



GOLDEN PLAINS SHIRE

# AGENDA

## Ordinary Council Meeting

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**6.00pm Tuesday 28 April 2020**

**VENUE:**  
**Bannockburn Cultural Centre**  
**Main Hall**  
**27 High Street, Bannockburn**

NEXT ORDINARY COUNCIL MEETING  
6.00pm Tuesday 26 May 2020

Copies of Golden Plains Shire Council's Agendas & Minutes  
Can be obtained online at [www.goldenplains.vic.gov.au](http://www.goldenplains.vic.gov.au)

## Code of Conduct Principles

### WORKING TOGETHER

We Councillors will:

- acknowledge and respect that a diversity of opinion exists among us;
- recognise that each of us has different life experience, knowledge and values, and that all of these contribute collectively to our discussions;
- behave with courtesy towards each other, Council officers and our citizens;
- conform to the policy and precedents that guide the conduct of meetings;
- attend punctually and participate in all relevant meetings, workshops and briefings;
- share reasonably in the representation, ceremonial and hosting tasks of the full Council; and
- honour the majority decisions made by the Council, irrespective of our own position, and explain these decisions frankly to the community, once made.

### BEHAVING WITH INTEGRITY

We Councillors will:

- identify our financial and personal interest, or potential interest, in any matter that comes before the Council;
- be honest and truthful;
- comply with laws and the regulations deriving there from;
- respect Council property and be frugal in its use, where allowed;
- avoid using our position for personal gain or to achieve advantage over others or to obtain preferential treatment;
- be sympathetic to the legitimate concerns of our citizens;
- act impartially when making decisions and have due regard to the needs of the community as a whole, rather than that of narrow vested interest; and
- acknowledge the role of Council officers in providing advice to us and in implementing Council decisions.

### MAKING COMPETENT DECISIONS

We Councillors will:

- without diminishing the short term focus, approach decisions with due regard to the long term needs of the municipality;
- form policies with regard to the needs of the entire Shire;
- direct our attentions to the strategic and statutory needs of the municipality rather than short term, transient, operational issues;
- seek to fully inform ourselves on the issues before Council before making a decision;
- take all reasonable steps to improve our knowledge of matters relevant to our municipal duties; and
- use and respect the professional knowledge of Council officers and other advisers to Council.

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**1 OPENING DECLARATION**

We the Councillors of Golden Plains Shire declare that we will undertake, on every occasion, to carry out our duties in the best interest of the community and that our conduct shall maintain the standards of the code of good governance so that we may faithfully represent and uphold the trust placed in this Council by the people of Golden Plains Shire

**2 ACKNOWLEDGEMENT OF COUNTRY**

Council acknowledge the traditional Wadawurrung owners of the land where we meet today. Council pays its respects to Wadawurrung Elders both past and present and extends that respect to all Aboriginal and Torres Strait Islander People who are part of Golden Plains Shire.

**3 APOLOGIES AND LEAVE OF ABSENCE****4 CONFIRMATION OF MINUTES****Recommendation**

That the minutes of the Ordinary Council Meeting held on Tuesday 24 March 2020 as circulated, be confirmed.

**5 DECLARATION OF CONFLICT OF INTEREST****6 PUBLIC QUESTION TIME**

## **7 BUSINESS REPORTS FOR DECISION**

### **7.1 ASSEMBLY OF COUNCILLORS**

**File Number:** 02-03-004

**Author:** Sharon Naylor, Executive Assistant - Chief Executive Officer

**Authoriser:** Eric Braslis, CEO

**Attachments:**

1. **Assembly of Councillors 31.03.20**
2. **Assembly of Councillors 09.04.20**
3. **Assembly of Councillors 16.04.20**
4. **Assembly of Councillors 21.04.20**
5. **Assembly of Councillors 23.04.20**

### **RECOMMENDATION**

That Council notes the Assembly of Councillors Record from 25 March 2020 to 27 April 2020 as attached.

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### **EXECUTIVE SUMMARY**

To present Council with written records of Assembly of Councillors in accordance with section 80A of the Local Government Act 1989 from 25 March 2020 to 27 April 2020.

### **BACKGROUND**

In accordance with Section 80A of the Local Government Act 1989 a written record of assembly of Councillors must be reported at an ordinary Council meeting and minuted as soon as practicable.

### **DISCUSSION**

The record must include:

1. The names of all Councillors and members of Council staff attending
2. The matters considered
3. Any conflict of interest disclosures made by a Councillor attending
4. Whether a Councillor who has disclosed a conflict of interest left the assembly

### **CONSULTATION**

A formal consultation process is not required.

### **CONFLICT OF INTEREST**


In Accordance with Section 80B of the Local Government Act 1989, the Officer preparing this report declares no conflict of interest in regards to this matter.

### **CONCLUSION**

The information provided in this report is compliant with Section 76A of the Local Government Act 1989.




### Assembly of Councillors Record

Date of meeting:	Tuesday 31 March 2020
Time:	1.30pm via teleconference
Purpose of meeting:	Special Councillor Briefing session
Councillors present:	Cr Owen Sharkey, Mayor Cr Helena Kirby Cr Joanne Gilbert Cr Nathan Hansford Cr Les Rowe Cr Des Phelan Cr David Evans
Apologies:	Nil
Council staff present:	Eric Braslis, Chief Executive Officer Phil Josipovic, Director Infrastructure & Development Lisa Letic, Director Community Services Philippa O'Sullivan, Director Corporate Services Fiona Rae, Finance Manager Asanka Jayacody, Coordinator Finance
Other people present:	Nil
Conflict of Interest Disclosures (Councillors)	Nil
Conflict of Interest Disclosures (Officers)	Nil
Matters discussed:	<b>Presentations</b> 2020-21 Budget Update <b>Updates</b> Community Grants Program - COVID-19 Response School Crossing Supervisor Program Emergency Management in Victoria and Council's Role Recycling Victoria - A New Economy Local Government Act 2020 Update Council Meeting Dates Update - September, October and November 2020 <b>Confidential Report</b> Bannockburn Children's Service EOI Update
Completed by:	Eric Braslis, Chief Executive Officer 




**Assembly of Councillors Record**  
**Virtual Meeting**

Date of meeting:	Thursday 9 April 2020
Time:	3.00pm
Purpose of meeting:	COVID-19 Update
Councillors present:	Cr Owen Sharkey, Mayor Cr Helena Kirby Cr Joanne Gilbert Cr Les Rowe Cr Des Phelan Cr David Evans
Apologies:	Cr Nathan Hansford
Council staff present:	Eric Braslis, Chief Executive Officer
Other people present:	Nil
Conflict of Interest Disclosures ( <i>Councillors</i> )	Nil
Conflict of Interest Disclosures ( <i>Officers</i> )	Nil
Matters discussed:	COVID-19
Completed by:	Eric Braslis, Chief Executive Officer 





**Assembly of Councillors Record**  
**Virtual Meeting**


Date of meeting:	Thursday 16 April 2020
Time:	7.45am
Purpose of meeting:	COVID-19 Update
Councillors present:	Cr Owen Sharkey, Mayor Cr Helena Kirby Cr Joanne Gilbert Cr Les Rowe Cr David Evans Cr Des Phelan
Apologies:	Cr Nathan Hansford
Council staff present:	Eric Braslis, Chief Executive Officer
Other people present:	Nil
Conflict of Interest Disclosures ( <i>Councillors</i> )	Nil
Conflict of Interest Disclosures ( <i>Officers</i> )	Nil
Matters discussed:	COVID-19
Completed by:	Eric Braslis, Chief Executive Officer  



### Assembly of Councillors Record Virtual Meeting


Date of meeting:	Tuesday 21 April 2020
Time:	12.30pm
Purpose of meeting:	Councillor Briefing session
Councillors present:	Cr Owen Sharkey, Mayor Cr Helena Kirby Cr Joanne Gilbert Cr Nathan Hansford Cr Les Rowe Cr Des Phelan Cr David Evans
Apologies:	Nil
Council staff present:	Eric Braslis, Chief Executive Officer Phil Josipovic, Director Infrastructure & Development Lisa Letic, Director Community Services Philippa O'Sullivan, Director Corporate Services Leanne Wilson, Manager Planning & Environment Ben Jordan, Manager Community & Council Planning Fiona Rae, Manager Finance Laura Wilks, Coordinator Strategic Planning Dean Veenstra, Coordinator Recreation and Youth Asanka Jayakody, Coordinator Finance Sarah Fisher, Coordinator Statutory Planning Geoff Alexander, Strategic Planner Sandra Tomic, Town Planner
Other people present	Wendy Holland, Director from Communityvibe Raeph Cumming, Director from Sociologic John Gavens, Partner Audit and Assurance from Crowe Gabrielle Castree, Senior Manager Risk Consulting from Crowe
Conflict of Interest Disclosures (Councillors)	Nil
Conflict of Interest Disclosures (Officers)	Nil
Matters discussed:	<p><b>Presentations</b></p> <ul style="list-style-type: none"> <li>- Risk Management Strategy and Implementation Project</li> <li>- Sport and Active Recreation Strategy 2020-2030 - Issues and Opportunities Presentation</li> <li>- Community Service Infrastructure Plan Update</li> </ul> <p><b>Reports</b></p> <ul style="list-style-type: none"> <li>- P20-007 - 27 Steddy Road, Lethbridge (Two (2) lot subdivision)</li> <li>- P19-264 - 137 Teesdale-Inverleigh Road, Inverleigh (the development and use of the land for two agricultural sheds)</li> <li>- Adoption of the Teesdale Structure Plan</li> <li>- Golden Plains Community Vision 2040 Update</li> <li>- Preparation of 2020-21 Draft Budget - Endorse for Exhibition</li> <li>- Red Gum Reserve Management Plan 2019-2029</li> <li>- Public Submissions on Proposal for Teesdale Tip Road Renaming</li> <li>- Meredith Interpretive Centre, 10 Wallace Street, Meredith - Lease of Land and Facility</li> <li>- Municipal Health and Wellbeing Plan Update</li> <li>- Council Plan Implementation – Quarter Three 2019/20</li> <li>- Quarterly Finance Report</li> <li>- Acting Chief Executive Officer</li> <li>- National General Assembly (NGA) of Local Government 2020 - Mayoral Attendance</li> <li>- Councillor Expenses and Meeting Attendance Report - Third Quarter ending 31 March 2020</li> </ul>



	<ul style="list-style-type: none"> <li>- Petition to prevent heavy haulage trucks from using the bridges and the roads leading to the bridges of the Moorabool Valley.</li> </ul> <p><b>Updates</b></p> <ul style="list-style-type: none"> <li>- IT Training</li> <li>- Sport and Active Recreation Facility Fees and Charges - A Fair Playing Field Community Subsidy Policy</li> <li>- Play Space Strategy Implementation</li> <li>- Shelford Public Hall Structural Condition Audit</li> <li>- Local Government Power Purchase Agreement update</li> <li>- Inverleigh Play Space Naming Proposal</li> <li>- Provision of Water to Bunjil lookout, Maude</li> </ul> <p>SMT Only CEO Only Councillor Only</p>
<p>Completed by:</p>	<p>Eric Braslis, Chief Executive Officer</p> 



**Assembly of Councillors Record**  
**Virtual Meeting**

Date of meeting:	Thursday 23 April 2019
Time:	7.45am
Purpose of meeting:	COVID-19 Update
Councillors present:	Cr Owen Sharkey, Mayor Cr Helena Kirby Cr Joanne Gilbert Cr Nathan Hansford Cr Les Rowe Cr David Evans
Apologies:	Cr Des Phelan
Council staff present:	Eric Braslis, Chief Executive Officer
Other people present:	Nil
Conflict of Interest Disclosures ( <i>Councillors</i> )	Nil
Conflict of Interest Disclosures ( <i>Officers</i> )	Nil
Matters discussed:	COVID-19
Completed by:	Eric Braslis, Chief Executive Officer 

**7.2 DELEGATES REPORT - 25 MARCH 2020 TO 28 APRIL 2020****File Number:** 78-07-002**Author:** Sharon Naylor, Executive Assistant - Chief Executive Officer**Authoriser:** Eric Braslis, CEO**Attachments:** Nil**RECOMMENDATION**

That Council receive and note the Delegates Report – 25 March 2020 to 28 April 2020.

**Cr Owen Sharkey**

25 March	Corio Corangamite COVID-19 Coordination Group Virtual Meeting
25 March	Special General Meeting for Tourism Greater Geelong and The Bellarine
27 March	G21 Board Meeting
27 March	Chairman's Lunch – Tourism Greater Geelong and The Bellarine
31 March	Special Councillor Briefing Virtual Meeting
9 April	COVID-19 Update Virtual Meeting
9 April	Golden Plains Youth Group Presentation Virtual Meeting
16 April	COVID-19 Update Virtual Meeting
21 April	Councillor Briefing Virtual Meeting
23 April	COVID-19 Update Virtual Meeting
24 April	G21 Board Meeting Virtual Meeting
28 April	Council Meeting

**Cr David Evans**

31 March	Special Councillor Briefing Virtual Meeting
2 April	Rural and Peri Urban Subcommittee Virtual Meeting
3 April	Rural and Peri Urban Advisory Committee Virtual Meeting
9 April	COVID-19 Update Virtual Meeting
16 April	COVID-19 Update Virtual Meeting
21 April	Councillor Briefing Virtual Meeting
23 April	COVID-19 Update Virtual Meeting
28 April	Council Meeting

**Cr Les Rowe**

31 March	Special Councillor Briefing Virtual Meeting
9 April	COVID-19 Update Virtual Meeting
16 April	COVID-19 Update Virtual Meeting
21 April	Councillor Briefing Virtual Meeting
23 April	COVID-19 Update Virtual Meeting
28 April	Council Meeting

**Cr Helena Kirby**

31 March	Special Councillor Briefing Virtual Meeting
9 April	COVID-19 Update Virtual Meeting
16 April	COVID-19 Update Virtual Meeting
21 April	Councillor Briefing Meeting Virtual Meeting
22 April	G21 Arts, Heritage & Culture Pillar Virtual Meeting
23 April	COVID-19 Update Virtual Meeting
28 April	Council Meeting

**Cr Nathan Hansford**

26 March	MAV Rural and Regional Forum
31 March	Special Councillor Briefing Virtual Meeting
3 April	MAV Board Meeting Virtual Meeting
15 April	MAV Special Board Meeting Virtual Meeting
21 April	Councillor Briefing Meeting Virtual Meeting
22 April	GRLC Board Meeting Virtual Meeting
23 April	COVID-19 Update Virtual Meeting
23 April	MAV Workcare Board Meeting Virtual Meeting
28 April	Council Meeting

**Cr Des Phelan**

31 March	Special Councillor Briefing Virtual Meeting
9 April	COVID-19 Update Virtual Meeting
16 April	COVID-19 Update Virtual Meeting
21 April	Councillor Briefing Meeting Virtual Meeting
28 April	Council Meeting

**Cr Joanne Gilbert**

31 March	Special Councillor Briefing Virtual Meeting
9 April	COVID-19 Update Virtual Meeting
16 April	COVID-19 Update Virtual Meeting
21 April	Councillor Briefing Meeting Virtual Meeting
23 April	COVID-19 Update Virtual Meeting
28 April	Council Meeting

**7.3 P20-007 - 27 STEDDY ROAD, LETHBRIDGE (TWO (2) LOT SUBDIVISION)****File Number:****Author:** Sandra Tomic, Town Planner**Authoriser:****Attachments:**

1. Draft Conidtions
2. Full Offciers Report (under separate cover)
3. Objection (under separate cover)
4. Permit Application (under separate cover)

**RECOMMENDATION**

That Council resolves to issue a Notice of Decision to Grant a Planning Permit for the development of a two lot subdivision at 27 Steddy Road, Lethbridge subject to the conditions as attached.

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**EXECUTIVE SUMMARY**

This report relates to a planning permit application for the development of land for the purposes of a two lot subdivision at 27 Steddy Road, Lethbridge. This report provides a background to the application and a summary of the relevant planning considerations.

One objection to the application has been received. The objector is concerned that the proposed subdivision will have a detrimental impact in relation to future built form, water pressure and road condition, contending that the approval of the one additional lot proposed by this application would exacerbate these matters.

The Low Density Residential Development Policy (Clause 22.09) applies to all land in the LDRZ. The policy aims to protect the character and amenity of low density residential areas and ensure that new subdivisions are capable of containing on-site effluent disposal and can be adequately serviced by infrastructure. The proposal satisfies the policy as the proposed lots exceed the minimum lot size of 4,000sqm (0.4 ha) and are consistent with the development in the surrounding area. In addition, each lot is capable of treating and retaining effluent on-site and the existing road network is able to accommodate one additional lot.

**BACKGROUND**

The subject land is located at 27 Steddy Road, Lethbridge. Steddy Road runs north-south off Smith Road, and sits on the eastern side of the Midland Highway.

The site is located within the Low Density Residential Zone (LDRZ) and is subject to Design and Development Overlay – Schedule 5 (DDO5) and Environmental Significance Overlay Schedule 3 (ESO3). The site is 1.02 ha in area, serviced by a sealed Council road, and contains an existing dwelling, outbuilding and a modest amount of landscaping. The land is not burdened by any restrictive covenants or 173 Agreements.

The application proposes the development of the land for a two (2) lot subdivision. A copy of the application and plans is available at Attachment 4.

The subdivision proposes the following features:

**Lot 1** – 6,099m<sup>2</sup> – retaining the existing dwelling and outbuilding. The existing access from Steddy Road is proposed to be retained to serve this lot.

**Lot 2** – 4,067m<sup>2</sup> – vacant lot sitting on the northern side of proposed Lot 1 with a new crossover and driveway required to provide access.

An indicative plan has been submitted showing the subdivision layout.

## **POLICY CONTEXT**

The site and surrounding land is located within a Low Density Residential Zone (LDRZ). The minimum lot size in the LDRZ is 0.4 hectares. The subject land is included within the Design and Development Overlay Schedule 5 (DDO5), which relates to setbacks for the construction of buildings and the Environmental Significance Overlay Schedule 3 (ESO3)

The Local Policy, Low Density Residential Subdivision (Clause 22.09) applies to this application and seeks to ensure the elements of land capability and character are addressed when considering subdivision applications.

## **DISCUSSION**

The proposed subdivision is considered to satisfy the relevant provisions of the planning scheme, including State and the Local Planning Policy for Low Density Residential Development (Clause 22.09).

Low Density Residential Development (Clause 22.09) seeks to ensure new lots are of sufficient size for on-site effluent disposal and maintains the existing character of low density residential areas. A land capability assessment submitted with the application demonstrates that the proposed lots are capable of accommodating on-site effluent disposal. In addition, the proposed subdivision can be adequately serviced by infrastructure including sealed road access, drainage and utilities. Infrastructure requirements will be specified as conditions on a permit, should the application be approved.

The proposed subdivision design contributes to the character of the area by creating lots of sufficient size to provide setbacks in accordance with the DDO5 and providing space for additional landscaping, whilst maintaining existing trees. The layout also provides each lot with generous frontage, providing a clear sense of address.

The proposal satisfies the policy as the proposed lots meet the minimum lot size of 4,000m<sup>2</sup> (0.4 ha), are consistent with existing development within the surrounding area, do not propose the removal of any vegetation and can be adequately serviced.

## **CONSULTATION**

Notice of the application was given in accordance with section 52 (1) (a) of the *Planning and Environment Act 1987*. Notice was provided by mail to six (6) adjoining and nearby owners and occupiers, together with a notice (sign) being placed on-site.

As a result of the public notice, one objection was received, a copy of which is located at Attachment 2. The objectors' property is located to the north of the subject site with concern raised in relation to impact the new lot could have on existing infrastructure within the area, privacy and future built form. A condition has been included that restricts future buildings on Lot 2 to single storey, this has been accepted by the permit applicant.

