

Greater Bendigo

*Creating the world's most
liveable community*

LIFESTYLE / FACILITIES / OPEN
SPACES / RURAL / URBAN PLANNING
POPULATION GROWTH / COMMUNITY
ENVIRONMENT / COMMUNITY PLAN / ENVIRONMENT
/ COMMUNITY ENGAGEMENT
BUSINESS / INDUSTRY / RETAIL



CITY OF GREATER
BENDIGO



Acknowledgement of Country

The ancestors and descendants of the Dja Dja Wurrung and Taungurung are the traditional owners of this Country.

The City of Greater Bendigo acknowledges that they have been custodians for many centuries and continue to perform age old ceremonies of celebration, initiation and renewal.

We all acknowledge their living culture and their unique role in the life of this region.





Mayor's foreword

It is with great pride that I present the 2017-2021 Greater Bendigo Community Plan on behalf of the Council.

This is the new Council's first major statement to the community and it outlines a commitment to six key goals (strategic objectives):

- **Lead and govern for all**
- **Wellbeing and fairness**
- **Strengthening the economy**
- **Presentation and managing growth**
- **Environmental sustainability**
- **Embracing our culture and heritage**

We will use these principles as a basis for our decision-making.

The Community Plan, formally known as the Council Plan, was renamed by Council to emphasise it is a plan for the community. Whilst it might define Council's role and guide the direction it will take, it is a plan Council puts together on behalf of the community.

All Councillors understand the community's desire for greater unity and a focus on the priorities that matter most to them.

To ensure Council is successful in achieving the aims outlined in this plan, it will prioritise working positively and openly with residents, demonstrate trust and mutual respect, explain the decisions and actions it takes, and be accountable and transparent about its processes.

Preparing the Community Plan

Council has spent considerable time preparing this plan and every aspect of it has been developed, refined, carefully considered and proudly owned by all nine Councillors.

To begin identifying priority areas, Council heard from the community and considered data and other information about the current and forecast growth of Greater Bendigo.

The first ideas for the plan were confirmed through the large amount of feedback received from residents who had spoken to Councillors, completed surveys, responded on social media or attended a community discussion session.

Councillors also read and endorsed all of the recommendations from the Citizens' Jury. This process is commended for providing valuable,

thoughtful advice for the development of the Community Plan and Council thanks the jurors for their commitment to this process.

The community discussion sessions that were held at Ulumbarra Theatre reinforced that Council was on the right track with its overall direction and priorities, however some changes were made following community advocacy about a number of priorities.

In order to develop the strategies and actions, Council has used community feedback along with the agreed priorities from previously adopted projects, plans and strategies.

Challenges and opportunities

Rate capping presents both challenges and opportunities for any Council. To ensure it practices financial constraint, the Council will use agreed priorities to guide decision making.

The focus will be on planning and providing services for the entire municipality, and to allocate available resources fairly.

As our population continues to grow by around 1,500 additional residents each year, Council needs to prepare Greater Bendigo for the future. There will be many more residents but it will be important to maintain the 'country town feel' that residents have said they value. New infrastructure will be needed to support new residents in urban and rural communities, including places for them to live, work, learn and relax.

Another key focus will be environmental responsibility and protecting the forests that surround us. Greater Bendigo will also be hotter and drier; so Council will need to help put in place processes to conserve energy and resource use, and work more proactively as our climate changes. Council wants Greater Bendigo to be known for its innovative approach to solving problems, which will be critical to overcoming these challenges.

Greater Bendigo is fortunate that in the years leading up to the introduction of rate capping, a number of major projects and infrastructure upgrades were undertaken. There will be long-term benefits for the municipality and the wider region as a result of this forward planning.

Greater Bendigo Council and staff members also have a great record of advocacy on behalf of the community and this has enabled a number of projects and developments. Ongoing advocacy for Greater Bendigo and the region will remain an important priority for Council.

I am proud of the way Council has taken responsibility for setting its own goals, driving the development of this plan, and allowing the time needed to run a thorough and genuine consultation process using many different methods.

This is your plan. Please read it and provide your feedback. Council looks forward to delivering this plan on your behalf over the next four years.



Message from the chief executive officer

Welcome to the Community Plan 2017-2021.

City of Greater Bendigo staff look forward to supporting the new Council to implement the Community Plan, formally known as the Council Plan, over the next four years.

I am optimistic about the future of Greater Bendigo and what staff and Council can deliver together. Staff will continue to work in partnership with Council to ensure the community's priorities are our key focus.

Our population is expected to almost double by 2050, so this is the time to undertake detailed planning for the future. The 2017-2021 Community Plan sets out the directions and priorities that Council believes will best prepare us for more residents, new jobs and targeted services, particularly for our rural communities, and to ensure the necessary infrastructure is in place.

By planning in advance, it will help us to better advocate for State and Federal Government funding for projects and initiatives that will serve our growing population into the future.

We will also collaborate with councils across the region on areas including economic development, services, environmental management and tourism to ensure we can all share the benefits of working together.

Greater Bendigo hosts a range of regional, state, national and international events, which are a great drawcard for residents and visitors. Staff members provide a range of services to ensure these events are attractive, accessible and safe for all who attend, which means a range of local industries can benefit from Greater Bendigo hosting such successful events.

A number of major infrastructure projects will soon be completed, including the Bendigo Tennis Centre redevelopment, Bendigo Stadium expansion, and construction of the Greater Bendigo Indoor Aquatic and Wellbeing Centre at Kangaroo Flat.

The focus on providing high quality, valuable services also continues. There are a number of action items in the Community Plan relating to service delivery that will inform the work of staff.



Thank you to those people who have contributed to the development of the Community Plan. It is a challenge to prioritise community expectations, but your feedback and other available information has enabled the Council to develop a sound, well-informed plan that will deliver wide-ranging benefits to the community.



Greater Bendigo

Overview

The City of Greater Bendigo is located in the centre of Victoria, covering almost 3,000 square kilometres.

Greater Bendigo recognises and celebrates its heritage with the Aboriginal people of the area; the Dja Dja Wurrung, Taungurung and Gurai-illam Wurrung language groups of the Central Kulin nation. Traditional Owners and Elders continue their spiritual and custodial connection to their country.

A vibrant, creative and culturally enriched major regional centre for northern Victoria and southern NSW, Bendigo has the third largest urban area in Victoria.

We are a service and infrastructure centre surrounded by 40,000 hectares of regional, state and national parks and forests.

The Greater Bendigo municipality is divided into three wards – Eppalock, Lockwood, and Whipstick.

The City of Greater Bendigo population is forecast to reach 115,025 by 2017 and to almost double to around 200,000 by 2050, based on a 1.7% annual growth rate. Greater Bendigo is forecast to have the highest rate of population increase in the 2017-2021 period, compared to a slightly lower rate of increase after that. A net increase of about 11,000 persons is forecast in the 2017-2021 period, comprising an expected 4,000 more births than deaths and a net in-migration gain of about 7,000 residents.

The Greater Bendigo population is becoming increasingly culturally, religiously and ethnically diverse. Council is committed to Greater Bendigo being a community that understands and respects cultural and religious differences, supports multiculturalism and actively promotes cultural inclusion.

Greater Bendigo has the third largest concentrated economic base of any city in Victoria with an annual Gross Regional Product of over \$5.56 Billion and provides 47,868 local jobs (NIEIR 2015).

Bendigo was established with the gold discoveries of 1851. Thousands of European and Chinese settlers came and built a city in just a few years. By the 1880s Bendigo was the world's richest goldfield.

The rich and diverse architectural heritage is a major feature of the region's liveability. Preservation of the outstanding collection of historic buildings, places and mining relics across the municipality is a priority.

Greater Bendigo's environment is nestled within Box Ironbark forests, which virtually encircle the urban area and extend across much of the municipality. They make a significant contribution to the City's natural heritage and lifestyle.

Greater Bendigo includes productive agricultural areas and many small towns and villages such as Heathcote, Axedale, Huntly, Marong, Elmore, Goornong, Kamarooka, Lockwood, Neilborough, Sebastian, Woodvale, Raywood, Mia Mia and Redesdale.

Together they comprise a community renowned for its lifestyle, strong sense of community and for the opportunities it provides for residents, visitors and businesses.

The City of Greater Bendigo will strive to make Greater Bendigo a place of excellence for all citizens, including those living with disability; we will welcome all people and give them every opportunity to participate in activities on an equal basis, without discrimination.

Council has a vision for Greater Bendigo to be the world's most liveable community.

Greater Bendigo in

For Greater Bendigo the times are indeed changing. The past generation has seen a continuing transformation in our economy with the growth of banking, the strengthening of the health sector, the specialisation of the advanced manufacturing sector and the emergence of the tourism, arts and hospitality industries. These workforce changes have been accompanied by a new evolving skyline; with two hospitals, apartment blocks in our city centre, a new multi-storey car park and office accommodations, new shopping centres, education facilities and major additions to the library and art gallery now part of the city's fabric. More recently a new airport, stadium and aquatic and wellbeing centre add not only building projects but new roles and services, while our rail links have been strengthened with more stations and services, and Bendigo Metro Rail is now in place.

The number of people who call Greater Bendigo home has dramatically increased over the last 30 years through natural increase but mainly because about 25,000 people have relocated to Bendigo from all over Australia and increasingly from overseas. Our post-secondary education sector now attracts thousands of students for their education and we have seen new suburbs built to accommodate this growth. Our emblematic 'city in the forest' has been preserved with the establishment of national parks and our rural areas and small towns have changed and mostly grown as more people look for new and different lifestyles. We have endured drought, floods and fires and learnt more about resilience in a changing climate, a changing economy and a globalised world where events and social connections are only a screenshot away. With hand held devices we are all potentially connected to each other and we have access to data and information not dreamt of in the past, yet we continually strive to ensure that our identity and unique assets are on display and form part of our pride in where we live.

So what will the next generation bring to Greater Bendigo? What will be the defining elements of that future journey? Undoubtedly, many of the forces that will shape our lifestyles, our economy, how we shop, the technology we use, the medical advances and a capacity to interact with each other all seem almost in the realms of science fiction. New devices will be accessible to all of us; we



transition

will be presented with new choices that will alter how we use time, what jobs are available and what we spend our money on. Greater Bendigo, similar to other places in the world will be swept up by these forces that will in many cases be beyond the control of any one place, community or household. This pace of change, these opportunities and the impacts on ourselves and our communities will seem to many to be the defining elements in our lives.

Our new residents will be innovative and willing to try new things just as the early settlers and miners did.

Yet despite these forces of change most of what we know and love about Greater Bendigo will still be there, particularly if we want them to be the defining elements in our lives. We will still be a relatively small city with all the attributes that brings in an increasingly urbanising world. A defined sense of place established on a rich built and cultural heritage, an enviable natural setting of forests and farmed landscapes with small towns and settlements. The sense of community as a whole and in the suburbs, towns and neighbourhoods and an attachment to place will be perhaps even more important. A regional community that looks after its own and

cares about everyone and the chances they have in life will be a significant part of our lives.

