

Council Plan 2009 – 2013

Bayside City Council
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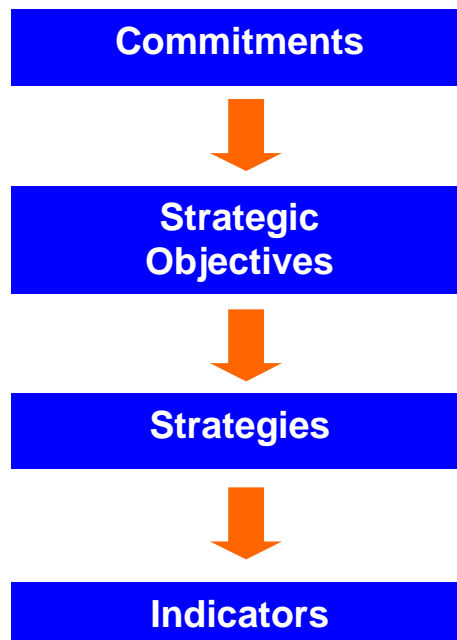
Introduction

The Council Plan 2009 – 2013 is a key document that outlines Council’s strategic direction for the coming four years. It is prepared in accordance with the requirements of the Local Government Act 1989.

The alignment of the Council Plan to Council’s term of office enables the elected representatives to focus on their vision for the community and the values they wish to uphold.

In response to the issues facing the community, Council has developed six Commitments that reflect the key areas it feels passionate about and in which it is committed to making a difference.

These Commitments provide the framework for the Strategic Objectives, which set out where Council wants to be for the next four years. The Strategies then define how Council will endeavour to achieve the Strategic Objectives. Each of the Strategic Objectives has Indicators to monitor their achievement.



Attached to the Council Plan (to be reviewed annually) are the Strategic Resource Plan and Annual Action Plan. The Strategic Resource Plan sets out the financial and non-financial resources required to achieve what has been set out in the Council Plan. The Annual Action Plan outlines the Key Activities to be undertaken each year to deliver on the Council Plan.

Bayside City Council is committed to planning for the future. The Council Plan 2009 – 2013 lays the groundwork for addressing longer-term goals and making Bayside a better place. More information about Bayside’s planning process is available on Page 5 and the detail under each of the Commitments is included from Page 8 onwards.

A message from the Mayor and CEO

As Mayor and Chief Executive Officer of the City of Bayside, it gives us great pleasure to present the *Council Plan 2009 – 2013*. The aim of this four-year plan is to provide a strong strategic focus to the organisation and establish a shared direction with our community.

This Council Plan is the first developed by the newly formed Council, following the State Government's electoral representation review. In November 2008, Bayside residents elected seven councillors over three wards. The elected councillors are:

| | |
|----------------|--|
| Northern ward: | Alex del Porto Clifford Hayes |
| Central ward: | Louise Cooper-Shaw Felicity Frederico James Long BM JP |
| Southern ward: | Michael Norris Simon Russell JP |

The councillors have come together with diverse backgrounds, yet a common purpose – **to work with our community to make Bayside a better place**. Throughout the Council planning process, they focused on the aspects of Bayside they passionately believe will be of greatest benefit to our community. The Council is committed to:

- Lifestage wellbeing of our people
- Advocacy for, and with, our community
- Managing our built environment
- Natural environment, open space and biodiversity
- Community engagement and having real conversations
- Stewardship, governance and leadership

Through various forms of consultation, you have told Council these things are important to you. We, as a council, are dedicated to preserving and enhancing those aspects of Bayside that are valued, and providing the amenities and services to meet the changing needs of our people.

The *Council Plan 2009 – 2013* will guide decision making, resource allocation and organisational focus. It also provides the framework to enable management and staff of Bayside City Council to perform functions and provide services essential to our community.

Bayside City Council will be held accountable to the *Council Plan 2009 - 2013* by regular reporting against our Annual Action Plan, which sets out the key activities to be undertaken for each year of the Council Plan.

We would like to thank the councillors for their valuable time and effort in creating this Council Plan. With their drive and determination and that of our community, we are all working to make Bayside a better place!

Cr James Long BM JP
Mayor

Adrian Robb
Chief Executive Officer

The City of Bayside

The city

The City of Bayside covers an area of 37 square kilometers. It strikes the perfect balance between accessibility to the Melbourne central business district and a peaceful, leafy, predominantly residential area. Port Phillip Bay coastline creates a natural boundary to the west, and Bayside is surrounded by the cities of Kingston, Glen Eira and Port Phillip.

Bayside enjoys a wide range of high-quality facilities and natural spaces, including parks and reserves, local retail centres, the foreshore and open space, and sports and community facilities.

