



Central Goldfields Shire Council

Council Plan
2017 – 2021

2018 REFRESH





OUR PLAN

The Council Plan is developed every four years and reviewed annually. It sets out the strategic direction for the Central Goldfields Shire Council.

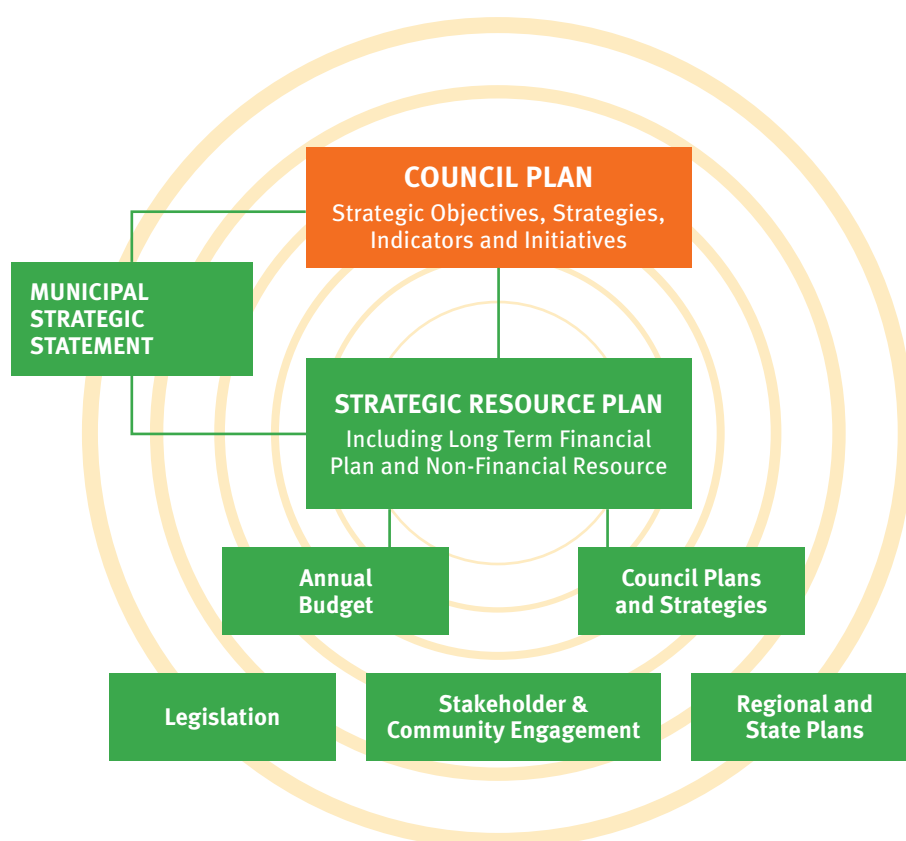
It guides our work by setting out priorities and actions towards achieving our vision and transparently outlines how that will be achieved.

The Council Plan 2017-2021 was informed by our community and stakeholders as part of a community consultation process.

Additional community consultation was carried out in 2018 as part of the Have your Say campaign.

More than 500 residents provided feedback via listening posts, postcards and an online survey. We thank everyone for taking the time to provide us with input.

OUR PLANNING FRAMEWORK



STATEMENT OF ACKNOWLEDGMENT

The ancestors and descendants of the Dja Dja Wurrung are the traditional custodians of this Country. Council respects and acknowledges the unique Aboriginal cultural heritage within.



JOINT MESSAGE FROM CHIEF ADMINISTRATOR NOEL HARVEY AND CEO LUCY ROFFEY



It's with much pleasure that we present the Central Goldfields Shire Council Plan 2017-2021.

The Council Plan is one of our most important documents, it drives our decision making and planning for the next three years.

With the appointment of three administrators late 2017 and a new CEO in early 2018, an additional community consultation process was undertaken to inform this refresh of the 2017-2021 Council Plan.

Thank you to the 500 plus residents who provided us with feedback online, via our postcards and by attending our listening posts events at townships across the Shire.

