



**Central Goldfields
Shire Council**

“Achieving Together”

COUNCIL PLAN

AND

STRATEGIC RESOURCE PLAN

2009 - 2013

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COUNCIL'S Message

We are very pleased to present the Central Goldfields Shire Council's Council Plan 2009 – 2013.

This Council Plan represents the roadmap towards achieving our Vision.

During the life of this plan, Council will address a range of issues facing our community in the short term and through our "Go-for-Gold" action plan make real progress towards achieving the prosperity and sustainability we seek for all our residents.

The Council intends to focus on a range of community building activities, which will be aimed at providing increased education and training options for our youth, creating employment opportunities for our residents through sustainable economic growth and assisting to increase school participation rates across the municipality. We will seek to create stronger links between our many community groups. We also intend to work closely with stakeholders to improve community safety and ensure Central Goldfields is a safe and happy place in which to live.

Economic development has been the "lever" of Central Goldfields recent growth and the Council intends to pursue a number of strategies to assist current businesses to grow and to attract new businesses and industries to the area. To this end, we will increase focus on our tourism potential.

Environmentally, the Council will work with the community and stakeholders to ensure long term, sustainable access to the precious water resource. While the Council has no direct role to play in water management, we believe the importance of water to both our community and economy gives us an important advocacy role which we will pursue with those who do have the power to make decisions which affect our future. We will take what actions we can in relation to managing the risk of bushfire.

Council will pursue opportunities to increase our involvement in arts related activities which have the potential to enrich the community and also contribute to the Shire's attractiveness as a tourist destination. Our wonderful heritage assets provide a fine backdrop for a wide range of visual, performing and participatory arts.

The Council is also committed to establishing a financial model which is sustainable in the long term.

We are committed to enhancing community engagement and social inclusion, creating a robust, diverse and sustainable "new economy" and moving to greater environmental sustainability.

This Plan is your Plan. If we work together, we will achieve together and make a difference. Please read Council's Plan carefully and let us have your views.

ABOUT CENTRAL GOLDFIELDS

Located at the geographical centre of Victoria, the Central Goldfields Shire covers some 1,550 square kilometers and has an estimated residential population of just over 13,000 people.

Maryborough is the Shire's major business centre with a population of around 8000. Maryborough has gained recognition in recent years as having some of the finest sporting facilities in regional Victoria, together with significant historical buildings dating back to the goldmining era of the 1850s.

Other towns in the Shire include Bealiba, Carisbrook, Dunolly, Majorca, Talbot, Bowenvale-Timor and the rural districts surrounding these centres. All are famous for their heritage architecture and significant agriculture industries.

The Shire is currently experiencing significant growth with key infrastructure projects and residential developments reaching fruition.

The State Government's commitment to the Shire has seen recent investments in the areas of health, education and law and order together with assistance to economic development activities initiated by the Council.

The Shire is located within one hour drive from main provincial centres of Ballarat and Bendigo and only 2 hours from Melbourne.

The first democratically elected Council for Central Goldfields Shire was elected on 15 March, 1997. In 2005 the Minister for Local Government determined that the number of Councillors to represent the Shire be increased from five to seven Councillors.

The next Council election will be held in November 2012 with Councillors elected for a 4 year term.

Context: The Shire

- has a unique combination of natural qualities;
- has significant manufacturing, retail and agricultural sectors;
- is of cultural and historical significance;
- is strategically placed in terms of economic and tourism potential.