The municipality is made up of the suburbs of Beaumaris, Black Rock, Brighton, Brighton East, Hampton, Hampton East and Sandringham, and the western areas of Highett and Cheltenham.

Our history

The Boon wurrung clan lived on the eastern shores of Port Phillip Bay, encompassing the area we now know as Bayside, prior to European settlement. Some of their descendents still live in the area.

In 1841, Henry Dendy purchased a parcel of land, which today forms part of Brighton and Brighton East. Later, in 1852, Josiah Holloway purchased Crown land that was part of an area now known as Sandringham.

Development increased steadily after the First and Second World Wars as more land was purchased for subdivision, resulting in a population increase.

The City of Bayside as we know it today, was formed after the amalgamation of Victorian councils in 1994, and is made up of the former Cities of Sandringham, Brighton, and parts of the former Cities of Mordialloc and Moorabbin.

The population

The municipality has a dynamic, active and involved community of approximately 92,000 residents, with some of the common characteristics of its people being:

| Common characteristics | % of residents (2006) | | Trend 2001-2006 |
|--|--------------------------------|---------|-----------------|
| | Melbourne Statistical Division | Bayside | Bayside |
| Born in Australia | 64 | 72 | ↓ 1.3% |
| From a non-English speaking background | 22 | 12 | ↑ 0.1% |
| Under the age of five | 6 | 6 | ↑ 0.4% |
| Aged 35 to 49 years old | 23 | 24 | — |
| Aged 70 years and over | 9 | 13 | ↓ 0.5% |
| Tertiary educated | 20 | 31 | ↑ 5.0% |
| Lived in Bayside for more than five years | Not comparable | 67 | No figures |
| Households made up of couples with children | 48 | 51 | ↑ 2.0% |
| Household income of \$2,500 or more per week | 12 | 26 | No figures |

(Source: Australian Bureau of Statistics, 2006 Census of Population and Housing)

Planning for the future

Our purpose is to work with the community to make Bayside a better place.

By setting out our commitments and establishing what we need to do to address these, we can, with the community, make Bayside a better place.

Our aim, as an organisation, is to:

- Build and participate in partnerships
- Demonstrate leadership to empower the community to achieve their aspirations
- Adapt to challenges and changes in our internal and external environments
- Advocate and influence decision makers
- Strive for organisational excellence and professionalism
- Respond in a strategic manner
- Actively engage people
- Deliver a range of appropriate and well-planned services

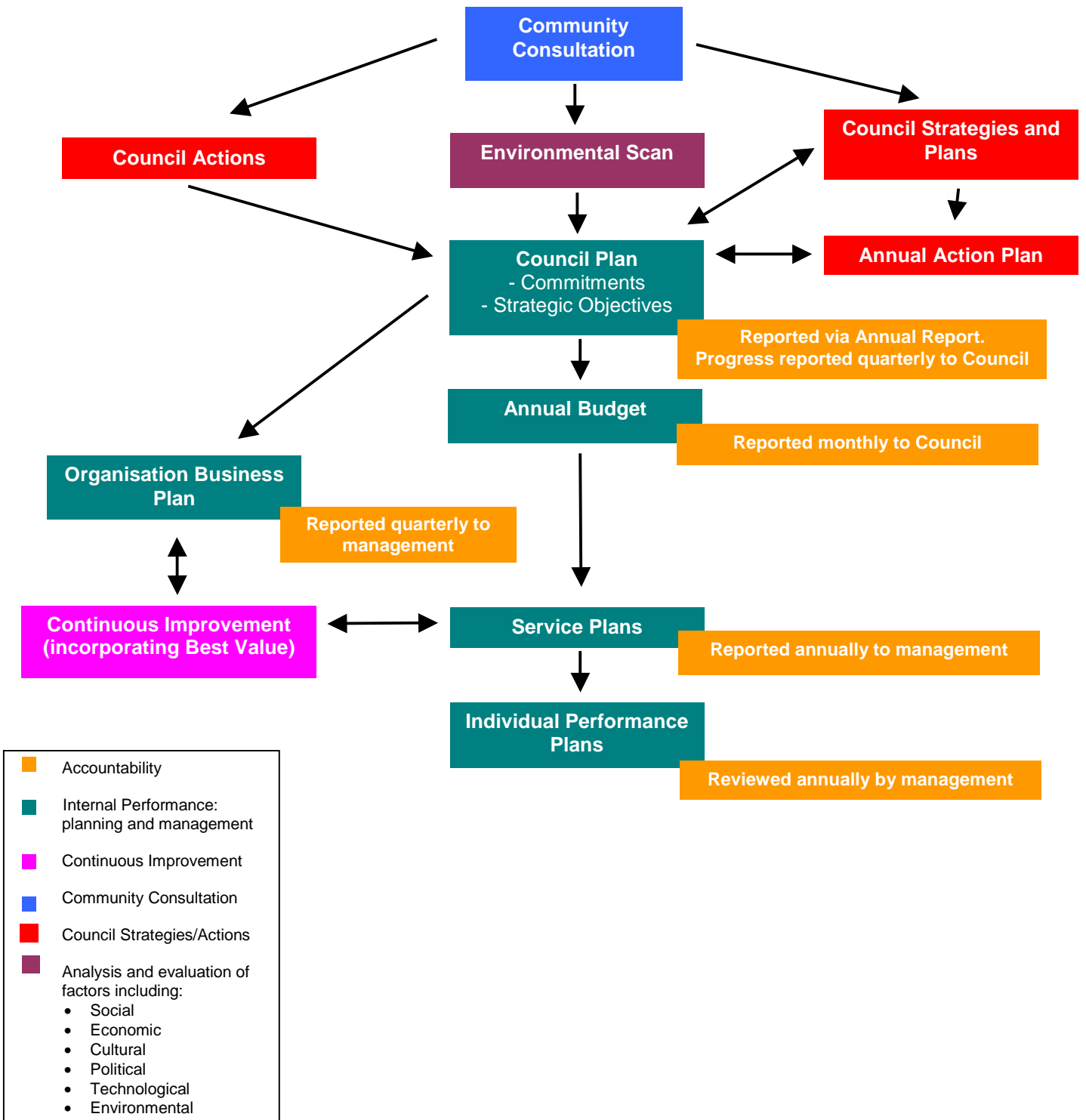
We will also be accountable, strive for continuous improvement, and commit to being open and transparent.

