

# 2016 REVIEW COUNCIL PLAN 2013-2017

A SUSTAINABLE, THRIVING AND COHESIVE COMMUNITY WHERE LIFESTYLE, CULTURE, HEALTH AND WELLBEING ARE IMPORTANT



OUR COMMUNITY



OUR NATURAL ENVIRONMENT



COMMUNITY ENGAGEMENT



PLACES AND SPACES



OUR ECONOMY



OUR ORGANISATION

# CONTENTS

MESSAGE FROM THE MAYOR .....	3
PRIORITY PROJECTS .....	5
MEET YOUR COUNCILLORS .....	12
VISION, PURPOSE & VALUES .....	13
OUR RURAL CITY – OUR COMMUNITY .....	14
OUR COMMITMENT TO COMMUNITY HEALTH AND WELLBEING .....	15
1. Our Community .....	18
2. Places and Spaces .....	30
3. Our Economy .....	27
4. Our Natural Environment .....	32
5. Community Engagement and Working Together .....	51
6. Our Organisation .....	39
ORGANISATIONAL STRUCTURE .....	46
COUNCIL PLANNING FRAMEWORK .....	47
STRATEGIC RESOURCE PLAN 2013-2017 .....	48

## Acknowledgement of Country

Benalla Rural City Council acknowledges the traditional custodians of the land now known as Benalla Rural City and pays respect to their elders past and present.

## MESSAGE FROM THE MAYOR

It is with pride and enthusiasm that I report to the community on the progress and achievements of the Council Plan 2013-2017 as we enter the final year.

### Rate and Charges

The Council has chosen to align itself with the State Government rate cap of 2.5% for the 2016/17 financial year. It will be directed as follows:

- 1.5% operational expenditure
- 1% capital expenditure.

The Council is pleased that through the budget process there will be no cuts to service delivery and that all current services will operate as 'business as usual'.

### Major Projects

The Council through project steering committees has been working to progress the following capital projects to 'shovel ready' status for consideration by the next Council to be elected on 22 October 2016.

- Benalla Airport redevelopment
- Benalla Aquatic Centre redevelopment
- Benalla Business Growth (Enterprise Park) Project
- Visitor Information Centre redevelopment
- Benalla Art Gallery redevelopment.

In the 2016 review of the Council Plan the Council has elevated the Benalla Landfill to priority project status with the aim to maximise the full potential of the site.

This is in response to a State Government grant of \$75,000 to investigate its potential and prepare a business case for a shared service regional facility for the twelve Councils making up the north east Victoria region.

### Organic Waste Service

The roll out of the new organic waste service has been a success during the 2015/16 year. The service has been well received by the community and will have a significant impact on future financial savings by diverting waste from landfill and reducing environmental impact.

### Benalla Airport Master Plan

The Council welcomed funding from both the Federal and State Governments amounting to \$1.2m towards the Benalla Airport Master Plan which will see significant facility improvements.

- |   |           |
|---|-----------|
| ▪ Federal Government<br>(National Stronger Regions Fund)      | \$715,253 |
| ▪ State Government<br>(Regional Jobs and Infrastructure Fund) | \$500,000 |
| ▪ Benalla Rural City Council                                  | \$405,000 |
| ▪ User Group contributions                                    | \$8,000   |

The Benalla community has welcomed the funding in readiness for the 34th FAI World Gliding Championships to be held in January 2017.

The Benalla landfill is well positioned within north east Victoria to become a regional landfill facility which potentially will bring a financial and economic benefit to the Benalla community.

**Benalla Landfill**

The Benalla Council has welcomed a review of the direction of the Benalla landfill and has established a Benalla Landfill Development Strategy Project Steering Committee to drive the future of the facility with the aim to address the financial viability of the facility and future development opportunities with financial assistance from the State Government as mentioned earlier.

**Government Advocacy**

The Council has been working closely with all its Federal and State Parliamentary representatives to promote and acknowledge their work and deal with issues within the electorate.

The Council Plan was developed after extensive input from the community, council staff and elected councillors. We invited people to share their vision for our community, and considered many thoughtful and ambitious ideas. The Council Plan summarises the results of this consultation in the following major strategic areas which will help us achieve a more connected, cohesive, vibrant and financially sustainable Rural City:

- Our Community
- Places and Spaces
- Our Economy
- Our Natural Environment
- Community Engagement and working together
- Our Organisation.

In conclusion we can plan for the future of Benalla with confidence that we have the ability to maintain service delivery and provide quality facilities that the community can continue to be proud of.

**Cr Justin King.**  
**Mayor**

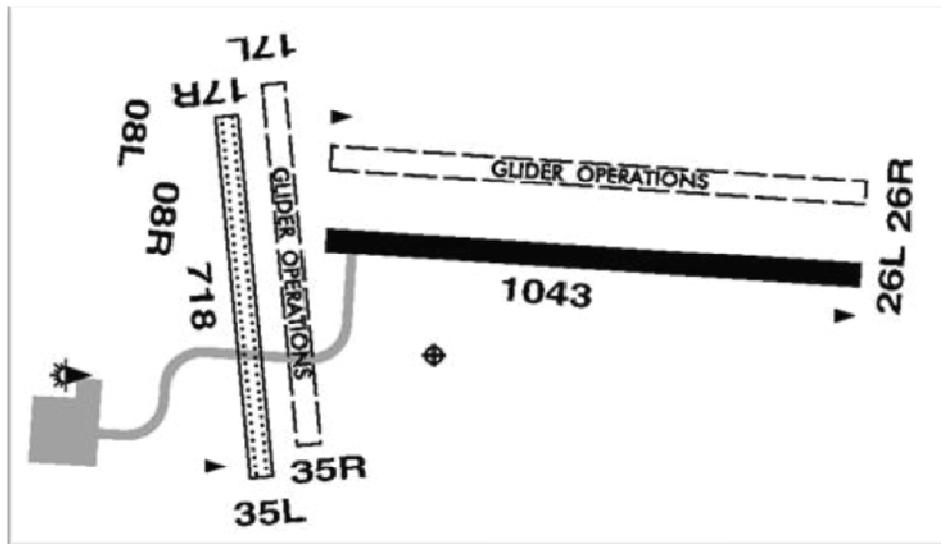
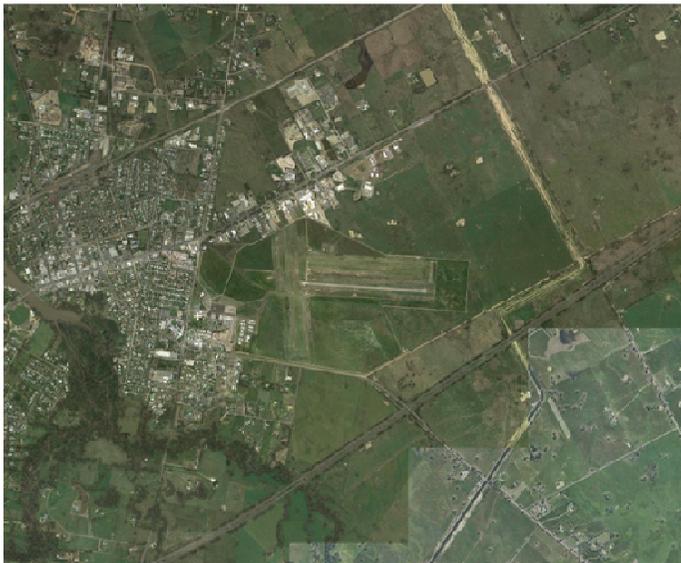
## **PRIORITY PROJECTS**

The five priority projects being brought to 'shovel-ready' status are:

- **Benalla Airport Redevelopment**
- **Benalla Aquatic Centre Redevelopment**
- **Benalla Business Growth (Enterprise Park) Project**
- **Benalla Visitor Information Centre Redevelopment**
- **Benalla Art Gallery Redevelopment**