Your feedback has been carefully considered and has been incorporated into our priority areas moving forward.



Our Council Plan identifies four strategic themes, each with a specific objective which will be our primary focus over the next three years:

- Our Community
- Our Economy
- Our Built and Natural Environment
- Our Organisation

Underpinning each of these themes are detailed actions and initiatives which are identified in the Council Plan and complemented by our Annual Budget.

Further to this work we continue our commitment to the Organisation and Governance Reform Program – led by a dedicated project team we continue to respond to and address every matter raised in both the Inspectorate and Municipal Monitor reports.

Thank you for taking the time to read this Council Plan and we look forward to working closely with our community in its delivery.

OUR COUNCIL

On Wednesday 13 December, 2017 the State Government announced the appointment of three new administrators for Central Goldfields Shire Council.

**Noel Harvey OAM**

Noel Harvey has 25 years' experience in Local Government. He was first elected to the Shire of Kyneton in 1991. He has held the position of Councillor and Mayor at the Shire of Hepburn and the Shire of Macedon Ranges and was Chief Commissioner for the Shire of Hepburn from 1995 to 1997.

Noel has been a board member of the Municipal Association of Victoria, a member of the EPA Enforceable Undertakings Panel, Director for Parks Victoria, North Central Catchment Management Authority, Sustainability Victoria and Director and Deputy Chairman of Coliban Regional Water Corporation and Chairman of the Victorian Mineral Water Committee.

Noel has 15 years of business experience in the tourism industry and is the independent Chairman of the Daylesford & Macedon Ranges Regional Tourism Board since 2012.

In 2004, Noel was presented with an Order of Australia (OAM) in recognition of services to Local Government, regional Victoria and the community of Kyneton.

Phone **0418 506 283**
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Karen Douglas

A member of the Wimmera Catchment Management Authority Board since 2006, Karen held the position of Chair from 2011 to 2017.

Karen is a member of a broad-acre cereal cropping family farming enterprise at Beazleys Bridge, Gre Gre and Marnoo.

She spent many years working as a librarian both in the local secondary college and later the Wimmera Regional Library, before joining J R Burns Accounting.

She was Deputy Chancellor of Federation University Australia from 2007 to 2015, is a member and past Chair of the Stawell Regional Health Board, and a member of McCallum Services.

Karen was a Northern Grampians Shire Councillor for nine years, serving four terms as Mayor and was the inaugural Chair of the North Central Local Learning and Employment Network.

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The Hon Hugh Delahunty

Born in Murtoa, Hugh began his career as a farmer on his family grain and sheep property.

He went on to work for the Department of Agriculture and Rural Affairs after playing for Essendon in the 1970s.

Hugh has participated in and coached many sports in the Wimmera and is a life member of the Murtoa Football Club.

He was a Councillor and Mayor for the former Horsham City Council (1987–1995, Mayor 1992/93), Chief Commissioner of Mildura Rural City (1995 to 1996), and the first Mayor and a Councillor of the new Horsham Rural City Council (1997 to 1999, Mayor – 1997).

Hugh was elected to State politics in 1999 where he represented the electorates of Wimmera from 1999 to 2002 and Lowan from 2002 to 2014. He served as Minister for Sport and Recreation and Minister for Veteran Affairs from 2010 to 2014.

Phone **0419 582 327**
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OUR SHIRE

Located at the geographical centre of Victoria, Central Goldfields Shire is within one hour's drive of the regional centres of Ballarat and Bendigo and just two hours from Melbourne.

The municipality covers an area of 1,532 square kilometres and has an estimated population of almost 13,000 people.

Central Goldfields Shire is bounded by Loddon Shire in the north, Pyrenees Shire in the west, Mt Alexander Shire in the east and Hepburn Shire to the south.

Maryborough is the shire's major business centre with a population of around 7,921. Other smaller townships include Bealiba, Carisbrook, Dunolly, Majorca, Talbot, Bowenvale-Timor, Daisy Hill.

All feature iconic heritage architecture and agricultural industries are spread across the Shire and include grain, sheep grazing and broiler farming.