Council's planning framework

The diagram below illustrates Bayside's approach to planning. We are committed to engaging with the community and having real conversations, to find out what we are doing well and what needs improving.

This information underpins our planning process and provides the foundation for the Council Plan, with specific actions outlined in the Annual Action Plan, the Organisation Business Plan, Departmental Service Plans and Individual Performance Plans.

Through regular review and reporting on our progress, we are able to take action where necessary and adapt to the changing needs of the community and other impacts on the internal and external environment.



Bayside City Council Commitments

The *Council Plan 2009 – 2013* meets all statutory requirements and includes the following attributes:

- **Commitments** represent the key issues for the Bayside community as identified by Council
- **Strategic objectives** establish where we want to be for each of the Commitments
- **Strategies** define how Council will endeavour to achieve the Strategic Objectives
- **Indicators** define what will be measured to show we are meeting our objectives

Below are the challenges we are committed to addressing over the next four years:

Commitment 1 – Lifestage wellbeing of our people

- Equitable access to services and facilities
- Improving quality of life by being responsive to need

Commitment 2 – Advocacy for and with our community

- Effective representation of our people to state and federal government, other adjoining municipalities, agencies and private organisations, peak bodies and the media

Commitment 3 – Managing our built environment

- Maintaining neighbourhood character
- Encouraging environmental sustainability in design practices
- Creating a sense of community in our villages and activity centres
- Providing housing that will meet the changing needs of the community
- Creating and maintaining suitable infrastructure

Commitment 4 – Natural environment, open space and biodiversity

- Equity in access to open spaces and the foreshore
- Reducing our ecological footprint
- Preservation of our built and natural heritage

Commitment 5 – Community engagement and having real conversations

- Improving our communication with the community and major stakeholders
- Seeking alternative methods of communication

Commitment 6 – Stewardship, governance and leadership

- Maintaining the financial sustainability of Bayside City Council as an organization
- Providing the highest standards of professional conduct

The following pages outline the Strategic Objectives, Strategies and Indicators that sit under each of the Commitments.

The Key Activities, Performance Measures and Targets for these are addressed in the Annual Action Plan, and the resources required to fulfil our objectives are detailed in the Strategic Resource Plan, both of which will be updated annually.

Commitment 1 – Lifestage wellbeing of our people

Strategic objective 1.1: People in Bayside will continue to enjoy a high quality of life and wellbeing

| Strategies | | Indicators |
|------------|---|--|
| 1.1.1 | We will develop and maintain strong relationships in planning and delivering services and facilities for the health and wellbeing of the community including volunteerism | <ul style="list-style-type: none"> ➤ Number of formal partnerships in place with organisations, funding bodies and interest groups ➤ Community satisfaction with Council's involvement in health and community services ➤ Bayside's Municipal Health and Wellbeing Plan provides an endorsed framework for lifestage and wellbeing planning in the municipality |
| 1.1.2 | We will provide accessible and high quality services meeting the established needs of people in their local community | <ul style="list-style-type: none"> ➤ Plans for every age and stage are evidence-based in accordance with changing needs and population projections ➤ Bayside residents have access to a comprehensive range of accessible, high quality services, which meet their diverse needs ➤ Community satisfaction rating for overall performance in regard to health and human services |