Challenges

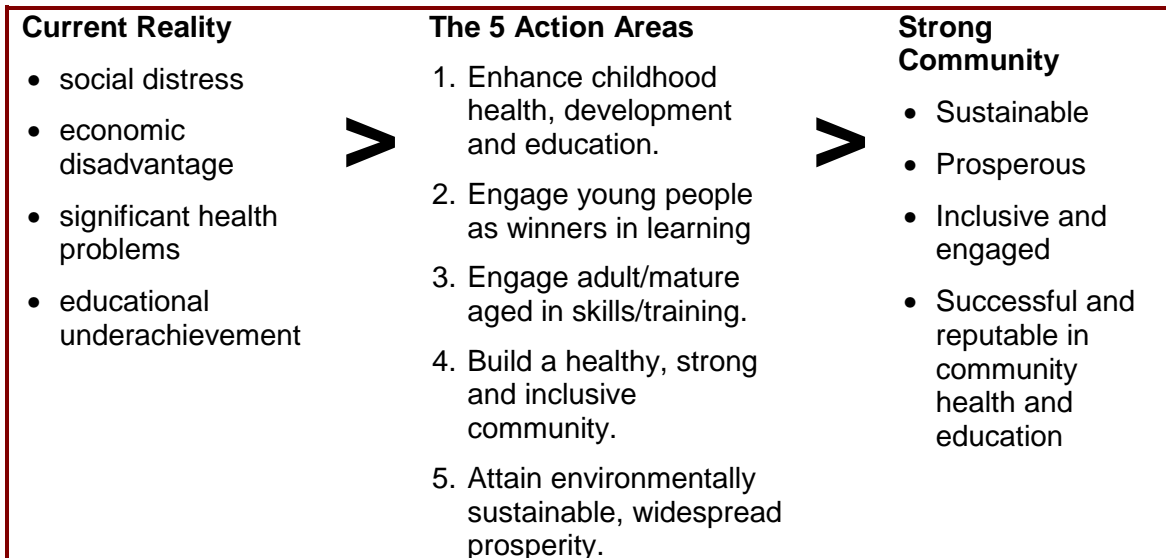
Australian Bureau of Statistics data confirms that Central Goldfields Shire has significant challenges— particularly in the areas of household incomes, educational attainment and employment rates. Of greater significance, Council has its “Go-for-Gold” action plan, a robust and innovative plan to address these challenges.

GO-for-GOLD

In 2008/09 Council undertook a major research project.

“Go for Gold - A Response to Social and Economic Challenges” will help build Central Goldfields Shire into a strong, prosperous and sustainable community.

Five action areas have been identified as the key to unlock the door and allow the community to move forward.



Council recognises the essential need for change in order to be a stronger, better and more successful community.

- This means providing very young children with solid education and health services and instilling in young people a commitment to life long learning;
- There needs to be greater work done with the disadvantaged and disempowered communities to effectively engage them on their goals.
- The transition to a new economy needs to be managed and effective training and employability skills need to be provided to our workforce.

Go for Gold is the action plan designed to close the gap. It is ambitious, comprehensive and innovative. It tackles the major issues of disadvantage head on and adopts a “whole of community” approach for success.

One of Central Goldfields great strengths then will be its ongoing social capital development. Council is strongly committed to community building delivered through a range of social and physical projects aimed at assisting communities to develop networks, partnerships, structures and frameworks to support ongoing improvements to overall community identity, health and well-being. Emphasis is also placed on fostering community capacity.

This brief profile of Central Goldfields highlights the fundamental elements that are intrinsic to and form the basis of the Council’s integrated planning process.

VISION

Vision

The Central Goldfields Shire Council's vision is

"To add to our proud heritage a prosperous and sustainable future for all"

FIVE KEYS OF SUCCESS

We will achieve success by:

1. Building an engaged, connected and inclusive community in which we take pride and embracing education as the key for advancement.
2. Managing threats to our environment, especially the lack of water and the risk of fire.
3. Establishing a diverse, prosperous and sustainable "new" local economy utilising regional opportunities and capturing the opportunities tourism generates to complement existing strengths.
4. Conserving our cultural heritage and promoting the active development of the Shire as an important centre for the arts.
5. Providing urban and rural infrastructure to enhance community life and liveability to meet aggressive population growth targets in line with regional planning.

THREE GUIDING PILLARS

The Guiding Pillars are clarifying questions on the actions we propose to ensure a strong foundation to the decisions we take:

1. **Community:** Does this benefit the community and our plans to close the gaps between current reality and future sustainable prosperity?
2. **Consultation:** Has there been adequate conversation and community input to our deliberations?
3. **Accountability:** Have we put appropriate risk management processes in place and are we ready to hold ourselves and our partners accountable for the actions and decisions which impact on our community?

FIVE ACTION AREAS

During the life of this Council Plan, Council will focus its efforts in the following five action areas. The strategies, key performance indicators and targets identified under each Action Area will be reviewed annually.

The five Action Areas of the Council Plan 2009-2013 are:

Community Life

Key to Success - Building an engaged, connected and inclusive community in which we take real pride and embracing education as the key for advancement

Sustainability

Key to Success - Managing threats to our environment, especially the lack of water and the risk of fire.

Prosperity

Key to Success - Establishing a diverse, prosperous and sustainable “new” local economy including utilising regional opportunities and capturing the opportunities tourism generates to complement existing strengths.

Cultural Richness

Key to Success - Conserving our cultural heritage and promoting the active development of the Shire as an important centre for the arts.

Growth and Services

Key to Success - Providing urban and rural infrastructure to enhance community life and liveability to meet aggressive population growth targets in line with regional planning.