The Shire is also home to a number of major manufacturing, infrastructure, agricultural, freight, printing and food production companies.

Residents have access to affordable housing, a wide variety of health services, schools and recreational facilities.

Municipal Snapshot

Population:

12,995 (ABS 2016)

Area:

1,532km²

Rateable properties:

8,811

Number of employees:

235

Length of sealed roads:

510kms

Length of unsealed roads:

768kms

Central Goldfields Shire townships

Town	Population
Bealiba	206
Carisbrook	1,115
Dunolly	893
Maryborough	7,921
Talbot	442
Majorca	211



WHAT OUR COMMUNITY TOLD US

More than 500 responses were received as part of Have your Say community engagement process in April.

It aimed to give the community of all ages an opportunity to tell us what they love about the Shire, what they imagine for the future of the Shire and what specific outcomes they would like to see. Feedback was provided to us via the following ways:

- Postcards and feedback boxes distributed across the Shire
- Online Survey
- Listening posts – hosted by our Administrators

Some of the feedback received is included below.



Question 1

What do you love about the Shire?

- The Library, Art Gallery, parks and gardens and friendly people
- The scenery
- Community
- Plenty of space and beautiful parks
- Excellent infrastructure for a small population
- Rich history

Question 2

What do you imagine for the future of the Shire?

- More services for kids and youth
- A community that sees and treats all of its demographics with the same “fair go” attitude
- More entertainment for youth and more jobs for a stable future
- More job opportunities for parents going back to the workforce
- Industry growth
- Job, Jobs, Jobs... Let’s keep our talented workforce local by creating and encouraging meaningful employment
- Better footpaths, more options for youth

Question 3

What specific results would you like to see?

- The Skate Park to be upgraded and in a new location
- Job creation, industry, further education opportunities
- More attention given to the footpaths
- Better transport between Maryborough, Bendigo and Ballarat
- Council including small towns/ areas in their future plans
- We need disabled change rooms and facilities at the indoor pool
- More engaged youth





OUR VISION

“To be a vibrant, thriving, inclusive community.”

OUR PURPOSE

“To achieve the best outcomes for the local community and having regard to the long term and cumulative effects of decisions”

OUR VALUES

These are the behaviours that support our vision. In all our dealings we will:

- **Be Innovative** – Find new and creative ways; focus on future.
- **Work Together** – Recognise collaboration and partnerships in meeting our challenges and opportunities.
- **Be Respectful, Inclusive and Caring** – Listen, consider all viewpoints and embrace and respect diversity and inclusion, that is, bring everyone along for the journey.
- **Value Knowledge** – As a way of realising our potential and encouraging lifelong learning.
- **Be Accountable** – By being responsible for our actions and always acting with integrity.

OUR STRENGTHS

- Location – less than one hour from Bendigo and Ballarat and two hours from Melbourne
- Sub-regional hub – Maryborough provides a significant sub-regional hub of retail, industry and services for central Victoria
- An established manufacturing sector, expanding food processing sector and visitor economy
- Key lifestyle infrastructure and services – education, health and recreation
- A choice of housing options and affordable real estate including significant heritage homes
- Moderate climate
- Supportive communities including groups and service clubs
- Whole of life stages accommodation
- An expanding passenger rail service traversing a designated growth corridor
- Heritage backdrop

OUR CHALLENGES

- Climate variability
- Water
- State of the global economy
- State of the domestic economy
- Impact of digital communications
- Demographics of the municipality – slow population growth, ageing population and levels of disadvantage
- Community expectations
- Revenue sources and levels

1. OUR COMMUNITY

Outcome: A supported, cohesive community, living a full and healthy life.