Commitment 2 – Advocacy for and with our community

Strategic objective 2.1: We will be an effective advocate on behalf of, and with, the Bayside community

| Strategies | Indicators |
|---|--|
| 2.1.1 We will lobby Federal and State governments for extra resources and changes to legislation that will benefit our community and organisation | <ul style="list-style-type: none"> ➤ Extent to which Bayside City Council’s grant funding from the Federal and State governments increase ➤ Changes to government policy and legislation reflect Council’s position ➤ Community satisfaction rating for Council’s advocacy and community representation on key local issues |
| 2.1.2 We will work to limit cost-shifting to Council from the Federal and State governments | <ul style="list-style-type: none"> ➤ Number of occasions Council resolves to oppose cost-shifting ➤ Extent to which Council is successful in avoiding cost-shifting |
| 2.1.3 We will identify opportunities to increase funding for human services | <ul style="list-style-type: none"> ➤ Level of funding for human services |
| 2.1.4 We will achieve approval of our Bayside planning scheme amendments | <ul style="list-style-type: none"> ➤ Number of occasions Council advocates on a planning scheme matter ➤ Extent to which our planning scheme amendments are approved |
| 2.1.5 Through effective partnerships, Council will advocate to achieve positive environmental outcomes | <ul style="list-style-type: none"> ➤ Level of Council’s participation in environmentally focussed bodies and alliances |

Commitment 3 – Managing our built environment

Strategic objective 3.1: Buildings and infrastructure will be respectful of Bayside’s character and environment and relevant to community needs, in creating a liveable city

| Strategies | Indicators |
|---|--|
| <p>3.1.1 Built environment controls will encompass environmental sustainability, site responsive design and community needs</p> | <ul style="list-style-type: none"> ➤ Number of Planning Scheme amendments adopted reflecting Council’s standards additional to those of the Victorian Planning Provisions ➤ Gazettal of revised Municipal Strategic Statement as an amendment to the Bayside Planning Scheme ➤ Community satisfaction of overall performance in regard to enforcement of local laws |
| <p>3.1.2 We will engage with the community (developers, residents, consultants) on Council’s expectations regarding controls over the built environment quality</p> | <ul style="list-style-type: none"> ➤ Level of community awareness of Council’s objectives for the built environment ➤ Level of compliance with Council’s Planning Enforcement Framework ➤ Community satisfaction rating for overall performance in regard to town planning policy and approvals |
| <p>3.1.3 Our villages and activity centres will provide an attractive focus for their local communities</p> | <ul style="list-style-type: none"> ➤ Level of local community acceptance of activity centre masterplans ➤ Extent to which activity centre masterplans implemented |
| <p>3.1.4 Housing will meet the diverse and changing community needs over time and be located to support sustainable living</p> | <ul style="list-style-type: none"> ➤ Housing Strategy completed and adopted by Council |
| <p>3.1.5 We will provide sustainable infrastructure that is fit for purpose</p> | <ul style="list-style-type: none"> ➤ Size of the Infrastructure Renewal Gap as measured by the sustainability index ➤ Developer Contribution Plan accepted and gazetted as a planning scheme amendment ➤ Community satisfaction of overall performance in regard to local roads and footpaths ➤ Community satisfaction of overall performance in regard to traffic management and parking facilities |

Commitment 4 – Natural environment, open space and biodiversity

Strategic objective 4.1: We will improve the quality of our natural environment and open spaces and meet the challenges of climate change

| Strategies | Indicators |
|--|---|
| 4.1.1 We will conserve Bayside’s natural environment | <ul style="list-style-type: none"> ➤ Implementation of Bushland Strategy ➤ Extent of native vegetation cover in vegetation protection overlay ➤ Extent of diversity of Flora and Fauna |
| 4.1.2 We will increase the extent of tree canopy of the municipality including the planting of more trees on public land | <ul style="list-style-type: none"> ➤ Level of tree canopy ➤ Number of trees planted |
| 4.1.3 We will provide accessible open space that meets the identified needs of the Bayside community | <ul style="list-style-type: none"> ➤ Open Space Strategy is based on evidence of current and future needs ➤ Community satisfaction of overall performance in regard to recreation facilities ➤ Community satisfaction of overall performance in regard to appearance of public areas |
| 4.1.4 We will develop a response to the challenges of climate change, especially in coastal locations | <ul style="list-style-type: none"> ➤ Evidence of anticipated climate change impacts have been taken into account in all major strategies and policies |