No consultation meeting was held due to the current hold on public gatherings as a result of the COVID-19. This includes no unnecessary meetings being held by Council.

## **CONFLICT OF INTEREST**

In accordance with section 80B of the Local Government Act 1989, the Officer preparing this report declares no conflict of interest in regards to this matter.

## **CONCLUSION**

The application satisfies the provisions of the Planning Scheme, including State and Local planning policies, particularly the Local Policy for Low Density Residential Development (Clause 22.09), the provisions of the Low Density Residential Zone, and the decision guidelines of the Planning Scheme (Clause 65). The proposed subdivision has been designed to maintain the character of the area and the proposed lots are capable of on-site effluent disposal.



**Proposed Conditions: P20-007 (27 Steddy Road, Teesdale)****Endorsed Plans**

1. The layout of the subdivision and the size and dimensions of the proposed lots must conform generally with the endorsed plan.

**Telecommunications**

2. The owner of the land must enter into an agreement with:
  - a) A telecommunications network or service provider for the provision of telecommunication services to each lot shown on the endorsed plan in accordance with the provider's requirements and relevant legislation at the time; and
  - b) A suitably qualified person for the provision of fibre ready telecommunication facilities to each lot shown on the endorsed plan in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where National Broadband Network will not be provided by optical fibre.
3. Prior to the issue of a Statement of Compliance for any stage of the subdivision under the Subdivision Act 1988, the owner of the land must provide written confirmation from:
  - a) A telecommunications network or service provider that all lots are connected to or are ready for connection to telecommunications services in accordance with the provider's requirements and relevant legislation at the time; and
  - b) A suitably qualified person that fibre ready telecommunication facilities have been provided in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.

**Prior to Certification**

4. Prior to certification a restriction must be placed on the plan of subdivision that provides for the following:
  - a) Any future dwelling on Lot 2 must not exceed a single storey.
  - b) Any dwelling on lot 2 does not exceed 4 habitable bedrooms. Habitable bedrooms include any room that may be closed off with a door, such as a study, library or sunroom that could be used for the purposes of a bedroom.
  - c) This requirement is at the owner's expense and must not be varied except with the written consent of the responsible authority.
5. The plan of subdivision submitted for certification under the Subdivision Act 1988 must be referred to the relevant authority in accordance with section 8 of the Act.

**Prior to Statement of Compliance**

6. Prior to issue of Statement of Compliance services to the existing retained house must be modified so that they are exclusive to and totally within the boundaries of the new lot to which it is appurtenant. In particular, the following existing services should be modified:
  - a) All downpipes, stormwater drainage and sanitary drainage must be taken to an approved legal point of discharge to the satisfaction of the Responsible Authority.

- b) Existing shed as shown across Lot 1 and 2 boundaries must be removed, generally in accordance with the proposed plan of subdivision submitted for consideration (Swanson Surveying Rev 3, 16/12/19), to the satisfaction of the Responsible Authority.
7. Prior to issue of Statement of Compliance all existing and proposed easements and sites for existing or required utility services, drainage and roads on the land must be set aside in the Plan of Subdivision submitted for certification in favour of the relevant authority for which the easement or site is created.
  8. Prior to Statement of Compliance the developer of the land must enter into agreements with the relevant authorities for the provision of water supply, drainage, sewerage facilities, electrical and telecommunication services to each allotment in the subdivision in accordance with the authority's requirements and relevant legislation at the time.
  9. Before the issue of a statement of compliance under the Subdivision Act 1988, the existing septic tank system must be altered/decommissioned/replaced and brought into compliance with the latest version of the 'EPA Code of Practice – Onsite Wastewater Management' to the satisfaction of the responsible authority. (Effluent must be dispersed below ground).
  10. All waste water must be treated and retained within the lot/s in accordance with the State Environment Protection Policy (Waters of Victoria) under the Environment Protection Act 1970.

**Note: A permit to install/alter a septic tank system must be obtained from Council's Environmental Health Unit prior to any works commencing.**

#### **Development Contribution**

11. Prior to the issue of Statement of Compliance, a Development Contribution of \$1500 (\$1500 for each new lot) must be paid to the responsible authority.

#### **Engineering - Prior to Statement of Compliance**

12. Prior to issue of Statement of Compliance the subdivider must:
  - a) Upgrade the existing vehicle crossing to Lot 1 by provision of a crushed rock drive entry, reinforced concrete culvert and driveable end walls conforming to requirements of the Golden Plains Shire Council contained in Infrastructure Design Manual (IDM) standard drawing SD 255,
  - b) Provide a new vehicle crossing to Lot 2 by provisions of a crushed rock drive entry, reinforced concrete culvert and driveable end walls conforming to requirements of Golden Plains Shire Council contained in Infrastructure Design Manual (IDM) standard drawing SD 255.
  - c) Provide open earth drains and provide to each allotment in the subdivision with a discharge point. Works must include shallow perimeter drains constructed along the southern boundary of Lot 1 and along the southern boundary of Lot 2 discharging neatly to the existing open drain at Steddy Road.
  - d) Works must also include regrading and deepening of existing drain at Steddy Road fronting the site. Works must be in accordance with requirements of Golden Plains Shire Council contained in Infrastructure Design Manual (IDM).
  - e) Open drains where required must be contained within a minimum 5m drainage easement which must be set aside on the Plan of Subdivision for this purpose.

All to the satisfaction of the Responsible Authority.

**Note: Works within road reserve permit must be obtained from the Council prior to the carrying out of any vehicle crossing works.**

**Fee for Supervision**

13. Pursuant to section 17(2)(b) of the Subdivision Act 1988 and Clause 5 of the Subdivision (Permit and Certification Fees) Regulations 2000, the prescribed maximum fee for supervision of work will be up to 2.5 per cent of the cost of constructing those works, which are subject to supervision. Such a fee must be paid to the responsible authority prior to the issue of a statement of compliance.

**Fee for Checking Engineering Plans**

14. Pursuant to section 43(2)(a)(iv) of the Subdivision Act 1988 and Clause 6 of the Subdivision (Permit and Certification Fees) Regulations 2000, the prescribed maximum fee for checking engineering plans will be 0.75 percent of the estimated cost of constructing the works proposed on the engineering plan. Such a fee must be paid to the responsible authority prior to the issue of a statement of compliance.

**Expiry**

15. This permit will expire if:
  - a) The plan of subdivision is not certified within two years of the date of this permit; or
  - b) The registration of the subdivision is not completed within five years of the date of certification.

The responsible authority may extend the periods referred to if a request is made in writing before the permit expires or within six months afterwards.

**7.4 P19-264 - 137 TEESDALE-INVERLEIGH ROAD, INVERLEIGH (THE DEVELOPMENT AND USE OF THE LAND FOR TWO AGRICULTURAL SHEDS)****File Number:****Author:** Sandra Tomic, Town Planner**Authoriser:** Phil Josipovic, Director Infrastructure and Development**Attachments:**

1. Draft Conditions
2. Objection (under separate cover)
3. Full Officers Report (under separate cover)
4. Planning Application (under separate cover)

**RECOMMENDATION**

That Council issue a Notice of Decision to Grant a Planning Permit for the development of the land for two agricultural sheds at 137 Teesdale-Inverleigh Road, Inverleigh subject to the conditions as attached.

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**EXECUTIVE SUMMARY**

This report relates to a planning permit application for the development of the land for two (2) agricultural sheds. This report provides a background to the application and a summary of the relevant planning considerations.

The site is a working farm and contains two existing sheds and associated infrastructure such as silos and stock yards. The two proposed sheds have been located within close proximity to the existing infrastructure to make the most efficient use of the existing agricultural operations. There are existing internal accessways servicing this area, with the main access point via the Teesdale-Inverleigh Road. The sheds are proposed to be used for fodder storage.

The application was required to be referred to the Corangamite Catchment Management Authority (CCMA); a recommending authority. The CCMA's response is one of non-support (refer to Attachment 2).

The development of the sheds in this location has been recommended for approval because the buildings are not a form of accommodation or any other use that may be inhabited, and will not require continual entry and egress to the site. There are two other existing sheds in the immediate vicinity as part of the same land ownership and title boundary. This location has been proposed to make efficient use of existing agricultural infrastructure. The land owner is aware of the Flood Overlay applicable to the site.

**BACKGROUND**

The proposal is for two hay sheds, with the following features:

- Shed 1 - 24 metres x 40 metres x 6 metre wall height.
- Shed 2 - 32 metres x 32 metres x 6 metre wall height.
- A connecting covered area of 8.0 metres x 32m.
- Maximum height - 7.1 metres.

The sheds are proposed to be constructed using zincalume cladding and located more than 400 metres from the Leigh River.

## **POLICY CONTEXT**

The subject site is situated at 137 Teesdale-Inverleigh Road, Inverleigh. The subject site is zoned Farming (FZ), as are the adjoining properties. The site is also subject to the following overlays: Environmental Significance Schedule 2 (ESO2 – Waterway protection), Land subject to Inundation (LSIO), and Floodway (FO).

## **DISCUSSION**

It is acknowledged that the policies relating to the flood management are to assist in the protection of life, property and community infrastructure from flood hazard. The site consists of an area of 131ha and is a working farm. The proposed location of the sheds is a strategic choice by the applicant to enable the farm to operate in the most efficient and practical way possible, utilising existing infrastructure, internal accessways and an existing entry point.

Almost the entire property is situated within the floodplain of the Leigh River. There is an existing shed within the same area that was approved in 2002. The proposed location of the new sheds is not located in the LSIO area as this overlay effects a relatively small area of the subject site.

The sheds will not be inhabited and are not considered a risk to humans in the sense that there is no need to get to or from a place of residence, or any other form of accommodation or public use that would result in frequent entry and egress.

## **CONSULTATION**

The application was not advertised under section 52 of the *Planning and Environment Act 1987* as it is considered that the granting of a permit will not cause material detriment to any person due to the adequate setbacks proposed to adjoining and/or surrounding land owners and/or occupiers.

The application was referred to the CCMA, which is a recommending referral authority. The CCMA has responded that it does not support the proposal. This is an objection to the application; however consultation was not held as it was a referral authority and not an adjoining landowner.

## **CONFLICT OF INTEREST**

In accordance with section 80B of the *Local Government Act 1989*, the Officer preparing this report declares no conflict of interest in regards to this matter.

## **CONCLUSION**

This application has been carefully considered, taking into account the purpose, objectives and decision guidelines of relevant policy and overlays as well as the CCMA's referral response. The recommendation of support is made for following reasons:

- It is not a development that will be inhabited
- It is not open to the public
- The sheds are to be set back approximately 400 metres from the Leigh River
- The sheds are proposed to be used for the storage of fodder (hay and Lucerne hay), nothing that may impact on the water quality in the event of flood
- No vegetation is to be removed
- The proposed location of the sheds is on flat topography and will not result in impact on streambeds or adjoining land.

The application satisfies the provisions of the Planning Scheme, including State and Local planning policies, the provisions of the Farming Zone, and the decision guidelines of the Planning Scheme (Clause 65).

**P19-264 – 137 TEESDALE – INVERLEIGH ROAD, INVERLEIGH (THE DEVELOPMENT OF THE LAND FOR TWO AGRICULTURAL SHEDS)****Proposed Conditions:**

1. Before the development starts, a revised plans drawn to scale and dimensioned, must be submitted to and approved by the Responsible Authority. When approved the plans will be endorsed and will then form part of the permit.

The plans must be substantially in accordance with the plans submitted the application but modified to show to the satisfaction of the Responsible Authority:-

- a) A site plan showing
    - The location of the existing shed(s)
    - The location of the proposed sheds
    - Access driveway to the sheds.
    - Location of proposed retaining walls
  - b) Elevation plans for the shed, to include a notation of the proposed external materials.
  - c) The floor layout and elevation plan must show the existing natural ground levels and the proposed finished floor levels (FFL's) and site levels reduced to Australian Height Datum (AHD). The elevation plans must show the wall heights and overall height based on the AHD.
2. The layout of the site and the size of the proposed buildings and works as shown on the endorsed plans must not be altered or modified without the written consent of the responsible authority.
  3. The shed shall be located approximately 400 metres from the Leigh River as shown on the site plans and in the event of sale of the land the vendor shall notify the purchaser that the shed is within land subject to flooding.
  4. All external materials to be used in the construction of the shed must be of muted tones and be non-reflective and must not result in any adverse visual impact on the amenity of the surrounding area.
  5. This permit is granted for a shed for storage and other domestic purposes only and such use must not be altered without the written consent of the responsible authority.
  6. No human habitation of the shed(s) is permitted.
  7. The development hereby permitted must not cause any nuisance or loss of amenity in any adjacent or nearby land by reason of the discharge of drainage.
  8. The development must be managed so that the amenity of the area is not detrimentally affected, through the:
    - a. transport of materials, goods or commodities to or from the land
    - b. appearance of any building, works or materials
    - c. emission of noise, artificial light, vibration, smell, fumes, smoke, vapour, steam, soot, dust, waste water, waste products, grit or oil
  9. This permit will expire if one of the following circumstances applies:
    - a) The development is not started within two years of the date of issue.
    - b) The development is not completed within four years of the date of issue.

The responsible authority may extend the periods referred to if a request is made in writing before the permit expires or within six months afterwards (or twelve months after the permit expires for a request to extend the time to complete the development).

**Note: This permit does not authorize the commencement of any building construction works. Before any such development may commence, the applicant must apply for and obtain appropriate building approval.**

## 7.5 ADOPTION OF THE TEESDALE STRUCTURE PLAN

### File Number:

**Author:** Geoff Alexander, Strategic Planner

**Authoriser:** Phil Josipovic, Director Infrastructure and Development

**Attachments:**

1. Detailed Report - Adoption of the Teesdale Structure Plan (under separate cover)
2. Teesdale Structure Plan 2020 (under separate cover)
3. Background Report (under separate cover)
4. Community Consultation Report (under separate cover)
5. Summary of developer submissions and copy of submissions (under separate cover)
6. Copy of developer submissions continued (under separate cover)

### RECOMMENDATION

That Council:

1. Adopt the 2020 Teesdale Structure Plan (Attachment 2 to this report).
2. Authorise the preparation and exhibition of a planning scheme amendment to incorporate the 2020 Teesdale Structure Plan into the Golden Plains Planning Scheme in place of content from the 1997 Teesdale Structure Plan.

---

### EXECUTIVE SUMMARY

This report presents the 2020 Teesdale Structure Plan to Council for adoption. The officer's recommendation also seeks Council's authorisation to commence a formal planning scheme amendment to incorporate the new structure plan into the Golden Plains Planning Scheme in place of the previous Structure Plan.

Key components of the structure plan are as follows:

- The Teesdale Structure Plan reaffirms and provides clarification regarding a growth area to the north east of the town, including identifying future zoning and specifying development requirements.
- The Teesdale Structure Plan encourages the development of commercial facilities within the existing Township Zoned (TZ) area.
- The Teesdale Structure Plan includes a number of future actions for Council that were identified through the consultation process, including through community and agency consultation and from internal knowledge of Council staff.
- The Teesdale Structure Plan does not propose any new growth areas outside the existing settlement boundary or any new commercial areas.

A more detailed description of the Structure Plan and the basis for the key directions can be found in Attachment 1 to this report. The Structure Plan itself, the background report, a consultation report, a summary of developer submissions and a copy of the submissions is also provided as attachments.

### CONSULTATION

During the formal community engagement phase (29 August to 20 October, 2019) a total of 166 survey responses were received. Council officers reviewed all responses and identified key themes which are outlined in the report at Attachment 4. In addition to the survey there were 28 attendees at the two conversation posts held.

Council also received submissions from three developers which make case for future growth on the eastern, western and southern edges of the town. A detailed summary and officer response to



these submissions as well as a full copy of the submissions themselves is provided at Attachments 5 and 6.

### **CONFLICT OF INTEREST**

In accordance with Section 80B of the Local Government Act 1989, the officer preparing this report declares no conflict of interest in regards to this matter.

### **CONCLUSION**

The Teesdale Structure Plan has been prepared in consultation with the community and relevant agencies. It proposes to facilitate a significant growth area for the town, encourage well designed infill, encourage commercial development in the central part of the town and outlines future actions for Council. The Structure Plan is supported by significant evidence based analysis, primarily through a background report.

It is presented to Council for adoption and as a basis of a planning scheme amendment that will provide the Structure Plan with statutory effect, replacing content based on the 1997 Structure Plan.

**7.6 PREPARATION OF 2020-21 DRAFT BUDGET - ENDORSE FOR EXHIBITION****File Number:** 40-01-016**Author:** Fiona Rae, Finance Manager**Authoriser:** Philippa O'Sullivan, Director Corporate Services**Attachments:**

1. Draft 2020-21 Budget Booklet
2. Draft 2020-21 Schedule of Fees and Charges (under separate cover)

**RECOMMENDATION**

That Council:

1. In accordance with section 127 of the *Local Government Act 1989*, place the draft 2020-21 Annual Budget on public exhibition and that:
    - a. The Chief Executive Officer be authorised to:
      - (i) Give public notice of this, in accordance with *Section 129 and 223 of the Local Government Act 1989*; and
      - (ii) Make available for public inspection the draft 2020-21 budget.
    - b. Council consider any submissions on any proposal (or proposals) contained in the draft 2020-21 Annual Budget, made in accordance with Section 129 and 223 of the *Local Government Act 1989* at a Council Meeting to be held Tuesday 9 June 2020.
    - c. Council consider a notice of motion to adopt such 2020-21 Annual Budget at the Council meeting to be held on Tuesday 23 June 2020.
  2. Endorse the draft 2020-21 schedule of fees and charges for adoption at the Council meeting to be held on Tuesday 23 June 2020 to commence from 1 July 2020.
- 

**EXECUTIVE SUMMARY**

The 2020-21 Draft Budget has been prepared in accordance with the requirements of the *Local Government Act 1989*. The budget seeks to achieve the actions and activities set out in the Council Plan by balancing the demand for services and infrastructure with the community's capacity to pay.

The Novel coronavirus (COVID-19) is a current health issue affecting many countries across the world, including Australia. Due to the recent timing and rapid speed in which COVID-19 is changing our environment, the draft 2020-21 budget includes relief for residential and business customers and a reduction in expenditure to assist the possible cashflow impacts from customers' difficulty to pay rates.

It is also understood that the State Government is planning to defer its decision to increase Victorian landfill levy fees which was to commence from 1 July 2020. The State Government is planning to defer the increase to the Levy until 1 Jan 2021. However, at the time of writing this report, and preparing the budget, formal notification had not been received. The draft budget will be adjusted for this proposed change prior to adoption. Deferral of the increase is likely to reduce the levy by approximately \$5 per household.

**BACKGROUND**

The initial 2020-21 draft budget prepared generated an underlying deficit of deficit of \$3.4 million (m), significantly below our preferred target of \$0. This result was largely due to the reduction in the rate cap from 2.5% to 2.0% which equates to \$110k less revenue, and the one off costs of approximately \$1.0m for election costs and costs associated with service review implementation.