Objectives	Initiatives
1.1 Build an aspiring community, achieving and living a full life where: <ul style="list-style-type: none"> Family Violence is unacceptable in our community Children are loved and safe Everyone has the language and literacy skills needed Young people are celebrated as they strive to reach their full potential Everyone can learn, earn, achieve and dream 	<ul style="list-style-type: none"> Continue delivery of the Go Goldfields program, and work towards program sustainability. Advancement of projects in areas of <ul style="list-style-type: none"> Early Years Literacy Engagement of Young People Addressing Family Violence Work Readiness Develop a 10 year Community Plan Develop a Gender Equity Policy for the organisation
1.2 Support and encourage volunteerism in the community	<ul style="list-style-type: none"> Provide a safe, fun, encouraging and welcoming environment for volunteers and promote the benefits of a volunteer organisation Develop a Community Support Policy (including Grants Program) to assist the work of community groups
1.3 Ensure that all of our community, regardless of diversity, can live a full and healthy life.	<ul style="list-style-type: none"> Implement Central Goldfields Public Health and Wellbeing Plan Actively participate in The Healthy Hearts Project Continue participation with Loddon Campaspe Regional Partnership
1.4 Provide leadership in municipal emergency and fire prevention planning and strengthen public safety	<ul style="list-style-type: none"> Coordinate Municipal Emergency Management Plans and Committee Implement recommendations from flood management plans including flood mitigation works Extend and upgrade township CCTV systems
1.5 Facilitate an active and inclusive arts community	<ul style="list-style-type: none"> Develop a Community Arts Strategy Participate in regional cultural programs including the Regional Centre for Culture
1.6 Promote and enhance passive and active recreation	<ul style="list-style-type: none"> Develop a Central Goldfields Shire Recreation Plan Continue to implement priorities from Major Recreation Reserves Master Plans Implement priorities from the Walking and Cycling Strategy
1.7 Support positive development for residents of all ages and abilities.	<ul style="list-style-type: none"> Develop a Municipal Early Years Plan Facilitate the transition of service delivery models for HACC and NDIS Implement priorities from the Positive Ageing Strategy Support positive life opportunities for people living with a disability
1.8 Maximise all forms of connectivity for the community	<ul style="list-style-type: none"> Advocate for enhanced passenger rail services Advocate for improved digital connectivity Deliver local Community Transport Plan Implement priorities from the Walking and Cycling Strategy

2. OUR ECONOMY

Outcome: A vibrant local economy which contributes to the municipality's economic prosperity.

Objectives	Initiatives
2.1 Facilitate an environment which is conducive to industry/business growth and employment growth and retention.	<ul style="list-style-type: none"> • Develop an Economic Development and Tourism Strategy • Develop job creation/retention initiatives • Participate in the development and implementation of Regional Economic Development Strategies
2.2 Develop a skilled workforce to support economic growth	<ul style="list-style-type: none"> • Support work readiness initiatives, specifically within the Go Goldfields program
2.3 Promote Central Goldfields as a place of choice to live, work and play	<ul style="list-style-type: none"> • Review Council's Population Growth Strategy • Participate in Regional Economic Development Strategies • Advocate for the development of the Maryborough Ballarat (Rail) Growth Corridor • Advocate for a wastewater scheme for Talbot township
2.4 Provide a supportive environment for existing business to prosper	<ul style="list-style-type: none"> • Include support for existing business in the Economic Development and Tourism Strategy • Support Committee for Maryborough and other business groups in the Central Goldfields Shire
2.5 Strengthen and facilitate diversification for the Agri-business and food processing sectors	<ul style="list-style-type: none"> • Update and renew the Food Cluster Strategy • Seek direct and value-adding opportunities in the sector
2.6 Grow the digital capability of the Shire	<ul style="list-style-type: none"> • Encourage NBN connections and advocate for improved NBN services • Continue to advocate to minimise mobile phone black spots • Encourage growth of digital platforms
2.7 Capitalise on tourism and the visitor economy through growth of events and promotion of unique local experiences	<ul style="list-style-type: none"> • Advance the Goldfields Heritage Development and Opportunity Project towards World Heritage Listing • Review and update the business and marketing plan for Energy Breakthrough • Identify opportunities for new events in the Central Goldfields Shire





3. OUR BUILT AND NATURAL ENVIRONMENT

Outcome: Central Goldfields Shire celebrates the rich built and natural heritage and a sustainable environment.