ACTION AREAS

COMMUNITY LIFE

Theme - Enhancement of social connectedness, physical and social health and well being, education and participatory opportunities in order to improve livability.

Theme	Strategies	Key Performance Indicators	Timelines
Safe Environs	Foster a 'whole of community' approach to community safety	Work with the community, Victoria Police and relevant stakeholders addressing community safety matters	Annually
Recreation	Implement the Central Goldfields Shire Recreation Plan	Plan actions implemented	Annually
	Provide a range of facilities and programs across the municipality to increase participation in physical activity	Number of activities/programs/participants	Annually
Sustainable communities	Implement the 'Go for Gold' action Plan	Advancement of Go for Gold project	Annually
	Development of initiatives to promote Civic Pride	Initiatives implemented based on encouragement, education and/or enforcement	Annually
Education and Learning	Increase education and learning participation and opportunities across the Shire	Outcomes of work with key agencies/programs (e.g. Best Start)	Annually
	Development of an Early Year Childhood Services delivery model	Model developed	March, 2010
	Establishment of post-schooling training delivery model	Model developed	March, 2010
	Increase community participation in arts and cultural activities	Provide at least two community exhibitions/activities	Annually
	Investigate the most appropriate model/precinct etc. to deliver 'arts' from	Investigate and recommendation complete	March, 2010

Community Health	Implement the Central Goldfields Public Health Plan	<ul style="list-style-type: none"> Review performance measures Deliver intended outcomes within approved budget 	Annually Annually
	Ensure frail aged and residents with disabilities are provided with appropriate supports to enable them to maximise their independence	All residents assessed receive appropriate level of support	Annually
	Implement the CGS Positive Aging Strategy	Strategy implemented	June, 2010
	Encourage volunteerism and recognise its value to the community	<ul style="list-style-type: none"> Support and promote National Volunteer Week Provide a Community Grants scheme to assist work of groups 	Annually Annually
Inclusiveness	Increase the breadth and depth of the Council's communication with the Central Goldfields community	Determine the optimum communication delivery.	July, 2009
	Maintain a level of customer service that meets the expectations of the residents of Central Goldfields	Develop and implement a Customer Service Charter Utilise customer request handling software	July, 2009 Annually
	Increase the opportunities for the Central Goldfields community to participate in Council decision making, through meaningful consultation and engagement	Review Council's Community Participation Plan	August, 2009

SUSTAINABILITY

Theme - Conservation and enhancement of natural environments, cultural heritage and built heritage.

Theme	Strategies	Key Performance Indicators	Timelines
Sustainability	Ensure the Central Goldfields Waste Management Plan continues to meet the needs of residents	<ul style="list-style-type: none"> Review the Waste Management Plan Review practices including transfer stations 	November, 2009 November, 2009
	Implement the 'Go for Gold' action Plan	Advancement of Go for Gold project	Annually
	Strive to secure a potable water supply for all towns (particularly Maryborough) which is acceptable in both quality and quantity	<ul style="list-style-type: none"> Advocacy role with key stakeholders Exploration of water supply (quality/quantity) options. 	Annually Annually
	Continue to explore improved uses/reuses of all waters	Exploration of better use of waste/storm water etc. as appropriate	Annually
Natural Environment	Continue to work with environmental groups	Maintain regular contact with stakeholder groups (including LandCare Groups; DSE; CMA's)	Annually
	Reduce the Council's greenhouse gas emissions	Finalise monitoring and reporting measures for CVGGA initiatives	September, 2009

PROSPERITY

Theme - Improving sustained economic growth and diversification with a focus on strengthening the tourism industry.

Theme	Strategies	Key Performance Indicators	Timelines
Tourism	Implementation of a Tourism Strategy which clearly articulates prioritised actions	Strategy implemented	December, 2009
	Increase the number and length of visits to Central Goldfields through promotion, education, networking, publications	Increase visitations by 5% each year as recorded by Visitor Information Centre enquiry statistics	Annually
	Maintain and grow the Central Goldfields events stock and the economic contribution of these events to the Central Goldfields economy	<ul style="list-style-type: none"> • Number/size of events • Economic impact • Ratio of Council expense to economic benefit 	Annually
Commercial Activity	Develop a strategy to promote Central Goldfields as a major regional shopping centre of choice	Strategy adopted	March, 2010
Manufacturing	Secure partners for development of Brickfield Industry Estate	Partners secured, agreement completed, construction of Estate underway	December, 2009
	Facilitate partners for 1 O'Halloran Drive, Maryborough	Partners secured, agreements completed, facility operating	December, 2009