# Priority Projects

## Benalla Airport Redevelopment

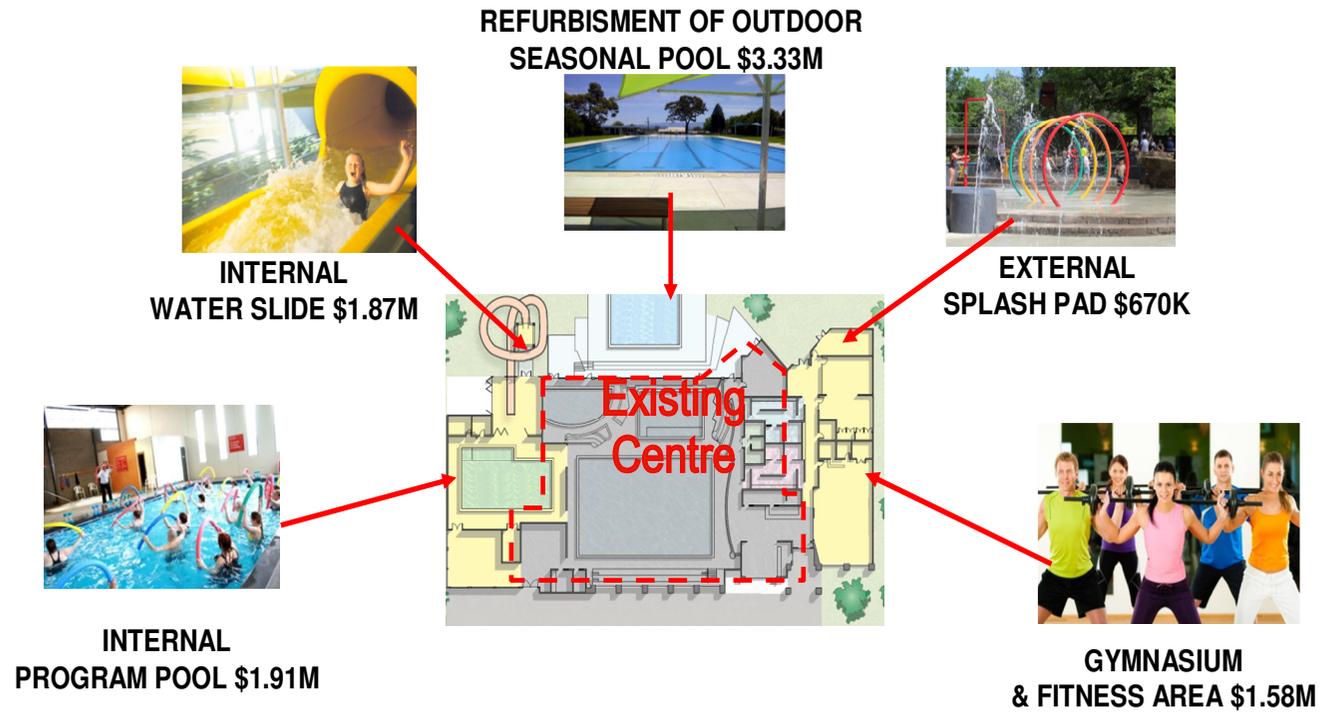


# Priority Projects

## Benalla Aquatic Centre Redevelopment

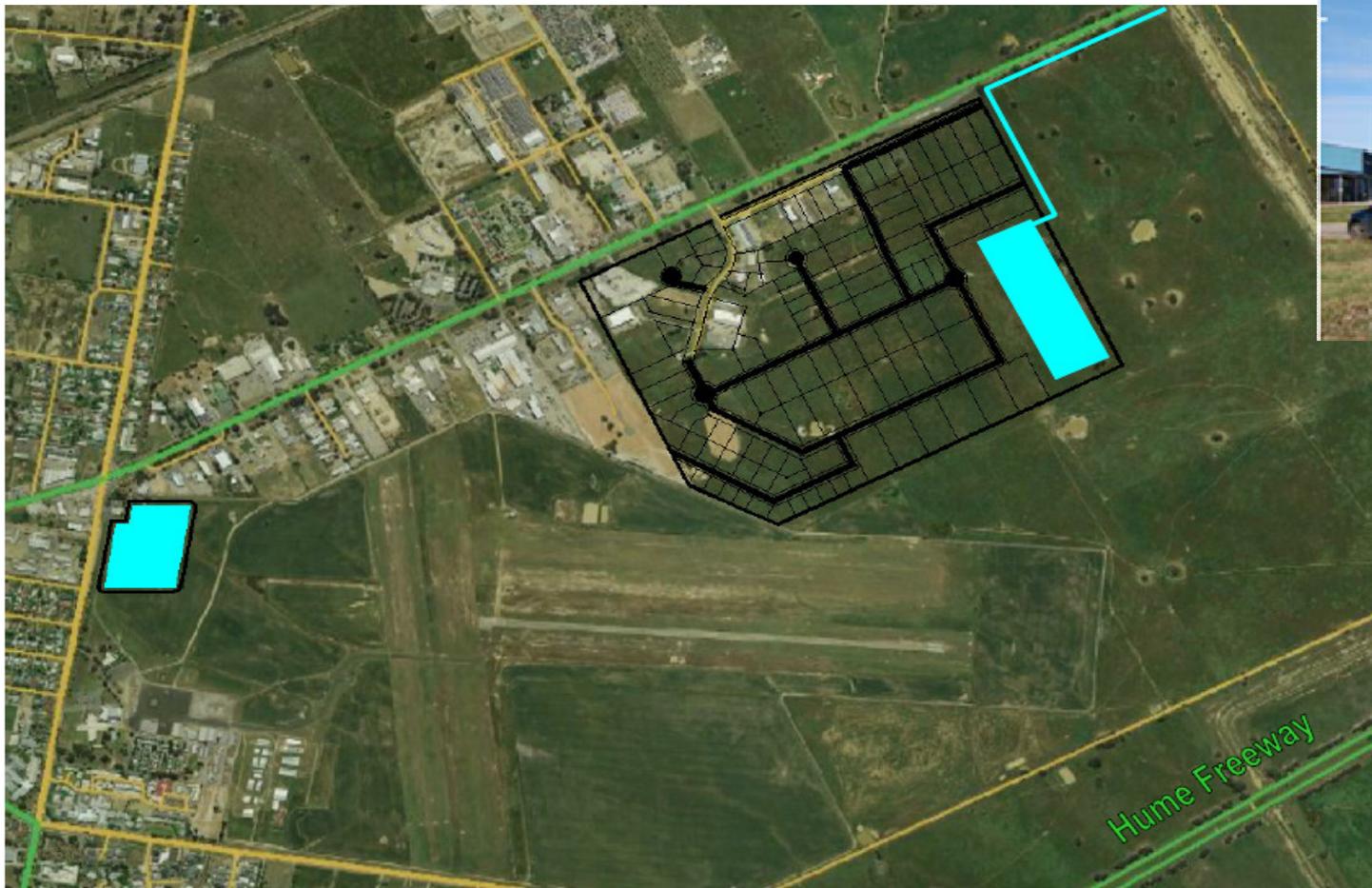


### Concept Plan



## Priority Projects

### Benalla Business Growth (Enterprise Park) Project







# Priority Projects (Operational)

## Benalla Landfill and Resource Recovery Centre

**New landfill cell**



**Compactor**



**Leachate pond**



## MEET YOUR COUNCILLORS



Cr Justin King - Mayor  
0428 987 537  
justin.king@benalla.vic.gov.au



Cr Barbara Alexander AO  
0439 565 417  
barbara.alexander@benalla.vic.gov.au



Cr Ellen Crocker  
0409 630 245  
ellen.crocker@benalla.vic.gov.au



Cr Peter Davis  
0428 575 313  
peter.davis@benalla.vic.gov.au



Cr Suzy Martin  
0418 577 627  
suzy.martin@benalla.vic.gov.au



Cr Margaret Richards  
0428 994 633  
margaret.richards@benalla.vic.gov.au



Cr Andrew Vale  
0427 843 215  
andrew.vale@benalla.vic.gov.au

# VISION, PURPOSE & VALUES

## Our Vision

A sustainable, thriving and cohesive community where lifestyle, culture, health and wellbeing are important.

## Our Purpose

Through leadership and quality service, we will seek to meet the needs and aspirations of our entire community with a focus on thoughtfully planned growth to maintain and enhance the high amenity and character of our Rural City.

Sound financial management, accountability and good governance will underpin the delivery of services and infrastructure whilst we protect and develop our social, environmental and cultural character.

## Our Values

### Leadership

We will provide strong, caring and innovative leadership.

### Openness and honesty

We will act with integrity, transparency and truthfulness.

### Respect

We will respect the Community, Councillors and Council staff.

### Fairness and Equity

We will make decisions based on sound research and information, and participative decision making which meet the needs of the whole community.

### Accountability

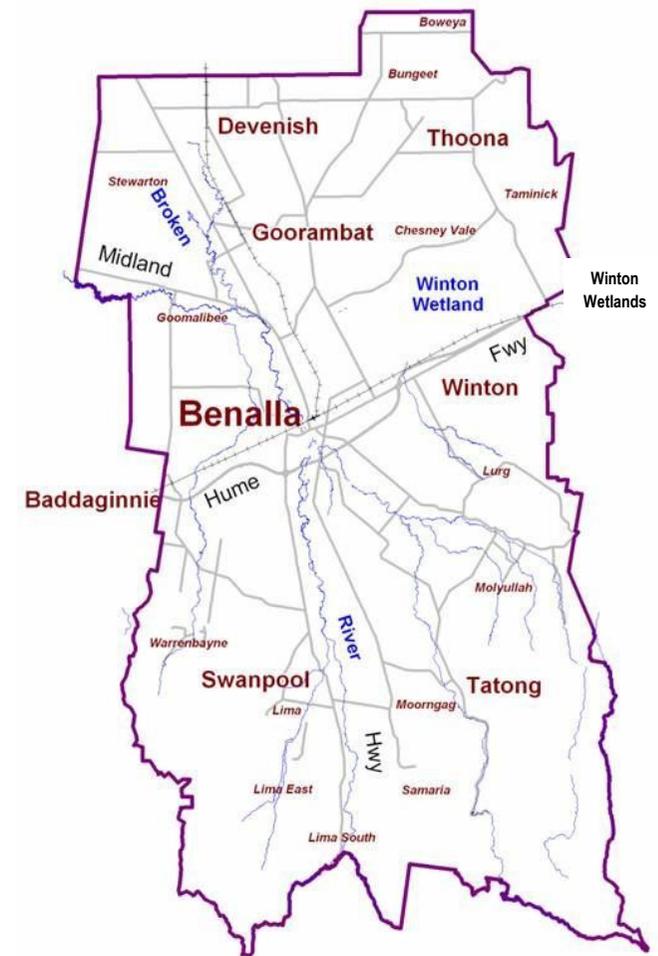
We will act conscientiously to govern for the community of the Benalla Rural City, making plans and decisions based on sound evidence.