Management therefore undertook an extensive review of all line items of the operating budget to identify areas that could be reduced while balancing the delivery of critical activities. Areas that

have been reduced will impact on service delivery, however due to the challenges of a constrained budget it is a risk that will need to be managed by the organisation:

- A deliberated decision to exclude the 2 new FTE that had been previously reflected in Council's Strategic Resource Plan (long term financial plan) for the 2020-21 year only;
- Review of building and planning income of revised forecast planning activity levels and a review of user fees including comparison to similar sized councils resulting in increased income:
  - \$28k new fees and fee increases
  - \$159k generated from revised forecast planning activity
- Reduction in maintenance costs noting that these budget lines were increased in 2019-20 but the increase could only be sustained for one year and are now decreased in line with 2018/19 levels.
  - \$107k for reserves and stadium maintenance
  - \$205k for sealed road maintenance
  - \$207k for routine bridge maintenance
- Removal of the following asset management costs:
  - \$61k for new street lighting
  - \$125k for the building and condition inspections report (will complete in 2019-20)
  - \$45k for the cypress tree strategy (will be completed in 2019-20)
  - \$76k for the Bunkers Hill future gravel resource
  - \$80k for major projects planning and investigation

Impacts from the above maintenance budget cuts will result in a reduced level of maintenance on Council assets (reserves, stadiums, roads and bridges).

## **COVID – 19 FINANCIAL IMPLICATIONS**

The Novel coronavirus (COVID-19) is a current health issue affecting many countries across the world, including Australia. The World Health Organisation has declared the current outbreak of the coronavirus a pandemic. It is impacting on every aspect of everyday lives and businesses.

Management have incorporated a number of financial options to address known impacts from COVID-19 as part of the 2020-21 budget including:

- Ratepayer customer relief - Waiving interest on rates, developing a COVID-19 financial hardship policy, and promoting customers payment plans.
- Business relief – extending permits for food registration for the time ceased trading, allow restaurants and cafes to sell takeaway food and waive permit fees, discount waste charge on additional bins, and pay businesses within 14 days.
- Reducing expenditure in particular activities noting this will have an impact on our communities.
- The implementation of a specific COVID-19 Financial Hardship Policy to provide financial relief to residents who need it the most.

## **DISCUSSION**

The 2020-21 Draft Budget is appended to this report and includes a detailed list of the capital works program. The proposed fees and charges are provided in attachment two. The 2020-21 draft budget has been prepared based on the adopted principles within the 2017-2021 Council Plan and Strategic Resource Plan, however, some of the longer term assumptions have been altered to better reflect the current environment and known future changes.

**Draft Operational Budget**

The budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, delivering these within the 2.0% rate cap increase mandated by the State Government. This year, the creation of the draft budget was based on a number of new principles:

- No increases in business as usual operational expenditure beyond a CPI increase of 2.0%.
- All new initiatives / priority projects / programs to be evaluated against organisational priorities and the risks associated with not delivering the initiative.

As a result, the key indicators of the 2020-21 draft budget are:

- Total operating revenue of \$47.8m
  - Rate revenue modelled on pre-valuations with a 2.0% average rate cap increase in accordance with the Minister for Local Government's announcement on 13<sup>th</sup> December 2019;
  - Waste management fees increased by \$25 from \$330 to \$355
    - Increased by \$15 to recover landfill rehabilitation liability over 10 years in accord with external audit findings to ensure Council can address the unfunded liability; and
    - Additional \$10 increase has also been included following the State Government announcement of the requirement to bring Victorian landfill levy fees in line with other states via phased increases in fees over 3 years.

The waste management fees increase incorporates full extinguishment of the anticipated closing balance of \$572k at 30 June 2020 in the waste management reserve and transferring this to the dedicated Landfill rehabilitation reserve.

- Council user fees increased by CPI of 2.0%.
- Statutory fees as set by Statute.
- Windfarm income estimate of \$371k included for Berrybank (\$157k) and Mount Mercer (\$214k).
- No income from Bakers Lane land sales (forecast to commence in 2021-22).
- Operating Expenditure of \$43.0m to continue to deliver services to the Golden Plains community with expenses increased by 2.0% Consumer Price Index (CPI).
- Operating surplus \$4.8m.
- Underlying deficit of \$1.8m.

It is also important to note that the 2020-21 draft budget includes additional one-off costs of approximately \$1.0m that adversely impacted on the initial operating result; these include:

- \$200k of additional costs associated with the 2020 Council elections, which relates to the costs charged from the Victorian Electoral Commission of \$156k and another \$44k associated with candidate training.
- \$850k one-off operating cost associated with implementation of the service review.

A review of user fees comparing to other similar sized councils identified that we could be charging for activities currently not charged and some at higher fees than currently charged.

The user fees analysis together with a revision of the forecast planning activity has resulted in an increase in revenue of \$127k planning income and \$60k environmental income. New fees and fee increases proposed are outlined below.

Fee Description	Comments
<b>New Fees</b>	
Secondary consent non VicSmart \$300	Planning permit fee
Statement of compliance inspections \$100	Planning permit fee
Recreational vehicle on private land \$115 pa	Local laws fee
Amendment of LL permit dogs/cats \$50	Animal registration fee
DAB breeding first year dogs/cats \$665	Animal registration fee
DAB inspections \$115	Animal registration fee
DAB first year non breeding \$321	Animal registration fee
Camping on private land >60 days \$275 pa	Local laws fee
Shipping container \$115 pa	Local laws fee
Caravan storage vacant land \$115	Environmental health fee
Heavy vehicle parking \$80	Local laws fee
Impounding travel (4WD w/wout trailer) \$0.80/km	Animal impounding fee
Impounding officer labour (2 officers required) \$110/hour	Animal impounding fee
After hours call out (officer/4WD/trailer) \$115/person/hour	Animal impounding fee
<b>Increased Fees</b>	
Extension of time 2 <sup>nd</sup> request \$300	50% increase from \$200
Extension of time 3 <sup>rd</sup> request \$400	100% increase from \$200
Written planning advice \$125	56% increase from \$80
Satisfaction matters \$326	2.5% increase from \$318
Archive planning file recovery \$100	100% increase from \$51
DAB breeding dogs/cats \$550 pa	168% increase from \$205
Mobile food van \$560 pa	115% increase from \$260
Impound subsequent offence – sheep, goats \$20	100% increase from \$10
Impound subsequent offence – other animals \$51	25% increase from \$41
Other local law permits not listed \$88	75% increase from \$50

As indicated above, the 2020-21 draft budget is generating an adjusted underlying result of \$1.8m deficit noting that this is below the Council's financial sustainability threshold of zero. However, when preparing the 2020-21 budget long term financial modelling confirms this deficit is sustainable due to a stronger financial result in future years with a forecast in revenue from external sources such as the Berrybank windfarm and Bakers Lane land sales.

Opportunity to defer the Budget was provided by the Minister for Local Government with an additional two months added to the timeframe for adoption due to the COVID-19 environment. Council will continue to work towards the standard timeframes due to the amount of work undertaken to identify projects and services that will continue to support our community, consideration of projects that can be deferred, operating expenditure reviewed to manage the budget and provide relief to ratepayers impacted by COVID-19 and ensuring we continue to deliver services to the community while also considering the opportunity to build in operational savings.

### **Rating Strategy**

This year, rates will be based on new 2020 valuations with rate increases varying across the differential rating categories and individual properties. There can be a misunderstanding that as properties are revalued, council receives additional revenue. However, this is not the case, but instead the total revenue is re-distributed across all properties in the shire. As such, as property

values increase, the rate in the dollar will decrease. Total income from rates can only be increased by the 2.0% rate cap, a reduction from the 2.5% 2019-20 rate cap.

Council makes two further distinctions within the property value component of rates based on the purpose for which the property is used and whether it is located within a defined geographic growth area.

Council's Rating Strategy ensures that the financial burden is shared equitably amongst ratepayers, whilst generating sufficient revenue to meet the increasing demands of future infrastructure and service needs of the Shire. The Rating Strategy was reviewed during 2019-20 with the following key changes effective from 1 July 2020:

- Removal of growth differentials from all rating categories
- Increase municipal charge in line with rate cap from \$300 to \$306 per property
- Establishing separate farm differentials for broadacre, intensive and small farms
- Increase business property differential rate to 120% for Bannockburn
- Continued application of the vacant land differential for developable land

### **Capital Works Program**

The 2020-21 budget includes Capital Works investment of \$13.6 million with \$6.3 million funded out of council cash.

Key allocations in the capital program include:

- Funding has been redirected as compared to 2019-20:
  - Reseals decreased from \$1.15m to \$0.90m.
  - Local Road Improvements reduced from \$1.30m to \$0.50m.
  - Specific Local Road Projects (subject to successful \$1.0m fixing country roads and \$1.3m roads to recovery funding).
  - Black Spot funding of \$1.24m received for road improvements on Shelford-Mt Mercer Road and Russells Bridge Road.
  - Gravel Resheeting retained at increased 2019-20 level of \$600k.
  - Footpaths & Trails retained at increased 2019-20 level of \$300k.
  - Kerb and Channel reduced from \$425k to \$250k.
  - Bridges expenditure \$700k for Geggies Road bridge replacement.
  - Bridge rehabilitation \$2.3m for Slate Quarry Road bridge.
- Projects attracting significant grant funding include:
  - Inverleigh Football Club upgrade (fully funded by Federal Government).
  - Bannockburn Soccer Club female friendly changerooms (full funded by Federal Government).
  - World Game Soccer (leveraging federal funding for lights and fencing)
  - Rural development projects (seeking \$480k for three trails)

In addition, new Initiatives include:

- Future Road Design Work \$150k.
- Streetscape Design Work \$75k.
- Environment Strategy Implementation \$50k.
- Future Design Work Rec Leisure & Community \$75k.

## **STRATEGIC ALIGNMENT**

The draft 2020-21 budget also addresses all of the priorities and strategic objectives as outlined in Golden Plains Shire's 2017-2021 Council Plan as outlined below:

### Strategic Objective 1: Promoting Healthy and Connected Communities

- Work with local communities to deliver six new community plans and review the Community Planning Program.
- Develop and adopt the Municipal Public Health and Wellbeing Plan 2021-2025.
- Develop a Youth Strategy Action Plan.
- Progress the Youth Portable concept.
- Engage programs from Engage and Freeza from funding.
- Implement Sport and Active Recreation Strategy 2020-2030.
- Playspace Strategy 2019-2029 implementation.
- In consultation with the community reference group, complete and adopt the Golden Plains Shire Community Vision 2040.
- Development of Municipal Early Years Plan.
- Development of Early Years infrastructure planning draft plans.
- Development of strategic planning for Maternal and Child Health and Family Day Care.
- Planning and implementation of new Sleep and Settling program funded by DHHS.
- Planning for implementation of school readiness funding 2021.
- Planning and implementation of funded 3 year old Kindergarten commencing 2022.
- Action 2020-2024 Active Ageing and Inclusion Plan to identify current and future needs of older residents and people living with disabilities.

### Strategic Objective 2: Enhancing Local Economies

- Ongoing focus on investment attraction, business support, tourism development, lobbying and advocacy and partnership.
- Deliver Community Grants Program including implementing funding streams and quick response grants.
- Support local producers, business and tourism by conducting a monthly Farmer's Market and annual Twilight Market.

### Strategic Objective 3: Maintaining Natural and Built Environments

- Promote safer emergency practices by the community.
- Investment of \$1.5m on local roads (resealing and resheeting works).
- Investment of \$3.2m on local roads improvements (roads to recovery and fixing country roads funding).
- Delivery of safer roads with road improvements for blackspots of Shelford-Mt Mercer Road and Russells Bridge Road.
- Investment of \$3m on bridge rehabilitation and replacement works.
- Increased focus on Asset Management systems and processes to assist in planning and resource allocation.

### Strategic Objective 4: Delivering Good Governance and Leadership

- Delivery of the key actions of the corporate Digital Transformation Strategy covering 4 pillars: data and information reform, digital opportunity, technology reform and capability uplift.
- Aged Care Quality Standards action plan to ensure compliance across service provision.
- Increased focus on Council's transparency and communication to ensure residents are kept informed.

## **CONSULTATION**

The principles contained in the 2017-2021 Council Plan were adopted after an extensive community engagement and consultation process. As mentioned earlier in the report the Draft Budget has been prepared based on these adopted principles.

The draft 2020-21 budget is to be placed on public exhibition as part of the legislated four week consultation period. The draft budget will be made available for inspection and comment to the 22 May 2020. Any person can make written comment on any proposal contained in the budget. Feedback will be heard at a council meeting on 9 June 2020.

The annual budget has been developed in consultation with team leaders, managers and directors responsible for managing budgets to deliver the programs and activities identified with the Corporate Services team providing detailed oversight and quality assurance of the overall budget development.

### **CONFLICT OF INTEREST**

In accordance with Section 80B of the Local Government Act 1989, the Officer preparing this report declares no conflict of interest in regards to this matter.

### **CONCLUSION**

The strategies and long-term financial plans adopted by Council must underpin the preparation of the 2020-21 budget. It is also impacted by the Shire's unique demographics, increased demand for new services, population growth, extensive local road network of 1,800 kilometres and the competing interests between rural and urban communities.

The draft 2020-21 budget includes relief for residential and business customers and reduction in expenditure to assist the possible cashflow impacts from customers finding it difficult to pay.

In accordance with the legislation, Council will place the Budget out for public exhibition prior to the adoption of the final budget 2020-21 by 30 June 2020.



THE GOLDEN PLAINS SHIRE COUNCIL

DRAFT

# BUDGET 2020-21



Cover Image Canola Fun\_Altmann

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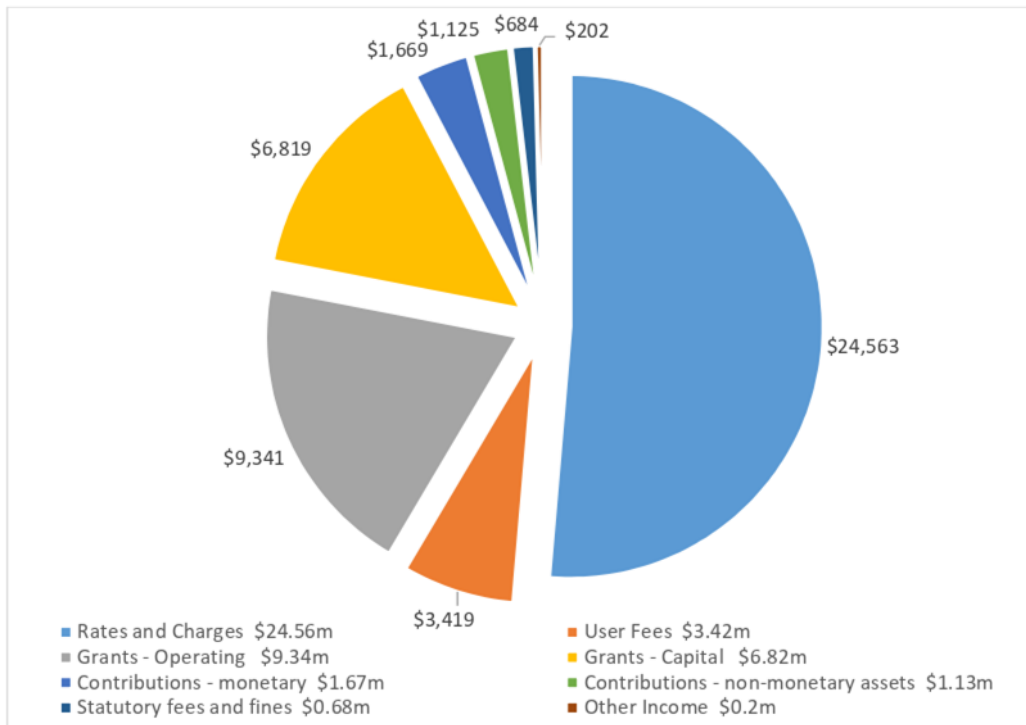
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This Budget has been prepared with reference to Chartered Accountants Australia and New Zealand "Victorian City Council Model Budget 2020-21" a best practice guide for reporting local government budgets in Victoria.

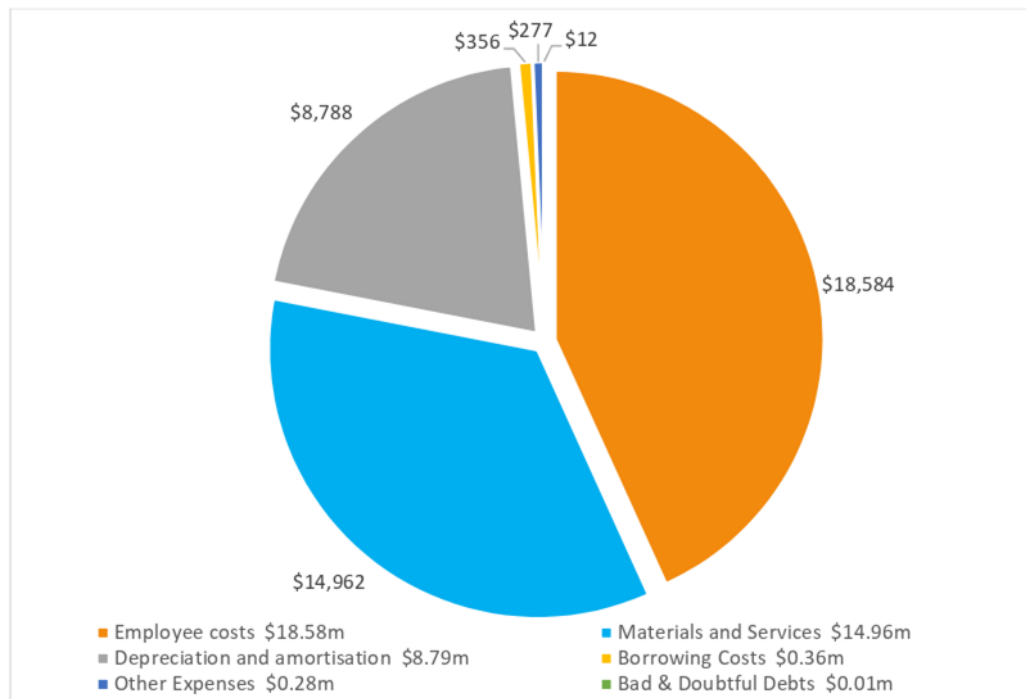
### Council's 2020-21 Budget at a Glance

(Per Comprehensive Income Statement)

How Council's \$47.8m revenue is Generated (\$'000)



Where Council will Spend the Money \$42.9m (\$'000)



## 1 OVERVIEW

### 1.1 MAYOR'S INTRODUCTION

Dear Residents

I am pleased to present Council's 2020-21 Budget to you. This Budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, within the 2.0% maximum rate increase as set by the Minister for Local Government.

I believe this Budget answers many of the questions, priorities and concerns raised by the community over the last few years. The Budget has been prepared based on the adopted principles within the 2017-2021 Council Plan and Strategic Resource Plan, which can be found on our website.

- Continued capital investment in infrastructure assets.
- Waste management charges are based on achieving full cost recovery to ensure this service is sustainable for the long term. There is an increase of \$25 in the 2019-20 annual charge comprised of \$15 increase to recover landfill rehabilitation liability over 10 years and \$10 increase in landfill levy prescribed by the State Government.
- Existing fees and charges are increased in line with CPI or market levels.
- Service levels to be maintained at 2018-19 levels with the aim to use less resources with an emphasis on innovation and efficiency.
- A projected surplus of \$4.8m, however, it should be noted that the adjusted underlying result is a deficit of \$1.8m after removing non-recurrent capital grants and capital contributions.

#### COVID-19

Golden Plains Shire Council has confirmed a package of financial relief options for local residents and businesses to support the Golden Plains community in response to the COVID-19 pandemic.

With State and Federal Governments taking the lead on major financial measures including the new Jobkeeper and increased Jobseeker programs to keep regular income coming into households, Council has reviewed a variety of measures to alleviate the pressure of upcoming payments while still maintaining its delivery of important community services and its responsibilities as a significant local employer.