These assets in one sense seem intangible but in another are part of the enduring character of Greater Bendigo; the foundation which the future will be built on. We expect the population to double but we expect that it will be a new population attracted by the same qualities and values that have built the City to date. Our new residents will be innovative and willing to try new things just as the early settlers and miners did. They will develop plans to tackle new and emerging issues; from climate change to the need for new skills for jobs that don't yet exist, to being increasingly able to be more self-reliant whether that is in the energy we generate and use, in ensuring a lighter touch on the planet and moving to self-sufficiency in food and water, and in how we connect with each other. Our new population will want to continue to build memorable buildings and places and they will want to contribute to a great society that is open and embraces new people and ideas. Our future population will have increased respect for the traditions and attachment to the landscape of Indigenous Australians, they will more highly value that we can draw people from across the globe attracted to a city of ideas and creativity, and they will respect the diversity of our community and draw strength from all those who decide to make Greater Bendigo their home.



Vision

Greater Bendigo Creating the world's most liveable community

A liveable community is one that enables people to live healthy, safe, harmonious lives in attractive and affordable settings. Liveable places have an excellent range of services for children and adults of all ages and facilities that are accessible to all. They don't make unsustainable demands on the environment.

Council has set the following six goals to guide its decisions and actions over the next four years:

Goal 1

Lead and govern for all

Effective community engagement will guide well-informed, responsive decision-making and financially responsible resource allocations, which are transparent and accountable.

Goal 2

Wellbeing and fairness

Inclusive policies, partnerships and projects that increase access, improve health and learning opportunities by building better connections, and quality of life for all.

Goal 3

Strengthening the economy

Advocacy, innovation and support to grow jobs, attract visitors and diversify the local and regional economy.

Goal 4

Presentation and managing growth

Planning, developments and infrastructure that increase our liveability and pride in where we live.

Goal 5

Environmental sustainability

Protect and enhance our environment, conserve our resources and increase resilience to a changing climate.

Goal 6

Embracing our culture and heritage

Recognise and celebrate our unique history and diverse cultures.

Council endorses a vision for improved liveability for the whole population. Knowing where we are making progress towards this vision requires us to set some measures or benchmarks where Greater Bendigo can be compared with other locations.

Twenty-four liveability indicators have been chosen that relate to the following areas:

- A much healthier Greater Bendigo
- A fairer and more inclusive Greater Bendigo
- A more resilient Greater Bendigo
- A planned Greater Bendigo
- A proud and safe Greater Bendigo
- A sustainable Greater Bendigo
- A more creative, productive, innovative, adaptive and engaged Greater Bendigo

Achieving our liveability vision

- The term liveability means different things to everyone, so one measure of liveability will never be entirely suitable.
- There is a great deal of research across local government at present to identify what measures are the best. Greater Bendigo is one of the leaders of these processes.
- The Greater Bendigo liveability indicators identify 24 items that are essential to liveability for most of our residents. We have analysed where we stand on each of these and reported the results. On some measures we fare well and we could do better on some others.
- Council will make efforts to improve those measures it can, and will work with partners and Government to improve other outcomes. Providing fairer access to Council facilities and services is a starting point for some actions.

The City of Greater Bendigo liveability indicators are also used as the Strategic Indicators for reporting in the Annual Report each year.

An updated report on progress is prepared periodically. The next update will be prepared when results from the 2016 census are available.



Goal 1: Lead and govern for all

Effective community engagement will guide well-informed, responsive decision-making and financially responsible resource allocations, which are transparent and accountable.

Objectives	How will we do this?
1.1 Engage with all communities	<ul style="list-style-type: none"> Encourage community participation by citizens in the development of new strategies and policies Meet with community members in their local settings more often
1.2 Explain the reason for its decisions	<ul style="list-style-type: none"> Communication will be community-focussed using plain language Use a broad range of engagement and communication techniques Document and communicate in a consistent common style
1.3 Be innovative and financially responsible	<ul style="list-style-type: none"> Advocate on priority issues including public transport, regional development, planning for liveable communities and population growth Ensure value for investment on behalf of the community Actively seek more funding opportunities from Federal, State and private investors
1.4 Be accountable and efficient in its use of the community’s money	<ul style="list-style-type: none"> Allocate resources to meet needs that strengthen communities and improve the quality of people’s lives Develop our staff and systems to deliver the best outcomes for our community
1.5 Take a leadership role in regional planning, advocacy and work in partnership with regional councils	<ul style="list-style-type: none"> Advocate on priority issues that may impact the region Use existing networks (such as partnerships in tourism and manufacturing) and other opportunities to maintain strong partnerships with other municipalities



Goal 2: Wellbeing and fairness

Inclusive policies, partnerships and projects that increase access, improve health and learning opportunities, by building better connections and quality of life for all.

Objectives	How will we do this?
2.1 Create a much healthier Greater Bendigo	<ul style="list-style-type: none"> • Implement the <i>Municipal Public Health and Wellbeing Plan</i> • Contribute to health policy development • Plan for fairer health outcomes
2.2 Promote positive wellbeing across the Greater Bendigo community	<ul style="list-style-type: none"> • Prioritise efforts to promote physical and mental wellbeing • Design settings and environments that can create better health outcomes • Build on partnerships and co-ordination of information, with health and other agencies • Support a localised sustainable food system
2.3 Promote community connection	<ul style="list-style-type: none"> • Support the development and implementation of local community plans • Partner to encourage opportunities that enable community access and inclusion • Ensure there are facilities that allow people to come together for social and learning purposes and to have fun
2.4 Support participation and development for residents of all ages and abilities	<ul style="list-style-type: none"> • Continue to promote a child-friendly municipality • Partner to build connections for young people • Support positive ageing • Support positive life opportunities for people living with a disability
2.5 Create safe and resilient communities	<ul style="list-style-type: none"> • Strengthen community safety • Strengthen community resilience • Maintain the attractiveness and cleanliness of public places

Goal 3: Strengthening the economy

Advocacy, innovation and support to grow jobs, attract visitors and diversify the local and regional economy.

Objectives	How will we do this?
3.1 Support our local businesses and industry to be strong, vibrant and to grow and develop	<ul style="list-style-type: none"> • Supporting local business, including through purchasing programs • Work with small towns, commercial activity areas and community centres to retain their attraction and economic sustainability • Implement agreed actions in the <i>Rural Communities Strategy</i> • Work closely with all sectors, including manufacturing, tourism, retail, education, health, creative industries and agriculture to enhance their success
3.2 Make it easier for people to transition from education to employment	<ul style="list-style-type: none"> • Extend opportunities for stronger links between industry and learning providers
3.3 Ensure Greater Bendigo is a welcoming place for new businesses and industries and supports creativity and innovation and visitor attraction	<ul style="list-style-type: none"> • Promote a culture of enterprise • Support collaborative partnerships for tourism growth • Expand existing manufacturing and emerging industries • Attract and support creative industries • Take advantage of technology for community benefit

Goal 4: Presentation and managing growth

Planning, developments and infrastructure that increase our liveability and pride in where we live.

Objectives	How will we do this?
4.1 Plan for a growing population	<ul style="list-style-type: none">• Complete adopted major projects• Optimise the use of <i>Development Contributions Plans</i>• Complete agreed structure and township plans
4.2 Plan to meet future housing needs	<ul style="list-style-type: none">• Implement agreed actions in the <i>Greater Bendigo Environment Strategy 2016-2021</i>• Protect our bushland areas and the interface between public and private land• Advocate for increased access to social and affordable housing• Encourage more environmentally sustainable housing
4.3 Continue to implement strategies that increase the capacity of transport networks to better move people and goods and encourages walking, cycling and the use of public transport	<ul style="list-style-type: none">• Use fairness of access as a basis for investment in new walking, cycling and transport infrastructure• Advocate for improved transport connections• Build local knowledge about use of sustainable transport options
4.4 Keep Greater Bendigo attractive with good quality public facilities and places	<ul style="list-style-type: none">• Maintain and upgrade essential buildings and infrastructure in a sustainable manner• Ensure open spaces are accessible and fit for purpose• Increase urban shade and provide protection for significant and heritage trees through development and implementation of a <i>Greater Bendigo Tree Strategy</i>
4.5 Provide and maintain urban and rural infrastructure to support the liveability of our community	<ul style="list-style-type: none">• Develop and adopt best-practice asset management principles• Develop investment guidelines which will assist Council investment in new and existing assets

Goal 5: Environmental sustainability

Protect and enhance our environment, conserve our resources and increase resilience to a changing climate.

Objectives	How will we do this?
5.1 Drawing on the One Planet Living* framework to connect the health of the natural environment to the health and prosperity of our community	<ul style="list-style-type: none">• Implement prioritised actions contained in the <i>Greater Bendigo Environment Strategy 2016-2021</i>• Implement findings of the <i>City of Greater Bendigo 2017 Waste Review</i>
5.2 Demonstrate leadership in sustaining the rich biological diversity of the Greater Bendigo region that sustains healthy ecosystems	<ul style="list-style-type: none">• Work in partnership with other councils towards achieving zero emissions• Achieve healthy living spaces that maintain and increase biological diversity through the <i>Greater Bendigo Public Space Plan</i>

Goal 6: Embracing our culture and heritage

Recognise and celebrate our unique history and diverse cultures.

Objectives	How will we do this?
6.1 Celebrate our unique heritage	<ul style="list-style-type: none"> Value local area streetscapes and character to increase pride, appearance and function Stimulate re-purposing of heritage buildings for contemporary use and increased sustainability Promote connection with and celebration of our unique places, people, organisations and memories Recognise and celebrate our significant national and international heritage
6.2 Build pride in and shared responsibility for our public spaces	<ul style="list-style-type: none"> Protect our bushland areas and the interface between public and private land Protect and advocate to retain the landscapes we value
6.3 Offer and support a diverse range of events that attract and connect people	<ul style="list-style-type: none"> Ensure that there are accessible and affordable events guided by the <i>Arts and Creative Industries Strategy</i> Build on the success of attractions and profile of the Bendigo Art Gallery Grow and nurture our contemporary music sector Attract state, national and internationally recognised arts and cultural experiences to public spaces and buildings Support and nurture fair and sustainable access to public spaces and facilities for local community-based arts and cultural organisations Encourage community arts and enterprise Implement the <i>Bendigo Regional Tourism Destination Management Plan</i>
6.4 Embrace diversity	<ul style="list-style-type: none"> Implement the <i>Cultural Diversity and Inclusion Plan</i> to promote and support social cohesion Acknowledge publicly significant dates on our calendar that reflect and promote diversity
6.5 Advance reconciliation	<ul style="list-style-type: none"> Strengthen the relationship between Council and Indigenous communities Implement the adopted <i>Greater Bendigo Reconciliation Action Plan</i>

*One Planet Living is an internationally recognised framework for sustainability expressed as 10 principles that can be used to guide planning and action

The principles have been used by the City of Greater Bendigo in the Greater Bendigo Environment Strategy 2016-2021, and they are:

- 1. Zero carbon energy economy** – Making buildings energy efficient and delivering all energy with renewable technologies
- 2. Zero waste** – Reducing waste, reusing where possible, and ultimately sending zero waste to landfill
- 3. Sustainable transport** – Reducing the need to travel, and encouraging low and zero carbon modes of transport to reduce emissions
- 4. Sustainable materials and buildings** – Using sustainable and healthy products
- 5. Local and sustainable food** – Supporting sustainable and humane farming, promoting access to healthy, low impact, local, seasonal and organic diets and reducing food waste
- 6. Sustainable water** – Using water efficiently in buildings, farming and manufacturing. Designing to avoid local issues such as flooding, drought and water course pollution
- 7. Health and happiness** – Encouraging active, sociable, meaningful lives to promote good health and well being
- 8. Equity and sustainable local economy** – Creating bioregional economies that support equity and diverse local employment and international fair trade
- 9. Culture and communities** – Respecting and reviving local identity, wisdom and culture
- 10. Thriving landscapes and ecosystems** – Protecting and restoring biodiversity and creating new natural habitats



Councillors

Eppalock Ward

Localities include: Argyle, Axe Creek, Axedale, Bendigo, Costerfield, Derrinal, East Bendigo, Emu Creek, Eppalock, Flora Hill, Heathcote, Junortoun, Kennington, Kimbolton, Knowsley, Ladys Pass, Longlea, Lyal, Mia Mia, Mount Camel, Myrtle Creek, Redcastle, Redesdale, Strathdale, Strathfieldsaye, Tooleen



Cr Margaret O'Rourke – Mayor 2016-2017

Phone: 0429 061 096

Email: m.orourke@bendigo.vic.gov.au

Qualifications and experience:

Certificate of Management, Fellow of the Australian Institute of Company Directors. Accomplished business woman with extensive leadership and business experience, particularly focussing on digital futures and economic development. Former Manager of Telstra Countrywide; Deputy Director at the Bendigo Kangan Institute and Director at Goulburn Murray Water and Bendigo Health Care Group.

Committee appointments:

Bendigo Airport Advisory Committee; Disability Inclusion Reference Committee; Farming Advisory Committee; Greater Bendigo Cultural Diversity and Inclusion Plan Committee Reference Group; Audit Committee and Finance Committee.



Cr George Flack

Phone: 0429 083 993

Email: g.flack@bendigo.vic.gov.au

Qualifications and experience:

Diploma Financial Planning (Deakin). Qualified Accountant and Certified Financial Planner; 45 years' experience in the financial services industry. Fellow Institute of Public Accountants, Associate Fellow, Australian Institute of Management.

Committee appointments:

Disability Inclusion Reference Committee; Bendigo Athletics Complex Committee; Positive Ageing Advisory Committee; Audit Committee; Finance Committee; Bendigo Chinese Association Museum Inc and Municipal Fire Management Committee.



Cr Yvonne Wrigglesworth

Phone: 0429 117 600

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Qualifications and experience:

Bachelor of Science (Hons) Grad Diploma in Financial Management and Policy for Healthcare, Diploma of Frontline Management, Professional Certificate in Health Systems Management, Graduate – Loddon Murray Community Leadership Program, Graduate – Australian Institute of Company Directors. Strategy, Planning and Governance Director at Bendigo Health; 16 years' experience in health care management.

Committee appointments:

Lake Eppalock Land and On Water Management Plan Implementation Working Group; Rural Communities Committee; Bendigo Tourism Board Inc and Finance Committee.

Lockwood Ward

Localities include: Big Hill, Golden Gully, Golden Square, Harcourt North, Kangaroo Flat, Leichardt, Lockwood, Lockwood South, Maiden Gully, Mandurang, Mandurang South, Marong, Myers Flat, Quarry Hill, Ravenswood, Sailors Gully, Sedgwick, Shelbourne, Spring Gully, West Bendigo, Wilsons Hill.



Cr Rod Fyffe OAM – Deputy Mayor 2016-2017

Phone: 5443 7673, 0419 874 015
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Qualifications and experience:

Secondary School Teacher; Councillor with the former City of Bendigo from 1983 to amalgamations in 1994 and Greater Bendigo City Council from 1996, serving four terms as Mayor.

Committee appointments:

Bendigo Easter Festival Reference Group; Bendigo Regional Archive Centre; Greater Bendigo Cultural Diversity and Inclusion Plan Reference Group; Municipal Association of Victoria; Sustainability and Environment Committee; Finance Committee and Goldfields Library Corporation Board.



Cr Matt Emond

Phone: 0499 007 473
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Qualifications and experience:

Bachelor of Education with Honours, Graduate Diploma in Dramatic Art (Direction), Executive Master of Arts. Matt has worked in policy development and practice in the creative and cultural sectors in Australia with a focus on new, developing and maturing industry.

Committee appointments:

Bendigo Manufacturing Group; Farming Advisory Committee; Heritage Advisory Committee; Rosalind Park Recreation Reserve Precinct Advisory Committee; Workspace Australia Board; Bendigo Art Gallery Board; Municipal Emergency Management Planning Committee and Finance Committee.



Cr Jennifer Alden

Phone: 0499 005 735
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Qualifications and experience:

Bachelor of Science (Hons), Diploma of Natural Therapies, Master of Women's Health and Doctorate of Public Health; consultancy business specialising in health, environmental and social outcomes; Chair of the Bendigo Regional Food Alliance and on the Board of Bendigo Foodshare and The Green Institute.

Committee appointments:

Bendigo Inventors Awards; Greater Bendigo Cultural Diversity and Inclusion Plan Community Reference Group; Greater Bendigo Rural Support Network; Rural Communities Committee; Sustainability and Environment Advisory Committee; Bendigo Maubisse Friendship Committee; Central Victorian Greenhouse Alliance and Finance Committee.

Whipstick Ward

Localities include: Ascot, Avonmore, Bagshot, Bagshot North, Barnadown, Bendigo, California Gully, Drum martin, Eaglehawk, Eaglehawk North, East Bendigo, Elmore, Epsom, Fosterville, Goornong, Hunter, Huntly, Huntly North, Ironbark, Jackass Flat, Kamarooka, Long Gully, Neilborough, North Bendigo, Raywood, Sebastian, Wellsford, Whipstick, White Hills, Woodvale.



Cr James Williams

Phone: 0427 211 677
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Qualifications and experience:

Diploma of Local Government; Graduate of the Australian Institute of Company Directors; retired farmer; one of three directors that built a company specialising in growing and the sale of fodder to domestic and export markets; first elected to the Greater Bendigo City Council in 2012; prior to Council amalgamation, he was a Councillor with the Shire of Huntly.

Committee appointments:

Bendigo Airport Advisory Committee; Calder Highway Improvement Committee; Eaglehawk Badminton and Table Tennis Centre Committee; Napier Street Upgrade Community Consultation Group; Epsom Ascot Huntly Structural Flood Mitigation Advisory Group; Rosalind Park Recreation Reserve Precinct Advisory Committee; Bendigo Stadium Board Ltd and Finance Committee.



Cr Julie Hoskin

Phone: 0499 011 432
Email: j.hoskin@bendigo.vic.gov.au

Qualifications and experience:

Former business owner who has worked in a number of sectors including Local Government, hospitality and corporate security/major events.

Committee appointments:

Bendigo Easter Festival Reference Group; Bendigo Volunteer Resource Centre Board; Positive Ageing Advisory Committee; Rural Communities Committee; Bendigo Trust and Finance Committee.



Cr Andrea Metcalf

Phone: 0499 009 096
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Qualifications and experience:

Diploma of Front Line Management, Certificate of Management. Andrea is self-employed and is a long-time observer of local government and its practices and procedures.

Committee appointments:

Farming Advisory Committee; Greater Bendigo Rural Support Network; Epsom Ascot Huntly Structural Flood Mitigation Advisory Group; Sustainability and Environment Advisory Committee; Loddon Mallee Waste and Resource Recovery Group and Finance Committee.

Councillors are developing their values statements that will align with City of Greater Bendigo staff values



Senior Leadership Team



Craig Niemann
Chief Executive Officer

Bachelor of Business (Local Government), Master of Business Administration.

Craig joined the City of Greater Bendigo in October 2005 when he was appointed as Director of Organisation Support. He was appointed Chief Executive Officer in December 2007.



Kerry Ellis
Director Corporate Performance

Bachelor of Arts, Master of Commerce, Graduate Diploma of Public Policy and Management

Kerry is a passionate Local Government leader with extensive experience, who understands the changing environment and external pressures currently facing the sector. Before joining the City of Greater Bendigo Kerry was the Governance and Innovation Manager at Knox City Council and has previously worked for the City of Melbourne and Bayside City Council.



Craig Lloyd BJ
Director Presentation and Assets

Master of Project Management, Master of Business Administration, Post-Graduate Certificate in Community Development

Craig's career has spanned the emergency services, not-for-profit and State Government sectors nationally and internationally, including relevant experience in asset planning and construction, project management, fleet management, equipment and resource management, and engineering and facilities management.



Vicky Mason
Director Health and Wellbeing

Master of Public Health, Master of Business, Grad Dip Dietetics and Grad Dip Health Education, Graduate of the LGPro Executive Leadership Program and Australian Company Directors Program, Fellow of Leadership Victoria

Vicky has had a range of leadership roles across local government and the public health sector. Vicky chooses to work in local government as she feels it presents the greatest opportunity to work alongside the community and make a positive contribution to people's life outcomes.