## OUR RURAL CITY – OUR COMMUNITY

### Community snapshot

<b>Population</b>	13,597 (2015)
<b>Area</b>	235,225 hectares
<b>Townships</b>	Benalla, Baddaginnie, Devenish, Goorambat, Swanpool, Thoona, Tatong, Winton
<b>How far from Melbourne</b>	193 kms north east of Melbourne (an easy 2 hour drive)
<b>Rateable properties</b>	7,877
<b>Number of Council employees</b>	127 (equivalent full time)
<b>Number of Councillors</b>	7

- The current estimated resident population of Benalla is 13,597. The net population has remained virtually static over the decade from 2002, in contrast to the average for the rest of regional Victoria, which had an average decline in population of 0.5%pa.
- Benalla has a lower proportion of people in the younger age groups (under15) and higher proportion of people in the older age groups (65+). Overall, 17.5% of the population was aged between 1 and 15, and 21.3% was aged 65 years and over, compared with 19.2% and 17.6% respectively for Regional VIC (ABS 2011).
- Benalla has a lower proportion of couple families with children, as well as a similar proportion of one-parent families. Overall 23.1% of families were couple families with children and 10.5% were one-parent families, compared with 26.9% and 10.5% respectively for Regional VIC (ABS 2001).
- Overall 95.1% of the labour force was employed (53.4% of the population aged 15+), and 4.9% unemployed (2.8% of the population aged 15+), compared with 94.8% and 5.2% respectively for Regional VIC (ABS 2011)
- Benalla's three most popular industry sectors were Health Care and Social Assistance (775 people or 12.9%), Manufacturing (699 people or 11.6%) and Retail Trade (674 people or 11.2%). In combination, these three industries employed 2,148 people (35.7% of the total employed resident population).



## OUR COMMITMENT TO COMMUNITY HEALTH AND WELLBEING

Benalla Rural City recognises that the health and wellbeing of individuals and families is a key foundation for a sustainable, safe and prosperous community and that a primary function for the Council is to protect, improve and promote the health and wellbeing of our community.

The extent to which people are able to enjoy good health and maintain a sense of physical, mental and social wellbeing has significant bearing on the overall strength of the community.

This Council Plan incorporates our plan to protect and enhance community health and wellbeing for the next four years. This is reflected in our planning framework that includes our Council vision, our strategic objectives and also in our operational plan that outlines specific actions for implementation. This approach is in accordance with Section 26 of the *Public Health and Wellbeing Act 2008* that provides for Councils to integrate public health and wellbeing matters into their Council Plan.

Strategies and actions to support the achievement of our Council Plan form the basis of our 12-month departmental business plans with the tasks supporting departmental actions included in individual performance plans.

Our approach to health and wellbeing acknowledges that many factors influence health and wellbeing including those which occur within the social, built/physical, economic and natural environments as outlined in *Victoria’s Environments for Health Municipal Public Health Planning Framework (2008)*. These four environments align with the core business and service areas of the Council that contribute to community health and wellbeing and are acknowledged as key commitment areas in our planning framework for the next four years.

### *Environments contributing to health and wellbeing*



### *Business and service areas of Council*

Our approach to health and wellbeing has been developed with regard to *Victoria’s Public Health and Wellbeing Plan* and aims to support all members of the community across various life stages to enjoy good health and wellbeing.

It also aims to address a number of specifically identified health issues, within the community, including the Integrated Health Promotion priorities of the Benalla and District Community Taskforce, Benalla Health, the Central Hume Primary Care Partnership and the Department of Health with a focus on healthy eating and mental health and wellbeing.

In partnership with key health, community, education and government organisations, we are committed to implementing a range of initiatives across Council functions to contribute to the health and wellbeing of individuals and families in our community, particularly those most vulnerable and in need of assistance.

Key partners in ensuring our community's health and wellbeing include:

- Aboriginal corporations
- Aged care providers
- Ambulance Victoria
- Benalla Health
- Benalla and District Community Taskforce
- Cancer Council Victoria
- Central Hume Primary Care Partnership
- Child care providers
- Churches
- Community and sporting groups
- Environmental Health Professionals Australia
- Headspace
- Medical practitioners
- National Health and Medical Research Council
- North East Health
- North East Support and Action for Youth
- North East Water
- NE Tracks LLEN
- Odyssey House
- Ovens and King Community Health
- Salvation Army
- Red Cross
- St Vincent De Paul
- Schools
- TAFE Colleges
- The Centre
- Tomorrow: Today Foundation
- Upper Murray Family Care
- Victorian State Government
- Waminda Community House
- World Health Organisation
- VicHealth
- Victorian Police
- YMCA
- Yooralla

The Council has identified **strategic objectives** across six key areas that provide the framework for our commitment to meeting the needs and aspirations of our community. Our strategic objectives are outlined in the following pages and they identify what we are working toward achieving in the longer term.

The objectives have been identified on the basis of an extensive consultation process with our community, service providers, local business, strategic partners, elected Councillors and the organisation as an integral aspect of developing this Council Plan.

A range of **priority strategies** identify how we will go about achieving the strategic objectives over the coming four years as a responsible, resourced and sustainable organisation. The strategies reflect the Council's core business and priorities across all departments in relation to our strategic objectives.

Additionally, we have identified a number of **indicators for measuring our success** in achieving the strategic objectives. We will report on our progress against the indicators in our Annual Report at the end of each financial year. The recommendations of the Victorian Auditor General's Report 2011 relating to Performance Reporting in Local Government have been taken into account in the development of this Council Plan.

### **1. Our Community**

*We are committed to building a healthy, active, safe and socially connected community that offers opportunities for people of all ages, backgrounds and abilities to participate in community life.*

### **2. Places and Spaces**

*We will provide community places and spaces to meet the needs of our community and focus on thoughtfully planned growth to maintain and enhance the high amenity and character of our Rural City.*

### **3. Our Economy**

*We will support, promote and encourage the long-term growth, diversification and strengthening of our economy as a key contributor to a healthier and more sustainable community.*

### **4. Our Natural Environment**

*We will take a proactive and strategic approach to protect our natural environment and safeguard its ability to support our community into the future.*

### **5. Community Engagement and Working Together**

*We will actively and openly communicate and engage with our community and work collaboratively with others through strategic partnerships and relationships.*

### **6. Our Organisation**

*We will be a high performing, efficient and innovative organisation based on sound financial management, accountability and good governance to provide best value service to our community.*

# 1. Our Community

*We are committed to building a healthy, active, safe and socially connected community that offers opportunities for people of all ages, backgrounds and abilities to participate in community life.*

<i>What we want to achieve...</i>	<i>How are we getting there?</i>
<b>1.1 Our community is dynamic, healthy, strong, socially integrated and active. People of all ages, abilities and backgrounds are engaged in their local communities. The community is resilient and owns its own plan for the future.</b>	
1.1.1 Identify opportunities and implement initiatives to develop community strength, capacity, independence and resilience.	
1.1.2 Maintain our sporting and recreational facilities, reserves and parks to encourage and support increased participation in various sporting and recreational activities.	
1.1.3 Support programs that bring people together and build community and social networks.	
1.1.4 Develop, review and implement the Access and Inclusion Plan, Early Years Plan, Positive Ageing Plan and the Benalla Rural City Youth Strategy.	
1.1.5 Engage with our rural communities to plan for their future management and development.	
1.1.6 Establish a Council Youth Advisory Committee.	

<b>1.2</b>	<b>Children and young people are supported to grow, learn and develop in a safe and supportive environment, and encouraged to remain active and highly valued participants in our community.</b>	
1.2.1	Implement the Benalla Rural City Youth Strategy to ensure a whole of Council and community approach to youth related issues.	
<b>1.3</b>	<b>People are supported to age positively and to maximise their personal health and wellbeing.</b>	
1.3.1	Implement a positive ageing strategy that emphasises the contribution of people, places and participation to building and sustaining a positive approach to ageing in our community.	
<b>1.4</b>	<b>Education and learning are recognised and embraced as a key to lifelong community wellbeing, social inclusion and tackling disadvantage.</b>	
1.4.1	Implement the development of expanded and modern library and community resource services and facilities with the establishment of the Sir Edward 'Weary' Dunlop Learning Centre.	
<b>1.5</b>	<b>The community is culturally aware and engaged in a wide variety of arts and culture.</b>	
1.5.1	Embrace, promote and support cultural diversity.	
1.5.2	Support and promote an inclusive approach to artistic and cultural activities and experiences.	

**1.6 A partnership and strong working relationship is maintained with the Benalla and District Community Taskforce as a leadership forum for community health and wellbeing.**

1.6.1 Work with key stakeholders to reduce community disadvantage over time based on the partnerships, initiatives and achievements of the Advancing Country Towns Program Benalla Project and the Benalla and District Community Taskforce.

**1.7 Volunteering in our community is encouraged, supported and recognised.**

1.7.1 Examine ways to promote and support ongoing volunteering by people of all ages and increase recognition of the valuable contribution by volunteers to our community.