Commitment 4 – Natural environment, open space and biodiversity

Strategic objective 4.2: We will reduce Council’s reliance on non-renewable energy resources

| Strategies | | Indicators |
|------------|--|--|
| 4.2.1 | We will achieve carbon neutrality for Council’s operations by 2020 | ➤ Level of CO2 reduction (2011-2012 target = 5% reduction) |
| 4.2.2 | We will reduce Council’s reliance on potable water | <ul style="list-style-type: none"> ➤ Level of potable water utilised by Council’s operations ➤ Level of stormwater (stormwater interception) recycled ➤ Level of recycled water utilised by Council’s operations |
| 4.2.3 | We will educate and engage our community in environmental sustainability | <ul style="list-style-type: none"> ➤ Number of environmental sustainability education programs completed ➤ Number of people engaged in environmental sustainability education programs ➤ Extent of Bayside community’s ecological footprint ➤ Fifty percent of waste recycled ➤ Community satisfaction rating for overall performance in regard to waste management |
| 4.2.4 | Through effective partnerships, Council will advocate to achieve positive environmental outcomes | ➤ Level of Council’s participation in environmentally focussed bodies and alliances |

Commitment 5 – Community engagement and having real conversations

Strategic objective 5.1: We will effectively engage with our community

| Strategies | | Indicators |
|------------|---|---|
| 5.1.1 | We will increase transparency and knowledge about opportunities for community participation | <ul style="list-style-type: none"> ➤ Level of community satisfaction with Council's information provision |
| 5.1.2 | We will provide a range of opportunities for the community to actively engage in Council's decision-making activities | <ul style="list-style-type: none"> ➤ Community satisfaction rating for Council's engagement in decision making on key local issues ➤ Level of utilisation of effective communication tools and techniques ➤ Council's media ratings demonstrate a net positive image ➤ Extent of community participation in the development of the Community Plan |
| 5.1.3 | We will ensure our approaches to community engagement are appropriate, ongoing, open and collaborative | <ul style="list-style-type: none"> ➤ Councillors and staff demonstrate competency in appropriate community engagement strategies and techniques ➤ Level of projects that meet the community engagement criteria (to be developed) |

Commitment 6 – Stewardship, governance and leadership

Strategic objective 6.1: We will improve the condition and suitability of the municipality’s assets and resources, and the capability of our organisation

| Strategies | | Indicators |
|------------|---|--|
| 6.1.1 | Economic, social and environmental impacts will inform all Council decisions | ➤ Level of compliance of projects with the environmental, economic, social and technological assessment framework |
| 6.1.2 | Our long-term financial strategy will provide a transparent validation of Council’s intentions to continue to achieve financial sustainability in the medium to long term | ➤ Compliance with Victorian Auditor-General’s Office measures: <ul style="list-style-type: none"> • Underlying result • Liquidity • Indebtedness • Self-financing • Investment Gap |
| 6.1.3 | We will achieve sound risk management | ➤ Jardine Municipal Accident Protection Plan and Civic Mutual Plus insurance audit results are within the top quartile |
| 6.1.4 | We will meet the current and future requirements relating to organisation structure, capability, succession and talent management | ➤ Existence of an Organisation Business Plan that sets goals and monitors and reviews organisational capacity ➤ Community satisfaction rating for Council’s interaction and responsiveness in dealing with the public ➤ Community satisfaction rating for overall performance in key service areas and responsibilities ➤ Community satisfaction rating for overall performance in regard to economic development |

Commitment 6 – Stewardship, governance and leadership

Strategic objective 6.2: We will provide open, transparent and accountable governance with the highest standards of integrity

| Strategies | Indicators |
|--|--|
| 6.2.1 Council will regularly review and reflect on its decisions and performance | <ul style="list-style-type: none"> ➤ Community satisfaction rating of overall performance generally of Council ➤ Level of completion of Annual Action Plan targets ➤ Level of completion of Council's annual internal audit program ➤ Councillors meet at least four times per year to undertake a self-assessment against the Code of Conduct |
| 6.2.2 Council decisions and initiatives will be based on clear and transparent evidence, informed by economic, environmental and social considerations | <ul style="list-style-type: none"> ➤ All Council strategies, plans and policies are assessed against economic, environmental and social sustainability considerations ➤ Extent to which Council's decisions are made in public |

Strategic Resource Plan 2009 – 2013

The Strategic Resource Plan outlines the resources required to achieve the objectives detailed in the Council Plan over the next four years.

The Council Plan is a key strategic document which outlines at a high level what Council intends to achieve over the next four years. The resources required to achieve this plan are detailed in the Strategic Resource Plan.

Our staff

Bayside City Council recognises that staff are our most important resource. A number of programs, policies and procedures are in place to ensure that our people are managed in the best way possible to ensure our objectives are achieved and we deliver the best outcome for the Bayside community.