Sustainable Economic Development	Develop an Economic Development Strategy which clearly articulates prioritised actions	Strategy adopted	October, 2009
	Implement the Go for Gold action plan	Advancement of Go for Gold project	Annually
	Support existing businesses across Central Goldfields	<ul style="list-style-type: none"> • Conduct visits to identified strategic businesses • Implement recommendations of BEAR program • GoldBiz recognised in business community 	Annually March, 2010 Annually
	Support the farming sector through current drought conditions, and, capitalise on the value-adding opportunities within the agricultural industry	Continued provision of drought support programs	Annually
	Support measures to address unemployment rates – including job creation, training, work ready programs	Number of unemployed/number of work ready	Annually
	Increase quality short-term/visitor accommodation options in Shire	Increase in quality accommodation options	Annually
	Support the education sector, and specifically the Maryborough Community Education Precinct	Community participation rates in education and training	Annually

CULTURAL RICHNESS

Theme - Conservation and enhancement of our cultural heritage and promoting the active development of the Shire as an important centre for the arts.

Theme	Strategies	Key Performance Indicators	Timelines
Built Heritage	Continue to protect heritage sites within the municipality	Complete/implement previous studies	March, 2010
Cultural Heritage	Ensure that Council remains aware of the issues of importance with cultural and social heritage	<ul style="list-style-type: none">• Acknowledgements as appropriate• Specific reference in strategic planning matters	Annually
Sustainability	Implement the 'Go for Gold' Action Plan	Advancement of Go for Gold project	Annually
Tourism	Support the development of arts and culture, against a heritage backdrop, as both major community celebrations and economic drivers	<ul style="list-style-type: none">• Arts, culture and heritage activities grow• Activity support is delivered within approved budget	Annually

GROWTH AND SERVICES

Theme - Provide urban and rural infrastructure to enhance the functioning of the community and facilitate development.

Theme	Strategies	Key Performance Indicators	Timelines
Growth	Revitalise our smaller towns	Review Urban Design Framework documents and prioritise projects	October, 2009
	Support residential living options	Revise the Central Goldfields MSS	March, 2010
	Facilitate development across the Shire	Proactive approach to statutory requirements (e.g. issue all planning permits, all building permits within statutory timeframes)	Annually
	Complete the Maryborough Urban Prospects projects (all sites) including Station Domain	<ul style="list-style-type: none"> All sites with definitive future uses Station Domain underway 	June, 2010 September, 2009
	Implement the 'Go for Gold' Action Plan	Advancement of Go for Gold project	Annually
Traffic and Transport Systems	Advocate for definition on the Maryborough Heavy Vehicle By-Pass; and, a Dunolly By-Pass	Clear direction on both By-Pass proposals	March, 2010
	Undertake traffic studies to ensure the safe and efficient management of traffic in urban areas	Studies initiated/reviewed as required (e.g. Maryborough Education Centre; MKM Development)	Ongoing
	Support community bus services	Continuation of bus services as appropriate	Annually
	Assist with re-establishment of passenger rail services from Shire	Consultative approach and smooth introduction of passenger rail services	2010
Urban and Rural Services	Maintain the Council's major asset categories – such as roads, bridges, footpaths, kerb & channel, drainage and buildings to meet defined service levels including standards in accordance with Council's Asset Management Plan	Establish and review a rolling program of works and submit projects for funding consideration	Ongoing

REGIONAL PERSPECTIVE

Council will work with its neighbours to identify and address regional priorities, including through the allocation of resources where appropriate.

Council also commits to developing its population settlement plans and priorities with regard to the broader regional context and in consultation with its local government neighbours.

STRATEGIC RESOURCE PLAN

Long Term Financial Plan

Council has prepared a Long Term Financial Plan for the five years 2009/2010 to 2013/2014 as part of Council's ongoing financial planning to assist Council in adopting a budget within a longer term framework. The Plan takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next five years. The key objective, which underlines the development of the Plan, is financial sustainability in the medium to long term, whilst still achieving Council's strategic objectives as specified in the Council Plan.

The Plan is updated annually through a rigorous process of consultation with Council service providers followed by a detailed sensitivity analysis to achieve these key financial objectives.

The following table summaries the key financial indicators for the next five years as set out in the Long Term Financial Plan for years 2009/2010 to 2013/2014.