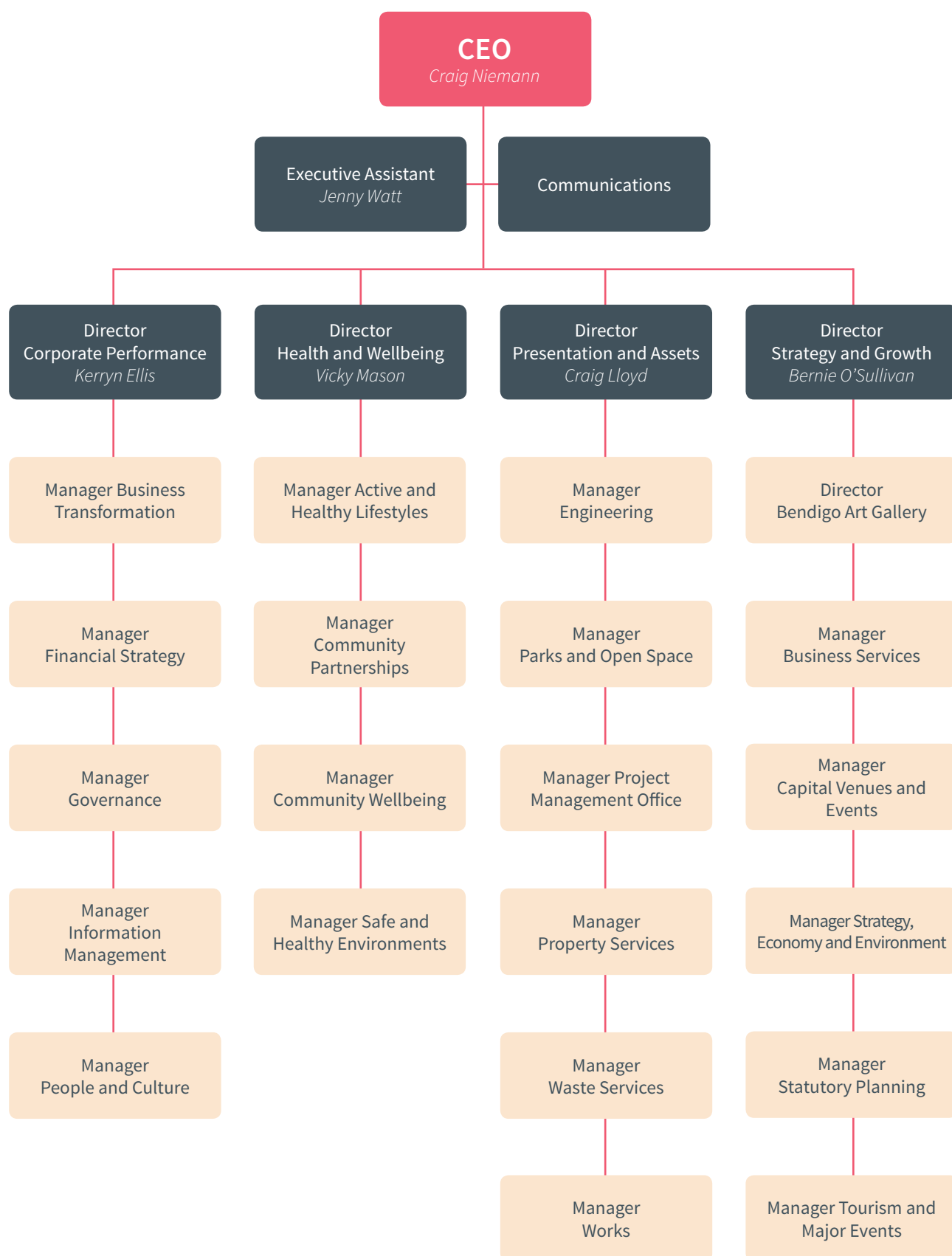


Bernie O'Sullivan
Director Strategy and Growth

Bachelor of Agricultural Science, Master of Public Affairs, Graduate of Australian Institute of Company Directors

Bernie is a senior executive with local, state and national leadership experience in the government and not-for-profit sectors. He has experience in strategy, stakeholder engagement, policy and program development, service delivery and managing a large and dispersed workforce.

City of Greater Bendigo Organisational Structure



Represents changes as a result of the consultation period/new roles

About the Community Plan



The four-year Community Plan is one of the most important documents the Council produces.

This year the Council decided to call its strategic document the Community Plan as a reflection of its undertaking to listen to community members and make every effort to meet community priorities. The Community Plan documents the vision, values, major directions and priorities Council has set for its four-year term and beyond, and sets out the indicators by which progress is measured.

Council must prepare a new four-year Council Plan at the start of its term and review it annually.

Council has set six goals. These are key directions Council has decided on for the next four years. They set out what is most important over time in their aim to achieve the Council Vision. This provides a framework for each yearly plan, which sets out the actions for the coming 12 months.

The strategies are the priorities or steps that must be taken over the four years of this Council. The actions are what will be done in the 2017-2018 year.

How are the priorities decided?

Council uses a range of information to help decide on key directions, priorities and budget allocations. These include:

- Feedback from community members
- Councillor priorities
- Evidence about our population and their needs
- What was previously undertaken as part of adopted plans and strategies
- State and Federal Government priorities and directives
- The size of the available budget

Community input into the Community Plan

This council has a very strong commitment to

- Talking with and listening to community members
- Using community priorities to guide their decision-making
- Being transparent in their decision-making, and
- Documenting what the community has said and providing feedback to them

Community consultation that has been used in developing this plan has included:

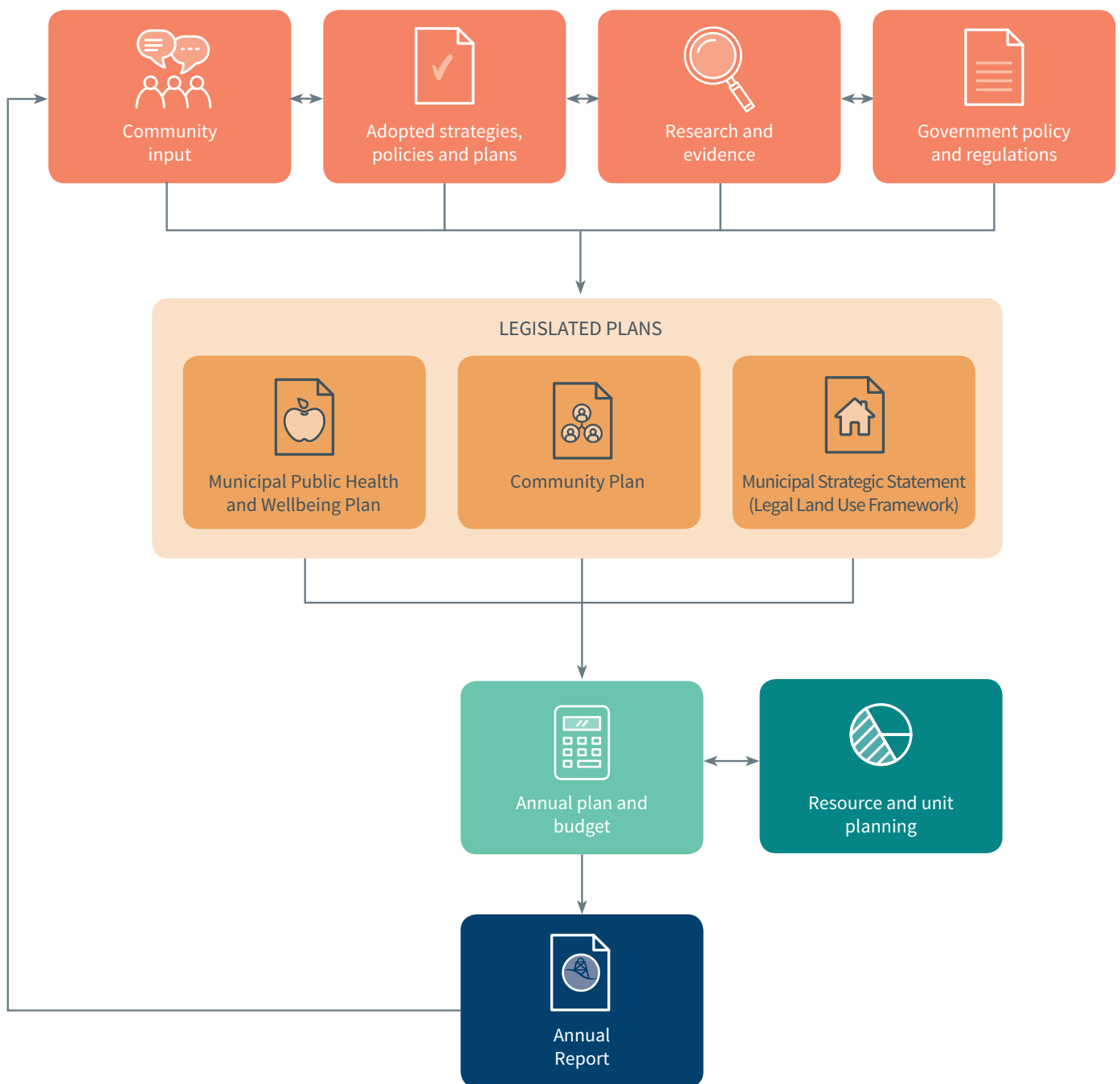
- An online survey (also available via Facebook and in hard copy)
- Postcards with a short survey delivered at a range of community venues and events
- Face-to-face meetings with groups with special knowledge of an area
- Community engagement results received during community engagement for other recent plans and strategies
- Personal communication given to Councillors and staff members in person and via email
- Two public discussion sessions where the first draft statements were 'tested' with community members

A full report of the processes and findings from the community engagement activities has been published on the City of Greater Bendigo website and is available in hard copy on request.

When a complete draft of the Community Plan was prepared in April 2017 it was made available for public feedback and comment. This is part of the legislative requirements of a Council Plan. Community members have the opportunity to make suggestions for change and these are considered by Council at a formal meeting and Council may agree to make changes in response to the submissions.

The following diagram illustrates the relationship between the Community Plan and other major City of Greater Bendigo documents and the role of community engagement strategies in informing the development of these documents.

Integrated Corporate Planning Framework



Key terms used in this plan

Fairness – this reflects Council understands that some areas of the municipality and some residents have better access to services and facilities than other people or localities, and their commitment to recognising where unfair access exists and taking action to improve the situation. This will be an important decision-point for Councillors.

Liveability – “Liveability reflects the wellbeing of a community and comprises the many characteristics that make a location a place where people want to live now and in the future” (Victorian Competition and Efficiency Commission, 2008).

Resilience – this is about the ability of people and communities to ‘bounce back’ after a severe event. Emergency management in Victoria uses a common definition of resilience, that being “the capacity of individuals, communities, institutions, businesses and systems to survive, adapt and thrive no matter what kind of chronic stresses and acute shocks they experience.” Shocks are sudden, sharp events that threaten a city or system, while stresses weaken the fabric of such systems on a daily or cyclical basis.

Plans under development and/or review

- Greater Bendigo Arts and Creative Industries Strategy
- Greater Bendigo Road Management Plan 2017-2021
- Greater Bendigo Public Space Plan
- Plan Greater Bendigo
- Greater Bendigo Municipal Public Health and Wellbeing Plan 2017-2021
- Heathcote Township Plan
- Marong Township Structure Plan

Plans in current use, with specific actions being implemented

Internal Organisational Plans and Strategies

- A Plan for Good Communications (2017-2021)
- Audit Committee Charter (2012)
- Community Engagement Strategy (updated 2015)
- Greater Bendigo Human Rights Charter (2015)

Social and Community

- Community Access and Inclusion Plan (2015-2018)
- Cultural Diversity and Reconciliation Action Plan (2016)
- Greater Bendigo Aquatic Facilities Strategy (2010)
- Greater Bendigo Walking and Cycling Strategy (2006)
- Municipal Public Health and Wellbeing Plan (2013-2017)
- Play Space Strategy (2009-2014)
- Sister Cities Strategic Plan (2016-2019)
- Youth Development Strategy (2013-2016)

Environment and Sustainability

- Domestic Waste Water Management Strategy (2014-2015)
- Greater Bendigo Environment Strategy (2016-2021)
- Waste and Resource Management Strategy (2014)

Land Use and Locality Plans

- Barrack (Reserve) Community Precinct Masterplan – Heathcote (2009)
- Bendigo Botanic Gardens, White Hills, Master Plan (2010)
- Bendigo Residential Strategy (2014)
- Big Hill and Mandurang Valley Landscape Masterplan (2013)

- City of Greater Bendigo Rural Communities Strategy (2016)
- Dower Park Master Plan (2015)
- Eaglehawk Open Space Precinct Master Plan – Canterbury Gardens (2010)
- Eaglehawk Structure Plan (2013)
- Epsom / Huntly Recreation Reserve Masterplan
- Gateway Park Master Plan (2011)
- Greater Bendigo Housing Strategy (2016)
- Hospital Precinct Structure Plan (2014)
- Kennington Recreation Reserve Master Plan (Bendigo South) (2009)
- Lake Weeroona Precinct Master Plan (2011)
- Maiden Gully Structure Plan (2013)
- Rosalind Park Master Plan (2014)
- Small Town and Neighbourhood Community Plans (2007-present) (ongoing)
- Spring Gully Corridor Master Plan (2015)
- White Hills and East Bendigo Heritage Study (2014)