A number of our commitments for the coming financial year will support our ongoing development as an Employer of Choice. These include:

- Implementation of an electronic staff performance planning system that will assist in better integrating the staff performance planning process with Council's strategic planning framework;
- Development of a comprehensive Human Resources Strategy will ensure that the ongoing development, support and retention of our staff is closely aligned with organisational objectives; and
- Negotiation of a new Workplace Agreement delivering competitive employment conditions for staff balanced with sustainable outcomes for the organisation.

At 30 June 2009, Council will have 360.5 effective full time (EFT) staff. This figure is expected to increase to 365.30 in the 2009/10 year.

Council is not expecting significant increases in staff EFT during the life of this Council Plan.

Any increases in staff EFT will be commensurate with service expectations placed on the local government sector and Council's Long Term Financial Plan 2009/10 - 2019/20.

Employee costs are expected to increase at modest rates. It is anticipated that recurrent employee costs in 2009/2010 will increase by 4.2% including Council's anticipated commitment to a 4% per annum salary increase contained in the Bayside Workplace Agreement.

Infrastructure and Assets

Through the Council Plan and annual business planning process, Council demonstrates its commitment to managing infrastructure across all asset classes.

The continued development of our asset management systems will ensure that capital renewal and maintenance expenditure will maximise the service life of Council's many assets.

The forecast depreciated value of Council's infrastructure assets as of 30 June 2009 included:

| | |
|-------------------|--|
| Roads | \$139.8 million |
| Drains | \$43.1 million |
| Buildings | \$124.1 million |
| Land improvements | \$26.1 million (including parks and sportsgrounds) |

Council currently develops its capital works program on the basis of the following criteria:

- **Annual refurbishment and maintenance**
Maintenance programs for roads, drains, footpaths, kerb and channel, information services and community buildings are based on the depreciation and assessed condition of the assets assessment or under the requirements of the relevant accounting standard.
- **Committed requirement**
Council has adopted numerous strategies and programs for implementation of capital improvements through master plans, management plans, streetscape improvement plans and public toilet upgrades.
- **Other projects**
Provision is made in the budget for other works including major new capital projects.

Non-financial indicators

| Commitment | Indicator | Target 2009/10 |
|--|---|--|
| 1. Lifestage wellbeing of our people | - Community satisfaction with health and human services * | 74 |
| | - Complete the Municipal Health and Wellbeing Plan | Completion by 31 December 2009 |
| 2. Advocacy for and with our community | - Community satisfaction rating for Council's advocacy and community representation on key local issues * | 61 |
| | - Introduce a system to measure and identify financial contributors and cost shifting from state and federal governments | Implementation by 30 September 2009 |
| 3. Managing our built environment | - Community satisfaction with town planning policy and approvals * | 51 |
| | - Develop four activity centre masterplans | Council adoption of four activity centre masterplans by 30 November 2009 |
| 4. Natural environment, open space and biodiversity | - Community satisfaction with appearance of public areas * | 69 |
| | - Community satisfaction with waste management * | 80 |
| | - Plant additional street trees throughout the municipality | 1000 additional street trees planted by 30 June 2010 |
| 5. Community engagement and having real conversations | - Community satisfaction rating for Council's engagement in decision making on key local issues * | 59 |
| | - Develop a community plan that engages the Bayside community and provides a long-term vision for the municipality and our neighbourhoods | Community Plan developed and adopted by 30 June 2010 |
| 6. Stewardship, governance and leadership | - Community satisfaction rating for overall performance generally of the Council * | 67 |
| | - Complete the annual internal audit program in accordance with the Audit Charter | Audit plan completed by 30 June 2010 |

Notes to the non-financial indicators

1. The non-financial indicators above are taken from the Indicators in Bayside's *Council Plan 2009 – 2013* and from the Key Activities in the *Annual Action Plan 2009 – 2010*.

* The source for these indicators and targets is the Department of Planning and Community Development (DPCD) *Annual Community Satisfaction Survey*. Council aims to maintain a score in line with the rolling average of the last three years. Our 2009/2010 targets are set in accordance with these averages.

Financial indicators

| Indicator | Target 2009/2010 |
|---|-------------------|
| Financial Health | |
| Underlying result (net surplus / revenue) - Sufficient operating income to cover operating expenses | Greater than zero |
| Liquidity (current assets / current liabilities) - The ability to pay existing liabilities within the next 12 months | 1 or greater |
| Debt Management | |
| Debt Management - Indebtedness as a percentage of rates and charges - This measures the total indebtedness as a percentage of rates and charges as loans are secured against the revenue stream from rates | Less than 80% |
| Indebtedness (non-current liability / own source revenue) - The ability to repay debt from own source revenue being revenue not tied to specific projects | Less than 40% |
| Debt servicing costs as a percentage of total revenue - The proportion of total revenue required to service Council's debt costs | Less than 5% |
| Capital Expenditure | |
| Self-financing (net operating cash / underlying revenue) - The ability to replace assets using cash generated from day-to-day operations | Greater than 20% |
| Investment gap (capital spend / depreciation) - Risk of insufficient spending on capital renewal | Greater than 1 |
| Percentage achievement of capital expenditure - Measures the level of capital project completion | Greater than 80% |
| Debtor Management | |
| Percentage of rates and charges outstanding - Measures the efficiency for collection of outstanding rates and charges | Less than 3% |

