



# Shaping a better Bass Coast

Responding to what  
we heard

Council Plan 2017-2021  
Municipal Public Health and  
Wellbeing Plan 2017-2021

*Revised June 2019*



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## Acknowledgement

Bass Coast Shire acknowledges Aboriginal and Torres Strait Islanders as the first Australians and recognises that they have a unique relationship with the land and water. Council recognises that we are situated on the traditional lands of the Bunurong/ Boonwurrung, members of the Kulin Nation who have lived here for thousands of years. We offer our respect to their elders past and present and through them, all Aboriginal and Torres Strait Islander people.

# Bass Coast – pristine, progressive and passionate

From surfing and cycling to wining and dining, and everything in between, Bass Coast provides the perfect balance of rural, residential and holiday lifestyles for all to enjoy – all with stunning backdrops of beaches, bushland and rolling hills.

Our unique natural environment is one of our most valuable assets. It is the reason so many people live across Bass Coast, and why so many people visit. While people visit for the environment, they stay for the tight-knit communities that are passionate about protecting natural assets, growing business opportunities, and creating safe and supportive townships in which to raise their families.

One of the fastest growing municipalities in regional Victoria, Bass Coast offers a unique and affordable lifestyle in beautiful natural surrounds. The Shire attracts new residents from across Melbourne, primarily from the eastern and southern suburbs. Ever improving transport links, paired with Melbourne's continuous expansion, means the northern parts of the Shire are increasingly within the commuting belt of the outer south eastern suburbs.

There are opportunities to work and invest in a regional centre, as well as quality services, transport networks, expanding communications and infrastructure, all set within a relaxed coastal lifestyle – and located only 90 minutes south east of Melbourne. We value the services and assets provided in Bass Coast and recognise the need to maintain and improve them for the benefit of all.

Bass Coast is home to a population of 32,033 (ABS estimated resident population as at 30 June 2015) and by 2036, the population for Bass Coast Shire is forecast to increase to over 47,000, at an average annual change of 1.70 per cent.

The Shire encompasses a total land area of 865 square kilometres, including extensive coastal areas. With agricultural land making up 90 per cent of the Shire, Bass Coast has potential to become a valuable food bowl for Victoria.

In line with our rural nature, Bass Coast is home to many small coastal or agricultural villages, with some larger townships scattered amongst them. Established as a coal mining town in the early 1900s, Wonthaggi is today a large regional centre not only for Bass Coast, but for surrounding areas, and is the main source of employment within the Shire, particularly in health, education, community service and construction. Other large townships include Cowes, Inverloch and Grantville.

For 150 years, Phillip Island has drawn people from Melbourne who come to relax and unwind, while hundreds of thousands of international visitors arrive each year to see the world-famous Little Penguins. Tens of thousands more come to experience the thrills of the MotoGP and some of the best surfing beaches in Australia. Many of our coastal villages are also characterised by large numbers of holiday homes. Whilst the permanent population of the Shire has been growing strongly in recent years, the population also swells significantly during holiday periods.

It's not hard to see why people continue to flock to Bass Coast, whether it's for a quick visit or a short stay. By protecting our natural environment while encouraging economic growth and provision of quality services, Bass Coast will continue to be a destination that everyone can enjoy.

# Councillors

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# How we engaged

Each new Council is required to develop a Council Plan that sets its strategic direction over the next four years. Along with this Plan, Council must also develop a Municipal Public Health and Wellbeing Plan and commence the development of the Annual Budget (2017/18). Council is committed to improving community engagement and want to make it a key focus over the next four years.

To implement this plan a community engagement campaign 'Help shape a better Bass Coast' was developed that sought feedback from the community on a range of questions:

- What would make living, visiting or investing in Bass Coast better?
- What would you like to see retained or improved?
- What health and wellbeing issues are you concerned about?
- What would you like the Council to achieve in the next four years?

The engagement used the International Association Public Participation (IAP2) best practice guide for the appropriate type of engagement to be used. This ran through the month of January 2017 and was the largest engagement ever attempted by Council. No consultants were used in the development or running of this campaign. Council acknowledges the commitment of staff who volunteered their time to ensure its success.

The following engagement processes were used:

- Pop-ups at local events
- Community engagement workshop sessions
- Distribution of posters
- Adverts in local newspapers
- Emails
- Online and printed surveys
- Radio shows
- Council's website
- Extensive social media

The items identified in the Council Plan Themes reflect the most common topics discussed.

## Including existing strategies and previous consultations

Over the past 12 months Council has engaged with the community on the development of a number of specific strategies and plans that may also be considered as part of the development of the Council Plan.

This includes the following:

- Future Wonthaggi 2016
- Sport and Active Recreation Needs Assessment (SARNA) 2016
- Long Term Financial Plan and Rate Capping
- Economic Development Strategy 2016-21
- Phillip Island and San Remo Visitor Economy Strategy 2035 - Growing Tourism
- Natural Environment Strategy 2016-26
- Youth Action Plan 2016-20
- Disability Action Plan 2016-20

## Engagement Participation Numbers

- Over 2,600 website page views
- Over 52,400 people reached on Facebook (including 4,200 during the Live Q and A session)
- Over 10,800 people reached on Twitter
- Over 850 people reached on Instagram
- Over 3,000 emails sent
- Over 850 surveys completed
- Over 820 people engaged with directly through the workshops, pop-ups and Councillor catch-ups



# Vision, Mission and Values

## **Vision**

Bass Coast will be known as a region that supports a sustainable and healthy community, and values and protects its natural assets.