Indicator	Budget				
	2009/10 \$'000	2010/11 \$'000	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000
Operating surplus/(deficit)	6,100	(1,158)	(842)	(349)	210
Cash from operations	10,853	3,589	3,913	4,403	4,956
Cash increase/(decrease)	(1,306)	(1,076)	186	(101)	(232)
Cash and investments	2,862	1,786	1,972	1,871	1,639
Borrowings outstanding	6,762	5,616	5,161	3,795	1,819
Depreciation	4,806	4,806	4,806	4,806	4,806
Capital expenditure	15,062	4,337	3,982	3,895	4,051
Working capital	1,292	871	147	(605)	952
Net worth	276,358	275,200	274,358	274,009	274,219

Key Assumptions

The key assumptions of the Long Term Financial Plan are as follows:

- **Service Delivery** – Service levels to be maintained throughout the five year period.
- **Rating Strategy** - Rates will increase by an average of 6.7% through to 2013/2014.
- **Borrowing Strategy** – Borrowings to reduce to \$1,818,891 in 2013/2014.
- **Infrastructure Strategy** – An average \$6.267 million will be spent to 2013/2014.
- **Financial Sustainability** – Cash and investments will initially decrease and then rise in later periods.

Non Financial Resources

The range of services undertaken by Council involves the efforts of 190 staff, of which 110 work part time, casual and on contract.

The skill base of Council's workforce is very diverse with staff holding qualifications in specialised areas such as aged care, engineering, accounting, local government, health care, planning, building, public administration, and other fields.

The Local Authorities Award and the Central Goldfields Shire Enterprise Bargaining Agreement No. 4 (Extension Variation) govern the employment of Council staff.

Indicator	Budget				
	2009/10 \$'000	2010/11 \$'000	2011/12 \$'000	2012/13 \$'000	2013/14 \$'000
Employee costs	7,302	7,129	7,426	7,699	7,889
Employee numbers	190	190	190	190	190

Rating Strategy

Strategy Development

The Rating Strategy considered by Council in 2007 will form the basis for raising rates in the 2009/2010 financial year. It is prefaced on Council's aim to encourage economic development activity and to reflect the cost of infrastructure in achieving employment and commercial opportunities within the shire.

Rates will be raised by the application of differential rates. It is considered that each differential will contribute to the equitable and efficient carrying out of Council's functions. The functions include:

- The construction and maintenance of public infrastructure
- The development and provision of health and community services
- The provision of general support services

A municipal charge will be levied for the purpose of covering part of the administrative costs of the Council's operations.

A service charge will be levied for the purpose of covering the cost of collection, removal and disposal of refuse and rubbish. The charge reflects the volume of rubbish collected, that is a standard (80 litre urban & 140 litre rural) bin service, a 140 litre (urban) bin service or a 240 litre (rural) bin service will be offered to residents. Charges have been set to encourage waste minimization practices.

Current Year Rate Increase

The 2009/2010 operating position is predicted to be impacted by wages growth and reductions in government funding. It will therefore be necessary to achieve future revenue growth whilst containing costs in order to achieve a breakeven position in the long term. The contribution from operations toward capital investment of \$4.67 million for the 2009/2010 year is an increase on prior years, in line with Council's desire to maintain robust capital works programs into the future.

In achieving these objectives whilst maintaining service levels and a robust capital expenditure program, general rates will increase by 6.0% in 2009/2010 raising a total rate of \$6.7 million. The following table sets out future proposed rate increases and total rates to be raised, based on the forecast financial position of Council as at 30 June 2009.

Year	Rate Income Increase	Total Rates Raised
2009/2010	6.0%	6,704,748
2010/2011	6.5%	7,213,611
2011/2012	7.0%	7,758,800
2012/2013	7.5%	8,342,345
2013/2014	6.5%	8,886,014

(When adopting the 2008/2009 Budget, Council estimated that the 2009/2010 rate income increase would be 8%).

Rates and Revaluations

Central Goldfields Shire Council has recently revalued properties in the Shire as required by State Government legislation. The purpose of the revaluation is to determine rates and measure how much each property is worth. The revaluation is dated 1 January, 2008. The revaluation does not generate extra revenue for Council, it redistributes the existing rate revenue across the Shire based on property values. General rates will raise 23.4% of all revenue from all sources for 2009/2010.

Council uses the Capital Improved Value (CIV) as its basis for calculating general rates. CIV is the value of the land plus buildings and other improvements, and is based on the sales of similar properties. In some cases properties may be valued higher if significant improvements have recently been completed. Business property valuations are based on how much rent a property can be let for, based on similar properties in the precinct.