Financial Standard Statements

The following four Standard Statements for the Strategic Resource Plan form a special purpose financial reporting format prepared to meet the requirements of the *Local Government Act 1989*.

These Standard Statements together with their explanatory notes each provide information in relation to an aspect of Council's financial management. They should be read in conjunction with each other to obtain an overall understanding of Council's financial position and management.

The Budgeted Standard Income, Balance Sheet, Cash Flow and Capital Works Statements for the Strategic Resource Plan are prepared in formats consistent with the Budget and the Financial Statements.

This report is a summary of the information found in the Strategic Resource Plan and as such cannot be expected to provide as full an understanding as the complete reports from which it is derived. The Strategic Resource Plan together with its detailed notes should be examined for further detailed information.

Budgeted standard income statement for the years ending 30 June 2010 – 2013

| | 2009/10 \$'000's | 2010/11 \$'000's | 2011/12 \$'000's | 2012/13 \$'000's |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|
| Revenue | | | | |
| Rates and charges | 57,809 | 61,089 | 64,549 | 68,199 |
| Operating grants and contributions | 8,516 | 8,857 | 9,211 | 9,579 |
| Capital grants and contributions | 1,344 | 1,000 | 1,035 | 1,071 |
| User charges and fines | 14,252 | 14,679 | 15,849 | 16,326 |
| Interest | 928 | 816 | 928 | 1,075 |
| Total revenue | 82,849 | 86,441 | 91,572 | 96,250 |
| Expenses | | | | |
| Employee benefits | 28,052 | 29,875 | 31,817 | 33,885 |
| Materials and other | 17,413 | 18,022 | 18,653 | 19,306 |
| External contracts | 21,117 | 21,962 | 22,840 | 23,754 |
| Depreciation | 11,972 | 12,365 | 11,994 | 12,010 |
| Finance costs | 1,076 | 1,174 | 1,122 | 1,082 |
| Total expenses | 79,630 | 83,398 | 86,426 | 90,037 |
| Surplus for the year | 3,219 | 3,043 | 5,146 | 6,213 |

The budgeted standard income statement for the Strategic Resource Plan shows what is expected to happen during the year in terms of revenue, expenses and other adjustments from all activities.

The budgeted standard income statement is a required format for reports in Council's year-end audited financial statements (Annual Report).

Budgeted standard balance sheet as at 30 June 2010 – 2013

| | 2009/10 \$'000's | 2010/11 \$'000's | 2011/12 \$'000's | 2012/13 \$'000's |
|--|---------------------|---------------------|---------------------|---------------------|
| Current assets | | | | |
| Cash and cash equivalents | 12,480 | 14,819 | 18,034 | 21,568 |
| Trade and other receivables | 2,531 | 2,622 | 2,810 | 2,916 |
| Inventories | 50 | 52 | 54 | 56 |
| Other assets | 603 | 619 | 648 | 680 |
| Total current assets | 15,664 | 18,112 | 21,546 | 25,220 |
| Non-current assets | | | | |
| Trade and other receivables | 149 | 158 | 167 | 176 |
| Property, plant and equipment, infrastructure | 1,790,969 | 1,791,940 | 1,794,077 | 1,797,091 |
| Total non-current assets | 1,791,118 | 1,792,098 | 1,794,244 | 1,797,267 |
| Total assets | 1,806,782 | 1,810,210 | 1,815,790 | 1,822,487 |
| Current liabilities | | | | |
| Trade and other payables | 6,198 | 6,489 | 6,791 | 7,110 |
| Interest bearing loans and borrowings | 2,000 | 1,500 | 1,500 | 1,000 |
| Provisions | 5,102 | 5,429 | 5,776 | 6,141 |
| Trust funds and deposits | 2,304 | 2,419 | 2,540 | 2,667 |
| Total current liabilities | 15,604 | 15,837 | 16,607 | 16,918 |
| Non-current liabilities | | | | |
| Interest bearing loans and borrowings | 15,500 | 15,500 | 15,000 | 15,000 |
| Provisions | 1,025 | 1,177 | 1,339 | 1,512 |
| Total non-current liabilities | 16,525 | 16,677 | 16,339 | 16,512 |
| Total liabilities | 32,129 | 32,514 | 32,946 | 33,430 |
| Net assets | 1,774,653 | 1,777,696 | 1,782,844 | 1,789,057 |
| Equity | | | | |
| Accumulated surplus | 324,246 | 327,289 | 332,437 | 338,650 |
| Reserves | 1,450,407 | 1,450,407 | 1,450,407 | 1,450,407 |
| Total equity | 1,774,653 | 1,777,696 | 1,782,844 | 1,789,057 |

