservation of stormwater.
13. Support Yarrilinks and Mallee Landcare in attracting funding to the Shire for environmental projects.
14. Advocate to reduce the grid infrastructure capacity issues.



# KEY OBJECTIVE 3

## A ROBUST AND THRIVING ENVIRONMENT

### What success looks like:

- Reduced volume of waste to landfill
- Universal participation in additional bins
- Rehabilitation of closed landfill sites
- Customer Satisfaction Survey records high satisfaction with waste services
- Increased investment in renewable energy infrastructure
- Improved grid infrastructure and capacity
- Working with regional counterparts to implement the Grampians New Energy Taskforce initiatives through the newly formed Regional Energy Zones
- Utilising renewable energy to power Council assets
- Emission targets identified and implemented over the Council Plan duration
- Volume of recreational and environmental water supply increased
- Socio economic impact of waterways grows annually

### Supporting Council Services:

- Waste and Resource Recovery
- Sustainability
- Project Management
- Emergency Management

### Relevant Council Plans and Strategies:

- Yarriambiack Waste Strategy



# KEY OBJECTIVE 4

## A COUNCIL WHO SERVES ITS COMMUNITY

*"Try new ways for the community to engage with councillors and to provide feedback."*

*"Continue to keep the public in the loop. Highlight what Shire employees do."*

*"Make better use of the community newsletters to provide relevant information on anything that affects our community."*

*Improve communication to our little towns."*

*"Financial management - address the excessive rate burden on farming business."*

### What our community said is important:

- Keep a range of communication options available to customers
- Make sure consultation is accessible including outside business hours
- Value for rates paid
- Advocate for all the communities
- Maintain face to face customer service
- Make sure council is accountable to community requests

### Key challenges we face:

- Our Councillors are required to meet increasing community needs whilst operating in a highly governed legislative framework underpinned by financial constraints.
- Attracting and retaining high quality staff to ensure quality service provision to our community.
- Keeping our community informed about Council through a range of platforms with a changing media landscape and a disparate population.
- Having the plant and materials to deliver the expected services.
- Maintaining a strong governance framework with limited staff resources and expertise in an increasingly governed environment.
- Ensuring a strong advocacy platform on a range of issues that impact our community to ensure we can effectively lobby and maintaining strong stakeholder relationships to leverage Council's advocacy in a fast moving political environment.
- Remaining financially viable within a constrained operating environment and being heavily reliant on external grants and funding to maintain service levels.

# KEY OBJECTIVE 4

## A COUNCIL WHO SERVES ITS COMMUNITY

### We're responding by:

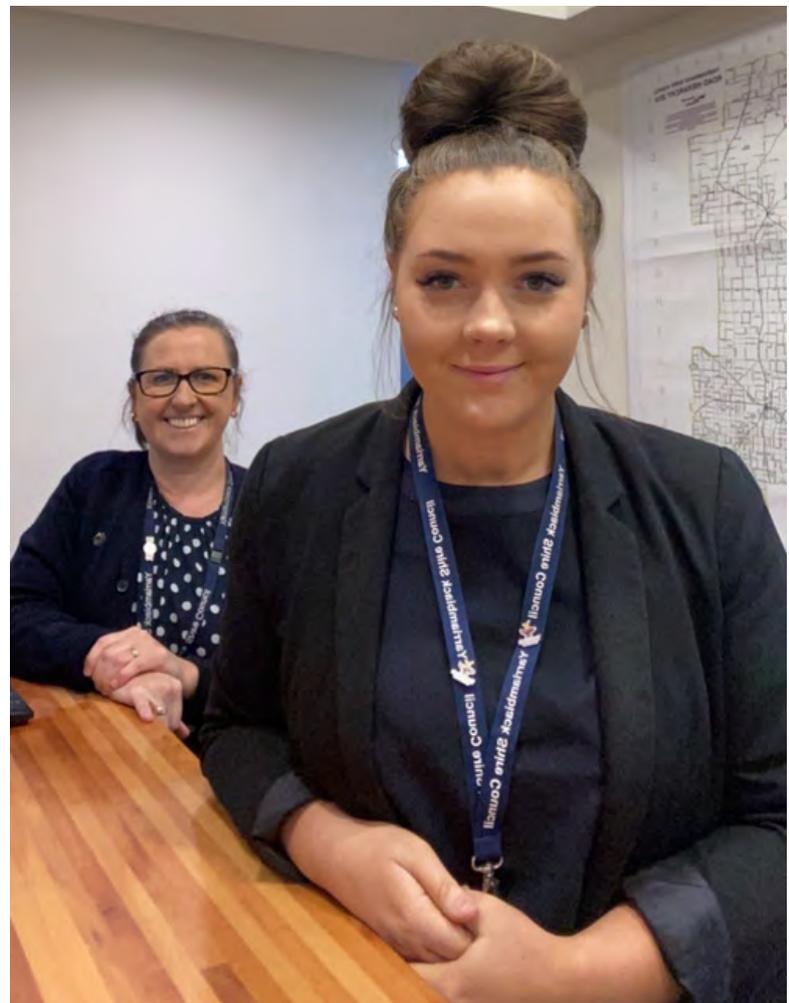
- Promoting continuous professional learning for Councillor development.
- Supporting our Councillors in performing their roles and responsibilities.
- Having a robust Workforce Organisational Plan that supports our culture.
- Promote professional development opportunities for staff
- Improve the functionality and accessibility of customer service to our community both online and in person and ensure it remains contemporary
- Provide a range of communications aligned to our residents and stakeholders needs.
- Remaining focused on reducing outstanding audit and risk items as an all of Council priority.
- Embedding good governance in all decision making made by Council.
- Secure representation on relevant Federal, State, regional and local bodies