Golden Plains Shire Council will deliver the following COVID-19 related relief measures:

#### Ratepayers and residents experiencing financial hardship

- Introduction of special COVID-19 Financial Hardship Policy for local businesses and Golden Plains Shire Council ratepayers
- Suspension of all current debt recovery action for unpaid 2019-20 rates through to 30 September 2020
- Waive interest on overdue 2019-20 rates and penalties for late payment for animal registration fees up to 30 September 2020
- New payment plans for animal registration fees

#### Business support

- Commitment to pay invoices from all local businesses within 14 days to support cash flow
- Applications for septic, building and planning permits that expire before 30 September 2020 will be considered and, if approved, extended for 12 months at no cost
- Refund of all permit fees for events and activities that have been cancelled or closed as directed by Government
- New allowance for commercial businesses to reduce their waste collection arrangements if necessary
- Free mentoring support for small businesses experiencing hardship
- Free promotion of local businesses on Council's website and social media with Be Kind to Business campaign: [goldenplains.vic.gov.au/business/be-kind-business](https://goldenplains.vic.gov.au/business/be-kind-business)
- Dedicated COVID-19 business support page on Council's website with links to Federal and State Government programs: [goldenplains.vic.gov.au/business/covid-19-business-support](https://goldenplains.vic.gov.au/business/covid-19-business-support)
- Access to dedicated business support officer within Council for local businesses to receive individual assistance

#### Capital works

- Council will continue budgeted capital works as scheduled to maximize local business and employment opportunities

**Highlights**

- \$43m spent on the delivery of services to the Golden Plains community.
- \$13.6m investment in capital assets, including infrastructure, buildings, recreation, leisure and community facilities and plant machinery and equipment.
- Rating Strategy review completed resulting in simplifying rating differentials with the desired outcome of greater rate equity between different rating categories across the Shire with key changes including removing growth differentials, establishing separate farm differentials for broadacre, intensive and small farms.

**Staying sustainable**

We are committed to your future; by focusing on the Strategic Objectives created in partnership with the community in the Council Plan. Council will continue to review the services it delivers to ensure they are sustainable into the future.

**Cr Owen Sharkey**

Mayor – Golden Plains Shire Council

## 1.2 EXECUTIVE SUMMARY

### Introduction

The 2020-21 Budget has been prepared based on the adopted principles within the 2017-2021 Council Plan and Strategic Resource Plan. The Budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the 2.0% rate increase mandated by the State Government.

The Budget projects a surplus of \$4.8m for 2020-21, however, it should be noted that the adjusted underlying result is a deficit of \$1.8m after removing capital grants and capital contributions.

Within the principles of the Council Plan, there have been some areas of increased focus for Council in the 2020-21 financial year. These include dedicated expenditure on infrastructure maintenance and renewal to ensure adequate service levels are maintained. Council has also ensured that all new initiatives have been evaluated against Council priorities and any savings identified have been re-directed into these priority areas.

### COVID-19

The Novel coronavirus (COVID-19) is a current health issue declared a pandemic by The World Health Organisation and is impacting on every aspect of everyday lives and businesses.

Due to the recent timing and rapid speed in which COVID-19 is changing our environment, the draft 2020/21 budget excludes any changes associated with COVID-19 however has included a number of relief options to customers experiencing financial difficulties due to impacts from COVID-19.

### Key things Council are funding

- Ongoing delivery of services to the Golden Plains community funded by a budget of \$42.9M. These services are summarised in Section 3 of the Budget.
- Continued investment in capital assets of \$13.6m. This consists of:
  - infrastructure totalling \$11.9m (including roads, bridges, footpaths and cycleways(\$9.3m), recreation, leisure and community facilities (\$2.0m), parks, open space and streetscapes (\$450k);
  - buildings of \$723k; and
  - Plant, machinery and equipment of \$1.0m (including computers and telecommunications (\$306k)).
 The Statement of Capital Works can be found in Section 2 and further details on the capital works budget can be found in Section 4.5 of the Budget.

#### **Strategic Objective 1: Promoting Healthy and Connected Communities**

- Maintaining six multi-use community centres across the Shire to provide spaces for communities to connect.
- Delivery of the Supported Playgroup program which is funded by the State Government.
- Promotion of communication channels with a dedicated focus on customer service.

#### **Strategic Objective 2: Enhancing Local Economies**

- Ongoing focus on investment attraction, business support, tourism development, lobbying and advocacy and partnership.
- Support local producers, business and tourism by conducting a monthly Farmer's Market and annual Twilight Market.

#### **Strategic Objective 3: Maintaining Natural and Built Environments**

- Dedicated expenditure allocated to assist in the maintenance of sealed and gravel roads, bridges, trees, drainage and footpaths.
- Increased focus on Asset Management systems and processes to assist in planning and resource allocation.

#### **Strategic Objective 4: Delivering Good Governance and Leadership**

- Additional resources have been allocated to further improve Council's practices to ensure ongoing legislative compliance in the areas of Health and Safety and Child Safe Standards.
- Increased focus on Council's transparency and communication to ensure residents are kept informed.

### 1.3 BUDGET PREPARATION

This section lists the Budget processes to be undertaken in order to adopt the Budget in accordance with the Act and Regulations.

Officers begin preparing the operating and capital components of the Annual Budget during the period December to February. These budgets are prepared based on the actions included in the Council Plan, which is developed and reviewed after undertaking detailed community engagement activities.

A summary of the Draft Budget is then prepared and delivered to Councillors in March. A workshop between officers and Council is then conducted to make any alterations to the Draft Budget. A 'proposed' Budget is prepared in accordance with the Act and submitted to Council in late April for approval 'in principle'. Council is then required to give 'public notice' that it intends to 'adopt' the Budget. It must give 28 days' notice of its intention to adopt the proposed Budget and make the Budget available for inspection at its offices and on its web site. A person has a right to make a submission on any proposal contained in the Budget and any submission must be considered before adoption of the Budget by Council.

The final step is for Council to adopt the Budget after receiving and considering any submissions from interested parties. The Budget is required to be adopted and a copy submitted to the Minister by 30 June. The key dates for the budget process are summarised below:

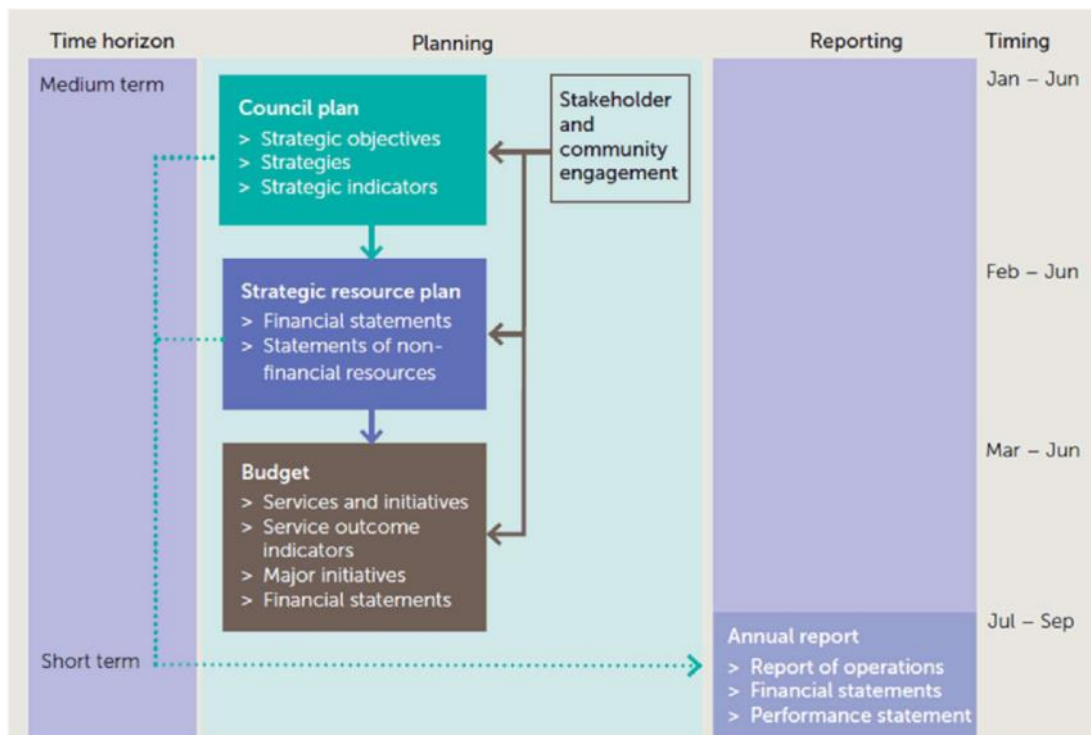
Budget Process	Timing
1. Community Engagement Activities	Ongoing
2. Analysis and consideration of Community Engagement activities	Dec - Jan
3. Officers prepare operating and capital budgets	Dec – Feb
4. Council receives Summary of Draft Budget for review	March
5. Council workshop/s conducted to review Draft Budget	March/April
6. Draft Budget submitted to Council for 'in principle' approval	April
7. Public notice advising intention to adopt Budget	April
8. Proposed Budget available for public inspection and comment	April
9. Submissions period closes (28 days)	May
10. Submissions considered by Council	June
11. Budget and submissions presented to Council for adoption	June
12. Copy of adopted Budget submitted to the Minister	June

### 1.4 LINKAGE TO THE COUNCIL PLAN

This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget) and then holding itself accountable (Annual Report).

#### Legislative Planning and accountability framework

The Strategic Resource Plan, is part of and prepared in conjunction with the Council Plan, is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the Strategic Resource Plan, considering the services and initiatives which contribute to achieving the strategic objectives specified in the Council Plan. The following diagram depicts the planning and accountability framework that applies to local government in Victoria.



Source: Department of Environment, Land, Water and Planning

Feeding in to the above, Council has a long term plan which articulates a community vision, mission and values. The Council Plan is prepared with reference to Council's long term Community Plan.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes.

### 1.5 BUDGET INFLUENCES AND PRINCIPLES

This section sets out the key budget influences arising from the internal and external environment within which the Council operates.

#### Shire Profile

Golden Plains Shire is a rural municipality situated between two of Victoria's largest regional cities, Geelong and Ballarat, with a population of over 23,120 (2018) people across 56 vibrant rural communities.

Renowned for its award-winning food and wine, iconic music festivals, goldfield heritage and friendly communities, Golden Plains Shire is an attractive destination both to visit and call home.

New residents, particularly young families, are attracted to the area's rural lifestyle, affordable housing and proximity to the services and jobs available in the Shire, as well as those in Melbourne, Geelong, Ballarat and the Surf Coast. Residents value the character of Golden Plains' small townships and communities, local facilities and services, and natural environment. As one of the fastest growing regions in Victoria, boasting rich biodiversity and a broad range of flora and fauna, Golden Plains Shire has much to offer.

Golden Plains also offers many opportunities for businesses, investment, sustainable development and employment, with more than 1,700 businesses in farming, retail and home-based businesses. In agriculture, the region has a strong tradition in wool and grain production and is a leading producer of prime lambs. Intensive animal farming continues to increase and strengthen, with the production of goat dairy, beef, chicken and pork strong in Golden Plains, and marked growth in viticulture. Many of the producers and businesses of Golden Plains sell their produce at the monthly Council-run Golden Plains Farmers' Market, attracting visitors to the Shire from far and wide.



## Key Planning consideration

### Service level planning

Although councils have a legal obligation to provide some services such as animal management, local roads, food safety and statutory planning, most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Golden Plains Shire is also one of the leading egg producers in Victoria, and is attracting new investment in free-range egg production in the Golden Plains Food Production Precinct—this is an area of land in the southern part of the Shire set to become one of Victoria's premier areas for intensive agriculture.

Golden Plains Shire Council is renowned for engaging with its communities to build community spirit, plan for growth and future facilities and services. Residents continue to support their communities, with high levels of participation in community clubs, activities and volunteering.

Looking to the future, Golden Plains Shire residents have shared their vision and priorities for the next 10-20 years. They identified the need to plan and manage the competing interests of a growing population whilst maintaining the Shire's highly valued rural character, meet community service and infrastructure needs and maintain and improve the Shire's extensive road network.

Golden Plains offers relaxed country living, with the services and attractions of Melbourne, Geelong and Ballarat just a stone's throw away. With an abundance of events, attractions and activities, as well many great local businesses and breathtaking views, Golden Plains a great place to live, invest, taste, see and explore.

## Our purpose

### Our Vision

A healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships - Our Community, Our Economy, and Our Pride.

### Our Mission

We will achieve our vision through:

- Demonstrating good governance and involving the community in decision making
- working and advocating in partnership with our community to address social, economic and environmental challenges
- Promoting gender equality and equity and inclusion for all
- sustaining a focus on long term outcomes and delivering increased public value through good decision-making and wise spending
- building awareness and strategic alliances with government, regional groups and community.

### Our Values

#### Honesty and Integrity

We will act ethically and honestly and work to continue to build the trust and confidence of the community

#### Leadership

We will demonstrate strong and collaborative community leadership

#### Accountability

We will act in an open and transparent manner and be accountable to our community for our processes, decisions and actions

**Adaptability**

We will implement progressive and creative responses to emerging issues and will continue to work to build organisational and community resilience

**Fairness**

We will base our decision making on research, information and understanding of the needs and aspirations of the whole community and promote equitable access to the Shire’s services and public places.

**Strategic Objective**

Strategic Objective	Description
01 - Promoting Healthy and Connected Communities	<ul style="list-style-type: none"> <li>• Operating and maintaining six multi-use community centres across the Shire to provide spaces for communities to connect.</li> <li>• Delivery of the new Supported Playgroup program which is funded by the State Government.</li> </ul>
02 - Enhancing Local Economies	<ul style="list-style-type: none"> <li>• Ongoing focus on investment attraction, business support, tourism development, lobbying and advocacy and partnership.</li> <li>• Promotion and support to the delivery of the Golden Plains Farmers Market.</li> </ul>
03 - Maintaining Natural and Built Environments	<ul style="list-style-type: none"> <li>• Dedicated expenditure allocated to assist in the maintenance of sealed and gravel roads, bridges, trees, drainage and footpaths.</li> <li>• Increased focus on Asset Management systems and processes to assist in planning and resource allocation.</li> </ul>
04 - Strategic Objective - Delivering Good Governance and Leadership	<ul style="list-style-type: none"> <li>• Dedicated resources have been allocated to further improve Council’s practices to ensure ongoing legislative compliance in the areas of Health and Safety and Child Safe Standards.</li> <li>• Increased focus on Council’s transparency and communication to ensure residents are kept informed.</li> </ul>

## 2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS

### 2.1 STRATEGIC OBJECTIVE

#### Strategic Objective 1: Promoting Healthy and Connected Communities

To achieve the strategic objective of promoting healthy and connected communities Council will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each service area are described below.

Service area	Description of services provided		2018/19	2019/20	2020/21
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Maternal and Child Health	Provides a comprehensive and focused approach for the promotion, prevention and early identification of the physical, emotional and social factors affecting young children and their families. The service supports child and family health, wellbeing and safety, focusing on maternal health and father inclusive practise as a key enabler to optimise child learning and development.	<i>Exp</i>	640	660	667
		<i>Rev</i>	339	344	400
		<i>NET</i>	301	316	267
Children Services	Improve the health and wellbeing of families by increasing access to a range of quality universal and specialist children and family services. Support access through advocacy and promotion of services operated throughout the Shire including Council operated Private and Not-for-profit providing families choice and promoting quality services that meet community need. Establish networks, develop relationships with service providers and identify and consider gaps in community access to services.	<i>Exp</i>	331	544	526
		<i>Rev</i>	72	7	21
		<i>NET</i>	259	537	505
Active Ageing & Disability Home & Community Care Program for Younger People (HACC PYP)	Provision of individual and group support services including assessment to enhance the health and wellbeing of our community members whose functional limitations affect their ability to manage day-to-day activities and need support to live independently at home and stay connected to the community. Wellness and Reablement are an essential part of our service delivery and promote independence, improved quality of life, and support a 'doing with' approach that delivers positive outcomes for clients, carers and communities. People who are eligible, include frail people under the age of 65, younger people with disabilities not eligible for the NDIS and carers.	<i>Exp</i>	365	455	579
		<i>Rev</i>	279	285	267
		<i>NET</i>	86	170	312
Active Ageing and Disability - Commonwealth Home Support Program (CHSP)	Provision of individual and group support services including assessment to enhance the health and wellbeing of our community members whose functional limitations affect their ability to manage day-to-day activities and need support to live independently at home and stay connected to the community. Wellness and Reablement are an essential part of our service delivery and promote independence, improved quality of life, and support a 'doing with' approach that delivers positive outcomes for clients, carers and communities. To be eligible for the program, people must be 65 years of age and over.	<i>Exp</i>	1,282	1,464	1,675
		<i>Rev</i>	1,049	979	1,037
		<i>NET</i>	233	485	638
Community Transport	The Golden Connections community transport service provides a flexible, responsive transport service for isolated residents to stay connected to services within the shire and beyond. Volunteers provide the transport service and eligibility is based on individual circumstances.	<i>Exp</i>	136	147	123
		<i>Rev</i>	27	7	8
		<i>NET</i>	109	140	115

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Community Centres	Improving the health and wellbeing of Golden Plains Shire residents and facilitating the development of healthy vibrant communities. Providing opportunity to support and access a range of services and programs at Council managed facilities across the Shire.	<i>Exp</i>	950	1,156	1,070
		<i>Rev</i>	130	128	124
		<i>NET</i>	820	1,028	946
Kindergartens	Early Years Management of five funded kindergartens and accompanying early learning facilities located at Bannockburn, Meredith, Inverleigh, Rokewood and Teesdale. Council works closely with Incorporated Volunteer Parent Committees (Advisory Groups) to deliver quality education and care programs. Funded 4 year old sessional Kindergarten is offered from all facilities whilst three year old activity group/pre kindergarten programs operate from four of the locations. Preparation is underway for the introduction of funded 3 year old Kindergarten. Golden Plains Shire comes into scope in 2022.	<i>Exp</i>	1,064	1,002	1,198
		<i>Rev</i>	992	934	1,212
		<i>NET</i>	72	68	(14)
Bannockburn Children Services	Management and operation of the integrated children's service at Bannockburn, incorporating childcare and funded Kindergarten programs. The service caters for children from 6 weeks to school age.	<i>Exp</i>	2,783	2,559	1,932
		<i>Rev</i>	2,623	2,462	1,825
		<i>NET</i>	160	97	107
Family Day Care	Family Day Care Service management of contracted Educators operating throughout the Shire within their own residences or from approved venue facilities. Qualified educators provide education and care to between four and seven children per day and like childcare/ kindergartens are strictly regulated under National Regulation and Law. Some educators also provide before and after school care options for families.	<i>Exp</i>	292	333	412
		<i>Rev</i>	208	263	350
		<i>NET</i>	84	70	62
Community Development	Supporting and strengthening local communities and local leadership through the development of Community Plans and Council's community grants program.	<i>Exp</i>	573	682	995
		<i>Rev</i>	7	47	9
		<i>NET</i>	566	635	986
Health Promotion	Collaboratively working with community, government, health and wellbeing partners and agencies to support, protect and improve the health and wellbeing of residents.	<i>Exp</i>	652	710	630
		<i>Rev</i>	544	573	486
		<i>NET</i>	108	137	144
Libraries	Providing an excellent fixed and mobile library service to residents of Golden Plains Shire through Council's participation in the Geelong Regional Library Corporation.	<i>Exp</i>	455	464	454
		<i>Rev</i>	15	1	1
		<i>NET</i>	470	463	453
Arts and Culture	Facilitating the development of community arts and cultural development projects and creative industries in collaboration with local artists and communities. Arts and cultural is central to the quality of life and wellbeing of residents in Golden Plains Shire.	<i>Exp</i>	177	258	179
		<i>Rev</i>	2	5	-
		<i>NET</i>	175	253	179
Youth Development	Working to improve the health and well Using community engagement and capacity building strategies to inform initiatives which support community mental health, social connection and build civic pride (initiatives designed to reduce 'mental health stigma') being of young people in Golden Plains Shire. To increase capacity and opportunity for young people to participate, increase skills, knowledge and leadership abilities and provide meaningful pathways into education, training and careers.	<i>Exp</i>	360	438	388
		<i>Rev</i>	70	71	72
		<i>NET</i>	290	367	316
Recreation Planning	Working to develop a range of recreation facilities and services, with the aim to increase active living in our community. By identifying, supporting and applying for grant funding, strategically planning recreation service and facility provision, building capacity and supporting local leadership in facility management and providing participation and engagement opportunities.	<i>Exp</i>	611	642	585
		<i>Rev</i>	17	23	24
		<i>NET</i>	594	619	561
Recreation Construction	Construction of community facilities, including halls, paths and trails, recreation reserves and pavilions, sporting facilities and playgrounds	<i>Exp</i>	237	1,284	277
		<i>Rev</i>	1,814	1,454	1,886
		<i>NET</i>	(1,577)	(170)	(1,609)