The budgeted standard balance sheet for the Strategic Resource Plan shows a snap shot of the expected financial situation at the end of each year. It shows the total of what is owned (assets) less what is owed (liabilities). The 'bottom line' of this statement is net assets, which is the net worth of Council.

Budgeted standard cash flow statement for the years ending 30 June 2010 – 2013

| | 2009/10 \$'000's Inflows (Outflows) | 2010/11 \$'000's Inflows (Outflows) | 2011/12 \$'000's Inflows (Outflows) | 2012/13 \$'000's Inflows (Outflows) |
|---|--|--|--|--|
| Cash flows from operating activities | | | | |
| Receipts | | | | |
| Receipts from ratepayers | 57,751 | 61,039 | 64,498 | 68,144 |
| Interest received | 953 | 820 | 922 | 1,068 |
| User charges (inclusive of GST) | 15,251 | 15,658 | 16,819 | 17,411 |
| Grants and contributions received (inclusive of GST) | 10,160 | 10,151 | 10,547 | 10,967 |
| Net GST refund | 3,894 | 3,476 | 3,590 | 3,766 |
| Payments | | | | |
| Payments to employees | (27,547) | (29,335) | (31,239) | (33,270) |
| Payments to suppliers (inclusive of GST) | (43,539) | (44,576) | (46,282) | (48,060) |
| Net cash provided by operating activities | 16,923 | 17,233 | 18,855 | 20,026 |
| Cash flows from investing activities | | | | |
| Payments for property, plant and equipment, infrastructure | (19,106) | (13,339) | (14,137) | (15,035) |
| Net cash used in investing activities | (19,106) | (13,339) | (14,137) | (15,035) |
| Cash flows from financing activities | | | | |
| Finance costs | (1,067) | (1,170) | (1,124) | (1,084) |
| Proceeds from interest bearing loans and borrowings | 2,000 | 1,500 | 1,000 | 1,000 |
| Repayment of interest bearing loans and borrowings | (2,000) | (2,000) | (1,500) | (1,500) |
| Proceeds from trust funds and deposits | 109 | 115 | 121 | 127 |
| Net cash provided by financing activities | (958) | (1,555) | (1,503) | (1,457) |
| Net increase (decrease) in cash and cash equivalents | (3,141) | 2,339 | 3,215 | 3,534 |
| Cash and cash equivalents at the beginning of the year | 15,621 | 12,480 | 14,819 | 18,034 |
| Cash and cash equivalents at the end of the year | 12,480 | 14,819 | 18,034 | 21,568 |

The budgeted standard cash flow statement for the Strategic Resource Plan shows what is expected to happen during the next four years in terms of cash. It explains what cash movements are expected to result in the difference in the cash balance at the beginning and the end of the year.

The net cash flows from operating activities, shows how much cash is expected to remain after paying for providing services to the community which may be invested in things such as capital works.

**Budgeted standard capital works statement for the years ending
30 June 2010 – 2013**

| | 2009/10 \$'000's | 2010/11 \$'000's | 2011/12 \$'000's | 2012/13 \$'000's |
|-------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Capital works area | | | | |
| Council buildings | 9,630 | 3,639 | 4,230 | 4,827 |
| Information systems | 387 | 380 | 391 | 403 |
| Library systems | 420 | 435 | 448 | 461 |
| Drainage infrastructure | 1,085 | 826 | 729 | 717 |
| Roads infrastructure | 4,459 | 4,400 | 4,555 | 4,713 |
| Parks and sportsgrounds | 2,234 | 2,623 | 2,707 | 2,796 |
| Foreshore infrastructure | 890 | 1,037 | 1,073 | 1,111 |
| Total capital works | 19,105 | 13,340 | 14,133 | 15,028 |
| Types of capital works | | | | |
| New assets | 8,487 | 4,840 | 5,009 | 5,184 |
| Asset renewal | 10,618 | 8,500 | 9,124 | 9,844 |
| Total capital works | 19,105 | 13,340 | 14,133 | 15,028 |

The budgeted standard capital works statement for the Strategic Resource Plan sets out all expected capital expenditure in relation to non-current assets for the year. It also reflects the amount of capital works expenditure dissected between the following types:

New assets - upgrade, expansion or creation of new assets
Asset renewal – renewal of existing assets