Objectives	Initiatives
3.1 Ensure investment in roads, footpaths and buildings meet community needs now and in the future	<ul style="list-style-type: none"> Undertake service planning to establish asset requirements to deliver services Review and update Asset Management Plans and prepare a 10 year capital works program Develop a plan to divest from assets that are surplus to community needs
3.2 Improve the appearance of township entrances and streetscapes	<ul style="list-style-type: none"> Renew and update urban design frameworks in the Shire Collaborate with township tree committees on tree plantings and maintenance
3.3 Protect and enhance the environment while planning for growth	<ul style="list-style-type: none"> Review and update the Central Goldfields Planning Scheme and Municipal Strategic Statement Develop a Strategic Planning program Participate in regional environmental projects through the Central Victorian Greenhouse Alliance Implement the actions from Council's Sustainability Plan
3.4 Ensure waste management meets current and future demand and standards	<ul style="list-style-type: none"> Review and update Council's Waste Management Plan Participate in regional waste projects through the Grampians Central West Waste and Resource Recovery Group
3.5 Protect and preserve our heritage assets	<ul style="list-style-type: none"> Implement recommendations from Cultural Heritage Plans for heritage listed buildings Seek funding assistance to maintain and preserve heritage assets

4. OUR ORGANISATION

Outcome: Central Goldfields Shire is a proactive, well governed, professional and financially sustainable organisation.

Objectives	Initiatives
4.1 Ensure the financial sustainability of Council through efficient and effective delivery of services	<ul style="list-style-type: none"> Undertake service planning across the organisation to set sustainable service levels that meet community needs Develop a 10 year financial plan Review budget and financial reporting processes to improve monitoring of financial performance Develop a fees and charges policy
4.2 Provide effective and accessible community information and opportunities community contributions to policy and program development	<ul style="list-style-type: none"> Implement the Community Engagement Framework Develop a website that is accessible, easy to use and allows all transactions to be conducted online
4.3 Provide leadership in governance and Council decision making	<ul style="list-style-type: none"> Develop and implement a cultural change program to develop a high performing, customer focused organisation Implement recommendations from the Local Government Inspectorate Report Implement recommendations from Internal Audits completed as part of the four year Internal Audit Program
4.4 Ensure the health and wellbeing of our staff	<ul style="list-style-type: none"> Review and update Occupational Health and Safety policies and practices Re-establish and support a Health and Wellbeing Committee Implement health and wellbeing initiatives in the Enterprise Agreement



STRATEGIC RESOURCE PLAN

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2018/19 has been supplemented with projection to 2021/22 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the Local Government Act 1989 and the Local Government Planning and Reporting regulations 2014.

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



COMPREHENSIVE INCOME STATEMENT

For the four years ending 30 June 2022

	NOTES	Forecast Actual	Budget	Strategic Resource Plan Projections		
		2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Income						
Rates and charges	4.1.1	14,012	14,626	14,992	15,366	15,751
Statutory fees and fines	4.1.2	427	445	452	458	465
User fees	4.1.3	4,547	4,291	4,398	4,508	4,621
Grants – Operating	4.1.4	5,385	7,184	7,364	7,548	7,736
Grants – Capital	4.1.4	6,385	1,211	1,750	750	750
Contributions – monetary	4.1.5	223	144	150	150	150
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(7)	122	20	20	20
Other income	4.1.6	534	390	400	410	420
Total income		31,506	28,413	29,525	29,211	29,913
Expenses						
Employee costs	4.1.7	13,265	12,242	12,487	12,736	12,991
Materials and services	4.1.8	15,432	9,792	9,890	9,739	9,934
Depreciation and amortisation	4.1.9	6,780	6,780	6,848	6,882	6,951
Bad and doubtful debts		26	10	15	15	15
Borrowing costs		174	170	157	113	67
Total expenses		35,677	28,994	29,396	29,485	29,958
Surplus/(deficit) for the year		(4,171)	(581)	129	(275)	(45)
Other comprehensive income						
Total comprehensive result		(4,171)	(581)	129	(275)	(45)