## **Mission**

We will engage with and advocate for our community to ensure equity and balance between liveability and environmental protection and be accountable for our financial management in realising the community's vision.

## **Values**

### **Customer Focus**

We will continue to develop effective relationships with customers

### **Continuous Improvement**

We are committed to improving our processes and service delivery

### **Pride**

We take pride in and promote our achievements, our staff and our organisation

### **Integrity**

We act and make decisions that are fair, honest, open and accountable

### **Respect**

We treat people with dignity and respect

### **Commitment**

We value and recognise contributions towards achieving the Bass Coast Vision. We listen, understand, consult and respond to our community and staff. We provide accurate, timely and relevant information.

# About the Plan

The Council Plan is Bass Coast Shire Council's four year strategic document for achieving our Vision. The Plan outlines how Council will meet the priorities identified through community engagement process conducted throughout January 2017. The Plan outlines the strategies on how the organisation will deliver and fund these outcomes for the community.

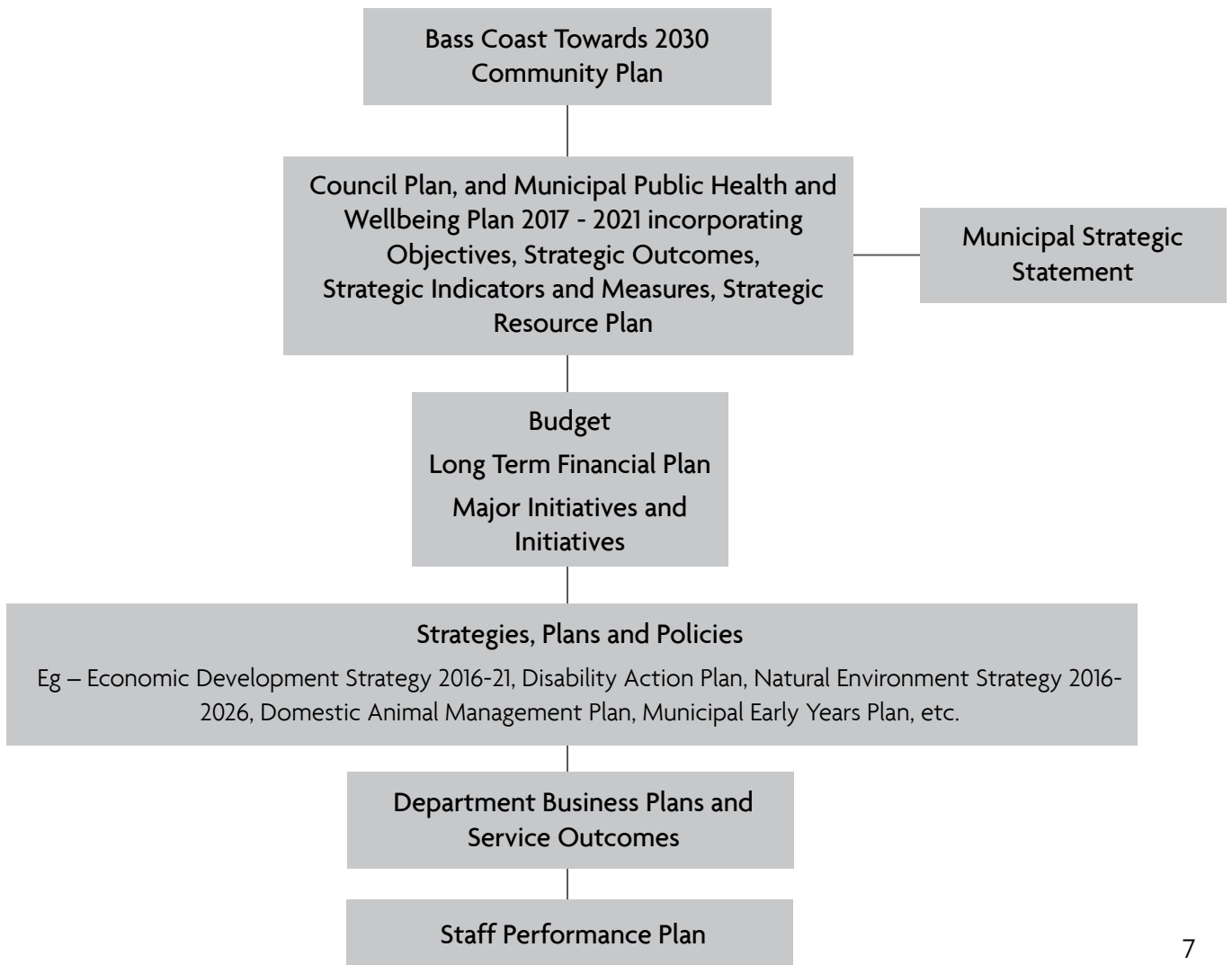
The Council Plan commits Council to a strategic direction and guides decision making over four years. The Municipal Public Health and Wellbeing Plan, which is a requirement under the Public Health and Wellbeing Act 2008 has been incorporated in this Plan. The Municipal Public Health and Wellbeing Plan outlines our goals and objectives of how we will align our responsibilities and relationships to improve health outcomes for our community that are consistent with our partners in the region and with the Victorian Health and Wellbeing Plan 2015-19.