**1.8 Our community is safe, inclusive and accessible, and individuals, families and communities can move about and enjoy their lives in comfort and safety. Our physical and social environments are carefully managed to reduce risk with a specific focus on reducing family violence.**

1.8.1 Improve access and inclusion for all people by reducing barriers and actively promoting participation in all aspects of community life.

1.8.2 Develop plans and strategies and work with others to maintain and enhance community safety for people of all ages.

<b>1.9 We advocate on key local health and wellbeing issues on behalf of our community.</b>	
1.9.1	Develop plans and strategies that target specific health and wellbeing needs within our community.
1.9.2	Support a range of existing programs and initiatives throughout the Benalla Rural City aimed at promoting good nutritional practices and encouraging people to adopt healthier diets.
1.9.3	Promote the benefits of immunisation and our immunisation program.
1.9.4	Develop plans and strategies that encourage people to walk and cycle to work and for social and recreational purposes.
<b>1.10 Work with our partners to support the community in leading lifestyles based on healthy eating and mental health and wellbeing</b>	
1.10.1	Pursue the State Government’s Integrated Health Promotion priorities: Healthy Eating and Mental Health and Wellbeing in partnership with Benalla Health and the Central Hume Primary Care Partnership.

<i>How will we measure success?</i>	<i>Source</i>	<i>Target 2015/16*</i>	<i>Target 2017/18*</i>
Community satisfaction rating for our performance in providing youth services and activities	Annual Community Survey	60	65
Community satisfaction rating for our performance in providing elderly support services	Annual Community Survey	71	71≥
Community satisfaction rating for our performance in providing family support services	Annual Community Survey	65	65≥
Community satisfaction rating for our performance in providing community and cultural activities	Annual Community Survey	63	63≥
Community satisfaction rating for our performance in providing art centres	Annual Community Survey	59	59≥
Community satisfaction rating for our performance in providing libraries	Annual Community Survey	59	59≥
Community satisfaction rating for our performance in community development activities	Annual Community Survey	60	65
Community satisfaction rating for our performance in emergency and disaster management	Annual Community Survey	60	60≥
Installation of a digital projector at the Benalla Performing Arts and Convention Centre Cinema	Internal information	Installed	N/A
Pilot at least one initiative a year that increases access education, training and employment opportunities for young people	Internal information	0	1
Conduct biannual youth forum	Internal information	0	2
% of infants fully breastfed at three months	Victorian Population Health Survey	45%	45%≥
% who help out as a volunteer	Victorian Population Health Survey	28%	28%≥
% of year 9 students who attain national minimum standards in reading, writing and numeracy	Victorian Population Health Survey	90%	90%≥
% of children fully immunised at 24-27 months	Victorian Population Health Survey	86%	86%≥
% of persons overweight or obese	Victorian Population Health Survey	54%	54%≤
% of persons who do not meet fruit and vegetable dietary guidelines	Victorian Population Health Survey	45%	45%≤
% of persons reporting a high/very high degree of psychological distress	Victorian Population Health Survey	10%	10%≤
% of persons who do not meet physical activity guidelines	Victorian Population Health Survey	28%	28%≤

\* The targets for community satisfaction ratings relate to the Index Score reported by the Annual Community Survey that is calculated as a score out of 100 based on survey responses.

## 2. Places and Spaces

*We will provide community places and spaces to meet the needs of our community and focus on thoughtfully planned growth to maintain and enhance the high amenity and character of our Rural City.*

<i>What we want to achieve...</i>	<i>How are we getting there?</i>
<b>2.1</b> Community infrastructure is maintained in accordance with best practice asset management principles including roads, bridges, drains, footpaths, buildings and facilities.	
2.1.1 Maintain and renew existing assets across our Rural City in accordance with the Infrastructure Strategy contained in the Strategic Resource Plan and Council's Asset Management Policy.	
2.1.2 Improve the infrastructure maintenance regime, particularly for rural areas, to ensure regular maintenance for key community infrastructure by fostering community ownership.	
2.1.3 Provide a safe working environment across our organisation and facilities.	
<b>2.2</b> New and expanded community assets are planned and provided to meet community needs and expectations, and infrastructure performance standards.	
2.2.1 Pursue opportunities to enhance access to services and facilities.	

<p>2.2.2 Develop new ‘shovel-ready’ infrastructure development projects to meet community needs in accordance with our Strategic Resource Plan and asset management planning, and work to source assistance to deliver these projects through partnerships.</p>	
<p><b>2.3 Community infrastructure and services in rural areas are planned and provided on the basis of a strategy developed in conjunction with local residents.</b></p>	
<p>2.3.1 Engage with our community about the future provision, management and investment in major facilities.</p>	
<p>2.3.2 Implement a community consultation process for the development and implementation of a Road Management Plan to define service standards as a companion to the system for managing risks on roads.</p>	
<p>2.3.3 Develop and enhance the environmental, economic and aesthetic amenity of townships across our Rural City.</p>	
<p><b>2.4 Land uses in urban and rural areas are well planned and appropriate development is managed to meet community needs and to maintain and enhance the high amenity and character of our Rural City.</b></p>	
<p>2.4.1 Facilitate appropriate land use development and protection of environmental values through planning processes, particularly the Benalla Planning Scheme.</p>	

2.4.2	Develop a strategic plan to guide future residential housing development, including integrated, affordable and sustainable housing options and the provision of infrastructure and facilities to support a growing population.	
<b>2.5 Improvements to restore the health, amenity and useability of Lake Benalla and the foreshore environment are planned and implemented in partnership with others.</b>		
2.5.1	Participate in regional working groups to manage water quality throughout our Rural City. Work to ensure that roles in water management are better defined and Lake Benalla is managed to improve water quality.	
2.5.2	Develop an updated strategic master plan for land zoned for residential development to ensure the area has a sense of place and safety while respecting the surrounding environment as growth occurs.	
<b>2.6 Recreation and open space developments across our Rural City are planned and prioritised to maximise the health and enjoyment of our community.</b>		
2.6.1	Maintain, enhance and promote Council facilities and open space areas to enable maximum community use, benefit and enjoyment and to meet safety standards.	
2.6.2	Develop a recreation and open space strategy to identify priority future developments across our Rural City.	

2.6.3 Develop and implement a strategy for the management of street trees and investigate provision of community garden spaces, including the planting of edible street trees.

\* The targets for community satisfaction ratings relate to the Index Score reported by the Annual Community Survey that is calculated as a score out of 100 based on survey responses.

<i>How will we measure success?</i>	<i>Source</i>	<i>Target 2015/16*</i>	<i>Target 2017/18*</i>
Community satisfaction rating for our performance in relation to the condition of local roads and footpaths	Annual Community Survey	47	47≥
Community satisfaction rating for our performance in providing recreational facilities	Annual Community Survey	65	65≥
Community satisfaction rating for our performance in the appearance of public areas	Annual Community Survey	72	72≥
Community satisfaction rating for our performance in town planning policy and approvals	Annual Community Survey	47	47≥
% who believe there are good facilities and services	Victorian Population Health Survey	86%	86%≥
Proportion of planning permit applications processed within 60 day statutory requirement	Internal data	85%	90%

\* The targets for community satisfaction ratings relate to the Index Score reported by the Annual Community Survey that is calculated as a score out of 100 based on survey responses.

### 3. Our Economy

*We will support, promote and encourage the long-term growth, diversification and strengthening of our economy as a key contributor to a healthier and more sustainable community*

<i>What we want to achieve...</i>	<i>How are we getting there?</i>
<b>3.1 The local economy across our Rural City continues to expand and diversify.</b>	
3.1.1 Develop strategies to: <ul style="list-style-type: none"> <li>▪ retain, support, promote and grow our local businesses</li> <li>▪ attract new businesses</li> <li>▪ support industry innovation and diversification</li> <li>▪ ensure education and training is readily available to fulfil new opportunities.</li> </ul>	
<b>3.2 Local job creation, business attraction and retention, industry and business development, innovation and diversification are key foundations for the prosperity of our Rural City.</b>	
3.2.1 Maintain infrastructure and amenity to support the business sector.	
<b>3.3 Tourism and population attraction to contribute to the growth, diversity and sustainability of our local economy.</b>	
3.3.1 Support, promote and participate in local, regional and state-wide tourism and population attraction initiatives.	
3.3.2 Actively work with Winton Motor Raceway Pty Ltd, the Gliding Club of Victoria, the Benalla Racing Club and the Winton Wetlands Committee of Management to maximise the tourism benefits of these sites and facilities.	

<i>What we want to achieve...</i>	<i>How are we getting there?</i>
3.3.3 Maximise the tourism and economic benefits from hosting the World Gliding Championships.	
3.3.4 Examine the feasibility and opportunities to increase the availability and diversity of visitor accommodation and attractions in our Rural City.	
<b>3.4 Strong local economic development is integrated with broader regional economic development and job creation.</b>	
3.4.1 Develop the tourism potential of our iconic community-owned assets, including the Benalla Art Gallery, Benalla Botanical Gardens and Lake Benalla.	
<b>3.5 Strong working relationships with our community, government, business and industry support and facilitate economic development and job creation.</b>	
3.5.1 Support and assist our agricultural, manufacturing and service industries and establish mechanisms to support value adding to production.	
3.5.2 Identify opportunities to partner with public and private organisations to facilitate economic development and job creation.	
<b>3.6 Strengthened connections and communication with our local business sector support and contribute to economic development in our community.</b>	
3.6.1 Identify activities and processes to strengthen our connection and communication with the local business sector across the Rural City.	