# 2021/2022 ACTIONS

## A COUNCIL WHO SERVES ITS COMMUNITY

1. Councillor professional development through forum and peer led education.
2. Councillors to be kept informed about community events/issues and up to date with legislative compliance.
3. Cultural Audit and Workforce Plan carried out to identify skill gaps and training requirements.
4. Develop a Training Matrix/Plan to deliver on skill gaps and training requirements.
5. Action on 'People Matters Survey' to improve gender equality and culture.
6. Ensure performance reviews reflect accountability in all staff roles.
7. Review the risk register at an operational level
8. Monitor, maintain and report on Audit outcomes.
9. Upgrade the Council's website.
10. Strong collaboration between Council and the Audit & Risk Committee including annual interactions with Councils internal and external auditors.



# KEY OBJECTIVE 4

## A COUNCIL WHO SERVES ITS COMMUNITY

### What success looks like:

- Number of professional development sessions attended by Councillors.
- Turnover maintained below 10% - excluding retirements.
- Number of professional development sessions attended by Staff.
- Quarterly meetings with State and Federal politicians and identified stakeholders.
- Number of website visits.
- Number of social media engagements increased.
- Compliance with the governance and management checklist.
- A minimal number of audit actions outstanding.

### Supporting Council Services:

- Governance
- Executive Assistance
- Finance
- Customer Service
- Human Resources
- Media

### Relevant Council Plans and Strategies:

- Media Strategy
- Governance Rules
- Revenue and Rating Strategy
- Annual Budget
- Annual Report
- Long Term Financial Plan
- Workforce Strategy\* (New Stratgy 2021)



# 2021 - 2030 LONG TERM FINANCIAL PLAN AND 2021 - 2025 STRATEGIC RESOURCE PLAN

JUNE 2021 - DRAFT



Yarriambiack  
SHIRE COUNCIL



# STRATEGIC RESOURCE PLAN LONG TERM FINANCIAL PLAN

## HOW WE WILL RESOURCE THE COUNCIL PLAN

### Development

The Council's Strategic Resources Plan and Long Term Financial Plan have been prepared in accordance with the requirements of the Local Government Act 2020. The Act requires the Council to prepare and approve a four-year Council Plan, including a Strategic Resource Plan and a ten-year Long Term Financial Plan.

### Strategic Resource Plan

The Strategic Resource Plan includes a four-year financial estimate that comprises the standard statements of the Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works, Statement of Human Resources, four-year Capital Works Expenditure and a Summary of planned Human Resources Expenditure.

The Strategic Resource Plan identifies the financial and non-financial resources required over the four-year period of 2021-2025. The purpose of the Strategic Resource Plan is to ensure adequate resources are available to maintain services at levels established by the Council and to implement the Council Plan priorities. It also helps to establish a basis from which to measure Council's adherence to its policies and strategies and to plan for long-term financial sustainability for the municipality.

### Long Term Financial Plan

The purpose of the Long Term Financial Plan (LTFP) is to set out Council's objectives and recommendations for ensuring that Council's finances remain sustainable in the long term.

Ultimately, Council's finances are sustainable in the long term only if they are strong enough to allow Council to manage likely developments and unexpected financial shocks without having to introduce substantial or disruptive revenue (or expenditure) adjustments. The Plan expresses in financial terms the activities that Council proposes to undertake over the short, medium and long term and will guide the future strategies and actions of Council to ensure that it continues to operate in a sustainable manner.

In order for a situation to be sustainable both present and future needs must be satisfied. Extending this definition to financial sustainability requires Council to manage its resources so that our financial commitments can easily be met both now and in the future. It ensures equality between generations of ratepayers in that each generation is responsible for the costs of the resources that they consume.

The key documents that Council uses to set its financial direction are:

- The Annual Budget – one year view
- The Strategic Resource Plan – four year view
- The Long Term Financial Plan – 10 year view

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# STRATEGIC RESOURCE PLAN LONG TERM FINANCIAL PLAN

*Effective planning and reporting is essential for demonstrating to the community where Council funds are derived and expended.*

## Yarriambiack Shire Council (Council)

- Has functions and authority conferred on it by the Victorian Parliament
- Provides governance and leadership for the local community through advocacy, decision making and leadership.
- Is accountable to the local community in the performance of its functions, the exercise of its authority and the use of its resources

Council is responsible for many services, facilities, assets and infrastructure, which provide a range of benefits to the community. These responsibilities are undertaken with transparency and accountability by preparing and reviewing our plans in consultation with the community and reporting on our performance on a monthly and annual basis.

Council has adopted a number of key strategic plans that have been considered in developing this Strategic Resource and Long Term Financial Plans. Some of these plans outline Council's vision for improved services to the community and will require investment in infrastructure and additional resources.

One of these plans is the Strategic Resource Plan and the Long Term Financial Plan which Council will review each year.