DRAFT BUDGET 2020-21

GOLDEN PLAINS SHIRE COUNCIL

Recreation Infrastructure maintenance	Undertaking general maintenance of all Council owned and controlled land (DELWP), buildings and facilities and supporting communities that undertake these activities on behalf of Council. Maintenance completed in line with programs and Committee of Management agreements and conditions. Work completed through a mixture of in-house resources and contractors. 37% of this budget relates to depreciation.	<i>Exp</i>	2,733	3,279	3,114
		<i>Rev</i>	62	62	70
		<i>NET</i>	2,671	3,217	3,044
Volunteers	Supporting volunteers to best service their communities through recruitment and retention, capacity building, developing new programs and achieving best practice in volunteer management.	<i>Exp</i>	20	144	44
		<i>Rev</i>	-	2	-
		<i>NET</i>	20	142	44

**Initiatives**

Service Area	Major Initiatives
Children Services	<ul style="list-style-type: none"> <li>- Development of Municipal Early Years Plan</li> <li>- Development of Early Years infrastructure planning draft plans for Inverleigh and Teesdale</li> <li>- Development of strategic planning for Maternal and Child Health and Family Day Care</li> <li>- Planning and implementation of new Sleep and Settling program funded by DHHS (ongoing)</li> <li>- Planning and implementation of School readiness funding implementation 2021</li> <li>- Planning and implementation of Funded 3 year old Kindergarten commencing 2022</li> <li>- Undertake service user satisfaction survey</li> </ul>
Active Aged & Disability	<ul style="list-style-type: none"> <li>- Action Plan: Aged Care Quality Standards (effective 1 July 2019), to ensure understanding, implementation and compliance across service provision.</li> <li>- Action Plan: 2020-2024 Active Ageing and Inclusion Plan to identify current and future needs of older residents and people living with disabilities.</li> </ul>
Community Facilities	<ul style="list-style-type: none"> <li>- Deliver safety and amenity improvement works to the Bannockburn Cultural Centre.</li> </ul>
Community Development	<ul style="list-style-type: none"> <li>- Deliver the new and improved Community Grants Program including implementing funding streams and quick response grants.</li> <li>- Work with local communities to delivery six new community plans and review the Community Planning Program.</li> </ul>
Health Promotion	<ul style="list-style-type: none"> <li>- Develop and adopt the Municipal Public Health and Wellbeing Plan.</li> <li>- Consider and develop the priorities from the CASIMO report for implementation.</li> </ul>
Arts & Culture	<ul style="list-style-type: none"> <li>- Creative Wanderings- promoting professional arts/music/public art</li> <li>- Facilitating opportunities for Creatives – brokering access to space and capacity building programs</li> <li>- Art Exhibitions – Spring in the Shire 2020 &amp; Film Production 2021 Australia Day</li> </ul>
Youth Development	<ul style="list-style-type: none"> <li>- Develop a Youth Strategy Action Plan.</li> <li>- Progress the Youth Portable concept.</li> <li>- Deliver programs from Engage and Freeza from funding.</li> </ul>
Recreation Planning	<ul style="list-style-type: none"> <li>- Implement Sport and Active Recreation Strategy 2020-2030.</li> <li>- Play Space Strategy 2019-2029 implementation.</li> <li>- Master planning for recreation reserves.</li> <li>- Concept planning and detailed design for Sport and Active Recreation projects.</li> </ul>
Recreation Construction	<ul style="list-style-type: none"> <li>- Bannockburn Soccer - Changerooms, lighting and fencing.</li> <li>- Linton Cricket Nets.</li> <li>- Inverleigh Social Room Upgrade.</li> <li>- Lethbridge Lighting and Irrigation Upgrade.</li> </ul>
Recreation Infrastructure maintenance	<ul style="list-style-type: none"> <li>- Working with Committee of Management groups to identify priority maintenance projects.</li> <li>- Service Planning &amp; Asset Rationalisation Review</li> </ul>

**Service Performance Outcome Indicators**

Service	Indicator	2018/19	2019/20	2020/21
		Actual	Forecast	Budget
Maternal and Child Health	Participation in first MCH home visit			
		99.20%	100%	100%
Maternal and Child Health	Infant enrolments in the MCH service			
		101.20%	100%	100%
Maternal and Child Health	Participation in the MCH service			
		82.31%	80%	80%
Maternal and Child Health	Participation in the MCH service by Aboriginal children			
		86.96%	80%	80%
Home and Community Care	Participation			
		N/A	N/A	N/A

**Service Performance Outcome Indicators**

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in MCH key ages and stages visits  (Percentage of children attending the MCH key ages and stages visits)	Number of children who attend the MCH service at least once (in the year) × 100  Number of children enrolled in the MCH service
Maternal and Child Health	Participation	Participation in MCH key ages and stages visits by Aboriginal children  (Percentage of Aboriginal children attending the MCH key ages and stages visits)	Number of Aboriginal children who attend the MCH service at least once (in the year) × 100  Number of Aboriginal children enrolled in the MCH service
Home and Community Care	Participation	Participation in HACC service  (Percentage of the municipal target population that receive a HACC service)	Number of people that received a HACC service  Municipal target population for HACC services × 100
Home and Community Care	Participation	Participation in HACC service by CALD people  (Percentage of the municipal target population in relation to CALD people that receive a HACC service)	Number of CALD people who receive a HACC service  Municipal target population in relation to CALD people for HACC services × 100
Libraries	Participation	Active library borrowers in municipality  (Percentage of the municipal population that are active library borrowers)	Sum of the number of active library borrowers in the last 3 financial years × 100  Sum of the population in the last 3 financial years

### Strategic Objective 2: Enhancing Local Economies

To achieve the strategic objective of enhancing local economies Council will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each service area are described below.

Service area	Description of services provided		2018/19	2019/20	2020/21
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Economic Development	This service facilitates and supports a diverse, resilient, prosperous and socially responsible economy. This is done by working with business, government and community partners, through attracting investment, supporting local business, lobbying and advocating for improved infrastructure and developing tourism. 2019-20 forecast includes bushfire recovery grant.	<i>Exp</i>	466	370	408
		<i>Rev</i>	23	208	47
		<i>NET</i>	443	162	361
Golden Plains Farmers' Market	To provide a genuine farmers' market experience for visitors and residents that strengthens opportunities for local growers and makers, supports the local economy and tourism and creates a vibrant community meeting place.	<i>Exp</i>	98	57	84
		<i>Rev</i>	24	35	35
		<i>NET</i>	74	22	49

### Initiatives

Service Area	Major Initiatives
Investment Attraction & Business Support	<ul style="list-style-type: none"> <li>- Implement the Golden Plains Economic Development and Tourism Strategy 2017 -2021</li> <li>- Implement business support initiatives in response to the COVID-19 crisis</li> <li>- Develop the Three Trails project to upgrade the Ballarat-Skipton Rail Trail, the Rainbow Bird Trail and the Kuruc-a-ruc Trail</li> <li>- Develop new Golden Plains Economic Development, Tourism and Investment Attraction Strategy</li> </ul>
Golden Plains Farmers' Market	<ul style="list-style-type: none"> <li>- Support local producers, business and tourism through a monthly Farmer's Market and annual Twilight Market.</li> </ul>

### Service Performance Outcome Indicators

Service	Indicator	2018/19	2019/20	2020/21
		Actual	Forecast	Budget
Investment Attraction & Business Support	Participation			
Golden Plains Farmers' Market	Participation			

### Strategic Objective 3: Maintaining Natural and Built Environments

To achieve the strategic objective of maintaining Natural and Built environments Council will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each service area are described below.

Service area	Description of services provided		2018/19	2019/20	2020/21
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Major Projects	Planning and development of major projects, including halls, recreation reserves and pavilions and sporting facilities Major land development projects undertaken by Council are also included in this program.	<i>Exp</i>	86	96	851
		<i>Rev</i>	2	1,290	-
		<i>NET</i>	84	(1,194)	851
Statutory Planning	To provide a range of statutory planning services to promote the fair, orderly and sustainable development of land within the Shire.	<i>Exp</i>	1,382	811	1,024
		<i>Rev</i>	721	659	893
		<i>NET</i>	661	152	131
Strategic Planning	Undertake long term land use planning to meet the sustainable needs of current and future generations. 2020-21 budget includes restructure impacts from separating Strategic and Statutory Planning.	<i>Exp</i>	-	713	504
		<i>Rev</i>	-	98	39
		<i>NET</i>	-	615	465
Community Safety	To implement local laws, school crossing supervision, fire protection, emergency management and animal control programs to ensure the safety of residents and visitors to the Shire.	<i>Exp</i>	657	769	713
		<i>Rev</i>	582	577	566
		<i>NET</i>	75	192	147
Environment and Sustainability	To implement a range of sustainable strategies and environmental management programs to ensure the protection and enhancement of identified environmental assets.	<i>Exp</i>	519	582	687
		<i>Rev</i>	80	58	57
		<i>NET</i>	439	524	630
Environmental Health	To protect and enhance the health of the public and the environment via a range of education and enforcement programs. To deliver services addressing domestic waste water management, food safety, immunisation and tobacco control regulations.	<i>Exp</i>	528	590	614
		<i>Rev</i>	270	275	239
		<i>NET</i>	258	315	375
Building Control	To undertake a range of regulatory compliance actions to ensure a safe build environment for all Golden Plains Shire residents. 2020-21 budget includes additional corporate overheads in relation to ICT software and additional \$150k funds to implement new registration and safety compliance requirements and a reduction of \$60k in pool registration and pool permit information search fees.	<i>Exp</i>	339	368	762
		<i>Rev</i>	139	159	117
		<i>NET</i>	200	209	645
Fire Protection	Implementation of the Municipal Fire Management Plan which includes undertaking fire hazard inspections, completing maintenance in reserves and provides financial and physical support to the CFA for burning of Municipal land.	<i>Exp</i>	246	278	303
		<i>Rev</i>	44	44	48
		<i>NET</i>	202	234	255
Sealed Roads Routine Maintenance	Routine maintenance of the Road Register sealed local road network. Council road maintenance crew activities related to upkeep and maintenance of Councils 987km of sealed road network. Provision of roadside slashing and guidepost	<i>Exp</i>	1,574	1,976	1,680
		<i>Rev</i>	196	174	174
		<i>NET</i>	1,378	1,802	1,506



DRAFT BUDGET 2020-21

GOLDEN PLAINS SHIRE COUNCIL

	spraying (Fire prevention) for the sealed road network.				
Local Roads Resealing & Rehabilitation	Bituminous resealing of Council's local sealed road network. Council depreciation of the sealed road network. 97% of this budget relates to depreciation. Repairs of major and significant road failures (Hazardous) not identified in capital works improvement program.	<i>Exp</i>	532	478	439
		<i>Rev</i>	3	3	5
		<i>NET</i>	530	475	433
Local Roads Depreciation	Depreciation for sealed roads	<i>Exp</i>	3,545	3,689	3,813
		<i>Rev</i>	-	-	-
		<i>NET</i>	3,545	3,689	3,813
Local Roads Improvements	Road design to allow Council to submit grant applications. Majority of budget relates to income from these grant applications.	<i>Exp</i>	108	158	45
		<i>Rev</i>	2,333	3,381	3,574
		<i>NET</i>	(2,225)	(3,223)	(3,529)
Gravel Roads Re-Sheeting & Routine Maintenance	Routine maintenance of the Road Register gravel road network. Council road maintenance crew activities related to upkeep and maintenance of Councils 692km of gravel road network. There are 69km of formed and unmade roads not included on the road registers with minimal budget allocated to these roads. Reconstruction of gravel roads by gravel re-sheeting programs conducted on Council's local gravel road network.	<i>Exp</i>	1,376	1,227	1,252
		<i>Rev</i>	10	5	10
		<i>NET</i>	1,366	1,222	1,242
Gravel Road Depreciation	Depreciation for gravel roads	<i>Exp</i>	1,172	1,189	1,206
		<i>Rev</i>	-	-	-
		<i>NET</i>	1,172	1,189	1,206
Bridge Maintenance	General maintenance of Council's 138 bridges and major culverts. Maintenance activities are aligned to condition surveys and activities to keep assets safe and serviceable. Activities do not relate to asset improvement or upgrade. This budget includes income from grant funding applications. 44% of this budget relates to depreciation.	<i>Exp</i>	712	979	615
		<i>Rev</i>	2	805	1,502
		<i>NET</i>	710	174	(887)
Tree Clearing	Tree clearing works on Council's local road network and managed land, to ensure community safety and in response to customer requests. Maintenance work is delivered via internal staff and contractors. Council receives over 400 customer requests per year for tree maintenance.	<i>Exp</i>	307	539	747
		<i>Rev</i>	2	2	4
		<i>NET</i>	305	537	744
Gravel Pits	Operation of Council Sago gravel pit. This budget relates to the extraction and use of Sago gravel within the Shire in line with licence requirements. Sago gravel is used in Council road projects, gravel re-sheeting and general gravel road maintenance. 20% of this budget relates to depreciation.	<i>Exp</i>	159	257	179
		<i>Rev</i>	449	101	103
		<i>NET</i>	(290)	156	76
Asset Management	Strategic Management of Council's significant asset base including but not limited to Roads, Bridges, footpaths, buildings, recreation reserves, drainage systems, parks and playgrounds etc. 2020-21 budget includes the re-allocation of 2 FTEs, additional corporate overheads, and \$80k for an asset rationalisation review.	<i>Exp</i>	516	649	862
		<i>Rev</i>	219	102	83
		<i>NET</i>	297	547	779
Drainage Maintenance	Maintenance of Council's significant township and rural drainage assets. This includes pipe systems, open drains, discharge points, treatment wetlands and kerb & channel.	<i>Exp</i>	617	754	721
		<i>Rev</i>	42	28	35

DRAFT BUDGET 2020-21

GOLDEN PLAINS SHIRE COUNCIL

	The budget is split between urban and rural drainage projects. 16% of this budget relates to depreciation.	<i>NET</i>	575	725	686
Private Works	Provision of private works services for residents, other Councils and developers. External parties can request Council to provide quotation to complete works on their behalf. These requests normally relate to works that have potential impact on existing Council assets. These requests are dependant on Council resource availability.	<i>Exp</i>	18	21	25
		<i>Rev</i>	1	10	12
		<i>NET</i>	17	11	13
Line marking, Guideposts and Signs	Maintenance of line-marking, and delineation in the form of guideposts and signage across Council's local road network to Australian and VicRoads guidelines. This work includes maintenance and new signage as well as addressing customer requests.	<i>Exp</i>	282	293	271
		<i>Rev</i>	2	3	2
		<i>NET</i>	280	290	270
Street Lighting	Provision of street lighting across Council's local road network. This includes power costs associated with running streetlights, installation of new streetlights and maintenance where required.	<i>Exp</i>	170	173	115
		<i>Rev</i>	3	1	1
		<i>NET</i>	167	172	114
Township Maintenance	Provision of all township maintenance services including street beautification works, roadside, parkland and recreation facility grass cutting in accordance with Council policy. Tree planting and maintenance. Street furniture maintenance and replacement. General litter removal and removal of graffiti.	<i>Exp</i>	693	770	795
		<i>Rev</i>	16	5	10
		<i>NET</i>	677	764	785
Bus Shelters	Provision and maintenance of bus shelters across the Shire in line with Council Policy.	<i>Exp</i>	15	66	13
		<i>Rev</i>	-	38	-
		<i>NET</i>	15	28	13
Paths and Trails	Maintenance of Council's network of footpaths and trails. Council maintain paths constructed from concrete, asphalt and gravel including all signage, drains and bollards. 58% of this budget relates to depreciation.	<i>Exp</i>	246	270	288
		<i>Rev</i>	63	101	52
		<i>NET</i>	183	169	236
Garbage Collections	Collection of domestic garbage and recyclables and disposal of garbage across the Shire. Management of ongoing shared services contracts including recycling, disposal and collection.	<i>Exp</i>	2,254	2,720	2,984
		<i>Rev</i>	2,916	3,033	3,257
		<i>NET</i>	(662)	(313)	(273)
Municipal Tips	Operation of the Rokewood Transfer Station including sorting and appropriate recycling and disposal. Rehabilitation and environmental monitoring of Council's registered historic landfill sites.	<i>Exp</i>	115	190	244
		<i>Rev</i>	98	20	15
		<i>NET</i>	17	170	229
Litter Control	Control of general litter and illegal dumping that occurs across the Shire. Dumping is normally seen in remote areas of low traffic. Council investigate all dumping to identify sources. Dumped rubbish is collected and disposed of properly.	<i>Exp</i>	94	62	54
		<i>Rev</i>	1	1	1
		<i>NET</i>	94	61	53

Initiatives

Service Area	Major Initiatives
Development Services	<ul style="list-style-type: none"> <li>- Undertake targeted planning scheme enforcement and compliance checks.</li> <li>- Implement the Northern Settlement Strategy.</li> <li>- Commence the process of developing new land use policy directions for the township of Teesdale.</li> <li>- Complete the development of a new structure plan for the township of Teesdale.</li> <li>- Explore opportunities for the identification of new employment land within the Shire.</li> <li>- Implement Council's adopted Domestic Waste Water Management Plan.</li> <li>- Implement a targeted inspection program to ensure high levels of swimming pool barrier compliance.</li> </ul>
Sealed Roads Routine Maintenance	<ul style="list-style-type: none"> <li>- Road condition survey and revaluation program</li> <li>- Sealed road maintenance and rehabilitation</li> <li>- Yearly fire prevention program of roadside slashing</li> </ul>
Local Roads Resealing	<ul style="list-style-type: none"> <li>- Road condition survey and revaluation program</li> </ul>
Local Roads Rehabilitation	<ul style="list-style-type: none"> <li>- Road condition survey and revaluation program</li> <li>- Major patching and maintenance</li> </ul>
Local Roads Improvements	<ul style="list-style-type: none"> <li>- Deliver the Roads to Recovery Funding Program</li> <li>- Delivery of Fixing Country Roads Program (if funding becomes available)</li> <li>- Lobbying for Government and external road funding</li> <li>- Road Design investigation</li> <li>- Road Management Practice Improvements (Systems, Policies and Community Engagement)</li> </ul>
Gravel Roads Routine Maintenance	<ul style="list-style-type: none"> <li>- Road Management Practice Improvements (Systems, Policies and Community Engagement)</li> <li>- Road condition survey and revaluation program</li> <li>- Gravel road maintenance as per Customer Charter and maintenance program</li> <li>- Dust suppression additive trials</li> </ul>
Gravel Re-sheeting	<ul style="list-style-type: none"> <li>- Road condition survey and revaluation program</li> </ul>
Bridge Maintenance	<ul style="list-style-type: none"> <li>- Bridge condition survey and revaluation program</li> <li>- Lobbying for Government and external bridge funding</li> <li>- Bridge and large culvert routine maintenance</li> <li>- Obtaining contributions from other Councils where bridges are on Council boundaries</li> </ul>
Tree Clearing	<ul style="list-style-type: none"> <li>- Cypress Trees strategy, Meredith &amp; Inverleigh Avenues of significance</li> <li>- Tree routine maintenance and clearing</li> <li>- Roadside verge clearing</li> </ul>
Asset Management	<ul style="list-style-type: none"> <li>- Service Planning &amp; Asset Rationalisation Review</li> <li>- Building Inspections and Condition Report</li> <li>- Road and Bridge asset revaluation and condition assessment</li> <li>- Procurement of Asset management system</li> </ul>
Line marking, Guideposts and Signs	<ul style="list-style-type: none"> <li>- Managing road user safety through line marking and sign maintenance</li> </ul>
Street Lighting	<ul style="list-style-type: none"> <li>- Management of power costs for street lighting</li> <li>- Conversion of lighting to energy efficient systems where possible</li> </ul>
Township Maintenance	<ul style="list-style-type: none"> <li>- Working with Committee of Management groups</li> <li>- Township mowing and general/routing maintenance</li> <li>- Working with Community Coordinators to achieve community plan outcomes</li> </ul>
Paths and Trails	<ul style="list-style-type: none"> <li>- Maintenance of Council Paths &amp; Trails</li> </ul>
Garbage Collections	<ul style="list-style-type: none"> <li>- Kerbside collection and disposal of garbage</li> <li>- Kerbside collection and treatment of recycling</li> </ul>