Our health and wellbeing priorities are informed by our community consultations, a scan of health status in our Shire and Victorian health and wellbeing priorities. The Bass Coast health priorities for 2017-2021 include:

- Improving access to services
- Supporting social connectedness
- Healthier eating and active living
- Tobacco-free living
- Reducing harmful alcohol and drug use
- Improving mental health
- Preventing violence and injury
- Improving sexual and reproductive health

The Action Plan that identifies goals and strategies for Council and our key action agency partners based on these priorities is included in Appendix one, this includes the Population Health Profile.

The Bass Coast Shire Council strategic structure is set out:



# Advocacy

## *Representing the community*

### What we heard

The items listed below are the areas of highest priority.

Our community wants:

- To improve and upgrade the state managed road network
- A sub-regional hospital in Wonthaggi
- Improved health services on Phillip Island
- Improved public transport services in Bass Coast and to other centres
- A new or upgraded secondary college in Wonthaggi
- A state secondary college on or near Phillip Island
- Greater state and federal government funding support
- Improved access to state government services in Bass Coast
- Council to push back on cost shifting from other levels of government
- Improved access to internet and telecommunications across the Shire



### Strategic Outcomes:

- Improve state and federal government investment into roads, facilities and services in Bass Coast
- Increase educational opportunities across the municipality
- Improve health and educational infrastructure and services in Bass Coast
- Articulate the community priorities for improvement to the state road network
- Influence regional strategies on public transport to meet community needs
- Develop a submission to Federal and State governments that identifies why additional funding support should be provided to Bass Coast Shire Council





# Advocacy

*Representing the community*

## Strategic Indicators:

Strategic Indicators	Measure	Target
Community Satisfaction with Advocacy	Community Satisfaction Survey	Increase in Advocacy score year on year
Advocacy Priorities	Action plan achievement	100% of agreed actions achieved

## Supporting Strategies:

- Economic Development Strategy 2016-21
- Phillip Island and San Remo Visitor Economy Strategy 2035 - Growing Tourism
- Natural Environment Strategy 2016-26
- Bass Coast Education Plan 2013-17
- Bass Coast Towards 2030
- Phillip Island Integrated Transport Study

# Economic Development

*Expanding, attracting and retaining business and investment*

## What we heard

The items listed below are the areas of highest priority.  
Our community wants:

- Support for employment opportunities
- The Shire to be an attractive and easy place to do business
- Maximised opportunities from the number of tourists that visit
- Help to provide a positive business environment in Bass Coast
- Bass Coast as a major visitor destination all year round
- To use our natural environment as a tourist attraction
- Good infrastructure that supports the influx of tourists
- Improved access to internet and telecommunications across the Shire



## Strategic Outcomes:

- Improve visitor infrastructure and enhance the lifestyle of the local community
- Foster continued job creation and workforce retention
- Improve the economic value of the region
- Diversify the region's tourism market mix to promote year-round visitation
- Enhance our visitor economy through preservation of our natural environment
- Advocate for key state and federal infrastructure and telecommunications that enables business development opportunities and improves internet and phone connectivity services for our community\*
- Wonthaggi will be seen as the regional centre for Bass Coast
- Focus on jobs of the future for today's youth
- Foster and encourage agriculture and promote the Shire's rural sector
- Develop and grow local businesses including agritourism and agriculture
- Support rural business through networking and industry development



# Economic Development

*Expanding, attracting and retaining business and investment*

## Strategic Indicators:

Strategic Indicators	Measures	Target
Visitation in off-peak season	Events held in off peak season in Bass Coast	Increase in number of off peak events year on year
Focus on eco-tourism	Events attracted to Bass Coast	Increase in the number of eco tourism events attracted year on year
Investment in infrastructure improvements	Public Sector (Municipal, State and Federal)	Increase in investment year on year
	Private Sector investment	Increase in investment year on year
Economic Development Strategy 2016-21	Action plan achievement	100% of agreed actions achieved
Phillip Island and San Remo Visitor Economy Strategy 2035 - Growing Tourism	Action plan achievement	100% of agreed actions achieved

## Supporting Strategies:

- Phillip Island and San Remo Visitor Economy Strategy 2035 - Growing Tourism
- Economic Development Strategy 2016-21
- Bass Coast Shire Council Events Policy
- Bass Coast Towards 2030

# Environment

*Maintain and protect the natural environment*

## What we heard

The items listed below are the areas of highest priority.