## The Purpose of the Strategic Resource Plan and Long Term Financial Plan

- Establish a financial framework over the next four years to ensure our strategic objectives, as expressed in the Council Plan, are achieved.
- Provide an assessment of the resources (financial and non-financial) required to accomplish the objectives and strategies included in the Council Plan (non-financial resources are assumed to include human resources and the asset base, which are all referred to in various parts of the Strategic Resource Plan).
- Establish a basis to measure our adherence to policies and strategies
- Plan for the long-term financial sustainability of the shire.

## Borrowings

- Long term borrowing and intergenerational equity
- Future debt level
- Debt principles

## Investment

- Investment principles

## Capital Works

- Asset expenditure
- Asset renewal
- Asset revaluation
- Long term capital plan
- Asset capitalisation
- Asset depreciation

## Council Services

- Service planning and provision
- Rural living

## Rating Strategy

- Rating structure
- Rating differentials
- Property valuations
- Waste service charges

## STATEMENT OF COMPREHENSIVE INCOME

	Forecast		Projections								
	Actual	Budget	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	2020/21	2021/22	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>											
Rates and charges	12,866	13,040	13,342	13,609	13,882	14,159	14,442	14,731	15,026	15,326	15,556
Statutory fees and fines	169	177	191	195	199	203	207	211	216	220	223
User fees	742	849	873	891	909	927	945	964	983	1,002	1,017
Grants - Operating	10,005	8,890	7,457	7,606	7,758	7,913	8,071	8,232	8,397	8,565	8,693
Grants - Capital	3,818	4,259	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,340	1,360
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	252	229	299	305	311	317	323	330	336	343	348
Other income	436	445	343	349	355	362	368	375	382	389	395
<b>Total income</b>	<b>28,288</b>	<b>27,889</b>	<b>23,846</b>	<b>24,295</b>	<b>24,753</b>	<b>25,221</b>	<b>25,697</b>	<b>26,184</b>	<b>26,680</b>	<b>27,185</b>	<b>27,593</b>
<b>Expenses</b>											
Employee costs	10,709	11,095	11,024	11,280	11,542	11,812	12,088	12,371	12,661	12,813	13,005
Materials and services	4,871	9,189	5,081	5,258	5,568	5,608	5,803	6,006	6,361	6,434	6,530
Depreciation	5,043	5,200	5,385	5,547	5,713	5,884	6,061	6,243	6,430	6,623	6,719
Amortisation - right of use assets	150	155	159	164	169	174	179	184	190	196	202
Bad and doubtful debts	1	1	1	1	1	1	1	1	1	1	1
Contributions and donations	563	727	682	695	708	722	736	750	764	779	791
Borrowing costs	0	2	2	2	1	1	1	1	1	0	0
Finance Costs - leases	20	20	20	20	20	20	20	20	20	20	20
Other expenses	1,584	1,887	1,426	1,474	1,524	1,576	1,629	1,685	1,743	1,802	1,829
<b>Total expenses</b>	<b>22,941</b>	<b>28,275</b>	<b>23,780</b>	<b>24,440</b>	<b>25,246</b>	<b>25,797</b>	<b>26,518</b>	<b>27,260</b>	<b>28,170</b>	<b>28,667</b>	<b>29,097</b>
<b>Surplus/(deficit) for the year</b>	<b>5,347</b>	<b>-386</b>	<b>65</b>	<b>-145</b>	<b>-493</b>	<b>-576</b>	<b>-820</b>	<b>-1,077</b>	<b>-1,491</b>	<b>-1,482</b>	<b>-1,504</b>
<b>Other comprehensive income</b>											
Net asset revaluation increment /(decrement)	500	500	500	500	500	500	500	500	500	500	500
<b>Total comprehensive result</b>	<b>5,847</b>	<b>114</b>	<b>565</b>	<b>355</b>	<b>7</b>	<b>-76</b>	<b>-320</b>	<b>-577</b>	<b>-991</b>	<b>-982</b>	<b>-1,004</b>

# COMMENTARY: STATEMENT OF COMPREHENSIVE INCOME

## Income

### Rates and charges

Rates income is the amount that Council will receive as a result of raising rates and related charges on properties each financial year. Other charges included here are charges levied for the kerbside collection of garbage and recycling.

Assumptions:

- Rate capping percentage increase (%) consistent with Consumer Price Index (CPI).
- Additional rates from expected new development each year.
- Waste management charge increases above Consumer Price Index in the first 3 years due to Federal and State Government policy changes.

### Statutory fees and fines

Statutory fees and fines comprise income generated for Council as a result of Federal or State legislation or Council by-laws, including planning fees, building fees and animal registrations.

Assumptions:

- Percentage increase (%) consistent with Consumer Price Index.
- Increased building and planning permits issued from 2021/22 due to pool and spa compliance requirements.

### Grants – operating (recurrent)

These are Federal and State government grants received for operational projects/programs. To be considered recurrent, the grant funding agreement must be for a term greater than two years. Included within this category is the Federal Grants Commission funding, funding for Aged Care and Children's Services and further funding for a wide range of services provided by Council.

Assumptions:

- Grants Commission funding has been forecast to increase by Consumer Price Index.
- All other operational grants are forecast to increase by Consumer Price Index.