Commercial Centres and Operations

- Bendigo Airport Strategic Plan (2017) and Master Plan (2009)
- Bendigo Regional Tourism Destination Management Plan 2016
- Bendigo CBD Structure Plan (2005)
- Commercial Land and Activity Centre Strategy (2015)
- Economic Development Strategy (2014)
- Intensive Animal Industries Strategy (2014)
- Road Management Plan (2014)

Plans that are referred to for policy direction or strategic intent

- Open Space Strategy (2005)
- Violence Prevention Plan (2012)
- Axedale Township Structure Plan (2008)
- Bendigo CBD Parking Strategy (2008)
- Bendigo Industrial Land Strategy (2002)
- Commercial Land Strategy (2005)
- Future Uses for Former Mine Land in Bendigo Strategy (2007)
- Greater Bendigo 2036 Community Plan (2011)
- Greater Bendigo Gaming Policy Framework (2007)
- Heathcote Township Plan
- Huntly Township Plan (2009)
- Independent Review of City of Greater Bendigo Operations (2013)
- Invasive Plants and Animals Strategy (2012-2015)
- Kangaroo Flat South Regional Centre Structure Plan
- Kennington Recreation Reserve Master Plan (2011)
- Marong Local Township Plan (2011)
- Natural Environment Strategy
- Northern Corridor and Huntly Local Structure Plan (2005)
- Positive Ageing Strategy (2011-2014)
- Rural Areas Strategy (2009)
- Strathdale Commercial Precinct Structure Plan (2010)
- Strathfieldsaye Township Plan (2009)

Note: Many of our Strategies relate to more than one Council Plan goal area.



Local Government Performance Reporting Framework indicators

Local Government Victoria has introduced the Performance Reporting Framework (LGPRF), which requires all Councils to report on a number of items relating to their operations and activities. The framework enables more efficient auditing and comparisons between all councils on a standard range of activities. The Victorian Auditor General's Office (VAGO) audits the following items each year as part of the Annual Report obligations of Council:

- Satisfaction with council decisions
- Planning decisions upheld at VCAT
- Change in number of businesses
- Satisfaction with sealed local roads
- Active resident library members
- Kerbside collection waste diverted from landfill
- Utilisation of aquatic facilities
- Animal management prosecutions proven in court
- Critical and major non-compliance notifications
- Participation in HACC service
- Participation in HACC service by CALD people
- Participation in MCH services
- Participation in MCH services by Aboriginal children

Reporting against a range of other LGPRF strategic indicators is included in the Report of Operations in the Annual Report. A full report against all items is made to VAGO twice each year.

The City of Greater Bendigo Liveability Indicators are also used as the Strategic Indicators for reporting in the Annual Report each year.

Victorian Local Government Community Satisfaction Survey items

Each year the Victorian Government commissions research to gauge local community members' satisfaction with their local Council. A number of the items are compulsory and some others are selected by the individual Council. The report compares each Council with the state-wide average as well as with other Councils of comparable size, and emphasises particular areas for improvement. The results for each year, benchmarked against prior years, are included in the Annual Report.

Community Satisfaction Survey items relating to:

- Gender
- Age
- Overall satisfaction with Council performance
- Community consultation and engagement
- Lobbying on behalf of the community
- Decisions made in the interests of the community
- The condition of sealed local roads
- Whether respondents have had contact with Council in the last year
- Customer service
- Overall view of the direction of Council

2017-2018 actions



This table outlines the key initiatives and actions that will be undertaken in the 2017-2018 year.

The actions are a representation of the priorities from previously adopted plans and strategies and the diverse range of core services that Council staff undertake each year. Not all our ongoing 'business as usual' actions are reflected here but considerable detail is provided in order to give a picture of the diversity of Council's role.

This is an operational plan; these actions are also reflected in the budget allocations that Council has made and endorsed. These are all linked to the priorities Council has set. These guide staff in their work plans for the year. However, because this is a new four-year Council cycle and there has been an organisational re-structure, further revision may be required and, of course, these will all be revisited for the work of Council in future years.

Goal 1: Lead and govern for all

1.1 Engage with all communities	2017-2018 Actions
1.1.1 Encourage community participation by citizens in the development of new strategies and policies	<ul style="list-style-type: none"> Investigate and pilot an online community reference committee Undertake corporate and consumer marketing that is aligned with Council's annual plan for key projects, initiatives and services, outlining to the community the benefits of Council's investment
1.1.2 Meet with community members in their local settings more often	<ul style="list-style-type: none"> Continue to conduct Councillor and senior staff community tours to facilitate meeting with members of all Greater Bendigo communities Use other meeting models, such as 'Coffee with a Councillor' and ward 'Listening Posts' to provide a variety of options for the exchange of information Use existing networks and community groups as a framework for meeting with community members
1.2 Explain the reason for its decisions	2017-2018 Actions
1.2.1 Communication will be community-focussed using plain language	<ul style="list-style-type: none"> No Council identified action in this year
1.2.2 Use a broad range of engagement and communication techniques	<ul style="list-style-type: none"> Seek input from community members and visitors and provide feedback using a variety of methods to meet the preferences of residents and visitors about being kept informed of Council activities
1.2.3 Document and communicate in a consistent common style	<ul style="list-style-type: none"> Ensure staff members' community engagement obligations are informed by the principles set out in the <i>Communications Strategy</i>
1.3 Be innovative and financially responsible	2017-2018 Actions
1.3.1 Advocate on priority issues including public transport, regional development, planning for liveable communities and population growth	<ul style="list-style-type: none"> Take advantage of and leverage grant and funding opportunities at the local and regional level from State and Federal Government as they arise

<p>1.3.2 Ensure value for investment on behalf of the community</p> <p>1.3.3 Actively seek more funding opportunities from Federal, State and private investors</p>	<ul style="list-style-type: none"> • Conduct a review of Council's annual planning and budgeting processes to ensure funding is directed to Council priorities in line with the <i>Community Plan 2017-2021</i> • Review the contract for the supply of animal pound services • Continue to build opportunities for regional collaboration and shared procurement to deliver efficiencies in Council's contract expenditure • Monitor Federal and State Government policy developments and initiatives to create a competitive advantage for Bendigo and the region
<p>1.4 Be accountable and efficient in its use of the community's money</p>	<p>2017-2018 Actions</p>
<p>1.4.1 Allocate resources to meet needs that strengthen communities and improve the quality of people's lives</p>	<ul style="list-style-type: none"> • Develop the 2018-2019 budget to deliver on key priorities of the community, as outlined in the <i>Community Plan 2017-2021</i> • Continue to develop Council's <i>Long Term Financial Plan</i> as a tool for modelling the financial implications of any proposed change to service or funding levels, and for supporting good decision-making • Continue to promote sustainable purchasing within the City's operations through a review of the <i>Procurement Policy</i> and support with reviewing contract documentation
<p>1.4.2 Develop our staff and systems to deliver the best outcomes for our community</p>	<ul style="list-style-type: none"> • Continue to implement priority actions of the <i>IT Strategy</i> that deliver organisational efficiencies and improved customer experience. Projects to be delivered in 2017-2018 include redesign and rebuild of the intranet and improved options for customers to make online payments • Continue to build a high-performance organisation through delivery of key actions, including development of a new capability framework for the City's leadership team and staff at all levels to guide future investment in learning and development • Finalise implementation of the new organisational structure, including delivering a comprehensive leadership induction program to continue to build a high performing leadership team • Develop and commence delivery of an organisational business improvement framework to achieve efficiencies and improve customer and staff experience • Provide a timely response to more than 45,000 customer service requests annually, supporting the community with matters including waste, animal services and maintenance of Council assets, properties and trees • Complete development of the organisation's <i>Culture Strategy</i> and commence implementation to build an engaged, skilled and high performing workforce
<p>1.5 Take a leadership role in regional planning, advocacy and work in partnership with regional councils</p>	<p>2017-2018 Actions</p>
<p>1.5.1 Advocate on priority issues that may impact the region</p>	<ul style="list-style-type: none"> • Complete and commence implementation of <i>Plan Greater Bendigo</i> • In partnership with Be.Bendigo continue to support advocacy for a 'City Deals' and/or 'Smart Cities' bid • Plan for and support advocacy for the Western Bendigo Regional Transport Links project incorporating the Marong Business Park, western and northern bypasses of Marong Township and the Bendigo Metro Rail connection to Marong • Continue advocacy campaigns on issues that affect the Greater Bendigo community and Council, such as rate capping, cost shifting and changes to property valuation legislation
<p>1.5.2 Use existing networks and other opportunities to maintain strong partnerships with other municipalities</p>	<ul style="list-style-type: none"> • Continue working with the Loddon Campaspe Regional Partnership for mutual advantage

Goal 2: Wellbeing and fairness

2.1 Create a much healthier Greater Bendigo	2017-2018 Actions
2.1.1 Implement the <i>Municipal Public Health and Wellbeing Plan</i>	<ul style="list-style-type: none"> Lead the implementation of year one actions from the adopted <i>Municipal Public Health and Wellbeing Plan 2017-2021</i> in partnership with stakeholder organisations
2.1.2 Contribute to health policy development	<ul style="list-style-type: none"> Update Council's <i>Gaming Policy</i>
2.1.3 Plan for fairer health outcomes	<ul style="list-style-type: none"> Complete the annual actions within the <i>Rural Communities Strategy</i> including developing a State of Rural Communities Report and supporting the newly established Rural Communities Committee and Farming Advisory Committee Explore opportunities to strengthen inclusive employment Lead the development of a <i>Gender Equity Strategy</i> for Greater Bendigo Partner with community organisations to plan and deliver the Bendigo White Ribbon Day
2.2 Promote positive wellbeing across the Greater Bendigo community	2017-2018 Actions
2.2.1 Prioritise efforts to promote physical and mental wellbeing	<ul style="list-style-type: none"> Implement priority projects that deliver the adopted <i>Connecting Greater Bendigo: Integrated Transport and Land Use Strategy</i> Complete the <i>Public Space Strategy</i> and commence implementation Construct the Eaglehawk Place Space Complete stage two of the Bendigo Regional BMX track upgrade Complete the updated <i>Walking and Cycling Strategy</i> and commence implementation Support the local implementation of the new state-wide smoking bans Develop the <i>Hard Court Facilities Strategy</i> Commence operation of the Greater Bendigo Indoor Aquatic and Wellbeing Centre at Kangaroo Flat Conduct the 'Cigarette Sales to Minors Test Purchasing Program' Promote a pool safety in private homes campaign
2.2.2 Design settings and environments that can create better health outcomes	<ul style="list-style-type: none"> Complete detailed design for the Bendigo Skate Park Implement projects to facilitate the safe movement of people on foot and bicycle around the Bendigo city centre and other activity centres Complete the <i>Raywood Recreation Reserve Master Plan</i> and undertake resultant design works. Complete detailed design for the Strathdale Community Centre redevelopment project Complete designs for construction of netball changeroom facilities at Queen Elizabeth Oval Complete designs for upgrades at Ewing Park Complete the <i>Golden Square Recreation Reserve Master Plan</i> Install additional pedestrian crossings, including at Bendigo Art Gallery, Hargreaves and Mundy Streets and Queen and Edwards Street intersections Install new bus shelters in identified locations in urban and rural areas Complete lighting upgrades at White Hills Football and Netball Club Complete designs for Epsom and Kangaroo Flat skate parks