Our community wants:

- To maintain and protect our natural environment
- Maintaining of town boundaries
- The protection of native vegetation and rural land
- A balance between access and conservation to our beaches
- The importance of our environment recognised for its contribution to our economy
- Consistency in foreshore management
- Reduced impact on the environment from our day to day use of plastic
- Access to affordable waste services
- The impacts of coastal erosion appropriately managed



## Strategic Outcomes:

- Provide efficient and equitable waste management services and infrastructure
- Reduce the carbon footprint of the municipality
- Manage the balance between our natural environment, public access and use of our foreshores and waterways
- Enhance our environment and landscape with vegetation and native wildlife protection initiatives
- Partner with other land managers along coastal areas for consistent management
- Advocate for state and federal government support and assistance on coastal erosion\*



# Environment

*Maintain and protect the natural environment*

## Strategic Indicators:

Strategic Indicators	Measures	Target
Corporate and community emissions reduction	Corporate greenhouse gas levels	50% reduction in corporate greenhouse gas levels compared to 2009/10
	Community emissions profile	Develop a community emissions profile for Bass Coast Shire and set a target to reduce community emissions
Restoration of coastal and inland vegetation corridors	Native vegetation cover	Increase native vegetation cover by minimum of 1.5% each year 2018 – 397,5000 plans were planted in identified biolinks
Waste Management Strategy 2015-25	Diversion of kerbside waste from landfill	Increase diversion of all kerbside waste from landfill to 70% by 2021
Natural Environment Strategy 2016-26	Action plan achievement	100% of agreed actions achieved

## Supporting Strategies:

- Natural Environment Strategy 2016-26
- Waste Management Strategy 2015-25
- Biolinks Plan
- Bass Coast Towards 2030

# Governance

*We are responsive, open, transparent and financially sustainable*

## What we heard

The items listed below are the areas of highest priority.

Our community wants:

- Increased transparency in decision making
- Equity across the Shire
- Better communication and reporting on performance
- More involvement of the community in decision making
- Council to be more efficient and don't waste money
- Council to reduce the use of consultants
- Council to increase other means of revenue
- Council to endeavour to commit to comply with the rate cap for the duration of their Council Term



## Strategic Outcomes:

- Provide equitable distribution of resources across the Shire
- Be diligent in ensuring services meet community need and are cost effective
- Manage our financial resources and report on our performance
- Engage with the community on decisions that impact them
- Explore other alternatives for revenue opportunities



# Governance

*We are responsive, open, transparent and financially sustainable*

## Strategic Indicators:

Strategic Indicators	Measures	Target
Community Satisfaction with Council Decisions	Community Satisfaction Survey	Increase in Council Decisions score year on year
Transparency of Council decisions	Community Satisfaction Survey	Less closed report than the average in Large Rural Councils group year on year
Community Satisfaction with Consultation and Engagement	Community Satisfaction Survey	Increase in Consultation and Engagement score year on year
Community satisfaction with customer contact	Community Satisfaction Survey	Increase in Customer Contact score year on year
Local Government Performance Reporting Framework (LGPRF) – Financial Performance	Measures as identified in LGPRF	Improve or maintain Council's performance
Victorian Auditor General Office (VAGO) Financial Sustainability indicators	The Strategic Resource Plan and the Long Term Financial Plan to meet VAGO low risk indicators	Achievement of low risk indicators
Other financial and non-financial performance indicators	Quarterly and year to date financial reporting	Non-financial reporting published
	Quarterly and year to date non-financial performance reporting	Efficiencies achieved
	Information technology improvements	100% of agreed actions achieved
Revenue opportunities	Action plan achievement	100% of agreed actions achieved

## Supporting Strategies:

- Strategic Resource Plan
- Communications and Engagement Strategy 2015-18
- Long Term Financial Plan
- Councillor Code of Conduct
- Annual Budget
- Bass Coast Towards 2030
- Rating Strategy

# Health and Wellbeing

*We are a healthy and active community*

## What we heard

The items listed below are the areas of highest priority. Our community wants:

- A sub-regional hospital in Wonthaggi
- Improved health services on Phillip Island including 24 hour accident and emergency service and a hospital
- Improved public transport services in Bass Coast and to other centres
- Access for all abilities
- Access to mental health services
- To encourage people to be active
- Opportunities for walking and cycling and other activities
- To respond to emerging public health and wellbeing issues
- To support access to aged care services



## Strategic Outcomes:

- Provide opportunities for involvement in healthy active lifestyles
- Improved accessibility for people with a disability
- Engage in health promotion activities that support the health and wellbeing of our community
- Advocate for health services in our community\*
- Deliver and advocate for appropriate services for older people, families and children
- Plan and prepare for emergency responses in the region
- Support our communities to be connected and empowered
- Work with other agencies to implement Family Violence Prevention Plans and Strategies





# Health and Wellbeing

*We are a healthy and active community*

## Strategic Indicators:

Strategic Indicators	Measures	Target
Municipal Emergency Management Plan 2014	Compliance plan achievement	100% compliance
Youth Action Plan 2016-20	Action plan achievement	100% of agreed actions achieved
Municipal Public Health and Wellbeing Action Plan	Action plan achievement	100% of agreed actions achieved
Disability Action Plan 2016-20	Action plan achievement	100% of agreed actions achieved
Municipal Early Years Plan 2016-20	Action plan achievement	100% of agreed actions achieved

## Supporting Strategies:

- Youth Action Plan 2016-20
- Disability Action Plan 2016-20
- Municipal Public Health and Wellbeing Action Plan
- Municipal Emergency Management Plan 2014
- Municipal Early Years Plan 2016-20
- Bass Coast Towards 2030

# Liveability

*Enjoying the place we live*

## What we heard

The items listed below are the areas of highest priority.