<i>What we want to achieve...</i>	<i>How are we getting there?</i>
<b>3.7 Enterprise Park and the Benalla Airport continue to be developed as key economic assets.</b>	
3.7.1 Establish a long term strategic approach for the ongoing development of Enterprise Park and the Benalla Airport.	
<b>3.8 The Benalla Central Business District and Rural City gateways are improved to enhance attractiveness, vitality, safety and traffic management.</b>	
3.8.1 Improve directional and promotional signage into rural townships.	
3.8.2 Develop an updated strategic master plan for the future development and improvement of the Benalla Central Business District and Rural City gateways.	
<b>3.9 Implementation of the Winton Wetlands@Benalla Master Plan is supported and encouraged.</b>	
3.9.1 Support and encourage the Winton Wetlands master plan implementation.	
<b>3.10 A diverse range of housing options that meets the needs of our growing population and economy.</b>	
3.10.1 Implement a diverse range of housing options that meets the needs of our growing population as well as creating sustainable dwellings that are efficient to heat, cool and maintain.	

<i>What we want to achieve...</i>	<i>How are we getting there?</i>
<b>3.11 The development of new residential estates that capitalises on the investment in the Benalla Urban Growth Project.</b>	
3.11.1 Facilitate the development of new residential estates where services are available, or can be made readily available.	
<b>3.12. Establish a strategic approach for the ongoing development of the Benalla Art Gallery.</b>	
3.12.1 Prepare a Benalla Art Gallery Master Plan.	

<i>How will we measure success?</i>	<i>Source</i>	<i>Target 2015/16*</i>	<i>Target 2017/18*</i>
Community satisfaction rating for our performance in relation to economic (business) development	Annual Community Survey	54	54≥
Community satisfaction rating for our performance in relation to tourism promotion and support	Annual Community Survey	54	54≥
Businesses listed on the North East Tourism Digital Platform	Internal data	15	34
Opportunities for business owners to participate in employment and training programs	Internal data	30 participants per year	30 participants per year
Participation in events to promote Benalla Rural City outside the region	Internal data	At least two per year	At least two per year

\* The targets for community satisfaction ratings relate to the Index Score reported by the Annual Community Survey that is calculated as a score out of 100 based on survey responses.

## 4. Our Natural Environment

*We will take a proactive and strategic approach to protect our natural environment and safeguard its ability to support our community into the future.*

<i>What we want to achieve...</i>	<i>How are we getting there?</i>
<b>4.1 Within our community our organisation is recognised as an environmental leader.</b>	
4.1.1 Involve and inform the community on environmental issues, strategies and opportunities for reducing our environmental impact.	
<b>4.2 Community education facilitates a shift to a more sustainable future.</b>	
4.2.1 Support and encourage diverse farming systems where environmental concerns are well managed.	
4.2.2 Support and implement an ongoing collaborative approach to exploring alternative energies to increase the community's resilience to future energy changes.	
<b>4.3 Appropriate land-use, development and biodiversity management protects and enhances our natural environment.</b>	
4.3.1 Protect our biodiversity assets and provide direction and advocacy on biodiversity issues.	
4.3.2 Review, adopt and implement the Roadside Vegetation Management Plan taking into account conservation values and public safety expectations.	

<i>What we want to achieve...</i>	<i>How are we getting there?</i>
<b>4.4 Our community is resilient, prepared for and equipped to respond to a changing climate and environment and the impact of natural disasters including drought, flood and fire.</b>	
4.4.1 Promote a resilient community by undertaking community activities that focus on assisting affected communities to manage and recover from the impacts of drought, flood, fire and other natural disasters.	
4.4.2 Implement monitor and report back to the community on our progress in achieving actions identified in the Benalla Rural City Environment Strategy 2011-15 and the Climate Change Adaptation Action Plan.	
<b>4.5 Drainage and flood mitigation strategies are developed for our Rural City.</b>	
4.5.1 Review drainage infrastructure and develop and implement an action plan for improving the drainage network. Particular attention to be directed to enhancing the effectiveness of the East and West Main Drains and developing new drainage paths to relieve the pressure on these key assets.	

**4.6 Our waste management and minimisation services are efficient and reflect best practice. Our Rural City is important in the region, providing opportunities for modern waste processing.**

4.6.1 Increase the recovery of resources, minimise waste disposal to landfill and promote opportunities for new waste management facilities.

**4.7 A strategic and collaborative approach underpins the management of our water supply and resources.**

4.7.1 Partner with other agencies and the community to manage and enhance natural environmental assets, water quality and river health across Benalla Rural City and support the Goulburn Broken Catchment Management Authority *Regional Catchment Strategy* and other regional environment strategies.

<i>How will we measure success?</i>	<i>Source</i>	<i>Target 2015/16*</i>	<i>Target 2017/18*</i>
Community satisfaction rating for our performance in waste management	Annual Community Survey	67	67≥
Community satisfaction rating for our performance in environmental sustainability	Annual Community Survey	56	56≥
Proportion of collected household waste recycled versus landfill	Internal data/ Sustainability Victoria	43%	50%

\* The targets for community satisfaction ratings relate to the Index Score reported by the Annual Community Survey that is calculated as a score out of 100 based on survey responses.

## 5. Community Engagement and Working Together

*We will actively and openly communicate and engage with our community and work collaboratively with others through strategic partnerships and relationships.*

<i>What we want to achieve...</i>	<i>How are we getting there?</i>
<b>5.1</b> Community needs are responded to and met through the efficient and effective delivery of customer service, information, and key infrastructure and community services.	
5.1.1 Keep our community informed about the range and availability of our services and functions.	
5.1.2 Ensure accountability and responsiveness in our customer service role.	
<b>5.2</b> Effective and open community engagement and communication supports and facilitates our connection with the community.	
5.2.1 Continue to improve the effectiveness of our engagement with the whole community, including young people, in our decision making process.	
5.2.2 Connect and engage with Aboriginal and Torres Strait Islander people in our community.	
5.2.3 Partner with the community for the planning of services and suitable responses to key community issues.	

<i>What we want to achieve...</i>	<i>How are we getting there?</i>
<b>5.3 Engagement with our rural communities is improved and enhanced.</b>	
5.3.1 Identify and implement strategies to enhance our level of engagement with rural communities.	
5.3.2 Facilitate the development of a long-term Community Plan to identify common community values, aspirations and priorities for the future and integrate into our business planning framework.	
<b>5.4 Effective collaboration and strong partnerships are maintained with the community, community leadership organisations, the local government sector and State and Federal governments.</b>	
5.4.1 Actively participate in relevant regional forums and collaborations including the Hume Region Local Government Network and Hume Regional Management Forum.	
5.4.2 Collaborate and develop partnerships with the education sector to facilitate community health and wellbeing and economic development outcomes.	
5.4.3 Facilitate effective and strategic input to our planning and decision making through our Advisory Committees and other reference and key stakeholder groups.	

<i>How will we measure success?</i>	<i>Source</i>	<i>Target 2015/16*</i>	<i>Target 2017/18*</i>
Community satisfaction rating for our performance in community consultation and engagement	Annual Community Survey	48	48≥
Community satisfaction rating for our performance in informing the community	Annual Community Survey	54	54≥

*\* The targets for community satisfaction ratings relate to the Index Score reported by the Annual Community Survey that is calculated as a score out of 100 based on survey responses.*

## 6. Our Organisation

*We will be a high performing, efficient and innovative organisation based on sound financial management, accountability and good governance to provide best value service to our whole community.*

<i>What we want to achieve...</i>	<i>How are we getting there?</i>
<b>6.1</b> Our organisation is well governed by our elected Councillors and administration who share clear and common goals for the future.	
6.1.1 Meet all statutory and operational obligations.	
<b>6.2</b> We are compliant with our legislative and risk management responsibilities and accountable to our community.	
6.2.1 Review and implement our Risk Management Framework.	
<b>6.3</b> Our organisation is stable with a healthy workforce and shared culture of high performance delivering quality outcomes for the community.	
6.3.1 Develop an organisational culture driven by our values and committed to achieving a clear and common focus shared by Councillors, management and staff.	
<b>6.4</b> The attraction, retention and development of staff are organisational priorities.	
6.4.1 Continue to implement strategies to attract, retain and develop staff to create a high performance organisation.	
<b>6.5</b> Innovation and efficiency are reflected in our systems and processes.	
6.5.1 Pursue innovation and efficiency in our systems and processes.	

<b>6.6</b>	<b>Integrated planning underpins our approach to the planning, coordination, and delivery of services and infrastructure.</b>	
6.6.1	Continue to strengthen the coordination of planning activity. Ensure that all key planning processes are undertaken through an integrated planning framework.	
<b>6.7</b>	<b>Financial sustainability is maintained with our assets prudently managed and revenue increased through grants and other external funding.</b>	
6.7.1	Maintain viable and sustainable income sources through our revenue strategy and by seeking additional grant funding.	
<b>6.8</b>	<b>Our revenue base is expanded over time to increase Council's level of financial self-sufficiency.</b>	
6.8.1	Manage spending levels within budgetary capacity.	
6.8.2	Adopt a strategic approach to rating policy that recognises the impact of urban growth strategies and initiatives.	
<b>6.9</b>	<b>We demonstrate leadership and advocacy on key local issues on behalf of our community.</b>	
6.9.1	Actively advocate for our community in our relationships with State and Federal Governments and statutory authorities.	
6.9.2	Actively advocate to the State Government to increase recurrent funding to local government to enable us to undertake our roadside vegetation management responsibilities.	