	- Education
	- Review waste management strategy
Municipal Landfills	- Operation of Rokewood transfer station
	- Management of Governments new e-Waste policy

**Service Performance Outcome Indicators**

Service	Indicator	2018/19	2019/20	2020/21
		Actual	Forecast	Budget
Statutory Planning	Decision making	0.00%	50.00%	0.00%
Animal Management	Health & Safety	5	5	5
Food Safety	Health & Safety	100.00%	100.00%	100.00%
Roads	Satisfaction	44	44	44
Waste Collection	Waste Diversion	38.13%		

**Service Performance Outcome Indicators**

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were upheld in favour of the Council)	$\frac{\text{Number of VCAT decisions that did not set aside Council's decision in relation to a planning application}}{\text{Number of VCAT decisions in relation to planning applications}} \times 100$
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	$\frac{\text{Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up}}{\text{Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises}} \times 100$
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction	Community satisfaction rating out of 100 with how

		rating out of 100 with how Council has performed on the condition of sealed local roads)	Council has performed on the condition of sealed local roads.
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	$\frac{\text{Weight of recyclables and green organics collected from kerbside bins}}{\text{Weight of garbage, recyclables and green organics collected from kerbside bins}} \times 100$

**Strategic Objective 4: Delivering Good Governance and Leadership**

To achieve the strategic objective of delivering good governance and leadership Council will continue to plan, deliver and improve high quality, cost effective, accessible and responsive services. The services, initiatives, major initiatives and service performance indicators for each service area are described below.

Service area	Description of services provided		2018/19	2019/20	2020/21
			Actual	Forecast	Budget
			\$'000	\$'000	\$'000
Communications and Marketing	Articulate clearly Council initiatives, strategies, benefits and services to internal and external stakeholders through communication channels including corporate publications, traditional and digital media and online.	Exp	714	512	514
		Rev	6	1	-
		NET	708	511	514
Customer Service Centres	Operation of customer service centres to provide bases from which Council can deliver services.	Exp	524	634	619
		Rev	6	4	4
		NET	518	630	615
Events	Deliver corporate and community events for local residents and visitors that celebrate the culture, spirit and achievements of Golden Plains including Australia Day, Citizen of the Year awards and days of national significance.	Exp	-	232	184
		Rev	-	2	-
		NET	-	230	184
Governance	Governance is the process of decision making and the process by which decisions are implemented. This program aims to strengthen Council's decision making capacity and identifies key areas of advocacy that Council will focus on in the 2018-19 financial year.	Exp	847	718	833
		Rev	6	12	15
		NET	841	706	818
Elections	Maintenance of voters' rolls in readiness for 2020 election.	Exp	97	17	204
		Rev	2	1	-
		NET	95	16	204
Meetings	Conduct Council meetings, committee meetings, workshops and other meetings of Council with	Exp	72	41	40
		Rev	-	1	1
		NET	72	40	39

management.

Corporate Planning	Maintenance of an integrated approach to corporate planning, financial planning, budgeting and resource allocation and the maintenance and measurement of organisational performance and promotion of cultural change to meet customer service needs.	<i>Exp</i>	955	1,164	1,202
		<i>Rev</i>	25	23	57
		<i>NET</i>	930	1,141	1,145
Emergency Management	This service ensures Council staff are prepared and our resources are ready to assist before, during and after an emergency.	<i>Exp</i>	222	138	121
		<i>Rev</i>	124	123	123
		<i>NET</i>	98	5	( 2 )
Occupational Health and Safety	Identify, monitor and manage Council's risks in relation to employee relations, occupational health and safety, workforce requirements, infrastructure, property and business operations.	<i>Exp</i>	291	330	304
		<i>Rev</i>	3	3	4
		<i>NET</i>	288	327	300
Risk Management	Implement and maintain Council's Risk Management Strategy, including regular monitoring and review of the risk action plans.	<i>Exp</i>	-	8	56
		<i>Rev</i>	-	-	4
		<i>NET</i>	-	8	52
General revenue	Levying of rates and charges, managing and collecting interest on rates, receipt of Victoria Grants Commission general purpose grant, managing investments to maximise interest and accounting for subdivisions handed to Council.	<i>Exp</i>	2	3	4
		<i>Rev</i>	27,215	28,022	28,736
		<i>NET</i>	( 27,213 )	(28,019)	(28,732)
Property and Rating	Management of Council's rating system, including levying rates and charges, outstanding interest and valuing all rateable properties.	<i>Exp</i>	616	695	725
		<i>Rev</i>	490	495	464
		<i>NET</i>	126	200	261
Corporate Reporting and Budgeting	Preparation of Council's Annual Budget, annual financial statements, Strategic Resource Plan, and other statutory returns in accordance with statutory requirements.	<i>Exp</i>	432	366	398
		<i>Rev</i>	5	5	5
		<i>NET</i>	427	361	393
Procurement and Contract Management	Develop and maintain documented standards for procurement governance and procurement process which result in value for money outcomes and minimal procurement risk. Also, develop the contract management capacity of Council.	<i>Exp</i>	493	364	384
		<i>Rev</i>	4	4	7
		<i>NET</i>	489	360	377
Records Management	This service supports the recordkeeping functions of Capture, Control, Storage, Access, Disposal and Operational Management according to the standards outlined by the Public Record Office Victoria. No cost in 2020-21 budget as moved to corporate overheads.	<i>Exp</i>	274	305	-
		<i>Rev</i>	1	2	-
		<i>NET</i>	273	302	-
Borrowings	Effective management of Council borrowings.	<i>Exp</i>	335	538	335
		<i>Rev</i>	-	-	-
		<i>NET</i>	335	538	335
Plant Replacement	Management and replacement of Council's plant and equipment in accordance with the plant replacement schedule.	<i>Exp</i>	201	128	294
		<i>Rev</i>	182	84	246
		<i>NET</i>	19	44	48

## Initiatives

Service Area	Major Initiatives
Communications & Marketing	<ul style="list-style-type: none"> <li>- Develop a new design for the Council website with a dedicated focus on customer service and navigation</li> <li>- Acknowledgement of days of significance including ANZAC Day and International Women’s Day</li> <li>- Develop the Golden Plains Shire New Resident’s Program</li> <li>- Promote new communications channels including the Golden Plains e-Gazette and Instagram</li> </ul>
Customer Service Centres	<ul style="list-style-type: none"> <li>- Undertake a community satisfaction survey</li> <li>- Review and implementation of a revised Customer Complaint Handling Policy and process</li> </ul>
Emergency Management	<ul style="list-style-type: none"> <li>- Maintenance of neighbourhood safer places</li> <li>- Maintain and revise Municipal Emergency Management Plan in line with new Emergency Management Legislation</li> <li>- Conduct multi-agency emergency management meetings</li> <li>- Promote safer emergency practices by the community</li> <li>- Contribution to Barwon Flood warning management</li> </ul>
Governance	<ul style="list-style-type: none"> <li>- Implementation of the new Local Government Act 2020</li> </ul>
Occupational Health and Safety	<ul style="list-style-type: none"> <li>- Implement MAV Workcare OHSMS Plan</li> <li>- Staff Flu Vaccinations</li> <li>- Implement council’s Occupational Health and Safety plan</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>- Review and implementation of a revised Risk Management Strategy</li> </ul>
Records Management	<ul style="list-style-type: none"> <li>- Implementation of a corporate Digitisation Plan for greater accessibility to corporate records.</li> </ul>
Digital Transformation	<ul style="list-style-type: none"> <li>- Delivery of the key actions of the corporate Digital Transformation Strategy covering the 4 pillars: Data and Information Reform, Digital Opportunity, Technology Reform and Capability Uplift</li> </ul>
Corporate Planning	<ul style="list-style-type: none"> <li>- In collaboration with the Community Reference Group, complete and adopt the Golden Plains Shire Community Vision 2040.</li> <li>- Develop and adopt the Council Plan 2021-2025 in accordance with the provisions of the new Local Government Act.</li> </ul>

**Service Performance Outcome Indicators**

Service	Indicator	2018/19	2019/20	2020/21
		Actual	Forecast	Budget
Governance	Satisfaction	47	47.5	47.5

**Service Performance Outcome Indicators**

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community rating out of 100 with how Council has performed in making decisions in the interests of the community)	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community

### Strategic Objective Summary

	Net Cost (Revenue)	Expenditure	Revenue
	\$'000	\$'000	\$'000
Strategic Objective 1: Promoting Healthy and Connected Communities	7,182	14,974	7,792
Strategic Objective 2: Enhancing Local Economies	410	492	82
Strategic Objective 3: Maintaining Natural and Built Environments	11,041	21,297	10,283
Strategic Objective 4: Delivering Good Governance and Leadership	(23,450)	6,216	29,666
<b>Operating (surplus)/deficit for the year</b>	<b>(4,844)</b>	<b>42,979</b>	<b>47,823</b>

## 2.2 EXTERNAL FACTORS

### Local Government Amendment (Fair Go Rates) Act 2015

- Local Government Amendment (Fair Go Rates) Act 2015 received Royal Assent on 2 December 2015. The Minister for Local Government has made a determination that the cap, which sets the maximum capped amount of rates and municipal charge revenue, will be an average 2% increase for the 2020-21 year.

### Fire Services Property Levy Act 2012

- Council will continue to collect the Fire Services Property Levy (FSPL), on behalf of the State Government, which was introduced on 1 July 2013. Hence, Council does not recognise this revenue and the levy is not included in any rating calculation or comparisons.

### Local Authorities Superannuation Fund Defined Benefit Plan (LASF DB Plan)

- The LASF DB Plan is an industry wide defined benefit fund that current and past employees of Council are members of and Council has a legal obligation to meet any 'calls' made on the fund. The fund was closed to new members in 1993.

As at 30 June 2017, the triennial actuarial review of the Plan determined the LASF DB Plan as in a satisfactory financial position, fully funded and that a 'call' was not required. This Plan is managed by Vision Super and is exposed to fluctuations in the market. No 'call' is expected in the short term and no provision has been made in 2020-21.

### Local Government Costs

- The Budget has been framed taking into account the cost of delivering local government services. Research indicates that local government costs typically increase by around one per cent above the consumer price index (CPI). The CPI is a weighted basket of household goods and services. But, Council services are quite different to household services, since a greater proportion of costs are directed towards providing infrastructure and social and community services.

These costs generally exceed other cost increases in the economy.

### Household Waste Disposal

- In recent years the cost of disposing of household waste has increased significantly in Victoria. In 2015-16 Council introduced a new service to help combat these increases. These increased costs have resulted from landfill closures, increased cartage and disposal costs and increased compliance costs for landfill operators.
- The 'National Sword Policy' introduced by China severely restricted the exportation of recycled materials from Australia. As has been widely discussed this resulted in significant increases in the cost of disposing of recycled materials from 2018-19, resulting in an additional cost per household of \$60 p.a. The recycling crisis experienced in Victoria following the closure of SKM resulted in increased disposal costs with no recycling option available forcing Councils throughout Victoria to opt for alternative and more expensive disposal costs. The 2019-20 Budget includes an increase in the annual waste disposal costs of \$25.

### Interest Rates

- Fixed interest rates on new long-term borrowings are assumed to be 2.4% per annum.
- Interest rates for investments are assumed to be between 1.0% and 2.0% per annum.



**Population Growth**

- Future population growth from 2020 to 2036 is estimated to be 2.3% per annum.

**Rates and Charges**

- Total rates and charges of \$24.6m include rates, municipal charge, special charges and garbage charge, supplementary rates and interest on rates and charges.
- The interest rate on outstanding rates and charges (per the Penalty Interest Rates Act 1983) is assumed to be 10.0% per annum. The rate can be reviewed at any stage during the year by the Attorney-General and this will be the rate that Council uses in accordance with the Local Government Act 1989.
- Council developed a COVID-19 financial hardship policy in response to the current environment and to provide support to customers affected by COVID-19. Interest will be waived on outstanding debts up to 30 September 2020 to provide further support to customers.
- 6.9% of rates and charges raised in 2020-21 have been budgeted to remain outstanding at 30 June 2021.

**Grants**

- The Federal Assistance Grants distributed via the Victoria Grants Commission is assumed to increase by 2% from the 2019-20 allocation.
- Operating grants have decreased by 3.5% to \$9.3m.
- Capital grants have increased by 3.5% to \$6.8m.
- Further detail on grant revenue is provided in Note 4.1 and 4.5 on page 41 and 63.

**User Fees and Charges**

- Some statutory fees and charges will increase and the level of income from these fees is generally assumed to increase by 2% as a result of growth in the level of activity.
- Most of Council's non-statutory fees and charges will increase by 2% in accordance with the Strategic Resource Plan.
- Some building and environmental user fees will be introduced or increase following a review conducted comparing to similar sized councils which inconsistencies between councils:
  - New fees – DAB breeding fees, animal registration fees, impounding fees, planning permit fees, local laws fees
  - Fee increases – planning extension of time fees, written planning advice, archive planning file recovery, impounding subsequent offence, DAB breeding fee

**Payables**

- Trade creditors are based on total capital expenditure, expenditure on Materials and Services and a portion of employee costs such as superannuation. The normal payment cycle is 30 days.

**Receivables**

- The balance of Other Debtors is based on collecting 95% of contributions, recoupments, grants, fees and charges raised during the year.

**Economy**

- Economic conditions are expected to remain stable during the budget period. Local Government plays a key role in the implementation of State and Federal Government economic development programs which impact on the level of capital works expenditure of Council.

## 2.3 INTERNAL FACTORS

### Employee Costs

- The Victorian Wage Price index is forecast to be 2.2% in 2020-21. Council has negotiated a three year Enterprise Agreement (EA) that took affect from 1 July 2017.
- Total Employee costs are expected to increase by \$214k or 1.2% from the 2019-20 forecast. This increase includes the annual wage increase under the Enterprise Agreement which was a 1.5% increase in 2020-21.

### Impact of 2019-20 year on 2020-21 Budget

- The 2019-20 forecast Balance Sheet becomes the starting point for the 2020-21 financial year; therefore this Statement holds the key to analysing the impact of last year's operations on the new Budget.
- The 2019-20 forecast as at 31 March 2020 remains consistent with the original Budget and any known material variance has been allowed for in the forecast. However, any subsequent movement to the forecast before 30 June 2020 will impact the opening Balance Sheet for 2020-21.
- Transactions occurring in the 2019-20 year will have an impact on the 2020-21 Budget. These include such items as closing cash balance, capital purchases and borrowings. These will impact opening cash balance, depreciation and interest respectively.

### Councillor and Mayoral Allowances

- The Councillor and Mayoral allowances are set in accordance with the Local Government Act 1989. The base allowance set in December 2019 will remain in force until any change is gazetted by the Minister (usually in November each year).

Allowance	Annualised Thresholds From 1 July 2020
Councillor	\$22,943
Mayoral	\$68,827

The Mayor is also provided with a motor vehicle to conduct mayoral duties.

In January 2020, the Minister for Local Government undertook a review of mayoral and councillor allowance categories and altered the Golden Plains Shire category from Category 1 to Category 2 which will be applied following the 2020 Council elections.

The Ministerial review had regard to changes in the number of residents in Council's municipal district and recurrent revenue figures (adjusting for inflation). These factors justified an alteration of the Golden Plains Shire Council's category from Category 1 to Category 2 with the following ranges increasing for Mayors up to \$81,204 per annum and Councillors between \$10,914 and \$26,245 per annum.

The current allowances under Category 1 will continue to be payable for the remainder of this Council term. Following the 2020 Council Elections, the new Council will be required to determine the allowance amounts within Category 2. This involves a mandatory and legislated review process, consideration of public submissions and a formal council resolution.

## 2.4 BUDGET PRINCIPLES

The Budget also takes into account the following principles:

- The financial result should be consistent with Council's Long Term Financial Plan, to ensure long-term sustainability
- All strategies contained within the Council Plan for the 2020-21 year should be funded in the Budget
- Rates and charges are levied in accordance with Council's Rating Strategy and in compliance with the Local Government Act 1
- Spending and rating policies should be consistent with a reasonable degree of stability in the level of the rates burden
- Council should have regard to the effect on future generations of decisions made
- Staffing levels should be in accordance with Council's Strategic Resource Plan
- Only one-off capital projects should be funded from any retained earnings balance
- Debt finance can be used where appropriate as per Council's Borrowing Policy
- Cash reserves should be maintained at appropriate levels
- Long-term assets should be managed to maximise community benefit
- Existing fees and charges should be increased in line with Council's Strategic Resource Plan or market forces
- New revenue sources should be identified wherever possible
- New initiatives or new employee proposals should be justified through a business case
- Council recognises that government grants are a crucial element of financial sustainability
- Council's Budget should take into account all of Council's other strategic plans
- Financial risks faced by Council should be managed having regard to economic circumstances

## 2.5 LEGISLATIVE REQUIREMENTS

Under the Local Government Act 1989 (the Act), Council is required to implement the principles of sound financial management. The principles of sound financial management are that a Council must:

- Manage financial risks faced by the Council prudently, having regard to economic circumstances
- Pursue spending and rating policies that are consistent with a reasonable degree of stability in the level of the rates burden
- Ensure that decisions are made and actions are taken having regard to their financial effects on future generations and
- Ensure full, accurate and timely disclosure of financial information relating to Council

Under the Act, Council is required to prepare and adopt an Annual Budget for each financial year. The Budget is required to include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Local Government (Planning and Reporting) Regulations 2014 (the Regulations) which support the Act.

The 2020-21 Budget, which is included in this report, is for the year 1 July 2020 to 30 June 2021 and is prepared in accordance with the Act and Regulations. The Budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, and Statement of Changes in Equity, Statement of Cash Flows and a Statement of Capital Works. The Budget also includes a Statement of Human Resources.

These statements have been prepared for the year ended 30 June 2021 in accordance with Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the Budget.

The Budget includes consideration of a number of long term strategies to assist Council in considering the Budget in a proper financial management context. These include a Strategic Resource Plan (Section 5.1), Rating Strategy and other strategies as detailed in Services, Initiatives and Service Performance Indicators (Section 3).