### Grants – operating (non-recurrent)

Non-recurrent operating grants are those where funding is expected as a once off payment or payments to be received within a period less than two years and for operational purposes.

Assumptions:

- Only non-recurrent operating grants included in the 10 year major projects plan are included in the Long Term Financial Plan.

# COMMENTARY: STATEMENT OF COMPREHENSIVE INCOME

## **Grants – capital (recurrent)**

Recurrent capital grants are grants acquired for a capital purpose to be received for a period of greater than two years. Included in this item are the grants for the Roads to Recovery program.

Assumptions:

- It is assumed that the Roads to Recovery program will continue for the life of the Long Term Financial Plan. Total value of funding received is spent on capital works projects.

## **Grants – capital (non-recurrent)**

Non-recurrent capital grants are those where funding is acquired for once off capital projects.

Assumptions:

Only capital grants included in the 10 year Major Projects Plan are included in the Long Term Financial Plan.

## **Other income**

Other income represents income that can't be classed into the above categories, and includes items such as reimbursements, interest on outstanding rates and bank investments, and contributions from community groups.

Assumptions:

- Interest income is linked relative to the value of cash holdings.
- Other non-specific Council income has assumed an annual percentage increase linked to the increase in average material costs. This includes all reimbursements.

## **Expenses**

### **Employee costs**

Employee costs include salary, wages and other costs of employing staff (e.g. WorkCover, superannuation, leave entitlements, industry allowances). Employees are an integral part of the success of Yarriambiack Shire Council. The majority of Council services and programs are delivered through our staff. To manage costs pressures, the Council must continually look at improved ways of delivering services to its community. The Council's current Enterprise Agreement was certified in May 2021, the outcomes from the Enterprise Agreement are reflected in this version of the 10 Year Plan and is a key determinant of employee cost increase.

Assumptions:

- Annual Enterprise Bargaining Agreement increase and performance-based band and level increase for staff.
- Other on-cost movements i.e. superannuation, leave loading, allowances, and staff training.

# COMMENTARY: STATEMENT OF COMPREHENSIVE INCOME

## Materials and services

Payments for materials and services comprises goods and services purchased for the general operations and activities of Council and the cost of non-recurrent operational items funded through Council's major projects budget process. Section 186A of the Local Government Act 1989 remains in effect after 01 July 2021, until Council adopts a revised Procurement Policy. Under the Local Government Act 1989 all service contracts over \$150,000 must be tendered to ensure competitive outcomes. In addition to legislative requirements, the Council has its own procurement framework which meets the quality assurance requirements under AS/NZS ISO 9001:2008.

Financial outcomes are a key consideration in procurement activities; however, the Council also seeks to leverage off other nonfinancial benefits contained in its procurement policy. These include supporting sustainability outcomes in the form of social sustainability and environmental sustainability. The policy direction also seeks to achieve outcomes that benefit local business where applicable.

### Assumptions:

- Annual increase on all contract payments, materials and services.
- Operational resources as identified in the Council Plan.
- Additional resources allocated towards infrastructure maintenance and renewal.
- Increased costs due to changes in the recycling industry.

## Depreciation

Depreciation represents an allocation of the current replacement cost of Council assets over their remaining economic life.

### Assumption:

- Asset and infrastructure modelling has been used to determine depreciation expenditure for the LTFFP. The modelling is based on current asset valuations and takes into consideration the forecast capital works and asset disposals.

## Borrowing costs

Finance costs include the interest paid by Council on loans. The budget reflects the movement in the total outstanding loan balance in accordance with Council's borrowings strategy.

## Other expenses

This expense category comprises insurances, audit fees, legal costs, postage, bank charges etc.

### Assumptions:

- Other expenses are expected to increase annually by the following percentages.