**6.10 The distribution of State and Federal government funding to local government is more equitable.**

6.10.1 Make the distribution of State and Federal government funding to local government more equitable.

**6.11 Embed strong risk management practices and a risk management culture within our organisation.**

6.11.1 Embed strong risk management practices and a risk management culture within our organisation.

<i>How will we measure success?</i>	<i>Source</i>	<i>Target 2015/16*</i>	<i>Target 2017/18*</i>
Community satisfaction rating on overall Council direction	Annual Community Survey	44	44≥
Community satisfaction rating on our overall performance	Annual Community Survey	48	48≥
Community satisfaction rating on our interaction and responsiveness in dealing with the public (customer service)	Annual Community Survey	63	63≥
Community satisfaction rating on our performance in relation to advocacy (lobbying on behalf of the community)	Annual Community Survey	47	47≥
Staff turnover rate	Internal data	Higher than 5% and less than 10%	Higher than 5% and less than 10%
Indebtedness Ratio	Financial Statements	50% or less	<35%
The result of the most recent published financial sustainability risk assessment undertaken by Victorian Auditor-General's Office following its review of the audited statements	Victorian Auditor-General's Office Local Government: Results of Annual Audits	Low Risk Sustainability Assessment	Low Risk Sustainability Assessment

\* The targets for community satisfaction ratings relate to the Index Score reported by the Annual Community Survey that is calculated as a score out of 100 based on survey responses.

## *Amenity and lifestyle*

Benalla Rural City is renowned for its beautiful and picturesque rural landscape and welcoming rural towns. The central lake, botanical gardens and riverine parklands, walking paths, and an attractive and vibrant centre are key features of our lifestyle and amenity.

Our Rural City offers exciting recreational and cultural opportunities including our Aquatic Centre, Indoor Recreation Centre, Regional Art Gallery and Performing Arts and Convention Centre.

Our quality facilities and services include schools, colleges, the Goulburn Ovens Institute of TAFE, the Benalla Hospital and Community Care Centre and Benalla Airport.

Benalla Rural City is also home to the Winton Motor Raceway, Winton Wetlands, State Gliding Centre and a host of other sporting clubs and facilities.

## *Our economy*

Our largest employing industries are manufacturing, retail, health and agriculture. The largest employer in the Rural City is the manufacturing industry which includes Thales Australia, D & R Henderson Pty Ltd, Schneider Electric (Australia) Pty Ltd and a wide variety of smaller manufacturing businesses.

Other key employers include Benalla's diverse mix of retailers and the health services industry as our fastest growing employment sector.

The agricultural industry is historically a significant contributor to the municipality's economy.

## *Looking forward*

Changes that we will continue to see in the next few years include:

- A projected population increase of 3.5% from 2011 to 2016 and 11.9% to 2031
- An ageing population
- A continuing decline in the number of families with children
- Increasing numbers of one and two person households
- Further growth in the number of homes with completion of the Benalla Urban Growth Project
- A continuing impact of climate change on the local area and across the region
- Increasing demand for health and support services
- Ageing infrastructure and increasing asset renewal requirements.

## *What our community is telling us*

Through the Annual Community Satisfaction Survey and the Council Plan consultation process there are some consistent messages from our community around **priorities for the future** including:

- Nurturing and protecting our natural environment
- Maintaining the general amenity, unique character and lifestyle opportunities of our Rural City
- Supporting and developing our social infrastructure
- Improving our communication and engagement with our community
- Maintaining a high level of transparency and accountability
- Improving organisational performance
- Identifying a long term vision to provide direction for the growth and development of our Rural City
- Protecting our cultural history, assets and activities
- Supporting, attracting, retaining, and developing young people who are highly valued and vital to our community
- Providing information about services and activities to support positive ageing in our community
- Improving the affordability of services and activities for older people
- Increasing our support for men's health
- Improving access and inclusion for people with a disability
- Improving public transport between Benalla and Wangaratta and links to Melbourne for access to education and medical facilities
- Supporting and promoting business attraction, growth and development to create employment opportunities
- Improving our engagement and communication with the local business community
- Encouraging and promoting tourism and population attraction to Benalla and our rural communities
- Improving the marketing and promotion of the Rural City
- Revitalising the Central Business District in Benalla
- Recognising the highly valued contribution of our volunteers and supporting an ongoing volunteering effort
- Maintaining community infrastructure across our Rural City with an improved service to our rural areas
- Continuing to support the provision of high level, accessible health services and advocating for bulk billing health services
- Increasing utilisation of our existing highly valued community, sporting and recreation facilities
- Increasing free parking in Benalla
- Recognising the needs and expectations of our rural communities
- Advocating for town water supplies for some of our rural townships
- Supporting the development of new infrastructure required by our rural communities (play grounds, public toilets, signage)
- Supporting the retention of local schools, community facilities and social connections in our rural townships
- Providing community meeting spaces at affordable prices
- Promoting community safety and security
- Developing an approach to flood mitigation
- Improving internet connectivity and telecommunications.

## Health and wellbeing in our community

Our commitment and contribution to protecting, improving and promoting health and wellbeing in our community is reflected across our six key objectives, priority strategies and performance measures. We will also reflect and report on the following community health and wellbeing indicators to track the outcomes for our community over time.

- Our community has the 17<sup>th</sup> highest Index of Relative Socio-Economic Disadvantage (score: 966.8) of local government authorities across Victoria.
- Our residents report significantly greater wellbeing than the average for Victoria (a score of 80.7 for Benalla Rural City residents compared to the state average of 77.5)
- A higher proportion of our residents (41%) have a weekly income less than \$650 compared to residents of the Hume Region (37%) and the Victorian average (30.6%)
- Our residents are more likely to help as volunteers (28%) in comparison the average for Victoria (19%)
- Both males and females in our Rural City have a life expectancy marginally lower than for the Hume Region and the state average (Females 83.2 years, Males 78.4 years)
- A higher percentage of our community (8.4%) have experienced food insecurity (run out of food in the last 12 months and couldn't afford to buy more) in comparison to the Hume Region (6.9%) and the Victorian average (5.6%)

- Our community is ranked the 4<sup>th</sup> highest in Victoria for family incidents (crime).
- Health conditions that are more prominent in our community than for the Hume Region and Victoria are asthma, cancer, type 2 diabetes and melanoma
- The top three preventable health conditions for people living in our Rural City are diabetes complications, pyelonephritis (kidney infection) and congestive cardiac failure
- The top three causes for avoidable mortality amongst our community are ischaemic heart disease, lung cancer and suicide
- In terms of health behaviours (risk factors) for persons living in our Rural City:
  - 45% do not meet fruit and vegetable dietary guidelines (Hume Region 50%, Victoria 48%)
  - 54% are overweight/obese (Hume Region 55%, Victoria 49%)
  - 28% do not meet physical activity guidelines (Hume Region 25%, Victoria 27%)
- A lower proportion of our households (50%) have internet access at home in comparison to the Hume Region (54%) and the Victorian average (61%).
- Among Victoria's LGAs, Benalla Rural City is ranked 68<sup>th</sup> (44%) for infants fully breastfed at three months of age.