### 3 STATEMENTS

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2020/21 has been supplemented with projections to 2023/24 extracted from the Strategic Resource Plan.

This section includes the following financial statements prepared in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) regulations 2014.

Comprehensive Income Statement

Balance Sheet

Statement of Changes in Equity

Statement of Cash Flows

Statement of Capital Works

Statement of Human Resources

#### Pending Accounting Standards

The 2020-21 budget has been prepared based on the accounting standards applicable at the date of preparation. It has been updated to include the impact of AASB 16 Leases, AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities, but pending accounting standards that will be in effect from the 2020-21 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2020-21 financial statements, not considered in the preparation of the budget include:

AASB 1059 Service Concession Arrangements: Grantors

### 3.1 COMPREHENSIVE INCOME STATEMENT

For the four years ending 30 June 2024

	Note	Forecast	Budget	Strategic Resource Plan Projections		
		2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
<b>Operating Revenue</b>						
Rates and Charges	4.1.1	23,649	24,563	25,400	26,538	27,731
Statutory fees and fines	4.1.2	669	684	614	615	645
User Fees	4.1.3	3,882	3,419	2,752	2,759	2,891
Grants - Operating	4.1.4	9,679	9,341	10,738	10,738	11,110
Grants - Capital	4.1.5	6,588	6,819	3,317	3,317	2,617
Contributions - monetary	4.1.6	1,703	1,669	1,609	1,609	1,869
Contributions - non-monetary	4.1.7	1,125	1,125	1,125	1,125	1,125
Net Gain/(Loss) on Disposal of Property, Infrastructure	4.1.8	-	-	-	-	-
Other Income	4.1.9	251	202	3,230	3,230	3,675
<b>Total Income</b>		<b>47,545</b>	<b>47,822</b>	<b>48,784</b>	<b>49,930</b>	<b>51,663</b>
<b>Operating Expenditure</b>						
Employee costs	4.1.10	(18,370)	(18,584)	(19,257)	(19,893)	(20,547)
Materials and Services	4.1.11	(15,805)	(14,962)	(13,800)	(14,100)	(14,727)
Bad & Doubtful Debts	4.1.12	(14)	(12)	(2)	(2)	(2)
Depreciation and amortisation	4.1.13	(8,295)	(8,788)	(9,008)	(9,216)	(9,390)
Borrowing Costs	4.1.14	(537)	(356)	(308)	(319)	(324)
Other Expenses	4.1.15	(275)	(277)	(279)	(279)	(593)
<b>Total Expenses</b>		<b>(43,295)</b>	<b>(42,978)</b>	<b>(42,655)</b>	<b>(43,810)</b>	<b>(45,585)</b>
<b>Surplus / (Deficit) for the</b>		<b>4,250</b>	<b>4,844</b>	<b>6,130</b>	<b>6,120</b>	<b>6,079</b>
<b>Other comprehensive</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total comprehensive result</b>		<b>4,250</b>	<b>4,844</b>	<b>6,130</b>	<b>6,120</b>	<b>6,079</b>

\* Notes are included in Section 4.1, beginning on page 36

### 3.2 BALANCE SHEET

For the four years ending 30 June 2024	Note	Forecast	Budget	Strategic Resource Plan Projections		
		2019-20	2020-21	2021-22	2022-23	2023-24
		\$'000	\$'000	\$'000	\$'000	\$'000
<b>Current Assets</b>						
		9,541	9,638	11,172	12,287	13,065
		2,499	2,981	2,829	2,911	2,997
		15	21	16	16	16
		-	-	-	-	-
		422	442	422	422	422
	4.2.1	12,477	13,082	14,438	15,636	16,499
<b>Non-Current Assets</b>						
		724	724	724	724	724
		364	302	364	364	364
		460,730	466,266	468,235	474,105	477,626
	4.1.2	461,820	467,292	469,323	475,193	478,714
		474,297	480,374	483,761	490,829	495,213
<b>Current Liabilities</b>						
		2,147	3,415	2,147	2,147	2,147
		474	554	474	474	474
		3,199	3,314	3,485	3,656	3,826
		2,271	2,284	1,409	1,441	1,474
	4.2.3	8,091	9,567	7,515	7,718	7,921
<b>Non-Current Liabilities</b>						
		2,731	3,033	2,651	2,356	2,061
		11,760	11,216	10,907	11,947	10,344
	4.2.4	14,491	14,249	13,558	14,303	12,405
		22,582	23,816	21,073	22,021	20,326
		451,715	456,558	462,688	468,808	474,887
<b>Equity</b>						
		193,043	198,258	204,388	210,508	216,587
		258,672	258,300	258,300	258,300	258,300
	20	451,715	456,558	462,688	468,808	474,887

\* Notes are included in Section 4.2, beginning on page 48.

### 3.3 STATEMENT OF CHANGES IN EQUITY

**For the year ending 30 June 2021**

	Note	Total	Accumulated	Revaluation	Other
		\$'000	Surplus	Reserve	Reserves
		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		451,714	193,042	256,153	2,519
Surplus/(deficit) for the year		4,844	4,844	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(1,254)	-	1,254
Transfers from other reserves		-	1,626	-	(1,626)
<b>Balance at end of the financial year</b>	4.3	<b>456,558</b>	<b>198,258</b>	<b>256,153</b>	<b>2,147</b>

**For the year ending 30 June 2022**

	Note	Total	Accumulated	Revaluation	Other
		\$'000	Surplus	Reserve	Reserves
		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		456,558	198,258	256,153	2,147
Surplus/(deficit) for the year		6,130	6,130	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>462,688</b>	<b>204,388</b>	<b>256,153</b>	<b>2,147</b>

**For the year ending 30 June 2023**

	Note	Total	Accumulated	Revaluation	Other
		\$'000	Surplus	Reserve	Reserves
		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		462,688	204,388	256,153	2,147
Surplus/(deficit) for the year		6,120	6,120	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>468,808</b>	<b>210,508</b>	<b>256,153</b>	<b>2,147</b>

**For the year ending 30 June 2024**

	Note	Total	Accumulated	Revaluation	Other
		\$'000	Surplus	Reserve	Reserves
		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		468,808	210,508	256,153	2,147
Surplus/(deficit) for the year		6,079	6,079	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
<b>Balance at end of the financial year</b>		<b>474,887</b>	<b>216,587</b>	<b>256,153</b>	<b>2,147</b>

\*Notes are included in Section 4.3, beginning on page 49.

### 3.4 STATEMENT OF CASH FLOWS

For the four years ending 30 June 2024	Note	Forecast 2019-20 \$'000	Budget 2020-21 \$'000	Strategic Resource Plan Projections		
				2021-22	2022-23	2023-24
				\$'000	\$'000	\$'000
<b>Cash Flows From Operating Activities (Inclusive of GST where applicable)</b>						
		23,649	24,686	24,772	25,670	26,771
		16,707	16,709	14,055	14,055	13,727
		251	78	250	250	250
		4,597	4,148	3,366	3,373	3,536
		2,910	2,739	1,609	1,609	2,314
		(18,370)	(18,513)	(19,368)	(20,004)	(20,972)
		(16,389)	(16,841)	(15,550)	(14,572)	(15,075)
		996	1,032	924	959	922
		190	80	-	-	-
	4.4.1	14,540	14,118	10,057	11,340	11,474
<b>Cash Flows From Investing Activities (Net of GST)</b>						
		(1,622)	(723)	(2,339)	(3,991)	(2,446)
		(10,432)	(9,371)	(4,664)	(8,715)	(8,274)
		(1,227)	(825)	(1,202)	(1,202)	(1,202)
		(653)	(306)	(20)	(20)	(20)
		(14,939)	(2,423)	(2,088)	(472)	(348)
		-	-	2,980	2,980	2,980
		-	514	438	438	504
	4.4.2	(28,873)	(13,134)	(6,895)	(10,982)	(8,806)
<b>Cash Flows From Financing Activities</b>						
		(307)	(356)	(308)	(319)	(324)
		(3,882)	(1,381)	(1,320)	-	(1,566)
		9,500	850	-	1,077	-
		-	-	-	-	-
		-	-	-	-	-
	4.4.3	5,311	(887)	(1,628)	758	(1,890)
<b>Net Increase/(Decrease) in Cash and cash equivalents</b>						
		(9,022)	97	1,534	1,116	777
		18,563	9,541	9,638	11,172	12,288
		9,541	9,638	11,172	12,288	13,065

\* Notes are included in Section 4.4, beginning on page 51.



### 3.5 STATEMENT OF CAPITAL WORKS-

For the four years ending 30 June 2023

	Note	Forecast	Budget	Strategic Resource Plan Projections		
		2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
<b>Property</b>						
Land		1,500	-	-	-	1,200
Land improvements		-	-	-	-	-
<b>Total land</b>	<b>4.5</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,200</b>
Buildings – specialised		9,072	103	1,455	3,087	1,521
Buildings – unspecialised		130	620	884	904	925
Heritage buildings		-	-	-	-	-
Building improvements		-	-	-	-	-
Leasehold improvements		-	-	-	-	-
<b>Total buildings</b>	<b>4.5</b>	<b>9,202</b>	<b>723</b>	<b>2,339</b>	<b>3,991</b>	<b>2,446</b>
<b>Total property</b>		<b>10,702</b>	<b>723</b>	<b>2,339</b>	<b>3,991</b>	<b>3,646</b>
<b>Plant and equipment</b>						
Heritage plant and equipment		-	-	-	-	-
Plant, machinery and equipment		1,227	825	1,222	1,222	1,222
Fixtures, fittings and furniture		26	-	-	-	-
Computers and		627	306	167	143	133
Library books		-	-	-	-	-
<b>Total plant and equipment</b>	<b>4.5</b>	<b>1,880</b>	<b>1,131</b>	<b>1,389</b>	<b>1,365</b>	<b>1,355</b>
<b>Infrastructure</b>						
Roads		7,008	5,971	4,267	5,572	3,961
Bridges		3,082	3,000	521	1,747	1,574
Footpaths and cycleways		368	300	285	285	285
Drainage		-	100	33	33	33
Recreational, leisure and community facilities		2,822	1,973	1,314	1,242	1,271
Waste management		-	-	-	-	-
Parks, open space and			450	115	115	115
Off street car parks		25	-	50	50	50
Other infrastructure		-	-	-	-	-
<b>Total infrastructure</b>	<b>4.5</b>	<b>16,290</b>	<b>11,794</b>	<b>6,585</b>	<b>9,044</b>	<b>7,289</b>
<b>Total capital works expenditure</b>		<b>28,872</b>	<b>13,648</b>	<b>10,313</b>	<b>14,400</b>	<b>12,290</b>
<b>Represented by:</b>						
New asset expenditure	4.5.3	8,010	2,323	889	2,115	3,142
Asset renewal expenditure	4.5.4	5,717	8,992	5,093	7,353	4,972
Asset upgrade expenditure	4.5.5	10,645	2,333	4,332	4,932	4,177
Asset expansion expenditure	-	4,500	-	-	-	-
<b>Total capital works expenditure</b>		<b>28,872</b>	<b>13,648</b>	<b>10,313</b>	<b>14,400</b>	<b>12,290</b>

\* Notes are included in Section 4.5, beginning on page 53.

### 3.6 STATEMENT OF HUMAN RESOURCES

For the four years ending 30 June 2024

	Note	Forecast	Budget	Strategic Resource Plan Projections		
		2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
<b>Staff expenditure</b>						
Employee costs – operating		18,370	<b>18,584</b>	19,257	19,893	20,547
Employee costs - capital		-	-	-	-	-
<b>Total staff expenditure</b>	10	18,370	<b>18,584</b>	<b>19,257</b>	<b>19,893</b>	<b>20,547</b>
		FTE	FTE	FTE	FTE	FTE
<b>Staff numbers</b>						
Employees		198	<b>198</b>	200	202	204
<b>Total staff numbers</b>	10	198	<b>198</b>	<b>200</b>	<b>202</b>	<b>204</b>

\* Notes are included in Section 4.1.10, beginning on page 45.

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

Department	Note	Comprises			
		Budget	Permanent		Casual
		2020/21 \$'000	Full Time \$'000	Part time \$'000	\$'000
Community Services		<b>6,963</b>	2,635	3,953	375
Corporate Services		<b>3,621</b>	3,014	607	-
Infrastructure and Development		<b>6,913</b>	6,246	667	-
Office of CEO & Mayor		<b>917</b>	824	93	-
<b>Total permanent staff expenditure</b>		<b>18,414</b>	<b>12,719</b>	<b>5,320</b>	<b>375</b>
Fringe Benefit Tax		170			
<b>Total expenditure</b>		<b>18,584</b>			

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

Department	Note	Comprises			
		Budget	Permanent		Casual
		2020/21 \$'000	Full Time \$'000	Part time \$'000	\$'000
Community Services		<b>78.82</b>	26.26	47.71	4.85
Corporate Services		<b>37.68</b>	30.00	7.68	-
Infrastructure and Development		<b>73.08</b>	66.00	7.08	-
Office of CEO & Mayor		<b>8.00</b>	7.00	1.00	-
<b>Total permanent staff expenditure</b>		<b>197.58</b>	<b>129.26</b>	<b>63.47</b>	<b>4.85</b>
Fringe Benefit Tax		-			
<b>Total expenditure</b>		<b>197.58</b>			

**Performance Statement**

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2020-21 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 5.2) and sustainable capacity, which are not included in this Budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

## 4 BUDGET ANALYSIS

### 4.1 ANALYSIS OF COMPREHENSIVE INCOME STATEMENT

This section of the Budget analyses the various components of income and expenditure expected during the year.

#### Adjusted Underlying Result

Council's budgeted surplus for 2020-21 is \$4.8m, however this 'headline' figure can be misleading. The 'adjusted underlying result' of (\$1.8m) deficit more accurately represents the true financial performance of Council in a 'normal' year.

The regulations prescribe the method for calculating the 'Adjusted Underlying Result'. Per the following table, it removes any non-recurrent grants used to fund capital expenditure, non-monetary asset contributions and other contributions to fund capital expenditure from the total comprehensive result.

	Forecast 2019-20 \$'000	Budget 2020-21 \$'000	Projection 2021-22 \$'000	Projection 2022-23 \$'000	Projection 2023-24 \$'000
<b>Total Comprehensive Result</b>	4,250	<b>4,844</b>	<b>6,130</b>	<b>6,120</b>	<b>6,079</b>
*Non-recurrent grants used to fund capital expenditure	(5,242)	(5,486)	(1,983)	(1,983)	(1,400)
Non-monetary asset contributions	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)
Other contributions to fund capital expenditure	(469)	-	(2,980)	(2,980)	(2,980)
<b>Adjusted Underlying Result</b>	<b>(2,586)</b>	<b>(1,767)</b>	<b>42</b>	<b>32</b>	<b>574</b>

\* excludes \$1,333k Roads to Recovery capital recurrent grant

When preparing the 2019-20 budget a key objective identified was to increase the standard of infrastructure assets to meet the increasing demands of our growing population. The level of investment in capital renewal projects and level of maintenance of infrastructure was increased to ensure adequate services are maintained. These levels of expenditure have been reduced to normal levels in the 2020-21 budget to ensure the long term financial sustainability of the Council. An additional constraint in the 2020-21 budget is the reduction in the rate cap from 2.5% in 2019-20 to 2.0% in 2020-21.

#### 4.1 Comprehensive Income Statement

##### Note 4.1.1: Rates and Charges (\$915k increase)

Rates and charges are required by the Act and the Regulations to be disclosed in Council's annual budget.

In developing the Strategic Resource Plan, rates and charges were identified as an important source of revenue. Planning for future rate increases has therefore been an important component of the Strategic Resource Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2020/21 the FGRS cap has been set at 2.0%. The cap applies to both general rates and municipal charges and is calculated on the basis of council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.0% in line with the rate cap.

The current Rating Strategy is based on the following rating principles:

- Municipal charge of \$306 on all properties
- 90% differential rate for farms over 40 hectares and intensive farms
- No discount for farms of 2 to 40 hectares (unless intensive farm)
- General rate applicable to non-farm, non-developable land in the Farm Zone
- Non-Farm Vacant Land rate of 200% of the general rate
- Business rate of 100% of the general rate

- Growth area differential rate on properties covered by the Bannockburn Urban Design Framework, Township Structure Plans, Township Zones, Low Density Residential Zones and Rural Living Zones as identified in the Golden Plains Planning Scheme and
- General rate applicable to all other properties

This will raise total rates and charges for 2020/21 to \$24,563k.

A review of the Rating Strategy was completed in 2019-20 which involved removing all growth differentials classes. Growth differentials have been retained in the tables below to demonstrate the changes from 2019-20 to 2020-21.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2019-20	2020/21	Change	%
	Forecast Actual	Budget		
	\$'000	\$'000	\$'000	
Rates Revenue	17,258	<b>17,875</b>	617	4%
Municipal Charge General	3,165	<b>3,302</b>	137	4%
Interest on Rates	150	-	(150)	-100%
Supplementary Rates and Rates Adjustments	110	<b>150</b>	40	36%
Municipal Charge on Supps	17	<b>15</b>	(2)	-12%
Special Charge Income	31	-	(31)	-100%
Garbage Collection Charge	2,918	<b>3,221</b>	303	10%
<b>Total rates and charges</b>	23,649	<b>24,563</b>	914	4%

\*These items are subject to the rate cap established under the FGRS

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2019/20	2020/21	Change
	cents/\$CIV*	cents/\$CIV*	
Residential	0.002951	0.002907	(0.000044)
Residential (Growth Area)	0.003128	0.002907	(0.000221)
Business, Industrial & Commercial	0.002951	0.002907	(0.000044)
Business, Industrial & Commercial (Growth Area)	0.003128	0.002907	(0.000221)
Business, Industrial & Commercial (Bannockburn)	0.003128	0.003489	0.000360
Farm Land	0.002656	-	-
Farm Land (Growth Area)	0.002833	-	-
Farm Land Broadacre	-	0.002461	-
Farm Land Intensive	-	0.002617	-
Farm Land < 40 Hectares	-	0.002907	-
Non Farm Vacant Land	0.005902	0.005811	(0.000087)
Non Farm Vacant Land (Growth Area)	0.006079	0.005811	(0.000264)
Vacant Land Non-Developable	0.002951	0.002906	(0.000044)
Vacant Land Non-Developable (Growth Area)	0.003128	0.002906	(0.000221)

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year

Type or class of land	2019/20	2020/21	Change	
	\$'000	\$'000	\$'000	%
Residential	1,760	1,841	81	4%
Residential (Growth Area)	10,000	10,311	311	3%
Business, Industrial & Commercial	44	48	4	8%
Business, Industrial & Commercial (Growth Area)	53	58	5	10%
Business, Industrial & Commercial (Bannockburn)	210	232	21	10%
Farm Land	3,299	-	(3,299)	(100%)
Farm Land (Growth Area)	144	-	(144)	(100%)
Farm Land Broadacre	-	3,257	3,257	100%
Farm Land Intensive	-	49	49	100%
Farm Land < 40 Hectare	-	149	149	100%
Non Farm Vacant Land	320	356	36	11%
Non Farm Vacant Land (Growth Area)	1,310	1,449	139	10%
Vacant Land Non-Developable	102	110	10	7%
Vacant Land Non-Developable (Growth Area)	16	15	(1)	(3%)
<b>Total amount to be raised by general rates</b>	<b>17,258</b>	<b>17,875</b>	<b>617</b>	<b>4%</b>

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2019/20	2020/21	Change	
	\$'000	\$'000	\$'000	%
Residential	1,243	1,256	13	1%
Residential (Growth Area)	6,640	6,846	206	3%
Business, Industrial & Commercial	44	44	0	0%
Business, Industrial & Commercial (Growth Area)	98	98	0	0%
Business, Industrial & Commercial (Bannockburn)	115	119	4	3%
Farm Land Broadacre	1,248	1,258	10	1%
Farm Land Intensive	20	21	1	1%
Farm Land < 40 Hectare	73	73	0	0%
Non Farm Vacant Land	267	263	(4)	1%
Non Farm Vacant Land (Growth Area)	1,070	1,056	(14)	1%
Vacant Land Non-Developable	244	242	(2)	-1%
Vacant Land Non-Developable (Growth Area)	26	27	1	3%
<b>Total amount to be raised by general rates</b>	<b>11,088</b>	<b>11,313</b>	<b>225</b>	<b>2%</b>

4.1.1(e) The basis of valuation to be used is the Capital Improved Value (CIV).