Rate type	2008/2009	2009/2010
Maryborough Residential - cents in \$ of CIV	0.4254	0.4510
Residential Other – cents in \$ of CIV	0.3403	0.3608
Commercial Maryborough – cents in \$ of CIV	0.7232	0.7666
Commercial Other – cents in \$ of CIV	0.4680	0.4960
Industrial – cents in \$ of CIV	0.4254	0.4510
Farm – cents in \$ of CIV	0.3403	0.3608
Vacant Land – cents in \$ of CIV	0.7638	0.8096
Recreational Land - cents in \$ of CIV	0.4254	0.4510
Municipal Charge - \$ per property	\$160.80	\$170.45
Standard Garbage - \$ per property	\$217.00	\$231.00
140 Litre Urban, 240 Litre Rural - \$ per property	\$278.80	\$297.00
Waste Management Fee - \$ per property	\$71.35	\$76.00
Recycling Charge - \$ per property	\$59.25	\$63.00

Borrowing Strategy

Strategy Development

In developing the Long Term Financial Plan, borrowings was identified as an important funding source for capital works programs. In the past, Council borrowed to finance large infrastructure projects and since this time has been in a phase of debt reduction. This has resulted in a reduction in debt servicing costs, but has meant that cash and investment reserves have been used as an alternate funding source to maintain robust capital works programs. With Council reserves now forecast to be \$540,447 at 30 June 2010 it may be necessary in future years for Council to reconsider the issue of additional borrowings.

Current Year Borrowings

For the 2009/2010 year, Council intends to borrow \$600,000 to fund landfill rehabilitation works. After making interest bearing liability repayments of \$153,924 Council will reduce its total interest bearing liabilities to \$6,762,402 as at 30 June 2010. Council intends to make considerable interest bearing liability payments over the Long Term Financial Plan which the intention of significantly reducing its total interest bearing liabilities to \$1,818,891 as at 30 June 2014.

Loan Position

The following table sets out the status of Council's interest bearing liability over the coming 2009/2010 to 2013/2014 financial years.

Year	Interest Bearing Liability Paid	Debt Interest Paid	Balance 30 June
2009/2010	153,294	406,542	6,762,402
2010/2011	1,146,331	410,208	5,616,071
2011/2012	455,565	322,966	5,160,506
2012/2013	1,365,524	301,010	3,794,982
2013/2014	1,976,091	200,442	1,818,891

Infrastructure

The Council has developed an Infrastructure Strategy which sets out the capital expenditure requirements of the Council for the next 5 years by class of asset and project and is a key input to the long term financial plan. It predicts infrastructure consumption, renewal needs and considers infrastructure needs to meet future community service expectations. The Strategy has been developed through a rigorous process of consultation and evaluation. The key aspects of the process are as follows:

- Long term capital planning process which integrates with the Council Plan, Long Term Financial Plan and Annual Budget processes;
- Listing of all known capital projects, prioritised within classes on the basis of evaluation criteria;
- Transparent process for evaluating and prioritising capital projects;

The capital planning process is undertaken annually and used to ensure that Infrastructure Strategy represents the current capital expenditure requirements of the Council.

A key objective of the Infrastructure Strategy is to maintain or preserve Council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community. A measure of Council's performance in respect to infrastructure management is the proportion of the total asset value consumed (equivalent to the annual depreciation charge), compared to the amount spent in preserving the asset (expenditure aimed at ensuring the asset reaches its intended useful life) on an annual basis. The Statement of Capital Works shows that Council needs to consider additional sources of income so that it can sustain the current service levels required. Part of the planning process also involves annually reviewing asset condition, useful life and current modern equivalent.

Key Influences for 2009/2010

The following influences have a significant impact on the Infrastructure Strategy for the 2009/2010 year:

- Reduced government funding for the upgrade of roads and bridges.
- Requirements for landfill operation and rehabilitation.
- Reduced cash and investment reserves to fund future capital expenditure.