*Sources:*

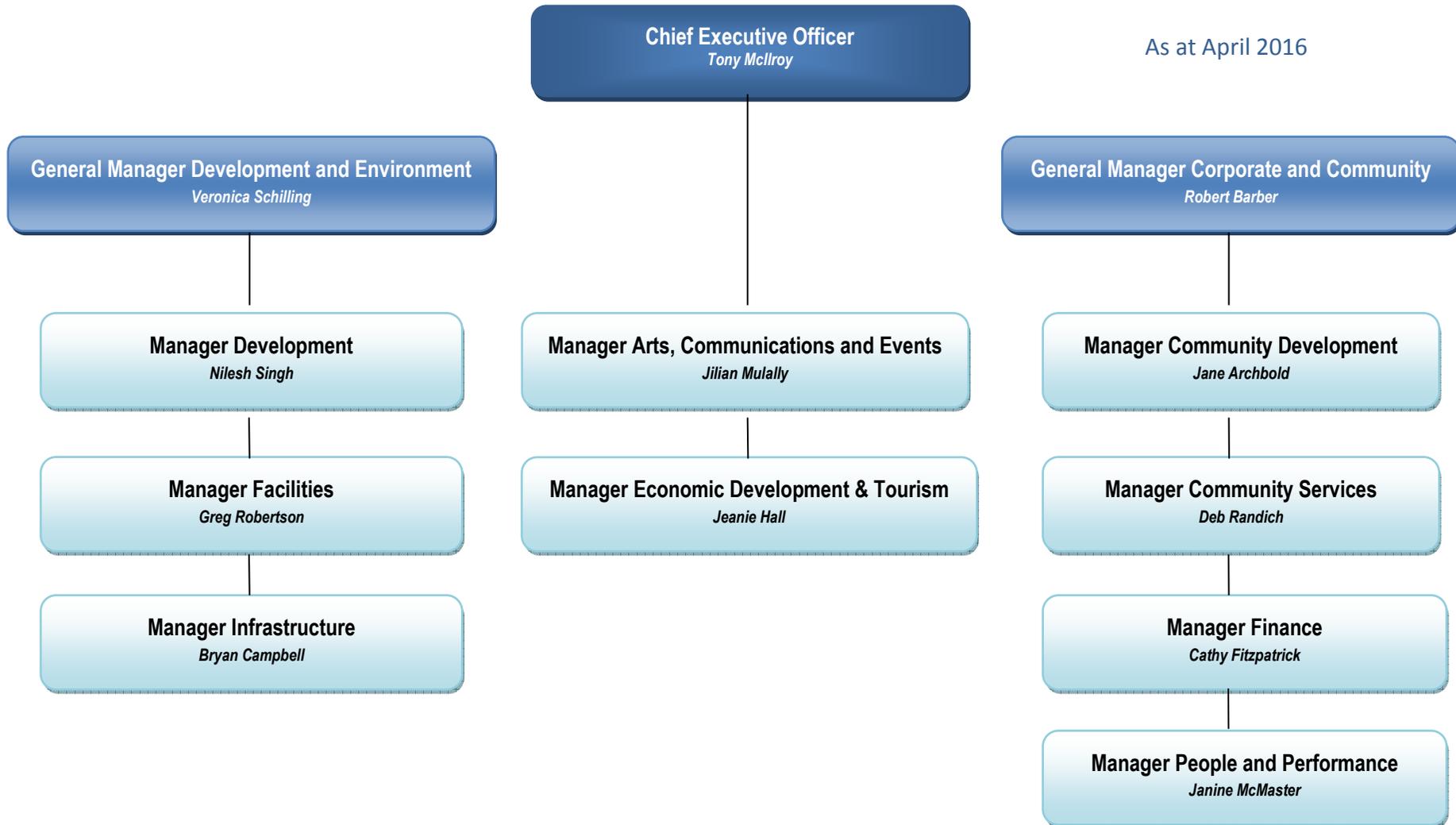
*VicHealth Indicators Survey 2012*

*Hume Region Population Health Profile 2012*

*Australian Bureau of Statistics, Index of Relative Socio-Economic Disadvantage 2011*

# ORGANISATIONAL STRUCTURE

As at April 2016



# COUNCIL PLANNING FRAMEWORK

The development of a Council Plan is a legislative requirement. Under the *Victorian Local Government Act 1989*, a Council Plan must be prepared every four years and submitted to the Minister for Local Government.

The Council Plan is our key strategic document and incorporates the Municipal Public Health Plan with our commitment to health and wellbeing reflected throughout the entire plan. The Council Plan also includes our Strategic Resource Plan which sets out the financial and non-financial resources required to achieve our strategic objectives over the next four years.

The Council Plan is reviewed annually to ensure that it continues to reflect the priorities of Council and the community. We measure our progress using the indicators outlined for each of our key objectives and report against these in the Annual Report at the end of the year.

Our Council Plan forms a key part of Council’s integrated business planning framework, which incorporates five essential business planning processes:

- Council Plan development incorporating municipal public health and wellbeing planning
- departmental business planning
- Performance and Development Program
- budget program
- reporting

The development of the Council Plan is undertaken within the context of Council’s integrated business planning framework.



# STRATEGIC RESOURCE PLAN

## Overview

Council is required by the Local Government Act 1989 (the Act) to prepare a Strategic Resource Plan covering both financial and non-financial resources for at least the next four financial years to support the Council Plan. Council has prepared a Long Term Financial Plan for the ten years 2013/14 to 2022/23 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The Strategic Resource Plan takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

The key objective, which underlines the development of the Strategic Resource Plan, is financial sustainability in the medium to long term, whilst still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the Strategic Resource Plan, are:

- Continuous improvement of service delivery within available resources
- Effectively manage Council's risk
- Increase capital projects funding to manage Council's renewal gap
- Improve the liquidity of Council.

In preparing the Strategic Resource Plan, Council has also been mindful of the need to comply with the following principles of sound financial management as contained in the Act:

- Prudently manage financial risks relating to debt, assets and liabilities
- Provide reasonable stability in the level of rate burden
- Consider the financial impacts of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

The Strategic Resource Plan is reviewed annually through detailed sensitivity analysis to achieve the key financial objectives of the Strategic Resource Plan.

## Summary of Key Financial Indicators

The following table summarises the key financial indicators as set out in the Strategic Resource Plan for the four years ending 30 June 2020:

	Actual 2014/15 \$'000	Forecast 2015/16 \$'000	Budget 2016/17 \$'000	Strategic Resource Plan Projections		
				2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
Total rates and charges revenue percentage increase	4%	4.5%	4.1%	3.3%	3.4%	3.5%
Operating surplus/ (deficit)	(1,853)	(1,458)	2,433	516	343	524
Capital grants	3,288	4,432	3,959	685	685	685
Adjusted underlying operating result	(3,456)	(1,729)	(875)	516	343	524
Capital works	6,166	5,068	7,913	4,970	4,970	4,902
(Renewal gap) / no renewal gap	(904)	(1,356)	(926)	(2,617)	(2,617)	(2,652)
New loans	500	500	500	500	500	500
Indebtedness ratio	65%	66%	56%	51%	48%	45%

0

## Comprehensive Income Statement for the four years ending 30 June 2020

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Strategic Resource Plan Projections		
			2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Income</b>					
Rates and charges	15,457	<b>16,091</b>	16,636	17,209	17,810
Statutory fees and fines	271	<b>323</b>	323	323	323
User fees	2,759	<b>4,094</b>	4,298	4,533	4,788
Grants - Operating	4,340	<b>6,452</b>	6,549	6,647	6,747
Grants - Capital	2,432	<b>3,959</b>	685	685	685
Contributions - monetary	0	<b>0</b>	0	0	0
Contributions - non-monetary	0	<b>0</b>	0	0	0
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	2	<b>14</b>	520	0	0
Fair value adjustments for investment property	0	<b>0</b>	0	0	0
Share of net profits/(losses) of associates and joint ventures	0	<b>0</b>	0	0	0
Other income	345	<b>433</b>	247	249	251
<b>Total income</b>	25,606	<b>31,366</b>	29,258	29,646	30,604
<b>Expenses</b>					
Employee costs	11,174	<b>12,471</b>	12,408	12,841	13,484
Materials and services	9,828	<b>11,006</b>	10,800	10,945	11,092
Bad and doubtful debts	0	<b>0</b>	0	0	0
Depreciation and amortisation	4,888	<b>4,979</b>	5,082	5,082	5,082
Borrowing costs	281	<b>237</b>	206	183	163
Other expenses	893	<b>240</b>	246	252	259
<b>Total expenses</b>	27,064	<b>28,933</b>	28,742	29,303	30,080
<b>Surplus/(deficit) for the year</b>	(1,458)	<b>2,433</b>	516	343	524
<b>Other comprehensive income</b>					
<b>Items that will not be reclassified to surplus or deficit in future periods:</b>					
Net asset revaluation increment /(decrement)	0	<b>0</b>	0	0	0
Share of other comprehensive income of associates and joint ventures	0	<b>0</b>	0	0	0
<b>Items that may be reclassified to surplus or deficit in future periods</b> (detail as appropriate)	0	<b>0</b>	0	0	0
<b>Total comprehensive result</b>	<b>(1,458)</b>	<b>2,433</b>	<b>516</b>	<b>343</b>	<b>524</b>

### Balance Sheet for the four years ending 30 June 2020

	Forecast Actual 20115/16 \$'000	Budget 2016/17 \$'000	Strategic Resource Plan Projections		
			2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Assets</b>					
<b>Current assets</b>					
Cash and cash equivalents	4,827	<b>3,917</b>	4,051	4,762	4,750
Trade and other receivables	2,002	<b>2,032</b>	2,062	2,093	2,125
Other financial assets	0	<b>0</b>	0	0	0
Inventories	0	<b>0</b>	0	0	0
Non-current assets classified as held for sale	0	<b>0</b>	0	0	0
Other assets	66	<b>67</b>	68	69	70
<b>Total current assets</b>	6,895	<b>6,016</b>	6,181	6,324	6,945
<b>Non-current assets</b>					
Trade and other receivables	0	<b>0</b>	0	0	0
Investments in associates and joint ventures	507	<b>507</b>	0	0	0
Property, infrastructure, plant and equipment	213,553	<b>216,475</b>	216,614	216,501	216,318
Investment property	0	<b>0</b>	0	0	0
Intangible assets	0	<b>0</b>	0	0	0
<b>Total non-current assets</b>	214,060	<b>216,982</b>	216,614	216,501	216,318
<b>Total assets</b>	220,955	<b>222,998</b>	222,795	222,825	223,263
<b>Liabilities</b>					
<b>Current liabilities</b>					
Trade and other payables	2,430	<b>2,467</b>	2,504	2,541	2,579
Trust funds and deposits	607	<b>607</b>	622	637	653
Provisions	2,593	<b>2,825</b>	2,865	2,826	3,529
Interest-bearing loans and borrowings	1,043	<b>985</b>	955	911	459
<b>Total current liabilities</b>	6,673	<b>6,884</b>	6,946	6,915	7,220
<b>Non-current liabilities</b>					
Provisions	7,190	<b>7,075</b>	6,749	6,879	6,448
Interest-bearing loans and borrowings	5,244	<b>4,759</b>	4,304	3,893	3,934
<b>Total non-current liabilities</b>	12,434	<b>11,833</b>	11,053	10,772	10,382
<b>Total liabilities</b>	19,107	<b>18,717</b>	17,999	17,687	17,602
<b>Net assets</b>	201,848	<b>204,281</b>	204,796	205,138	206,661
<b>Equity</b>					
Accumulated surplus	124,242	<b>126,605</b>	127,051	127,323	127,777
Reserves	77,606	<b>77,676</b>	77,745	77,815	77,884
<b>Total equity</b>	<b>201,848</b>	<b>204,281</b>	<b>204,796</b>	<b>205,138</b>	<b>205,661</b>