## STATEMENT OF BALANCE SHEET

	Forecast		Projections								
	Actual	Budget	2022/ 23	2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31
	2020/ 21	2021/ 22	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	8,536	1,916	1,863	1,759	1,335	1,474	1,470	1,305	963	888	891
Trade and other receivables	3,267	2,000	1,900	1,929	1,957	1,987	2,017	2,047	2,078	2,109	2,140
Other financial assets	232	250	253	255	258	260	263	265	268	271	273
Inventories	1,040	1,000	1,010	1,020	1,030	1,041	1,051	1,062	1,072	1,083	1,094
Investments	4,321	3,366	3,383	3,400	3,417	3,434	3,451	3,468	3,486	3,503	3,521
<b>Total current assets</b>	<b>17,395</b>	<b>8,532</b>	<b>8,409</b>	<b>8,363</b>	<b>7,997</b>	<b>8,195</b>	<b>8,252</b>	<b>8,148</b>	<b>7,867</b>	<b>7,853</b>	<b>7,919</b>
<b>Non-current assets</b>											
Investments in associates, joint arrangement and subsidiaries	200	200	200	200	200	200	200	200	200	200	200
Property, infrastructure, plant & equipment	145,719	155,275	156,054	156,548	157,017	157,032	156,953	156,788	156,394	155,752	155,019
Right-of-use assets	937	950	950	950	950	950	950	950	950	950	950
<b>Total non-current assets</b>	<b>146,856</b>	<b>156,425</b>	<b>157,204</b>	<b>157,698</b>	<b>158,167</b>	<b>158,182</b>	<b>158,103</b>	<b>157,938</b>	<b>157,544</b>	<b>156,902</b>	<b>156,169</b>
<b>Total assets</b>	<b>164,252</b>	<b>164,957</b>	<b>165,613</b>	<b>166,061</b>	<b>166,164</b>	<b>166,377</b>	<b>166,355</b>	<b>166,085</b>	<b>165,411</b>	<b>164,756</b>	<b>164,088</b>
<b>Liabilities</b>											
<b>Current liabilities</b>											
Trade and other payables	1,979	2,060	2,118	2,176	2,237	2,473	2,717	2,968	3,227	3,493	3,769
Trust funds and deposits	29	20	20	20	20	20	20	20	20	20	20
Provisions	3,189	3,251	3,314	3,379	3,445	3,512	3,580	3,650	3,721	3,794	3,868
Interest-bearing liabilities	21	49	49	49	49	49	49	49	49	49	49
Lease liabilities	335	335	335	335	335	335	335	335	335	335	335
<b>Total current liabilities</b>	<b>5,552</b>	<b>5,715</b>	<b>5,836</b>	<b>5,959</b>	<b>6,085</b>	<b>6,388</b>	<b>6,701</b>	<b>7,022</b>	<b>7,353</b>	<b>7,691</b>	<b>8,041</b>
<b>Non-current liabilities</b>											
Provisions	637	650	662	675	688	702	716	730	744	758	773
Interest-bearing liabilities	41	451	402	353	304	255	206	157	108	59	10
Lease liabilities	595	601	607	613	619	626	632	638	645	651	657
<b>Total non-current liabilities</b>	<b>1,274</b>	<b>1,702</b>	<b>1,672</b>	<b>1,642</b>	<b>1,612</b>	<b>1,582</b>	<b>1,553</b>	<b>1,525</b>	<b>1,496</b>	<b>1,468</b>	<b>1,441</b>
<b>Total liabilities</b>	<b>6,826</b>	<b>7,417</b>	<b>7,507</b>	<b>7,601</b>	<b>7,697</b>	<b>7,971</b>	<b>8,255</b>	<b>8,547</b>	<b>8,849</b>	<b>9,159</b>	<b>9,481</b>
<b>Net assets</b>	<b>157,426</b>	<b>157,541</b>	<b>158,105</b>	<b>158,460</b>	<b>158,467</b>	<b>158,406</b>	<b>158,101</b>	<b>157,538</b>	<b>156,562</b>	<b>155,596</b>	<b>154,607</b>
<b>Equity</b>											
Accumulated surplus	80,931	80,545	80,610	80,465	79,972	79,396	78,575	77,498	76,007	74,526	73,022
Reserves	76,495	76,995	77,495	77,995	78,495	79,010	79,525	80,040	80,555	81,070	81,585
<b>Total equity</b>	<b>157,426</b>	<b>157,540</b>	<b>158,105</b>	<b>158,460</b>	<b>158,467</b>	<b>158,406</b>	<b>158,100</b>	<b>157,538</b>	<b>156,562</b>	<b>155,596</b>	<b>154,607</b>

# COMMENTARY: STATEMENT OF BALANCE SHEET

## **Assets**

Cash and cash equivalents include cash and investments such as cash held in the bank and in petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less.

Trade and other receivables are monies owed to council by ratepayers and other.

Other Assets includes items such as prepayments for expenses that Council had paid in advance of service delivery, inventories or stocks held for sale or consumption in Council's services.

Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years.

## **Liabilities**

Trade and other payables are those to whom Council owes monies as at 30 June.

Provisions include accrued long service leave, annual leave sick leave owing to employees and rehabilitation costs for ceased landfill and gravel pit sites.

Interest-bearing loans and borrowings are borrowings of Council.

## **Equity**

### **Reserves**

Reserves contains both a specific cash backed reserve and asset revaluation reserves. The cash backed reserve is a small infrastructure fund for aerodromes.

The asset revaluation reserve represents the difference between the previously recorded value of assets and their current valuations. Asset valuations are required to be considered annually and formally revalued if there is a material change.

### **Accumulated surplus**

Accumulated surplus is the value of all net assets less specific reserve allocation and revaluations that have built up over the financial year.