Our community wants:

- Improved recreation and sporting facilities
- Improved access to health and medical services
- Pathways, trails and access to beaches
- Access to youth activities
- Improved arts, culture and cinema facilities and activities
- To maintain the balance between our environment and lifestyle activities
- To improve educational and learning opportunities
- Continued support of community events across the shire
- Upgrade of subdivisions that retain the character of the area
- Safer roads and pedestrian access
- Well-maintained public amenities and facilities
- Support for community infrastructure on foreshores



## Strategic Outcomes:

- Promote Bass Coast as an all year events destination whilst supporting the continuation and development of new events
- Facilitate opportunities for multi-purpose facilities to improve access to recreation and sporting activities
- Plan for and support a healthy, connected and active community
- Support youth recreation and learning activities in our community
- Support dynamic and diverse arts and cultural activities
- Protect our natural environment balanced with access for all to enjoy
- Ensure any road or drainage infrastructure projects consider safe and accessible crossings for pedestrians
- Plan and provide well maintained public amenities and facilities



# Liveability

*Enjoying the place we live*

## Strategic Indicators:

Strategic Indicators	Measures	Target
Community grants program	Community Grants funding program	Maintain funding contribution to community grants
Municipal Recreation Plan (Active Bass Coast)	Action plan achievement	100% of agreed actions achieved
Municipal Public Health and Wellbeing Plan	Action plan achievement	100% of agreed actions achieved
Community infrastructure that improves quality of life	Capital Works program achievement	90% of Capital Works program achieved annually
Asset Management Policy and Strategy Improvements	Action plan achievement	100% of agreed actions achieved
Annual maintenance programs	Action plan achievement	100% of agreed actions achieved
Pathways Network Plan 2016	Action plan achievement	100% of agreed actions achieved
Domestic Animal Management Plan 2017-20	Action plan achievement	100% of agreed actions achieved
Arts and Culture Plan 2019-22	Action plan achievement	100% of agreed actions achieved
Youth Action Plan 2016-20	Action plan achievement	100% of agreed actions achieved

## Supporting Strategies:

- Aspirational Networks Pathway Plan 2016
- Arts and Culture Plan 2015-19
- Long Term Financial Plan
- Youth Action Plan 2016-20
- Bass Coast Education Plan 2013-17
- Asset Management Policy and Strategy
- Building Asset Management Plan 2016
- Road Services Asset Management Plan 2014
- Phillip Island Integrated Transport Study
- Drainage Services Asset Management Plan 2015
- Domestic Animal Management Plan 2017-20
- Natural Environment Strategy 2016-26
- Urban road and drainage improvement policy
- Bass Coast Towards 2030
- Disability Action Plan 2016-20

# Our Character

*Celebrating the uniqueness of our townships*

## What we heard

The items listed below are the areas of highest priority.

Our community wants:

- Council to respect the unique character of our townships
- Wonthaggi developed as a regional centre
- Infrastructure that reflects the character of the area
- To balance the development and growth with the environment
- To share the stories of our history
- Beautified town entrances and streetscapes
- To value the importance of our agricultural sector



## Strategic Outcomes:

- Partnering with our community to protect and enhance the unique character of our townships, open spaces and rural landscape
- Ensure the review of the Municipal Strategic Statement improves the controls within our townships to ensure that the character is protected
- Strengthen the role of Wonthaggi as our regional centre
- Manage the sensitivities of development and growth pressures
- Be proud of, and share, our history and cultural life



# Our Character

*Celebrating the uniqueness of our townships*

## Strategic Indicators:

Strategic Indicators	Measures	Target
Community capacity building	Community building events	Community building events held quarterly
Overall Community Satisfaction	Community Satisfaction Survey	Increase in overall community satisfaction score year on year
Representation on key planning issues	Representation at State Government	Number of meetings with ministers, departments and submissions made on behalf of Bass Coast
Statutory Planning decisions	Determinations at VCAT	75% of decisions not set aside at VCAT
	Statutory Planning legislative timelines	80% of applications determined within 60 days

## Supporting Strategies:

- Long Term Financial Plan
- Sites and Theme Plan 2014-24
- Wonthaggi Dalyston Structure Plan
- Bass Coast Towards 2030
- Municipal Strategic Statement

# Strategic Resource Plan

## Plan development

The Act requires a SRP to be prepared describing both financial and non-financial resources (including human resources) for at least the next four financial years to achieve the strategic objectives in the Council Plan. In preparing the SRP, Council must take into account all other plans and strategies in regard to services and initiatives which commit financial and non-financial resources for the period of the SRP.