## Statement of Cash Flows for the four years ending 30 June 2020

	Forecast Actual 2015/16 \$'000 Inflows (Outflows)	Budget 2016/17 \$'000 Inflows (Outflows)	Strategic Resource Plan Projections		
			2017/18 \$'000 Inflows (Outflows)	2018/19 \$'000 Inflows (Outflows)	2019/20 \$'000 Inflows (Outflows)
<b>Cash flows from operating activities</b>					
Rates and charges	15,457	16,091	16,637	17,209	17,810
Statutory fees and fines	271	323	323	323	323
User fees	3,843	4,963	4,966	5,227	5,508
Grants - operating	4,204	6,452	6,549	6,647	6,747
Grants - capital	2,358	3,959	685	685	685
Contributions - monetary	0	0	0	0	0
Interest received	121	121	121	121	121
Dividends received	0	0	0	0	0
Trust funds and deposits taken	0	0	0	0	0
Other receipts	0	0	0	0	0
Net GST refund / payment	(349)	(438)	(439)	(463)	(489)
Employee costs	(11,181)	(12,336)	(12,266)	(12,693)	(13,328)
Materials and services	(10,220)	(11,176)	(10,695)	(10,845)	(10,997)
Trust funds and deposits repaid		0	0	0	0
Other payments	(600)	(167)	(278)	(191)	(18)
<b>Net cash provided by/(used in) operating activities</b>	<b>3,633</b>	<b>7,792</b>	<b>5,603</b>	<b>6,020</b>	<b>6,362</b>
<b>Cash flows from investing activities</b>					
Payments for property, infrastructure, plant and equipment	(4,463)	(7,948)	(5,275)	(5,285)	(5,120)
Proceeds from sale of property, infrastructure, plant and equipment	0	26	520	0	0
Payments for investments	0	0	0	0	0
Proceeds from sale of investments	0	0	0	0	0
Loan and advances made	0	0	0	0	0
Payments of loans and advances	0	0	0	0	0
<b>Net cash provided by/ (used in) investing activities</b>	<b>(4,463)</b>	<b>(7,922)</b>	<b>(4,755)</b>	<b>(5,285)</b>	<b>(5,120)</b>
<b>Cash flows from financing activities</b>					
Finance costs	(281)	(237)	(206)	(183)	(163)
Proceeds from borrowings	500	500	500	500	500
Repayment of borrowings	(1,174)	(1,043)	(1,008)	(977)	(955)
<b>Net cash provided by/(used in) financing activities</b>	<b>(955)</b>	<b>(780)</b>	<b>(714)</b>	<b>(660)</b>	<b>(618)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(1,785)</b>	<b>(910)</b>	<b>134</b>	<b>75</b>	<b>624</b>
Cash and cash equivalents at the beginning of the financial year	6,621	4,827	3,917	4,051	4,126
<b>Cash and cash equivalents at the end of the financial year</b>	<b>4,827</b>	<b>3,917</b>	<b>4,051</b>	<b>4,126</b>	<b>4,750</b>

### Statement of Capital Works for the four years ending 30 June 2020

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Strategic Resource Plan Projections		
			2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Property</b>					
Land	20	0	300	0	0
Land improvements		184	0	0	0
<b>Total land</b>	20	184	300	0	0
Buildings	215	45	300	476	2,321
Heritage buildings	0	0	0	0	0
Building improvements	0	262	0	0	0
Leasehold improvements	0	0	0	0	0
<b>Total buildings</b>	215	307	300	476	2,321
<b>Total property</b>	235	491	600	476	2,321
<b>Plant and equipment</b>					
Heritage plant and equipment	0	0	0	0	0
Plant, machinery and equipment	68	487	450	215	70
Fixtures, fittings and furniture	0	0	0	0	0
Computers and telecommunications	211	312	236	242	248
Library books	0	0	0	0	0
<b>Total plant and equipment</b>	279	799	686	457	318
<b>Infrastructure</b>					
Roads	1,198	1,549	685	1,760	1,561
Bridges	1,025	1,690	570	605	70
Footpaths and cycleways	9	103	125	97	110
Drainage	2	347	150	0	8
Recreational, leisure and community facilities	36	691	0	0	0
Waste management	1,430	775	850	850	44
Parks, open space and streetscapes	0	0	454	0	0
Aerodromes	544	1,416	665	605	420
Off street car parks	283	17	0	0	0
Other infrastructure	27	35	185	120	50
<b>Total infrastructure</b>	4,554	6,623	3,684	4,037	2,263
<b>Total capital works expenditure</b>	<b>5,068</b>	<b>7,913</b>	<b>4,970</b>	<b>4,970</b>	<b>4,902</b>
<b>Represented by:</b>					
New asset expenditure	942	2,207	925	925	926
Asset renewal expenditure	3,101	4,053	2,465	2,465	2,430
Asset expansion expenditure	100	58	1,230	1,230	1,200
Asset upgrade expenditure	925	1,595	350	350	346
<b>Total capital works expenditure</b>	<b>5,068</b>	<b>7,913</b>	<b>4,970</b>	<b>4,970</b>	<b>4,902</b>

### *Statement of Human Resources for the four years ending 30 June 2020*

	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Strategic Resource Plan Projections		
			2017/18 \$'000	2018/19 \$'000	2019/20 \$'000
<b>Staff expenditure</b>					
Employee costs - operating	11,221	<b>12,471</b>	12,408	12,841	13,484
Employee costs - capital	0	<b>0</b>	0	0	0
<b>Total staff expenditure</b>	11,221	<b>12,471</b>	12,408	12,841	13,484
<b>Staff numbers</b>					
Employees	127	<b>127</b>	125	125	125
<b>Total staff numbers</b>	127	<b>127</b>	125	125	125

## 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 used in the context of the organisation's objectives.

Indicator	Measure	Notes	Actual 2014/15	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Strategic Resource Plan Projections			Trend +/-
						2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	
<b>Operating positing</b>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-11.8%	-6.3%	-2.7%	1.8%	1.2%	1.7%	+
<b>Liquidity</b>									
Working Capital	Current assets / current liabilities	2	126.9%	103.3%	87.4%	89.0%	91.5%	96.2%	o
Unrestricted cash	Unrestricted cash / current liabilities		37.1%	39.9%	48.1%	49.4%	51.2%	57.2%	o
<b>Obligations</b>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	47.2%	37.5%	32.9%	29.1%	28.2%	24.7%	+
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		11.4%	9.4%	8.0%	7.3%	6.7%	6.3%	+
Indebtedness	Non-current liabilities / own source revenue		65.1%	66.0%	56.5%	51.4%	48.3%	44.8%	+
Asset renewal	Asset renewal expenditure / depreciation	4	45.0%	63.4%	81.4%	48.5%	48.5%	47.8%	-
<b>Stability</b>									
Rates concentration	Rate revenue / adjusted underlying revenue	5	50.4%	60.4%	51.3%	56.9%	58.0%	58.2%	-
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.6%	0.6%	0.7%	0.7%	0.7%	0.7%	o

Indicator	Measure	Notes	Actual 2014/15	Forecast Actual 2015/16 \$'000	Budget 2016/17 \$'000	Strategic Resource Plan Projections			Trend + / o / -
						2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	
<b>Efficiency</b>									
Expenditure level	Total expenditure / no. of property assessments		<b>\$6,869</b>	\$5,676	\$6,039	\$5,968	\$6,053	\$6,182	+
Revenue level	Residential rate revenue / No. of residential property assessments		<b>\$1,547</b>	\$1,626	\$1,690	\$1,758	\$1,828	\$1,901	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		<b>16.0%</b>	16.0%	15.0%	15.0%	15.0%	15.0%	+

## Key to Forecast Trend:

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

- 1 Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Improvement in financial performance expected over the period, although continued losses means reliance on Council's cash reserves or increased debt to maintain services.
- 2 Working Capital** - The proportion of current liabilities represented by current assets. Working capital is forecast to decrease significantly in 2016/17 year due to a run down in cash reserves to fund the capital program. The trend in later years is to remain steady at an acceptable level.
- 3 Debt compared to rates** - Trend indicates Council's reducing reliance on debt against its annual rate revenue through redemption of long term debt.
- 4 Asset renewal** - This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in 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.
- 5 Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

# **BENALLA RURAL CITY COUNCIL**

1 Bridge Street East, Benalla

PO Box 227 Benalla VIC 3671

Tel: 03 5760 2600

Fax: 03 5762 5537

Email: [council@benalla.vic.gov.au](mailto:council@benalla.vic.gov.au)

[www.benalla.vic.gov.au](http://www.benalla.vic.gov.au)