2.2.3 Build on partnerships and co-ordination of information with health and other agencies	<ul style="list-style-type: none"> • Commence the development of a <i>Community Volunteering Strategy</i> • Complete the Heathcote Integrated Services Project as a basis for decisions about future developments • Review the <i>Aquatic Strategy</i> and develop a sustainable model for swimming pools • Actively participate in the GREATER Obesity Prevention Initiative • Relocate Maternal and Child Health Services from the Annie Galvin Early Learning Centre and The Mews to Bendigo Community Health Services • Support the Bendigo Maubisse Friendship Committee to partner with the Ballarat committee and implement annual community development actions in Ainaro, Timor Leste • Complete detailed designs for integration of Strathfieldsaye Bowls Club into the existing pavilion • Install two water stations on the O'Keefe Rail Trail
2.2.4 Support a localised sustainable food system	<ul style="list-style-type: none"> • Explore opportunities to develop a food policy that coordinates a broad range of themes, including healthy eating and the Greater Bendigo Food Hub
2.3 Promote community connection	2017-2018 Actions
2.3.1 Support the development and implementation of local community plans	<ul style="list-style-type: none"> • Support the completion of revised community plans in Axedale, Heathcote, Maiden Gully and Marong • Continue to implement the recommendations of the <i>Property Service Level Plan</i> to ensure critical community buildings are maintained and renewed to an agreed service level and standard • Implement the Community Grants program and review the grants policy and annual capacity-building program
2.3.2 Partner to encourage opportunities that enable community access and inclusion	<ul style="list-style-type: none"> • Install lighting at the Marist senior football oval and the tennis/netball courts • Complete the annual actions of the <i>Reconciliation Plan</i> including supporting NAIDOC and Reconciliation week, cultural awareness training for employees and developing organisational protocols • Work closely with the Goldfields Library Corporation to deliver library services to the Greater Bendigo community that promote learning, literacy and engagement at all life stages
2.3.3 Ensure there are facilities that allow people to come together for social and learning purposes and to have fun	<ul style="list-style-type: none"> • Complete construction of facilities at the Bendigo Tennis Centre • Upgrade the Albert Roy Reserve • Replace the synthetic hockey pitch at Garden Gully Reserve • Resurface the Flora Hill athletics track • Install lighting for multiple pitches at Strathdale Park • Partner with the Redesdale community to undertake detailed design of their Community Hub and help advocate for State Government funding for construction • Construct the Garden of the Future at Bendigo Botanic Gardens • Install infrastructure for dog parks at Kangaroo Flat and California Gully • Undertake ongoing safety and renewal works to Council's poppethead structures • Explore opportunities to extend the Goldfields Library Agency Model to other communities • Continue to undertake accessibility audits for Council's property assets and program ongoing improvement/upgrade works to improve access for all of the community

2.4 Support participation and development for residents of all ages and abilities	2017-2018 Actions
2.4.1 Continue to promote a child-friendly municipality	<ul style="list-style-type: none"> • Complete construction of the Strathfieldsaye Early Learning Centre and undertake concept planning for the Huntly Early Years Hub • Investigate the feasibility of the City of Greater Bendigo managing pre-school enrolments centrally • Deliver immunisations for infants and schoolchildren in accordance with the National Immunisation Schedule and maintain immunisation rates above 95% in the municipality • Provide the Maternal and Child Health Universal program and achieve participation rates of the Key Age and Stage visits for children 12 months and under above 90% • Extend the Enhanced Maternal and Child Health Program to support families and vulnerable children from 0-1 year to 0-3 years • Provide high quality child care services at Annie Galvin and Helen Jessen Early Learning Centres and achieve utilisation rates above 85% • Complete the annual actions of the <i>Municipal Early Years Plan</i> including reviewing the City's services • Complete Play Space construction at Strathdale Park, Derwent Drive Long Gully and Olympic Parade Kangaroo Flat
2.4.2 Partner to build connections for young people	<ul style="list-style-type: none"> • Engage with young people and service partners to complete the new <i>Youth Strategy</i> and annual actions, including the FreeZa program and a graffiti prevention project
2.4.3 Support positive ageing	<ul style="list-style-type: none"> • Partner with the Positive Ageing Advisory Group to develop a <i>Positive Ageing Strategy</i> • Undertake a review of Home Support services • Deliver Home Support services to eligible people with disabilities and older people according to their assessed needs • Achieve a minimum of 80% compliance with the Home Care Standards
2.4.4 Support positive life opportunities for people living with a disability	<ul style="list-style-type: none"> • Implement the annual actions of the <i>Community Access and Inclusion Action Plan</i> including establishing a portable universally accessible toilet and disability-friendly businesses program • Review the arrangements for the provision of disabled parking • Support eligible younger clients to transfer from the Home and Community Care Program for Younger People to the National Disability Inclusion Scheme (NDIS) and assist those people who may be ineligible for the scheme

2.5 Create safe and resilient communities	2017-2018 Actions
2.5.1 Strengthen community safety	<ul style="list-style-type: none"> • Implement the second year actions of the <i>Domestic Animal Management Plan</i>, including promoting animal registration, micro-chipping and responsible pet ownership • Develop an action plan for a consistent approach to managing safe parking around schools • Continue street lighting upgrades and new installations in parks and streets • Achieve required targets that ensure the quality of food available from food businesses in the municipality is safe and suitable for consumption • Complete the review of Local Laws number 3, 4, 5 and 10 • Help protect the community from risks and harm associated with fire, through the implementation of fire prevention activities • Support the Safe Community Forum to implement its strategic plan including making improvements to public safety and CCTV • Increase security surveillance and detection to critical property infrastructure to help reduce incidents of vandalism
2.5.2 Strengthen community resilience	<ul style="list-style-type: none"> • Undertake emergency management planning that builds community resilience, especially with increasing risk of bushfire, flood and heat events. This includes implementing the emergency management service review and preparing the Summer Preparedness Guide • Partner with the Community Foundation for Central Victoria to support The Big Give • Foster and support volunteerism • Support community priorities to reduce risks associated with problem gambling across the municipality
2.5.3 Maintain the attractiveness and cleanliness of public and commercial areas	<ul style="list-style-type: none"> • Provide a timely response to applications for outdoor dining, street trading and events with an effective monitoring program • Continue to work with the community to decrease the incidents of graffiti damage to City managed properties and action immediately • Develop an improved cleaning and maintenance standard for the Hargreaves Mall

Goal 3: Strengthening the economy

3.1 Support our local businesses and industry to be strong, vibrant and to grow and develop	2017-2018 Actions
3.1.1 Supporting local business, including through purchasing programs	<ul style="list-style-type: none"> • Develop and implement a range of strategies specifically tailored to meet the needs of and support for the business sector including the Small Business Festival • Increase the reach and impact of major events for local businesses, especially by increasing their awareness of forthcoming opportunities • Develop a program to recognise and support sustainable and ethical businesses and leaders
3.1.2 Work with small towns, commercial activity areas and community centres to retain their attraction and economic sustainability	<ul style="list-style-type: none"> • Investigate opportunities for situating major events in rural towns and communities • Prioritise a response to addressing unauthorised/illegal works, with a focus on rural and isolated areas • Review parking arrangements in the Rosalind Park Recreation Reserve precinct and the Bendigo Hospital precinct • Undertake a pedestrian and traffic movements study for Rosalind Park precinct • Upgrade the Rosalind Park fence
3.1.3 Implement agreed actions from the <i>Rural Communities Strategy</i>	<ul style="list-style-type: none"> • Implement agreed actions from the <i>Rural Communities Strategy</i>
3.1.4 Work closely with all sectors, including manufacturing, tourism, retail, education, health, creative industries and agriculture to enhance their success	<ul style="list-style-type: none"> • Refresh the <i>Economic Development Strategy</i> and ensure it encompasses a wider scope and is more inclusive of the range of economic development opportunities in Greater Bendigo and the region
3.2 Make it easier for people to transition from education to employment	2017-2018 Actions
3.2.1 Extend opportunities for stronger links between industry and learning providers	<ul style="list-style-type: none"> • Continue to build on the success of the Career Horizons program and investigate the potential implementation of a 'City Studio' model for linking students with Council's strategies • Understand the unmet tourist industry skills needs and support strategies that assist industries to meet demand
3.3 Ensure Greater Bendigo is a welcoming place for new businesses and industries, and supports creativity and innovation and visitor attraction	2017-2018 Actions
3.3.1 Promote a culture of enterprise	<ul style="list-style-type: none"> • Develop new collaborative strategies that strengthen Greater Bendigo's manufacturing sector • Establish a steering committee/partnership to oversee the implementation of adopted actions relating to the Bendigo city centre retail sector • Activate public spaces in the Bendigo city centre, including completing a design and development plan for Hargreaves Mall • Conduct a research project to determine the feasibility and best approach to establishing an organisational innovation program

3.3.2 Support collaborative partnerships for tourism growth	<ul style="list-style-type: none"> • Increase tourism visitation to the region • Support the initiative to restore Sun Loong and commission a new Chinese dragon Dai Gum Loong • Implement an updated approach to Christmas decorations across the municipality • Advocate for funding for improvements at the Chinese Precinct • Advocate for funding opportunities at the Great Stupa and support future planning and developments that are in accordance with their feasibility study
3.3.3 Expand existing manufacturing and emerging industries	<ul style="list-style-type: none"> • Collaborate with industry groups in advocacy for local initiatives and developments • Develop the concept of a Bendigo Regional Employment and Innovation cluster initiative • Implement the Strategic Plan for development of the Business Park at Bendigo Airport and complete other upgrades that increase the diversity and commercial viability of Airport operations • Advocate for funding for planning of further developments at the Bendigo Showgrounds as part of a master planning project • Advocate for funding for the Industry Innovation and Collaboration Program to facilitate an increase in research and development undertaken by local businesses
3.3.4 Attract and support creative industries	<ul style="list-style-type: none"> • Engage widely and prepare an <i>Arts and Creative Industries Strategy</i> • Work with the Bendigo and regional tourism industry to grow the tourism offerings • Constantly explore new local and unique products that maintain our point of difference and create opportunities to attract new / different visitor groups • Continue the program of supporting and encouraging local businesses to bid for Council contracts where appropriate and relevant
3.3.5 Take advantage of technology for community benefit	<ul style="list-style-type: none"> • Continue developing supportive networks with local social enterprises that build their capacity to successfully bid for local work • Attract and support investment in renewable technology • Investigate the development of a web-based portal for the Bendigo city centre retail sector using www.shopbendigo.com.au • Ensure parking efficiency and accessibility for all visitors by introducing contemporary approaches to parking and conducting patrols that promote turn-over and reviewing the <i>Bendigo CBD Parking Strategy in 2018-2019</i>