BALANCE SHEET

For the four years ending 30 June 2022

	NOTES	Forecast Actual	Budget	Strategic Resource Plan Projections		
		2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Assets						
Current assets						
Cash and cash equivalents		4,678	4,672	5,296	6,183	7,132
Trade and other receivables		2,129	2,119	2,013	1,962	2,002
Other financial assets		364	364	371	379	386
Non-current assets classified as held for sale		245	245	100	100	100
Total current assets	4.2.1	7,416	7,400	7,780	8,624	9,620
Non-current assets						
Property, infrastructure, plant & equipment		297,610	296,446	295,733	294,180	292,742
Intangible assets		330	330	330	330	330
Total non-current assets	4.2.1	297,940	296,776	296,063	294,510	293,072
Total assets		305,356	304,176	303,843	303,134	302,692
Liabilities						
Current liabilities						
Trade and other payables		2,054	2,054	2,139	2,180	2,222
Provisions		2,620	2,596	2,604	2,658	2,710
Interest-bearing liabilities	4.2.3	575	564	538	500	500
Total current liabilities	4.2.2	5,249	5,214	5,281	5,338	5,432
Non-current liabilities						
Provisions		448	448	457	466	475
Interest-bearing liabilities	4.2.3	3,885	3,321	2,783	2,283	1,783
Other Liabilities		79	79	79	79	79
Total non-current liabilities	4.2.2	4,412	3,848	3,319	2,828	2,337
Total liabilities		9,661	9,062	8,600	8,166	7,769
Net assets		295,695	295,114	295,243	294,968	294,923
Equity						
Accumulated surplus		113,807	113,226	113,355	113,080	113,035
Reserves		181,888	181,888	181,888	181,888	181,888
Total equity		295,695	295,114	295,243	294,968	294,923

STATEMENT OF CHANGES IN EQUITY

For the four years ending 30 June 2022

	Notes	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018 Forecast Actual					
Balance at beginning of the financial year		299,866	118,078	181,438	350
Surplus/(deficit) for the year		(4,171)	(4,171)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		100	-	-	100
Transfers from other reserves		(100)	(100)	-	-
Balance at end of the financial year		295,695	113,807	181,438	450
2019 Budget					
Balance at beginning of the financial year		295,695	113,807	181,438	450
Surplus/(deficit) for the year		(581)	(581)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	-	-	-	-
Transfers from other reserves	4.3.1	-	-	-	-
Balance at end of the financial year	4.3.2	295,114	113,226	181,438	450
2020					
Balance at beginning of the financial year		295,114	113,226	181,438	450
Surplus/(deficit) for the year		129	129	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		295,243	113,355	181,438	450
2021					
Balance at beginning of the financial year		295,243	113,355	181,438	450
Surplus/(deficit) for the year		(275)	(275)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		294,968	113,080	181,438	450
2022					
Balance at beginning of the financial year		294,968	113,080	181,438	450
Surplus/(deficit) for the year		(45)	(45)	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		294,923	113,035	181,438	450

STATEMENT OF CASH FLOWS

For the four years ending 30 June 2022

	NOTES	Forecast Actual	Budget	Strategic Resource Plan Projections		
		2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
		Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		14,012	14,626	15,099	15,417	15,711
Statutory fees and fines		427	445	452	458	465
User fees		4,547	4,291	4,398	4,508	4,621
Grants – operating		5,385	7,184	7,364	7,548	7,736
Grants – capital		6,385	1,211	1,750	750	750
Contributions – monetary		223	144	150	150	150
Interest received		203	182	180	180	180
Other receipts		331	208	140	140	140
Employee costs		(13,265)	(12,242)	(12,637)	(12,886)	(13,141)
Materials and services		(15,502)	(9,792)	(10,067)	(10,049)	(10,233)
Net cash provided by/ (used in) operating activities	4.4.1	2,746	6,257	6,829	6,216	6,379
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(6,737)	(6,211)	(6,135)	(5,328)	(5,512)
Proceeds from sale of property, infrastructure, plant and equipment		602	693	650	650	650
Net cash provided by/ (used in) investing activities	4.4.2	(6,135)	(5,518)	(5,485)	(4,678)	(4,862)
Cash flows from financing activities						
Finance costs		(174)	(170)	(157)	(113)	(67)
Repayment of borrowings		(569)	(575)	(564)	(538)	(500)
Net cash provided by/(used in) financing activities	4.4.3	(743)	(745)	(721)	(651)	(567)
Net increase/(decrease) in cash & cash equivalents		(4,132)	(6)	623	887	950
Cash and cash equivalents at the beginning of the financial year		8,810	4,678	4,672	5,296	6,183
Cash and cash equivalents at the end of the financial year		4,678	4,672	5,296	6,183	7,132