Future Capital Works

The following table summarises Council projected capital expenditure program:

	Budget 09/10 \$	Budget 10/11 \$	Budget 11/12 \$	Budget 12/13 \$	Budget 13/14 \$
Capital Works Areas					
Land	126,150	59,000	61,000	63,000	65,000
Buildings	10,605,590	433,000	193,000	23,000	23,000
Plant & Equipment	1,232,580	1,337,690	1,244,955	1,246,620	1,359,335
Furniture & Fittings	51,000	81,500	68,000	53,000	58,000
Infrastructure	3,046,900	2,426,000	2,415,500	2,509,000	2,545,500
	15,062,220	4,337,190	3,982,455	3,894,620	4,050,835

LONG TERM FINANCIAL PLAN

BUDGETED STANDARD INCOME STATEMENT For years ending 30 June 2010-2014

	Budget 09/10 \$	Budget 10/11 \$	Budget 11/12 \$	Budget 12/13 \$	Budget 13/14 \$
Revenues from Ordinary Activities					
Rates and charges	6,704,748	7,213,611	7,758,800	8,342,345	8,886,014
Recurrent grants	5,423,895	4,018,297	4,129,340	4,286,240	4,392,167
Non-recurrent grants	8,576,035	3,408,424	3,502,613	3,635,700	3,725,550
Interest	259,500	241,500	236,500	241,500	245,500
User fees	4,977,145	3,696,604	3,798,757	3,943,096	4,040,543
Statutory fees and fines	196,500	198,768	204,261	212,023	217,262
Reimbursements	25,500	40,000	40,000	45,000	47,000
Total Revenues	26,163,323	18,817,204	19,670,272	20,705,904	21,554,036
Expenses from Ordinary Activities					
Employee benefits	7,302,121	7,133,028	7,429,813	7,702,988	7,893,596
Materials and services	2,203,538	2,201,007	2,292,584	2,376,877	2,435,692
Contract providers	5,400,746	5,483,980	5,712,153	5,922,174	6,068,717
Depreciation and amortisation	4,806,330	4,806,330	4,806,330	4,806,330	4,806,330
Finance costs	406,542	410,208	322,966	301,010	200,442
Total Expenses	20,119,277	20,034,553	20,563,846	21,109,379	21,404,777
Share of net profit (losses) of associates	-	-	-	-	-
Landfill - accumulated amortisation	-	-	-	-	-
Asset revaluations and other adjustments	-	-	-	-	-
Net gain (loss) on disposal of assets	55,604	59,178	51,659	54,802	60,611
Surplus (Deficit) for the period	6,099,650	(1,158,171)	(841,915)	(348,672)	209,870

BUDGETED STANDARD BALANCE SHEET
As at 30 June 2010-2014

	30 June 2010	30 June 2011	30 June 2012	30 June 2013	30 June 2014
Current Assets					
Cash	2,861,663	1,785,956	1,972,098	1,871,129	1,639,082
Receivables	1,955,465	1,955,465	1,955,465	1,955,465	1,955,465
Other	364,883	364,883	364,883	364,883	364,883
Non-current assets held for sale	354,130	318,130	318,130	278,130	278,130
Total Current Assets	5,536,141	4,424,434	4,610,576	4,469,607	4,237,560
Current Liabilities					
Payables	1,602,626	1,602,626	1,602,626	1,602,626	1,602,626
Interest Bearing Liabilities	1,146,331	455,565	1,365,524	1,976,091	187,325
Provisions	1,495,392	1,495,392	1,495,392	1,495,392	1,495,392
Total Current Liabilities	4,244,349	3,553,583	4,463,542	5,074,109	3,285,343
Net Current Assets	1,291,792	870,851	147,034	(604,502)	952,217
Non-Current Assets					
Fixed Assets	282,361,623	281,168,828	279,685,206	278,111,978	276,577,804
Investments	306,000	306,000	306,000	306,000	306,000
Total Non-Current Assets	282,667,623	281,474,828	279,991,206	278,417,978	276,883,804
Non-Current Liabilities					
Interest Bearing Liabilities	5,616,071	5,160,506	3,794,982	1,818,891	1,631,566
Provisions	311,667	311,667	311,667	311,667	311,667
Contingent Liabilities	1,673,656	1,673,656	1,673,656	1,673,656	1,673,656
Total Non-Current Liabilities	7,601,394	7,145,829	5,780,305	3,804,214	3,616,889
NET ASSETS	276,358,021	275,199,850	274,357,935	274,009,262	274,219,132
Equity					
Accumulated Surplus	96,572,653	95,414,482	94,572,567	94,223,894	94,433,764
Reserves	179,785,368	179,785,368	179,785,368	179,785,368	179,785,368
TOTAL EQUITY	276,358,021	275,199,850	274,357,935	274,009,262	274,219,132