Council has prepared a SRP for the four years 2017/18 to 2020/21 and a Long Term Financial Plan (LTFP) for the ten years 2017/18 to 2026/27 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The SRP 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 SRP, is financial sustainability in the medium to long term, while still achieving Council's strategic objectives as specified in the Council Plan. The key financial objectives, which underpin the SRP, are:

- Contain equivalent total spending on services at existing levels
- Maintain a viable cash position, ensuring financial sustainability in the long term
- Achieve underlying operating surpluses
- Maintain debt levels within prudential guidelines
- Pursue grant funding for strategic capital projects from the state and federal government
- Responsible rate increases that will see Council continue to be low rating, but meet community asset renewal needs
- An underlying assumption of the SRP is that rate rises will be in line with the State Government's Fair Go rate system

In preparing the SRP, 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 rates
- Consider the financial effects of Council decisions on future generations
- Provide full, accurate and timely disclosure of financial information.

## Budgeted Comprehensive Income Statement

	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Income</b>				
Rates and charges	54,873	57,264	59,787	62,427
Statutory fees and fines	1,804	1,859	1,914	1,972
User fees	5,110	5,289	5,553	5,748
Contributions - cash	957	296	501	171
Contributions - non-monetary assets	43	-	-	-
Grants - operating (recurrent)	8,539	8,710	8,884	9,062
Grants - operating (non-recurrent)	970	5,750	2,000	-
Grants - capital (recurrent)	851	1,143	678	691
Grants - capital (non-recurrent)	1,414	-	304	-
Net gain on disposal of property, infrastructure and equipment	25	-	-	-
Other income	1,380	1,374	1,120	1,148
<b>Total Income</b>	<b>75,965</b>	<b>81,685</b>	<b>80,742</b>	<b>81,218</b>
<b>Expenses</b>				
Employee benefits	(29,313)	(30,246)	(31,208)	(32,279)
Materials and services	(28,600)	(31,657)	(28,368)	(29,220)
Depreciation and amortisation	(12,235)	(12,479)	(12,729)	(12,984)
Finance costs	(730)	(756)	(494)	(426)
Other expenses	(1,177)	(4,075)	(6,425)	(3,941)
<b>Total Expenses</b>	<b>(72,055)</b>	<b>(79,214)</b>	<b>(79,225)</b>	<b>(78,850)</b>
<b>Surplus (deficit) for the year</b>	<b>3,910</b>	<b>2,471</b>	<b>1,516</b>	<b>2,368</b>
<b>Other comprehensive income</b>				
Net asset revaluation increment/(decrement)	-	-	-	-
<b>Total comprehensive result</b>	<b>3,910</b>	<b>2,471</b>	<b>1,516</b>	<b>2,368</b>

# Budgeted Balance Sheet

	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Current assets</b>				
Cash and cash equivalents	23,191	18,401	18,777	20,964
Trade and other receivables	9,018	9,978	9,980	10,005
Financial assets	40	40	40	40
Other assets	-	-	-	-
<b>Total current assets</b>	<b>32,248</b>	<b>28,419</b>	<b>28,797</b>	<b>31,009</b>
<b>Non-current assets</b>				
Trade and other receivables	1,882	1,881	1,881	1,880
Property, infrastructure, plant and equipment	584,713	586,580	586,967	586,097
<b>Total non-current assets</b>	<b>586,595</b>	<b>588,461</b>	<b>588,848</b>	<b>587,977</b>
<b>Total assets</b>	<b>618,843</b>	<b>616,881</b>	<b>617,645</b>	<b>618,987</b>
<b>Current liabilities</b>				
Trade and other payables	9,684	10,808	10,979	10,965
Interest-bearing loans and borrowings	6,635	1,283	1,217	543
Provisions	6,713	6,714	6,715	6,716
<b>Total current liabilities</b>	<b>23,033</b>	<b>18,805</b>	<b>18,911</b>	<b>18,225</b>
<b>Non-current liabilities</b>				
Other payables	-	-	-	-
Interest-bearing loans and borrowings	10,120	9,763	8,704	8,160
Provisions	4,179	4,330	4,532	4,734
<b>Total non-current liabilities</b>	<b>14,299</b>	<b>14,093</b>	<b>13,236</b>	<b>12,895</b>
<b>Total liabilities</b>	<b>37,332</b>	<b>32,898</b>	<b>32,146</b>	<b>31,120</b>
<b>Net assets</b>	<b>581,512</b>	<b>583,982</b>	<b>585,498</b>	<b>587,867</b>
<b>Equity</b>				
Accumulated surplus	241,086	248,216	249,251	249,142
Asset revaluation reserve	317,872	317,872	317,872	317,872
Other reserves	22,554	17,895	18,375	20,853
<b>Total equity</b>	<b>581,512</b>	<b>583,982</b>	<b>585,498</b>	<b>587,867</b>