## STATEMENT OF CASH FLOW

	Forecast		Projections								
	Actual	Budget	2022/ 23	2023/ 24	2024/ 25	2025/ 26	2026/ 27	2027/ 28	2028/ 29	2029/ 30	2030/ 31
	2020/ 21	2021/ 22	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Assets</b>											
<b>Current assets</b>											
Cash and cash equivalents	8,536	1,916	1,863	1,759	1,335	1,474	1,470	1,305	963	888	891
Trade and other receivables	3,267	2,000	1,900	1,929	1,957	1,987	2,017	2,047	2,078	2,109	2,140
Other financial assets	232	250	253	255	258	260	263	265	268	271	273
Inventories	1,040	1,000	1,010	1,020	1,030	1,041	1,051	1,062	1,072	1,083	1,094
Investments	4,321	3,366	3,383	3,400	3,417	3,434	3,451	3,468	3,486	3,503	3,521
<b>Total current assets</b>	<b>17,395</b>	<b>8,532</b>	<b>8,409</b>	<b>8,363</b>	<b>7,997</b>	<b>8,195</b>	<b>8,252</b>	<b>8,148</b>	<b>7,867</b>	<b>7,853</b>	<b>7,919</b>
<b>Non-current assets</b>											
Investments in associates, joint arrangement and subsidiaries	200	200	200	200	200	200	200	200	200	200	200
Property, infrastructure, plant & equipment	145,719	155,275	156,054	156,548	157,017	157,032	156,953	156,788	156,394	155,752	155,019
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<b>Total assets</b>	<b>164,252</b>	<b>164,957</b>	<b>165,613</b>	<b>166,061</b>	<b>166,164</b>	<b>166,377</b>	<b>166,355</b>	<b>166,085</b>	<b>165,411</b>	<b>164,756</b>	<b>164,088</b>
<b>Liabilities</b>											
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Interest-bearing liabilities	21	49	49	49	49	49	49	49	49	49	49
Lease liabilities	335	335	335	335	335	335	335	335	335	335	335
<b>Total current liabilities</b>	<b>5,552</b>	<b>5,715</b>	<b>5,836</b>	<b>5,959</b>	<b>6,085</b>	<b>6,388</b>	<b>6,701</b>	<b>7,022</b>	<b>7,353</b>	<b>7,691</b>	<b>8,041</b>
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Interest-bearing liabilities	41	451	402	353	304	255	206	157	108	59	10
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<b>Total non-current liabilities</b>	<b>1,274</b>	<b>1,702</b>	<b>1,672</b>	<b>1,642</b>	<b>1,612</b>	<b>1,582</b>	<b>1,553</b>	<b>1,525</b>	<b>1,496</b>	<b>1,468</b>	<b>1,441</b>
<b>Total liabilities</b>	<b>6,826</b>	<b>7,417</b>	<b>7,507</b>	<b>7,601</b>	<b>7,697</b>	<b>7,971</b>	<b>8,255</b>	<b>8,547</b>	<b>8,849</b>	<b>9,159</b>	<b>9,481</b>
<b>Net assets</b>	<b>157,426</b>	<b>157,541</b>	<b>158,105</b>	<b>158,460</b>	<b>158,467</b>	<b>158,406</b>	<b>158,101</b>	<b>157,538</b>	<b>156,562</b>	<b>155,596</b>	<b>154,607</b>
<b>Equity</b>											
Accumulated surplus	80,931	80,545	80,610	80,465	79,972	79,396	78,575	77,498	76,007	74,526	73,022
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<b>Total equity</b>	<b>157,426</b>	<b>157,540</b>	<b>158,105</b>	<b>158,460</b>	<b>158,467</b>	<b>158,406</b>	<b>158,100</b>	<b>157,538</b>	<b>156,562</b>	<b>155,596</b>	<b>154,607</b>

# COMMENTARY: STATEMENT OF CASH FLOW

Budgeting cash flows for Council is a key factor in setting the level of rates and providing a guide to the level of capital expenditure that can be sustained with or without using existing cash flows.

## **Net cash flows provided by/used in operating activities**

Operating activities refers to the cash generated or used in the normal service delivery functions of Council. Cash remaining after paying for the provision of services to the community may be available for investment in capital works or repayment of debt.

The net cash flows from operating activities does not equal the operating result for the year, as the expected revenues and expenses of the Council include non-cash items which have been excluded from the Cashflow Statement.

## **Net cash flows provided by/used in investing activities**

Investing activities refers to cash generated or used in the enhancement or creation of infrastructure and other assets. These activities also include the acquisition and sale of other assets such as vehicles, property, and equipment.

The increase in payments for investing activities represents the planned increase in capital works expenditure.

## **Net cash flows provided by/used in financing activities**

Financing activities refers to cash generated or used in the financing of Council's functions and include borrowings from financial institutions and advancing or repayable loans to other organisations. These activities also include repayment of the principal component of loan repayments for the year.