Goal 4: Presentation and managing growth

4.1 Plan for a growing population	2017-2018 Actions
4.1.1 Complete adopted major projects	<ul style="list-style-type: none"> • Complete the Bendigo Stadium major expansion • Partner with the RSL to ensure completion of the Soldiers Memorial Institute upgrade • Complete the Greater Bendigo Indoor Aquatic and Wellbeing Centre at Kangaroo Flat • Complete the upgrade and expansion of the Barrack Reserve Sporting/Community pavilion
4.1.2 Optimise the use of Development Contributions Plans	<ul style="list-style-type: none"> • Investigate a Development Contributions Program for major new residential development areas
4.1.3 Complete agreed structure and township plans	<ul style="list-style-type: none"> • Implement Council's adopted list of structure and township plans and Planning Scheme Amendments • Initiate a coordinated process to progressively implement a neighbourhood revitalisation program for Golden Square • Implement agreed planning actions from the <i>Rural Communities Strategy</i> • Complete the <i>Lake Eppalock Development Plan</i> • Complete the design for the former Municipal Baths
4.2 Plan to meet future housing needs	2017-2018 Actions
4.2.1 Implement agreed actions in the <i>Greater Bendigo Environment Strategy</i>	<ul style="list-style-type: none"> • Investigate and develop policy options that provide improved native vegetation protection and establishment outcomes for City of Greater Bendigo projects
4.2.2 Protect our bushland areas and the interface between public and private land	<ul style="list-style-type: none"> • Ensure the updated <i>Public Space Strategy</i> addresses the need for protection of the interface areas between public and private land
4.2.3 Advocate for increased access to social and affordable housing	<ul style="list-style-type: none"> • Develop a <i>Social and Affordable Housing and Living Strategy</i> and commence implementation • Develop and implement a strategy to assist the delivery of housing projects for Virginia Hill and the St Andrew's Church precinct
4.2.4 Encourage more environmentally sustainable housing	<ul style="list-style-type: none"> • Consider, trial and recommend ways that the planning process can support improved environmentally sustainable design outcomes
4.3 Continue to implement strategies that increase the capacity of transport networks to better move people and goods and encourages walking, cycling and the use of public transport	2017-2018 Actions
4.3.1 Use fairness of access as a basis for investments in new walking, cycling and transport infrastructure	<ul style="list-style-type: none"> • Complete design for the new Heathcote footbridge
4.3.2 Advocate for improved transport connections	<ul style="list-style-type: none"> • Prioritise the strategic and operational opportunities and recommendations from the <i>Greater Bendigo Freight Study</i> • Undertake road maintenance and construction as per adopted priorities • Review the operation of the bus passenger waiting facility in Hargreaves Mall
4.3.3 Build local knowledge about use of sustainable transport options	<ul style="list-style-type: none"> • Support initiatives and local events that promote the uptake of electric vehicles and develop a plan for promoting the availability of electric vehicle charging points within the urban Bendigo area • Expand Bendigo Cycleport as a flexible bicycle sharing scheme and support initiatives to commence assembly and manufacture in Bendigo

4.4 Keep Greater Bendigo attractive with good quality public facilities and places	2017-2018 Actions
4.4.1 Maintain and upgrade essential buildings and infrastructure in a sustainable manner	<ul style="list-style-type: none"> • Undertake an internal review of our current leases, licences and other forms of agreements to ensure compliance and standardisation • Begin the implementation of the adopted <i>Public Toilet Strategy</i> including replacing the public toilets at Heathcote • Upgrade the two heritage picnic shelters at Lake Weeroona • Complete stage two of a four-stage project to upgrade and preserve the external fabric of the Bendigo Town Hall • Provide heating and cooling and internal upgrade works to the Eaglehawk Town Hall • Continue to decant and prepare the former Gas Works site for possible future use and development including site decontamination • Continue to undertake ongoing property audit/condition inspections to provide critical data for future major works and renewal programs
4.4.2 Ensure open spaces are accessible and fit for purpose	<ul style="list-style-type: none"> • Construct new footpaths and upgrade others according to the agreed program • Continue to strategically purchase land and property and dispose of surplus assets
4.4.3 Increase urban shade and provide protection for significant and heritage trees through development and implementation of a <i>Greater Bendigo Tree Strategy</i>	<ul style="list-style-type: none"> • Increase urban shade and protect significant and heritage trees
4.5 Provide and maintain urban and rural infrastructure to support the liveability of our community	2017-2018 Actions
4.5.1 Develop and adopt best-practice asset management principles	<ul style="list-style-type: none"> • Develop and adopt best practice asset management principles to assist Council decisions about existing assets. • Commence the Community Buildings Service Review, including the development of a policy to define the City's service standard for investment in community buildings
4.5.2 Develop investment guidelines which will assist Council investment in new and existing assets	<ul style="list-style-type: none"> • Develop and adopt best practice asset investment principles to assist Council decisions about new assets

Goal 5: Environmental sustainability

5.1 Drawing on the One Planet Living* framework work to connect the health of the natural environment to the health and prosperity of our community	2017-2018 Actions
5.1.1 Implement prioritised actions contained in the <i>Greater Bendigo Environment Strategy 2016-2021</i>	<ul style="list-style-type: none"> • Prepare and commence a four-year action plan to implement the <i>Greater Bendigo Environment Strategy</i> • Support regional solar projects, including conducting a feasibility study for a regional scale solar facility • Continue to develop a feasibility assessment of a sub-surface pumped hydro energy storage system • Construct connecting cycle/pedestrian paths in new subdivisions in White Hills and Ascot and on-street cycle paths in Eaglehawk, Jackass Flat and Golden Square • Complete the concept plan for stage one of the Ironbark Gully Trail and Linear Reserve • Work with Coliban Water, key partners and the community to continue to plan for Greater Bendigo's long term water security • Further plan and develop the Bendigo Creek Project • Install updated drainage infrastructure according to the agreed program of priorities • Continue monitoring water quality in Bendigo's urban lakes and develop projects that respond to the findings to improve water quality • Implement the <i>Bendigo Urban Flood Study</i> and complete the Epsom Ascot Huntly Flood Mitigation project and seek funding for its implementation
5.1.2 Implement findings of the <i>City of Greater Bendigo 2017 Waste Review</i>	<ul style="list-style-type: none"> • Continue to implement the <i>Waste and Resource Management Strategy</i>, including Eaglehawk Landfill Rehabilitation and increasing waste diversion from City of Greater Bendigo work sites • Thoroughly investigate waste-to-energy options • Implement the key adopted actions of the <i>City of Greater Bendigo Domestic Wastewater Management Strategy</i>
5.2 Demonstrate leadership in sustaining the rich biological diversity of the Greater Bendigo region that sustains healthy ecosystems	2017-2018 Actions
5.2.1 Work in partnership with other Councils towards achieving zero emissions	<ul style="list-style-type: none"> • Show leadership and partner with the community to develop a transition pathway to 100% renewable energy • Increase the number of businesses that take up environmental upgrade agreements • Rehabilitate the previous landfill site at White Hills • Rehabilitate the previous landfill site at Wolstencroft Reserve • Review and refresh environmental education materials to ensure that they are relevant and useable • Encourage and support participation in the Resource Smart Schools Program
5.2.2 Achieve healthy living spaces that maintain and increase biological diversity through the <i>Greater Bendigo Public Space Plan</i>	<ul style="list-style-type: none"> • Complete the <i>Greater Bendigo Public Space Plan</i>

Goal 6: Embracing our culture and heritage

6.1 Celebrate our unique heritage	2017-2018 Actions
6.1.1 Value local area streetscapes and character to increase pride, appearance and function	<ul style="list-style-type: none"> Ensure that streetscapes form a key element of the <i>Greater Bendigo Public Space Plan</i> Develop an action plan in partnership with landowners to upgrade building facades in the Bendigo city centre, particularly in Pall Mall
6.1.2 Stimulate re-purposing of heritage buildings for contemporary use and increased sustainability	<ul style="list-style-type: none"> Undertake relevant heritage studies in accordance with Council's adopted <i>Built Heritage Strategy</i> Contribute to the ongoing development and sustainability of Bendigo Heritage Attractions Undertake renewal works to the exterior of the City's Heathcote offices to bring it back to its original condition
6.1.3 Promote connection with and celebration of our unique places, people, organisations and memories	<ul style="list-style-type: none"> Work with a regional partnership to implement the adopted <i>Tourism Destination Management Plan</i> Contribute to the development of a collaborative, integrated tourism website for the region
6.1.4 Recognise and celebrate our significant national and international heritage	<ul style="list-style-type: none"> Adopt and commence implementation of the <i>Built Heritage Strategy</i> and support the bid for World Heritage listing for the Central Victorian Goldfields Region Investigate options for developing an Open House Bendigo initiative to unveil 'hidden' parts of heritage sites to the public Advocate for funding for further development of Bendigo Heritage Attractions in accordance with their agreed feasibility study
6.2 Build pride in and shared responsibility for our public spaces	2017-2018 Actions
6.2.1 Protect our bushland areas and the interface between public and private land	<ul style="list-style-type: none"> Research approaches to reducing the population of former domestic animals that are now feral
6.2.2 Protect and advocate to retain the landscapes we value	<ul style="list-style-type: none"> No Council identified action in this year
6.3 Offer and support a diverse range of events that attract and connect people	2017-2018 Actions
6.3.1 Ensure that there are accessible and affordable events guided by the <i>Arts and Creative Industries Strategy</i>	<ul style="list-style-type: none"> Provide a broad range of major events and programs through Capital Venues and Events to meet diverse preferences and budgets Present a series of Family Fun Days
6.3.2 Build on the success of attractions and profile of the Bendigo Art Gallery	<ul style="list-style-type: none"> Attract state, national and international exhibitions and artistic experiences
6.3.3 Grow and nurture our contemporary music sector	<ul style="list-style-type: none"> Work with music industry representatives to enable successful events and their ongoing viability, including the Blues and Roots Festival
6.3.4 Attract state, national and internationally recognised arts and cultural experiences in public spaces and buildings	<ul style="list-style-type: none"> Present national events such as the Queen's Baton Relay and widely promote to ensure success Continue to explore opportunities to host international sporting events that will activate local world-class facilities such as Bendigo Stadium Increase the branding of Bendigo as an arts and cultural destination through promoting key events and experiences Complete a feasibility study for an Outdoor Performing Arts Space

6.3.5 Support and nurture fair and sustainable access to public spaces and facilities for local community-based arts and cultural organisations	<ul style="list-style-type: none"> No Council identified action in this year
6.3.6 Encourage community arts and enterprise	<ul style="list-style-type: none"> No Council identified action in this year
6.3.7 Implement the <i>Bendigo Regional Tourism Destination Management Plan</i>	<ul style="list-style-type: none"> Implement agreed actions from the <i>Bendigo Regional Tourism Destination Management Plan</i>
6.4 Embrace diversity	2017-2018 Actions
6.4.1 Implement the <i>Cultural Diversity and Inclusion Plan</i> to promote and support social cohesion	<ul style="list-style-type: none"> In partnership with stakeholders complete the annual actions of the <i>Cultural Diversity and Inclusion Plan</i>, including an integrated calendar of events and social inclusion marketing for workplaces Expand our range of celebrations of cultural diversity in public spaces
6.4.2 Acknowledge publicly significant dates on our calendar that reflect and promote diversity	<ul style="list-style-type: none"> No Council identified action in this year
6.5 Advance reconciliation	2017-2018 Actions
6.5.1 Strengthen the relationship between Council and Indigenous Communities	<ul style="list-style-type: none"> Continue to encourage Indigenous groups and enterprises to tender for Council contracts through engagement with relevant groups and review of contract documentation where needed Incorporate Indigenous knowledge into native vegetation management
6.5.2 Implement the adopted <i>Reconciliation Action Plan</i>	<ul style="list-style-type: none"> Explore opportunities that enable wider understanding of our Indigenous Australian culture



Financial statements

This section presents information in regard to the Financial Statements. The budget information for the years 2018/2019 to 2020/2021 has been extracted from the Strategic Resource Plan.