## Budgeted Statement of Changes in Equity

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2017/18</b>				
Balance at beginning of the financial year	577,602	238,333	317,872	21,397
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	3,910	3,910	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(4,627)	-	4,627
Transfer from other reserves	-	3,470	-	(3,470)
<b>Balance at end of financial year</b>	<b>581,512</b>	<b>241,086</b>	<b>317,872</b>	<b>22,554</b>
<b>2018/19</b>				
Balance at beginning of the financial year	581,512	241,086	317,872	22,554
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	2,471	2,471	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(3,360)	-	3,360
Transfer from other reserves	-	8,019	-	(8,019)
<b>Balance at end of financial year</b>	<b>583,982</b>	<b>248,216</b>	<b>317,872</b>	<b>17,895</b>
<b>2019/20</b>				
Balance at beginning of the financial year	583,982	248,216	317,872	17,895
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	1,516	1,516	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(3,488)	-	3,488
Transfer from other reserves	-	3,008	-	(3,008)
<b>Balance at end of financial year</b>	<b>585,498</b>	<b>249,251</b>	<b>317,872</b>	<b>18,375</b>
<b>2020/21</b>				
Balance at beginning of the financial year	585,498	249,251	317,872	18,375
Adjustment on change in accounting policy	-	-	-	-
Comprehensive result	2,368	2,368	-	-
Net asset revaluation increment (decrement)	-	-	-	-
Transfer to other reserves	-	(4,010)	-	4,010
Transfer from other reserves	-	1,532	-	(1,532)
<b>Balance at end of financial year</b>	<b>587,867</b>	<b>249,142</b>	<b>317,872</b>	<b>20,853</b>

# Budgeted Cash Flow Statement

	Budget	Strategic Resource Plan Projections		
	2017/18	2018/19	2019/20	2020/21
	\$'000	\$'000	\$'000	\$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
<b>Cash flows from operating activities</b>				
<b>Receipts</b>				
Rates and charges	53,166	56,591	59,786	62,408
Grants - operating	9,213	14,290	10,884	9,059
Grants - capital	2,194	1,130	982	691
Interest	743	734	720	727
User fees	4,951	5,227	5,553	5,746
Statutory fees and fines	1,748	1,837	1,914	1,971
Other revenue	1,521	917	901	592
	<b>73,537</b>	<b>80,724</b>	<b>80,740</b>	<b>81,194</b>
<b>Payments</b>				
Employee benefits	(27,742)	(29,592)	(30,989)	(32,149)
Materials and consumables	(27,221)	(31,144)	(28,319)	(29,251)
Other expenses	(1,120)	(4,022)	(6,377)	(3,908)
	<b>(56,083)</b>	<b>(64,758)</b>	<b>(65,685)</b>	<b>(65,308)</b>
<b>Net cash provided by operating activities</b>	<b>17,454</b>	<b>15,966</b>	<b>15,055</b>	<b>15,886</b>
<b>Cash flows from investing activities</b>				
Proceeds from sales of property, plant and equipment	444	902	929	956
Deposits	55	56	57	58
Payments for property, plant and equipment	(18,618)	(15,248)	(14,044)	(13,071)
<b>Net cash used in investing activities</b>	<b>(18,119)</b>	<b>(14,291)</b>	<b>(13,059)</b>	<b>(12,056)</b>
<b>Cash flows from financing activities</b>				
Finance costs	(730)	(756)	(494)	(426)
Proceeds from borrowings	4,321	926	157	-
Repayment of borrowings	(1,234)	(6,635)	(1,283)	(1,217)
<b>Net cash provided by (used in) financing activities</b>	<b>2,357</b>	<b>(6,465)</b>	<b>(1,620)</b>	<b>(1,643)</b>
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>1,692</b>	<b>(4,790)</b>	<b>376</b>	<b>2,187</b>
Cash and cash equivalents at beg of year	21,499	23,191	18,401	18,777
<b>Cash and cash equivalents at end of year</b>	<b>23,191</b>	<b>18,401</b>	<b>18,777</b>	<b>20,964</b>

# Budgeted Capital Works Statement

	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Capital works areas</b>				
Land	-	-	-	-
Buildings	6,521	4,695	5,165	5,203
Building improvements	-	-	-	-
Plant, machinery and equipment	1,830	1,645	1,601	1,633
Fixtures, fittings and furniture	-	-	-	-
Computers and telecommunications	74	-	77	79
Roads	3,676	2,991	3,087	3,210
Bridges	61	541	584	88
Footpaths and cycle ways	1,068	1,130	1,006	220
Drainage	1,550	491	528	595
Rec, leisure and community facilities	1,294	374	491	653
Waste management	2,035	-	-	-
Parks, open spaces and streetscape	-	2,090	352	192
Aerodromes	-	-	-	-
Off street car parks	117	121	104	108
Other infrastructure	342	1,170	1,049	1,089
Artworks	50	-	-	-
<b>Total capital works</b>	<b>18,618</b>	<b>15,248</b>	<b>14,044</b>	<b>13,071</b>
<b>Represented by:</b>				
Asset renewal	10,199	11,105	11,893	11,834
New assets	3,206	2,855	-	-
Asset expansion	2,285	926	655	-
Asset upgrade	2,928	362	1,496	1,236
<b>Total capital works</b>	<b>18,618</b>	<b>15,248</b>	<b>14,044</b>	<b>13,071</b>
<b>Summary of funding sources</b>				
Grants - Capital (Recurrent)	851	1,143	678	691
Grants - Capital (Non-recurrent)	1,414	-	304	-
Contributions (Cash)	957	296	501	171
New Loans	4,321	926	157	-
Council Cash	11,075	12,883	12,405	12,208
<b>Total of funding sources</b>	<b>18,618</b>	<b>15,248</b>	<b>14,044</b>	<b>13,071</b>