## STATEMENT OF CAPITAL WORKS

	Forecast		Projections								
	Actual	Budget	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	2020/21	2021/22	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Property</b>											
Land	120	0	120	0	0	0	0	0	0	0	0
Total land	120	0	120	0	0	0	0	0	0	0	0
Buildings	349	3,650	500	500	500	500	500	500	500	500	500
Heritage buildings	169	341	100	0	100	0	100	0	100	0	100
Total buildings	518	3,991	600	500	600	500	600	500	600	500	600
<b>Total property</b>	<b>638</b>	<b>3,991</b>	<b>720</b>	<b>500</b>	<b>600</b>	<b>500</b>	<b>600</b>	<b>500</b>	<b>600</b>	<b>500</b>	<b>600</b>
<b>Plant and equipment</b>											
Plant, machinery and equipment	602	1,250	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Computers and telecommunications	30	111	158	124	21	22	83	125	131	22	22
Furniture & Fixtures	0	22	5	5	5	5	5	5	5	5	5
Library books	25	20	20	20	20	20	20	20	20	20	20
<b>Total plant and equipment</b>	<b>657</b>	<b>1,403</b>	<b>1,183</b>	<b>1,149</b>	<b>1,046</b>	<b>1,047</b>	<b>1,108</b>	<b>1,150</b>	<b>1,156</b>	<b>1,047</b>	<b>1,047</b>
<b>Infrastructure</b>											
Roads	4,947	6,339	3,506	3,617	3,939	3,744	3,852	3,852	3,852	3,852	3,852
Bridges	0	100	41	42	43	43	0	0	0	0	0
Footpaths	50	101	57	46	59	59	60	60	60	60	60
Kerb & channel	0	510	53	55	55	56	58	58	58	58	58
Drainage	0	100	50	44	45	47	48	48	48	48	48
Recreational, leisure and community facilities	84	1,568	50	50	50	50	50	50	50	50	50
Waste management	99	466	0	100	0	100	0	100	0	100	0
Parks, open space and streetscapes	103	145	100	100	100	100	100	100	100	100	100
Aerodromes	0	0	100	0	100	103	106	109	113	116	119
Other infrastructure	47	34	0	50	0	50	0	50	0	50	52
<b>Total infrastructure</b>	<b>5,330</b>	<b>9,363</b>	<b>3,957</b>	<b>4,103</b>	<b>4,391</b>	<b>4,352</b>	<b>4,274</b>	<b>4,427</b>	<b>4,281</b>	<b>4,434</b>	<b>4,339</b>
<b>Total capital works expenditure</b>	<b>6,625</b>	<b>14,756</b>	<b>5,860</b>	<b>5,752</b>	<b>6,037</b>	<b>5,899</b>	<b>5,982</b>	<b>6,077</b>	<b>6,036</b>	<b>5,981</b>	<b>5,986</b>
<b>Represented by:</b>											
New asset expenditure	369	5,564	579	430	343	348	353	358	364	369	375
Asset renewal expenditure	5,356	5,772	4,931	4,861	5,301	5,152	5,224	5,307	5,255	5,188	5,181
Asset upgrade expenditure	900	3,419	351	462	394	400	406	412	418	424	431
<b>Total capital works expenditure</b>	<b>6,625</b>	<b>14,756</b>	<b>5,860</b>	<b>5,752</b>	<b>6,037</b>	<b>5,899</b>	<b>5,982</b>	<b>6,077</b>	<b>6,036</b>	<b>5,981</b>	<b>5,986</b>
<b>Funding sources represented by:</b>											
Grants	3,818	9,045	1,700	1,600	1,700	1,726	1,751	1,778	1,804	1,831	1,859
Contributions	0	593	0	0	0	0	0	0	0	0	0
Council cash	2,807	4,618	4,160	4,152	4,337	4,174	4,231	4,300	4,232	4,150	4,127
Borrowings	0	500	0	0	0	0	0	0	0	0	0
<b>Total capital works expenditure</b>	<b>6,625</b>	<b>14,756</b>	<b>5,860</b>	<b>5,752</b>	<b>6,037</b>	<b>5,899</b>	<b>5,982</b>	<b>6,077</b>	<b>6,036</b>	<b>5,981</b>	<b>5,986</b>

# COMMENTARY: STATEMENT OF CAPITAL WORKS

The 10 year capital works program accompanying the LTFP identifies numerous individual projects requiring funding. The timing and delivery of these projects may be subject to a partnership with other levels of government.

The infrastructure needs to support the population has been a major consideration in the development of the 10 Year Financial Plan.

It is important to ensure existing assets and infrastructure is maintained at appropriate levels to service the community's needs. The major components of the 10 Year Capital works program is outlined below:

- Property - includes land, building and heritage buildings.
- Plant & Equipment - includes plant, machinery & fixtures and furniture & computers.
- Infrastructure - includes roads, bridges, kerb & channel, footpaths, drainage, recreational, leisure & community facilities and waste management.

The development of a 10-year capital works program will enable a cash flow budget to be developed. External capital funding services include capital grants and contributions. Forecasts for capital funding sources are conservative.