This section includes the following financial statements in accordance with the Local Government Act 1989 and the Local Government Model Financial Report.

Comprehensive Income Statement

For the four years ending 30 June 2021

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Income					
Rates and charges	106,255	110,550	113,045	115,602	118,224
Statutory fees and fines	4,370	4,465	4,554	4,645	4,738
User charges, fees and fines	26,871	26,481	26,990	27,532	28,082
Grants – operating	32,628	16,613	23,145	23,839	24,555
Grants – capital	31,987	9,692	6,466	6,531	6,743
Contributions – monetary	15,096	4,656	4,787	4,921	5,060
Contributions – non-monetary	11,478	12,210	13,000	13,000	13,000
Interest on investments	1,791	1,264	1,277	1,293	1,310
Total income	230,476	185,931	193,264	197,363	201,712
Expenses					
Employee costs	60,375	61,502	61,530	62,221	62,920
Contracts payments, materials and services	67,903	63,664	60,583	61,420	61,857
Bad and doubtful debts	130	132	136	141	144
Depreciation and amortisation	31,294	32,824	33,809	34,823	35,868
Borrowing costs	1,826	2,394	2,357	2,292	2,220
Net loss on disposal of property, infrastructure, plant and equipment	3,000	3,000	3,000	3,000	3,000
Total expenses	164,528	163,516	161,415	163,897	166,009
Surplus/(deficit) for the year	65,948	22,415	31,849	33,466	35,703
Other comprehensive income					
Items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation	27,992	56,484	21,093	61,006	20,951
Share of other comprehensive income of associates	(184)	(97)	(56)	(179)	81
Total comprehensive result	93,756	78,802	52,886	94,293	56,735

Balance Sheet

For the four years ending 30 June 2021

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Assets					
Current assets					
Cash and cash equivalents	49,275	37,280	44,329	50,428	54,112
Trade and other receivables	10,085	10,379	10,760	11,014	11,240
Other assets	1,520	1,520	1,520	1,520	1,520
Total current assets	60,880	49,179	56,609	62,962	66,872
Non-current assets					
Trade and other receivables	80	80	80	80	80
Investments in associates	3,852	3,864	3,938	3,985	4,024
Property, infrastructure, plant and equipment	1,515,512	1,607,428	1,653,348	1,742,243	1,795,371
Total non-current assets	1,519,444	1,611,372	1,657,366	1,746,308	1,799,475
Total assets	1,580,324	1,660,551	1,713,975	1,809,270	1,866,347
Liabilities					
Current liabilities					
Trade and other payables	13,532	13,913	13,629	13,737	13,847
Trust funds and deposits	2,936	2,965	2,995	3,025	3,055
Provisions	15,466	16,675	17,930	19,209	20,514
Interest-bearing loans and borrowings	3,366	3,737	3,821	4,258	15,714
Total current liabilities	35,300	37,290	38,375	40,229	53,130
Non-current liabilities					
Provisions	9,739	9,877	10,217	10,568	10,927
Interest-bearing loans and borrowings	47,011	46,211	45,266	43,885	31,048
Total non-current liabilities	56,750	56,088	55,483	54,453	41,975
Total liabilities	92,050	93,378	93,858	94,682	95,105
Net assets	1,488,274	1,567,173	1,620,117	1,714,588	1,771,242
Equity					
Accumulated surplus	708,600	744,148	771,147	799,764	830,617
Asset revaluation reserve	744,113	800,597	821,690	882,696	903,647
Other reserves	35,561	22,428	27,280	32,128	36,978
Total equity	1,488,274	1,567,173	1,620,117	1,714,588	1,771,242

Statement of Changes in Equity

For the four years ending 30 June 2021

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017/18				
Balance at beginning of the financial year	1,488,274	708,600	744,113	35,561
Surplus/(deficit) for the year	22,415	24,415	-	-
Net asset revaluation	56,484	-	56,484	-
Transfer to other reserves	-	-	-	-
Transfer from other reserves	-	13,133	-	(13,133)
Balance at end of the financial year	1,567,173	744,148	800,597	22,428
2018/19				
Balance at beginning of the financial year	1,567,173	744,148	800,597	22,428
Surplus/(deficit) for the year	31,849	31,849	-	-
Net asset revaluation	21,093	-	21,093	-
Transfer to other reserves	-	(4,850)	-	4,850
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	1,620,117	771,147	821,690	27,280
2019/20				
Balance at beginning of the financial year	1,620,117	771,147	821,690	27,280
Surplus/(deficit) for the year	33,466	33,466	-	-
Net asset revaluation	61,006	-	61,006	-
Transfer to other reserves	-	(4,850)	-	4,850
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	1,714,588	799,764	882,696	32,128
2020/21				
Balance at beginning of the financial year	1,714,588	799,764	882,696	32,128
Surplus/(deficit) for the year	35,703	35,703	-	-
Net asset revaluation	20,951	-	20,951	-
Transfer to other reserves	-	(4,850)	-	4,850
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	1,771,242	830,617	903,647	36,978

Statement of Cash Flows

For the four years ending 30 June 2021

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities					
Rates and charges	106,489	110,280	112,722	115,357	117,993
Statutory fees and fines	4,103	4,454	4,541	4,636	4,729
User fees, charges and fines	24,096	26,416	26,933	27,492	28,047
Grants – operating	32,093	16,572	23,079	23,789	24,507
Grants – capital	26,367	9,668	6,455	6,517	6,730
Contributions – monetary	11,701	4,624	4,753	4,890	5,030
Interest received	1,471	1,261	1,273	1,291	1,308
Employee costs	(60,225)	(59,970)	(60,297)	(60,763)	(61,431)
Materials and services	(58,829)	(63,334)	(60,502)	(60,981)	(61,665)
Net cash inflow/(outflow) from operating activities	87,266	49,971	58,957	62,228	65,248
Cash flows from investing activities					
Payments for property, infrastructure, plant and equipment	(117,813)	(60,143)	(49,691)	(53,892)	(58,963)
Proceeds from sale of property, infrastructure, plant and equipment	1,669	1,000	1,000	1,000	1,000
Net cash inflow/(outflow) investing activities	(116,144)	(59,143)	(48,691)	(52,892)	(57,963)
Cash flows from financing activities					
Finance costs	(1,891)	(2,394)	(2,357)	(2,292)	(2,220)
Proceeds from borrowings	17,000	3,000	3,000	3,000	3,000
Repayment of borrowings	(2,071)	(3,429)	(3,860)	(3,945)	(4,381)
Net cash inflow/(outflow) from financing activities	13,038	(2,823)	(3,217)	(3,237)	(3,601)
Net increase/(decrease) in cash and cash equivalents	(15,840)	(11,995)	7,049	6,099	3,684
Cash and cash equivalents at the beginning of the financial year	65,115	49,275	37,280	44,329	50,428
Cash and cash equivalents at the end of the financial year	49,275	37,280	44,329	50,428	54,112

Statement of Capital Works

For the four years ending 30 June 2021

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Property					
Land	500	-	-	-	-
Buildings	52,373	21,980	16,709	17,257	17,243
Total property	52,873	21,980	16,709	17,257	17,243
Plant and equipment					
Plant, machinery and equipment	4,536	3,827	3,850	3,850	4,000
Fixtures, fittings and furniture	681	958	1,006	1,000	1,000
Total plant and equipment	5,217	4,785	4,856	4,850	5,000
Infrastructure					
Land improvements	5,596	9,242	5,144	5,438	5,675
Artworks	-	100	-	-	-
Fountains, statues and monuments	441	77	-	-	-
Bridges	4,448	390	1,230	1,184	1,143
Sealed roads	30,163	12,239	9,686	10,440	10,910
Unsealed roads	-	3,250	4,000	4,000	4,000
Pathways	3,418	2,001	1,542	1,934	2,229
Drainage	5,053	3,354	1,550	1,650	1,858
Public furniture and fittings	3,364	2,628	918	960	986
Total infrastructure	52,483	33,281	24,070	25,606	26,801
Total capital works expenditure	110,573	60,046	45,635	47,713	49,044
Represented by:					
New asset expenditure	54,316	23,213	5,000	5,146	5,000
Asset renewal expenditure	34,781	34,002	35,635	37,567	39,044
Asset upgrade expenditure	11,522	2,731	-	-	-
Asset expansion expenditure	9,954	100	5,000	5,000	5,000
Total capital works expenditure	110,573	60,046	45,635	47,713	49,044

Statement of Human Resources

For the four years ending 30 June 2021

	Forecast Actual	Budget	Strategic Resource Plan Projections		
	2016/17 \$'000	2017/18 \$'000	2018/19 \$'000	2019/20 \$'000	2020/21 \$'000
Employee expenditure					
Employee costs – operating	58,857	60,004	59,987	60,632	61,283
Employee costs – capital	1,518	1,498	1,543	1,589	1,637
Total employee expenditure	60,375	61,502	61,530	62,221	62,920
	FTE	FTE	FTE	FTE	FTE
Employee numbers					
Employees	701	711	718	725	733
Total employee numbers	701	711	718	725	733

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

Directorate	Budget	Comprises	
	2017/18 \$'000	Permanent Full Time \$'000	Permanent Part Time \$'000
Executive Services	1,946	1,831	115
Corporate Performance	9,000	7,506	1,494
Strategy and Growth	11,485	9,192	2,293
Presentation and Assets	16,251	15,908	343
Health and Wellbeing	19,804	11,590	8,214
Total permanent staff expenditure	58,486	46,027	12,459
Casuals and other expenditure	1,518		
Capitalised labour costs	1,498		
Total employee expenditure	61,502		

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

Directorate	Budget	Comprises	
	2017/18 FTE	Permanent Full Time	Permanent Part Time
Executive Services	16	15	1
Corporate Performance	91	73	18
Strategy and Growth	115	88	27
Presentation and Assets	205	201	4
Health and Wellbeing	239	123	116
Total	666	500	166
Casuals and other	25		
Capitalised labour costs	20		
Total employee numbers	711		



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