BUDGETED STANDARD CASH FLOW STATEMENT

For the years ending 30 June 2010-2014

	Budget 09/10 \$	Budget 10/11 \$	Budget 11/12 \$	Budget 12/13 \$	Budget 13/14 \$
Cash flows from operating activities					
Receipts from customers	11,906,893	11,642,219	12,237,001	12,886,093	13,401,453
Payments to suppliers	<u>(15,312,947)</u>	<u>(15,228,223)</u>	<u>(15,757,516)</u>	<u>(16,303,049)</u>	<u>(16,598,447)</u>
Net cash inflow (outflow) from Customers/suppliers	<u>(3,406,054)</u>	<u>(3,586,004)</u>	<u>(3,520,515)</u>	<u>(3,416,956)</u>	<u>(3,196,994)</u>
Interest Received	259,500	241,500	236,500	241,500	245,500
Government Receipts	<u>13,999,930</u>	<u>6,933,485</u>	<u>7,196,771</u>	<u>7,578,311</u>	<u>7,907,083</u>
Net cash inflow (outflow) from operating activities	<u>10,853,376</u>	<u>3,588,981</u>	<u>3,912,756</u>	<u>4,402,855</u>	<u>4,955,589</u>
Cash flows from investing activities					
Proceeds from sale of property, plant and equipment	2,456,921	818,833	711,406	756,320	839,290
Payments for property, plant and equipment	<u>(15,062,220)</u>	<u>(4,337,190)</u>	<u>(3,982,455)</u>	<u>(3,894,620)</u>	<u>(4,050,835)</u>
Net cash inflow (outflow) from investing activities	<u>(12,605,299)</u>	<u>(3,518,357)</u>	<u>(3,271,049)</u>	<u>(3,138,300)</u>	<u>(3,211,545)</u>
Cashflows from financing activities					
Proceeds from borrowings/financing	600,000	-	-	-	-
Repayment of borrowings	<u>(153,924)</u>	<u>(1,146,331)</u>	<u>(455,565)</u>	<u>(1,365,524)</u>	<u>(1,976,091)</u>
Net cash inflow (outflow) from financing activities	<u>446,076</u>	<u>(1,146,331)</u>	<u>(455,565)</u>	<u>(1,365,524)</u>	<u>(1,976,091)</u>
Net increase (decrease) in cash held	(1,305,847)	(1,075,707)	186,142	(100,969)	(232,047)
Cash at the beginning of the year	<u>4,167,510</u>	<u>2,861,663</u>	<u>1,785,956</u>	<u>1,972,098</u>	<u>1,871,129</u>
Cash at the end of the year	<u>2,861,663</u>	<u>1,785,956</u>	<u>1,972,098</u>	<u>1,871,129</u>	<u>1,639,082</u>

BUDGETED STANDARD CAPITAL WORKS STATEMENT
For the year ending 30 June 2010-2014

	Budget 09/10 \$	Budget 10/11 \$	Budget 11/12 \$	Budget 12/13 \$	Budget 13/14 \$
Capital Works Areas					
Land	126,150	59,000	61,000	63,000	65,000
Buildings	10,605,590	433,000	193,000	23,000	23,000
Plant & Equipment	1,232,580	1,337,690	1,244,955	1,246,620	1,359,335
Furniture & Fittings	51,000	81,500	68,000	53,000	58,000
Infrastructure	3,046,900	2,426,000	2,415,500	2,509,000	2,545,500
	15,062,220	4,337,190	3,982,455	3,894,620	4,050,835

Types of Capital Works					
Renewal	2,614,800	2,098,000	2,100,500	2,129,000	2,187,500
Upgrade	324,890	155,000	90,000	90,000	65,000
New infrastructure	10,877,450	746,500	547,000	429,000	439,000
Expansion	25,000	-	-	-	-
New plant and equipment	1,220,080	1,337,690	1,244,955	1,246,620	1,359,335
Total Capital Works	15,062,220	4,337,190	3,982,455	3,894,620	4,050,835

	Budget 09/10 \$	Budget 10/11 \$	Budget 11/12 \$	Budget 12/13 \$	Budget 13/14 \$
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Fixed Asset Reconciliation

The movement between the previous year and the current year in Fixed Assets and Non-Current Assets Held for Sale as shown in the Statement of Financial Position links to the following items:

Total Capital Works	15,062,220	4,337,190	3,982,455	3,894,620	4,050,835
Asset Revaluation Movement	-	-	-	-	-
Depreciation	(4,806,330)	(4,806,330)	(4,806,330)	(4,806,330)	(4,806,330)
Written Down Value of Assets Sold	(2,404,317)	(759,655)	(659,747)	(701,518)	(778,679)
Net Movement in Fixed Assets	7,851,573	(1,228,795)	(1,483,622)	(1,613,228)	(1,534,174)