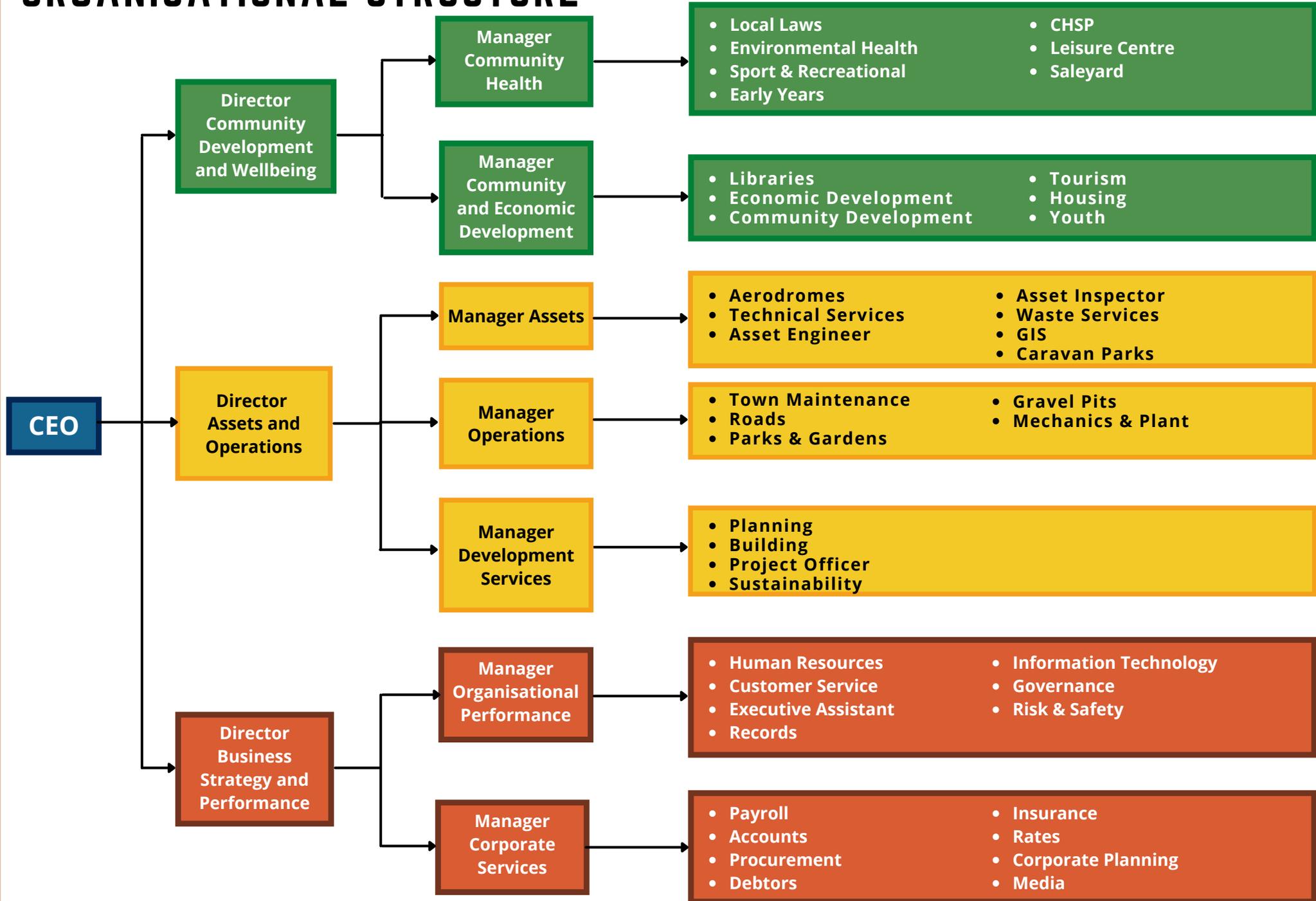
Council's capital works program underpins the needs and priorities as determined by Council's capital evaluation process. It is the Council's challenge to develop Service Plans and Asset Management Plans that ensure the community's levels of service are met through the delivery of efficient and effective services.





# **COMMENTARY: STATEMENT OF HUMAN RESOURCES**

# ORGANISATIONAL STRUCTURE



# **ORGANISATIONAL STRUCTURE**

# **PLANNED HUMAN RESOURCES EXPENDITURE**

# **PLANNED HUMAN RESOURCES EXPENDITURE**

# FINANCIAL PERFORMANCE INDICATORS

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

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Actual	Forecast	Budget			Trend	
			2019/20	2020/21	2020/21	2022/23	2023/24	2024/25	+ / o / -
<b>Operating position</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	4.15%	17%	(13.32%)	(0.48%)	1.34%	(2.74%)	+
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	2	223.14%	313.31%	<b>149.31%</b>	144.09%	140.34%	131.42%	-
Unrestricted cash	unrestricted cash / current liabilities	3	154.69%	153.22%	<b>33.18%</b>	31.59%	29.19%	21.61%	o
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	4	0.63%	0.48%	<b>3.83%</b>	3.38%	2.95%	2.54%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.17%	0.47%	<b>0.53%</b>	0.52%	0.51%	0.50%	+
Indebtedness	Non-current liabilities / own source revenue		9.61%	8.81%	<b>11.55%</b>	11.11%	10.69%	10.30%	+
Asset renewal	Asset renewal expenditure / depreciation	5	165.82%	106.22%	<b>111.00%</b>	91.56%	87.64%	92.78%	-
<b>Stability</b>									
Rates and concentration	Rate revenue / adjusted underlying revenue	6	49.57%	46%	<b>52%</b>	57%	57%	57%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.49%	0.47%	<b>0.42%</b>	0.43%	0.43%	0.44%	-
<b>Efficiency</b>									
Expenditure level	Total expenditure / No. of property assessments		\$3,503	\$3,294	<b>\$4,055</b>	\$3,410	\$3,505	\$3,621	+
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,634	\$1,847	<b>\$1,870</b>	\$1,913	\$1,952	\$1,991	+

## Key to Forecast Trend:

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

# NOTES TO FINANCIAL PERFORMANCE INDICATORS

## 1. Adjusted underlying result

An indicator of the sustainable operating required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance should be expected over the period although continued losses means reliance on Council's cash reserves or increase debt to maintain services.

## 2. Working Capital

The proportion of current liabilities represented by current assets. Working capital is slightly in decline due to less unrestricted cash being held over the years and increasing current liabilities.

## 3. Unrestricted Cash

Unrestricted cash ratio is slightly decreasing over the period of the SRP, as unrestricted cash is decreasing whilst current liabilities is increasing.

## 4. Debt compared to rates

Trend indicates Council is reducing reliance on debt against its annual rate revenue through redemption of long term debt.

## 5. Asset renewal

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

## 6. Rates concentration

Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. The trend indicates that Council will become more reliant on rate revenue compared to all other revenue sources.

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