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2019/20	2020/21	Change	
	\$'000	\$'000	\$'000	%
Residential	594,351	633,271	38,920	6%
Residential (Growth Area)	3,191,857	3,546,723	354,866	11%
Business, Industrial & Commercial	15,159	13,263	(1,896)	(12%)
Business, Industrial & Commercial (Growth Area)	26,424	23,265	(3,159)	(11%)
Business, Industrial & Commercial (Bannockburn)	57,558	66,533	8,975	15%
Farm Land Broadacre	1,227,124	1,317,969	90,845	7%
Farm Land Intensive	17,427	18,669	1,242	7%
Farm Land < 40 Hectare	47,119	51,243	4,124	8%
Non Farm Vacant Land	57,874	61,238	3,364	5%
Non Farm Vacant Land (Growth Area)	215,537	249,079	33,542	15%
Vacant Land Non-Developable	34,439	37,709	3,270	9%
Vacant Land Non-Developable (Growth Area)	4,824	5,353	529	11%
<b>Total amount to be raised by general rates</b>	<b>5,489,693</b>	<b>6,024,318</b>	<b>102,555</b>	<b>10%</b>

\*The above valuations and rates in the dollar are indicative only as they are based on the draft 2020 Revaluations available at 16 March 2020. These rates in the dollar will be recalculated in May 2020 following certification of the 2020 Revaluation by the Valuer-General, in order to ensure compliance with the rate capping provisions of the Local Government Act.

4.1.1(g) The municipal charge under Section 159 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2019/20	2020/21	\$	%
	\$	\$		
Municipal Charge General	300	<b>306</b>	6	<b>2%</b>

4.1.1(h) The estimated total amount to be raised by municipal charges compared with the previous financial year

	2019/20	2020/21	Change	
	\$	\$	\$	%
Municipal Charge General	3,165	<b>3,302</b>	137	<b>4%</b>

4.1.1(i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property	Per Rateable Property	Change	
	2019/20	2020/21	\$	%
	\$	\$		
Residential Garbage Inc Recycling	330	<b>355</b>	25	<b>8%</b>
Second Service Garbage Collection	162	<b>185</b>	23	<b>14%</b>
Second Service Recycling Collection	162	<b>185</b>	23	<b>14%</b>
Commercial Garbage Inc Recycling (Cost Recovery)	330	<b>370</b>	40	<b>12%</b>

4.1.1(j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

	2019/20	2020/21	Change	
	\$	\$	\$	%
Garbage Collection Charge (Compulsory)	2,846	<b>3,142</b>	296	<b>10%</b>
Garbage Collection Charge (Not Compulsory)	72	<b>79</b>	7	<b>10%</b>

4.1.1(k) Fair Go Rates System Compliance

Victoria City Council is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2019/20	2020/21
Total Rates	\$17,257,971	\$17,875,690
Number of rateable properties	11,088	11,313
Base Average Rate	\$1,797.63	\$1,835.65
Maximum Rate Increase (set by the State Government)	<b>2.50%</b>	<b>2.00%</b>
Capped Average Rate	\$1,842.11	\$1,871.96
Maximum General Rates and Municipal Charges Revenue	\$20,430,040	\$21,182,400
Budgeted General Rates and Municipal Charges Revenue	\$20,422,971	\$21,177,430
Budgeted Supplementary Rates and Municipal Charges Revenue	\$126,786	\$165,000
Budgeted Total Rates and Municipal Charges Revenue	\$20,549,757	\$21,342,430

4.1.1(l) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2020-21: estimated \$150k and 2019-20: \$110k)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.1(m) Differential rates

Further detailed information concerning Rates and Charges can be found in Section 5.4 Rating Information and Section 6 Appendices.



**Note 4.1.2: Statutory Fees and Fines (\$15k increase)**

Statutory fees and fines represent 1.4% of total income. A detailed listing of individual fees and fines is contained in section 6.2 on page 98. Details of total fees and fines contained in the Budget follow.

Statutory Fees and Fines	2019-20 Forecast \$'000	2020-21 Budget \$'000	Variance
Planning and Building Fees	525	543	18
Animal Infringement Fines	80	80	-
Land Information Certificate Fees	28	28	-
Drainage Information Fees	25	30	5
Subdivision Supervision Fees	10	1	(9)
Other Fees and Fines	1	2	1
<b>Total Statutory Fees and Fines</b>	<b>669</b>	<b>684</b>	<b>15</b>

**Note 4.1.3: User Fees (\$462 decrease)**

User fees represent 7.2% of total income. A detailed listing of individual fees is contained in section 6.2 on page 98. Details of total fees contained in the Budget follow.

User Fees	2019-20 Forecast \$'000	2020-21 Budget \$'000	Variance
Bannockburn Child Care	2,259	1,778	(481)
Animal Registration Charges	405	405	-
Kindergarten Cluster	263	341	78
Septic Tank Fees	160	160	-
Gravel Cartage Levy	150	153	3
Home and Community Care Fees	146	151	6
Subdivision Supervision Fees	100	80	(20)
Food and Health Fees	88	44	(44)
Bannockburn Cultural Centre Fees	44	60	16
Rents and Leases	40	41	1
Fire Hazard Eradication Fees	40	35	(5)
Bannockburn Family Services Centre Fees	32	14	(19)
Farmers Market Fees	30	30	-
Smythesdale Business Hub Fees	30	33	3
Other	21	17	(3)
Community Protection Fees	19	23	3
Planning and Building Fees	19	31	13
Northern Community Centre Fees	13	0	(13)
Road Opening Permit Fees	12	12	-
Tip Fees	8	8	-
Animal Fees and Fines	2	2	-
Local Laws Infringement Fines	1	2	1
Meredith Community Hub Fees	1	1	-
<b>User Fees Total</b>	<b>3,882</b>	<b>3,419</b>	<b>(463)</b>

**Note 4.1.4: Grants - Operating (\$337k decrease)**

Operating grants comprise 19.5% of the total income. The Budget provides for \$9.3m in operating grants, representing a decrease of \$337k from the 2019-20 forecast.

The Budget allows for a Victoria Grants Commission (VGC) allocation of \$6.02m, which represents a 2% increase from the 2019-20 allocation. A complete listing of total budgeted grants is shown below.

Operating grants are those grants utilised to deliver ongoing services and programs.

**Operating Grant Funding Types and Source**

Recurrent - Commonwealth Government	2019-20 Forecast \$'000	2020-21 Budget \$'000	Variance
General Purpose Grants (VGC)	3,769	3,844	75
Local Road Funding (VGC)	2,138	2,180	43
Commonwealth Home Support Program	893	942	49
<b>Recurrent - State Government</b>			
Children Services	502	410	(92)
Kindergarten	660	678	18
Health Promotion	500	482	(17)
Maternal & Child Health	276	315	39
Age & Disability Services	193	192	(1)
Emergency Management	163	120	(43)
Youth Development	69	67	(2)
Environment Management	51	51	-
Recreation	30	-	(30)
Other	63	-	(63)
Community Protection	46	43	(3)
Public Health	17	17	-
<b>Total Recurrent Grants</b>	<b>9,369</b>	<b>9,341</b>	<b>(28)</b>
<b>Non-recurrent - State Government</b>			
Recreation	110	-	(110)
Bushfire Recovery	200	-	(200)
<b>Total Non-recurrent Grants</b>	<b>310</b>	<b>0</b>	<b>(310)</b>
<b>Total Operating Grant Funding</b>	<b>9,679</b>	<b>9,341</b>	<b>(337)</b>

**Note 4.1.5: Capital Grant Grant (\$231k increase)**

The Budget provides for \$6.8m in capital grants representing an increase of \$231k or 3.5% from 2019-20 forecast. Capital grants comprise 14.3% of the total income. Capital grants are utilised to deliver Capital projects.

Non-recurrent grant means a grant obtained on the condition that it is expended in a specified manner and is not expected to be received again during the period covered by Council's Strategic Resource Plan.

**Capital Grant Funding Types and Source**

Recurrent - Commonwealth Government	2019-20 Forecast \$'000	2020-21 Budget \$'000	Variance
Roads to Recovery	1,346	1,333	(13)
<b>Total Recurrent Grants</b>	<b>1,346</b>	<b>1,333</b>	<b>(13)</b>
Non-Recurrent - Commonwealth Government			
Bridges	604	1,500	897
Non-Recurrent - State Government			
Roads	2,033	2,238	205
Recreation, Leisure and Community	2,505	1,698	(807)
Footpath	100	50	(50)
<b>Total Non-Recurrent Grants</b>	<b>5,242</b>	<b>5,486</b>	<b>244</b>
<b>Total Capital Grant Funding</b>	<b>6,588</b>	<b>6,819</b>	<b>231</b>

**Note 4.1.6: Contributions - Monetary (\$34k decrease)**

The Budget provides for \$1.7m monetary contributions, representing an decrease of \$34k from the 2019-20 forecast. Monetary Contributions comprise 3.5% of total income.

Below is a list of monetary contributions contained in the Budget.

Contributions	2019-20 Forecast \$'000	2020-21 Budget \$'000	Variance
Wind Farm Income	219	371	152
Public Open Space Contributions	140	240	100
Developer Community Contributions	130	200	70
Berrybank Windfarm Contribution - 3 Trails	-	180	180
Bannockburn Kindergarten Income	-	180	180
Gravel Sales	100	102	2
Motor Vehicle Recoupments	95	75	(20)
Family Day Care Administration & Carer Levy	43	63	20
Debt Collection Recoupment	170	60	(110)
Telecommunications Towers Income	42	43	1
Economic Development Strategy 'Contribution	3	43	41
Sale of Waste Bins	32	32	-
Panel Hearing Reimbursement	20	20	-
Contributions for Private Works	10	10	-
Inverleigh Kindergarten Income	10	10	-
Other	18	8	(10)

Inclusion Support Subsidy	8	8	-
Farmers Market Sponsorship	5	5	-
Standpipe Water Sales	4	5	1
Scrap Metal - Rokewood Transfer Station	5	5	-
Valuation Fee Recoupments	4	4	-
Meredith Kindergarten Income	-	2	2
Auction Revenue - Animal Control	2	2	(1)
Pensioner Claim - Administration Fees	1	1	-
Stock Call Out Recoupments	1	1	-
Barwon Park Bridge Deck Replacement	310	-	(310)
Berrybank-Teesdale Turtle Upgrade	152	-	(152)
Bannockburn Bowls Upgrade	90	-	(90)
Recycling Contribution	81	-	(81)
Bannockburn Lions Club	7	-	(7)
Spring In The Shire Income	2	0	(2)
<b>Monetary Total</b>	<b>1,703</b>	<b>1,669</b>	<b>(34)</b>

**Note 4.1.7: Contributions - Non-Monetary (no change)**

The Budget provides for \$1.125m non-monetary (assets) contributions, representing 2.4% of total income.

	19/20 Forecast \$'000	20/21 Budget \$'000	Variance
<b>Contributions - Non-Monetary</b>			
Subdivisional Assets Handed to Council	1,125	1,125	-
<b>Total Contributions - Non-Monetary</b>	<b>1,125</b>	<b>1,125</b>	<b>-</b>

**Note 4.1.8: Net Gain on Disposal of Property, Plant and Equipment**

Proceeds from the sale of assets, less their written down value, is disclosed as a net figure in the Income Statement. The details of the net result are detailed in the table below.

	2019-20 Forecast \$'000	2020-21 Budget \$'000	Variance
<b>Proceeds From Sale of Assets</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
Plant and Machinery	84	286	202
Motor Vehicles	125	228	103
<b>Total Proceeds from Sale of Assets</b>	<b>209</b>	<b>514</b>	<b>305</b>
<b>Written Down Value of Assets Sold</b>			
Plant and Machinery	84	286	202
Motor Vehicles	125	228	103
<b>Total Written Down Value of Assets Sold</b>	<b>209</b>	<b>514</b>	<b>305</b>
<b>Net Gain on Disposal</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Note 4.1.9: Other Income (\$49k decrease)**

Other income includes interest on investments. Interest on investments has been based on short term deposit rates ranging from 1% to 2%. The budget of \$202k comprises only 0.4% of total income.

## Expenditure

### Note 4.1.10: Employee Costs (\$214k increase)

Employee costs include all labour related expenditure such as wages and salaries and on-costs such as allowances, leave entitlements, employer superannuation, rostered days off, WorkCover premiums, long service leave and fringe benefits tax.

Employee costs are budgeted to increase from the 2019-20 forecast by \$214k, or 1%, to \$18.6m. This increase includes the annual wage increase under the Enterprise Agreement which was a 1.5% increase in 2020-21.

The reconciliation below compares budgeted Full Time Equivalent (FTE) employee numbers and employee costs from the 2019-20 budget to the 2020-21 budget.

### Reconciliation from 2019-20 Budget

	Forecast	Budget	Change	
	2019-20	2020-21	\$'000	%
	\$'000	\$'000		
Wages and salaries	16,373	<b>16,592</b>	219	<b>1%</b>
WorkCover	300	<b>280</b>	(20)	<b>-7%</b>
Superannuation	1,493	<b>1,524</b>	31	<b>2%</b>
Fringe benefits tax	187	<b>170</b>	(17)	<b>-9%</b>
<i>Other</i>	17	<b>18</b>	1	<b>6%</b>
<b>Total employee costs</b>	18,370	<b>18,584</b>	214	<b>1%</b>

### Note 4.1.11: Materials and Services (\$844k decrease)

Materials and Services include the purchase of consumables, payments to contractors for the provision of services, utility costs and one-off operating costs of a capital nature.

Operating materials and services are budgeted to decrease by \$844k, or 5.3% to \$14.9m.

Materials and Services	2019-20 Forecast \$'000	2020-21 Budget \$'000	Variance
Projects and Services	3,263	2,733	(530)
Garbage Operations	2,506	2,756	250
General Maintenance	2,395	2,216	(179)
Community Facility Projects	1,345	1,304	(41)
Contractors and Consultants	1,726	985	(741)
Vehicle and Machinery	918	922	3
Building Maintenance	620	649	29
IT Operations	554	684	130
Election Expenses	1	200	199
Other	390	381	(9)
Cleaning	378	378	-
Training	271	330	58
Utilities	308	303	(6)
Telecommunications	252	265	12
Insurance	247	259	12

Legal Fees	236	239	3
Printing and Stationery	180	181	1
Advertising	163	127	(36)
Gravel Pit Operations	51	51	-
<b>Total Materials and Services</b>	<b>15,805</b>	<b>14,962</b>	<b>(844)</b>

\*Other category contains the following corporate memberships

Organisation	2019-20 Forecast \$'000	2020-21 Budget \$'000	Variance
G21	45	46	1
MAV	23	24	0
Peri-Urban Group of Councils	16	16	0
Central Highlands Councils Victoria	13	13	0
Regional Tourism	11	12	0
Committee for Ballarat	4	4	0
Rural Councils Victoria	3	3	0
LG Pro	1	1	0
Timber Towns	1	1	-
LVGA	-	10	10
<b>Total Corporate Memberships</b>	<b>117</b>	<b>129</b>	<b>12</b>

**Note 4.1.12: Bad and Doubtful debts (\$2k decrease)**

Allocation of bad and doubtful debts of \$12k mainly relates to community safety program infringements.

**Note 4.1.13: Depreciation and Amortisation (\$492k increase)**

Depreciation is the systematic allocation of the capital cost of a long-term asset over its useful life. It is an accounting measure that attempts to capture the deterioration or usage of Council's long-term assets over a financial year. Long-term assets include buildings, plant and machinery, furniture and equipment, infrastructure and other structures.

Depreciation by Class of Asset	2019-20 Forecast \$'000	2020-21 Budget \$'000	Variance
Buildings Specialised	789	772	(17)
Buildings Unspecialised	216	316	100
Buildings Heritage	57	57	-
Information Communications Technology	168	284	116
Furniture and Equipment	50	38	(12)
Plant and Machinery	761	869	108
Roads	4,877	5,004	126
Footpaths	166	168	2
Bridges	432	374	(58)
Drainage	122	162	40
Recreation, Leisure & Community	514	579	65
Parks, Open Spaces & Streetscapes	68	78	10
Car Parks	25	25	-
Gravel Pit Rehabilitation	50	62	12
<b>Total Depreciation Expense</b>	<b>8,295</b>	<b>8,788</b>	<b>492</b>

**Note 4.1.14: Borrowing Costs (\$181k decrease)**

Finance Costs relate to the interest paid on Council borrowings. The ratio of finance costs as a percentage of income indicates that less than 0.8% of income is required to service debt. The decrease of \$181k is primarily the result of refinancing existing loan and lower interest rate for new borrowings required to fund new capital projects.

**Note 4.1.15: Other Expenses (\$2k increase)**

Increase in other expenses consists of an increase in Audit Fees and Councillor Allowances.

## 4.2 ANALYSIS OF BALANCE SHEET

This section of the Budget analyses the expected financial position of Council at the end of the 2020-21 financial year.

### Note 4.2.1: Current assets (\$605k increase)

- Cash assets will increased by \$97k
- Receivables will increase by \$482k
- Other assets will increase by \$20k

### Note 4.2.2: Non-current assets (\$5.4m increase)

The increase in non-current assets is detailed in the table below, including:

- An increase in property, infrastructure plant and equipment by \$5.4m, comprised of the capital works program (\$13.6m), less depreciation and amortisation (\$8.8m) and disposal of assets (\$0.5m) plus the receipt of gifted assets (\$1.1m).

### Movements in Non-Current Assets

Description	Balance 1 July 2020 \$'000	Additions \$'000	Handed to Council \$'000	WDV of Disposals \$'000	Depreciation \$'000	Balance 30 June 2021 \$'000
Land	31,787	-	-	-	-	31,787
Buildings Specialised	36,305	103	-	-	(772)	35,636
Buildings Unspecialised	3,687	620	-	-	(316)	3,991
Heritage Buildings	913	-	-	-	(57)	856
Parks, Open Spaces etc.	4,158	450	-	-	(78)	4,530
Recreation, Leisure & Community	7,945	1,973	-	-	(579)	9,339
Car Park	1,064	-	-	-	(25)	1,039
Furniture & Equip	107	-	-	-	(38)	69
Plant & Machinery	5,164	825	-	(514)	(869)	4,606
Roads	332,428	5,722	1,125	-	(5,004)	334,271
Bridges	14,854	3,000	-	-	(374)	17,480
Footpaths	11,884	550	-	-	(168)	12,266
Drainage	5,284	100	-	-	(162)	5,222
Information Comm Technology	816	306	-	-	(284)	838
Gravel Pit	364	-	-	-	(62)	302
Land Under Roads	4,336	-	-	-	-	4,336
Invest In Association	724	-	-	-	-	724
<b>Total</b>	<b>461,820</b>	<b>13,649</b>	<b>1,125</b>	<b>(514)</b>	<b>(8,788)</b>	<b>467,292</b>