STATEMENT OF CAPITAL WORKS

For the four years ending 30 June 2022

	NOTES	Forecast Actual	Budget	Strategic Resource Plan Projections		
		2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Property						
Land		-	98	-	-	-
Land improvements		92	16	90	100	100
Total land		92	114	90	100	100
Buildings		123	477	200	250	300
Total buildings		123	477	200	250	300
Total property		215	591	290	350	400
Plant and equipment						
Plant, machinery and equipment		788	619	600	600	600
Fixtures, fittings and furniture		61	305	600	375	400
Total plant and equipment		849	924	1,200	975	1,000
Infrastructure						
Roads		3,930	2,377	2,425	2,473	2,522
Bridges		494	870	500	500	500
Footpaths and cycleways		114	156	220	220	220
Drainage		848	660	1,200	500	500
Waste management		275	-	250	250	300
Parks, open space and streetscapes		12	203	50	60	70
Off street car parks		-	35	-	-	-
Other infrastructure		-	395	-	-	-
Total infrastructure		5,673	4,696	4,645	4,003	4,112
Total capital works expenditure	4.5.1	6,737	6,211	6,135	5,328	5,512
Represented by:						
New asset expenditure		1,218	1,157	1,500	1,500	1,500
Asset renewal expenditure		4,005	2,933	4,335	3,528	3,712
Asset upgrade expenditure		1,514	2,121	300	300	300
Total capital works expenditure	4.5.1	6,737	6,211	6,135	5,328	5,512
Funding sources represented by:						
Grants		1,885	1,045	1,750	750	750
Contributions		-	-	-	-	-
Council cash		4,852	5,166	4,385	4,578	4,762
Borrowings		-	-	-	-	-
Total capital works expenditure	4.5.1	6,737	6,211	6,135	5,328	5,512

STATEMENT OF HUMAN RESOURCES

For the four years ending 30 June 2022

	Forecast Actual 2017/18 \$'000	Budget 2018/19 \$'000	Strategic Resource Plan Projections		
			2019/20 \$'000	2020/21 \$'000	2021/22 \$'000
Staff expenditure					
Employee costs – operating	13,265	12,242	12,487	12,736	12,991
Employee costs – capital	769	969	988	1,009	1,028
Total staff expenditure	14,034	13,211	13,475	13,745	14,019
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	145.0	145.0	145.0	145.0	145.0
Total staff numbers	145.0	145.0	145.0	145.0	145.0

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

Department	Budget 2018/19 \$'000	Comprises			
		Permanent Full Time \$'000	Part time \$'000	Casual \$'000	Temporary \$'000
Our Community	4,820	1,736	2,945	101	38
Our Economy	1,125	443	682	-	-
Our Built and Natural Environment	3,518	3,066	446	-	6
Our Organisation	2,779	2,019	717	-	43
Total permanent staff expenditure	12,242	7,264	4,790	101	87
Capitalised labour costs	969				
Total expenditure	13,211				

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

Department	Budget 2018/19	Comprises			
		Permanent Full Time	Part time	Casual	Temporary
Our Community	59	20	36	2	1
Our Economy	13	5	8	-	-
Our Built and Natural Environment	38	32	6	-	-
Our Organisation	25	17	7	-	1
Total permanent staff expenditure	135	74	57	2	2
Capitalised labour costs	10				
Total staff	145				