## Budgeted Statement of Human Resources

	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Staff expenditure</b>				
Employee costs - Operating	(29,313)	(30,246)	(31,208)	(32,279)
Employee costs - Capital	(680)	(713)	(736)	(761)
<b>Total staff expenditure</b>	<b>(29,993)</b>	<b>(30,959)</b>	<b>(31,944)</b>	<b>(33,040)</b>
<b>Staff numbers</b>				
	FTE	FTE	FTE	FTE
Employees	314.6	314.6	314.6	314.6
<b>Total staff numbers</b>	<b>314.6</b>	<b>314.6</b>	<b>314.6</b>	<b>314.6</b>

## Summary of planned expenditure on Human Resources

	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Chief Executive Office</b>				
Permanent full time	490	506	522	540
Permanent part time	89	92	95	98
<b>Total Chief Executive Office</b>	<b>580</b>	<b>598</b>	<b>617</b>	<b>638</b>
<b>Finance &amp; Organisational Development</b>				
Permanent full time	3,937	4,063	4,192	4,336
Permanent part time	332	342	353	365
<b>Total Finance &amp; Organisational Development</b>	<b>4,269</b>	<b>4,405</b>	<b>4,545</b>	<b>4,701</b>
<b>Healthy Communities &amp; Governance</b>				
Permanent full time	5,475	5,650	5,829	6,030
Permanent part time	4,574	4,720	4,870	5,037
<b>Total Healthy Communities &amp; Governance</b>	<b>10,050</b>	<b>10,370</b>	<b>10,700</b>	<b>11,067</b>
<b>Infrastructure</b>				
Permanent full time	7,975	8,229	8,491	8,782
Permanent part time	590	609	628	650
<b>Total Infrastructure</b>	<b>8,565</b>	<b>8,838</b>	<b>9,119</b>	<b>9,432</b>
<b>Sustainable Growth &amp; Development</b>				
Permanent full time	4,244	4,379	4,518	4,673
Permanent part time	579	597	616	637
<b>Total Sustainable Growth &amp; Development</b>	<b>4,822</b>	<b>4,976</b>	<b>5,134</b>	<b>5,310</b>
<b>Total permanent employee expenditure</b>	<b>28,286</b>	<b>29,186</b>	<b>30,115</b>	<b>31,148</b>
Casuals and other expenditure	1,028	1,060	1,094	1,132
<b>Total operating employee expenditure</b>	<b>29,313</b>	<b>30,246</b>	<b>31,209</b>	<b>32,280</b>
Capitalised labour	680	713	736	761
<b>Total employee expenditure</b>	<b>29,994</b>	<b>30,959</b>	<b>31,944</b>	<b>33,041</b>

## Summary of planned number of Human Resources

	Budget	Strategic Resource Plan Projections		
	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
<b>Chief Executive Office</b>				
Permanent full time	2.0	2.0	2.0	2.0
Permanent part time	1.0	1.0	1.0	1.0
<b>Total Chief Executive Office</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>
<b>Finance &amp; Organisational Development</b>				
Permanent full time	35.0	35.0	35.0	35.0
Permanent part time	5.3	5.3	5.3	5.3
<b>Total Finance &amp; Organisational Development</b>	<b>40.3</b>	<b>40.3</b>	<b>40.3</b>	<b>40.3</b>
<b>Healthy Communities &amp; Governance</b>				
Permanent full time	59.2	59.2	59.2	59.2
Permanent part time	52.8	52.8	52.8	52.8
<b>Total Healthy Communities &amp; Governance</b>	<b>112.0</b>	<b>112.0</b>	<b>112.0</b>	<b>112.0</b>
<b>Infrastructure</b>				
Permanent full time	91.9	91.9	91.9	91.9
Permanent part time	5.1	5.1	5.1	5.1
<b>Total Infrastructure</b>	<b>97.0</b>	<b>97.0</b>	<b>97.0</b>	<b>97.0</b>
<b>Sustainable Growth &amp; Development</b>				
Permanent full time	33.6	33.6	33.6	33.6
Permanent part time	8.1	8.1	8.1	8.1
<b>Total Sustainable Growth &amp; Development</b>	<b>41.8</b>	<b>41.8</b>	<b>41.8</b>	<b>41.8</b>
<b>Total full time equivalent permanent staff</b>	<b>294.0</b>	<b>294.0</b>	<b>294.0</b>	<b>294.0</b>
Casuals and other expenditure	14.6	14.6	14.6	14.6
<b>Total operating permanent staff</b>	<b>308.6</b>	<b>308.6</b>	<b>308.6</b>	<b>308.6</b>
Capitalised labour	6.0	6.0	6.0	6.0
<b>Total full time equivalent employees</b>	<b>314.6</b>	<b>314.6</b>	<b>314.6</b>	<b>314.6</b>

# Appendices

- Municipal Public Health and Wellbeing Annual Action Plan
- 'Help Shape a Better Bass Coast' Community Engagement Summary