



ATTACHMENTS

**Under Separate Cover
Council Meeting**

6.00pm Tuesday 27 April 2021

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DRAFT

GOLDEN PLAINS SHIRE COUNCIL
BUDGET
2021-2022



ACKNOWLEDGEMENT OF COUNTRY

Golden Plains Shire spans the Traditional lands of the Wadawurrung and Eastern Maar people. We acknowledge them as the Traditional Owners and Custodians.

Council pays its respects to Wadawurrung Elders past, present and emerging. Council also respects Eastern Maar Elders past, present and emerging.

Council extends that respect to all Aboriginal and Torres Strait Islander People who are part of the Golden Plains Shire.

*Image: Sunset over Bunjil's Lookout in Maude.
Artwork: by Shu Brown*



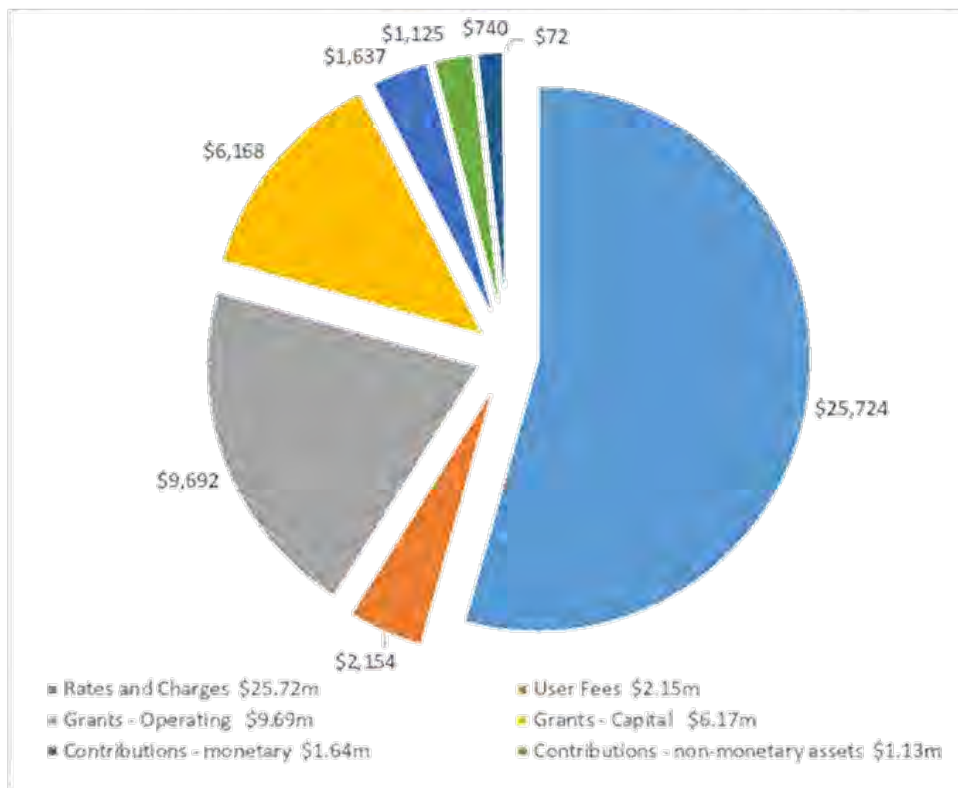
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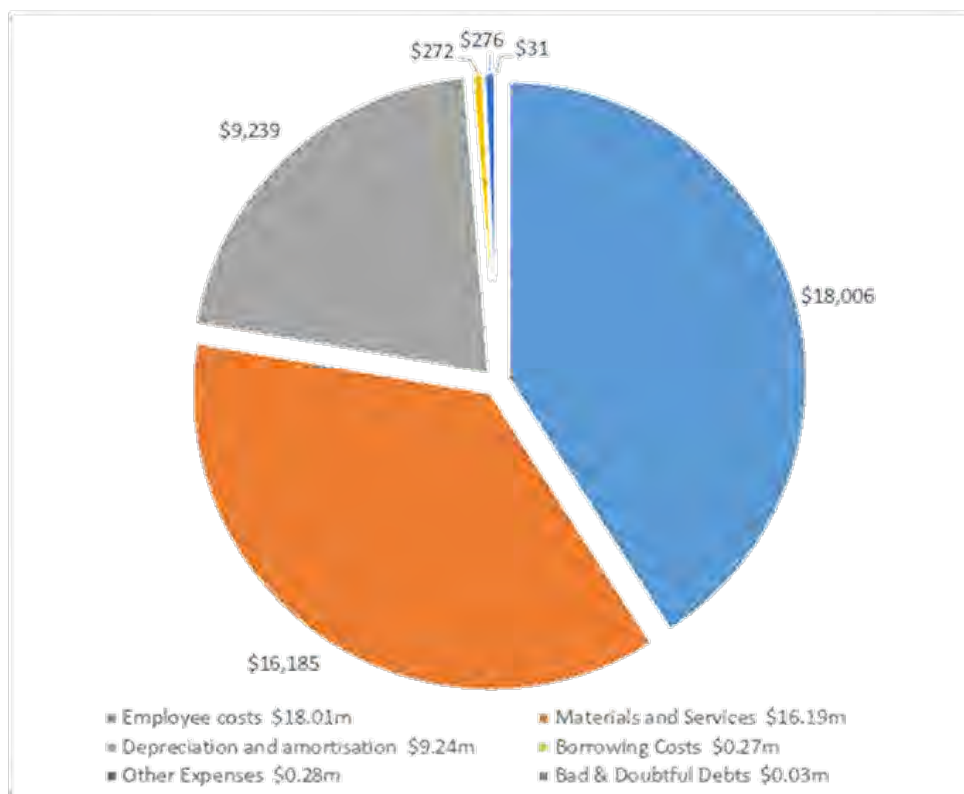
This Budget has been prepared with reference to Chartered Accountants Australia and New Zealand "Victorian City Council Model Budget 2020-21" a best practice guide for reporting local government budgets in Victoria.

Council's 2021-22 Budget at a Glance (Per Comprehensive Income Statement)

How Council's \$49.3m revenue is Generated (\$'000)



Where Council will Spend the Money \$44m (\$'000)



1 OVERVIEW

1.1 MAYOR'S INTRODUCTION

Dear Residents

I am pleased to present Council's 2021-22 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 1.5% 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 2021-2025 Council Plan and Financial Plan.

- 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 \$50 in the 2021-22 annual charge with \$20 being the increase in landfill levy prescribed by the State Government effective from 1 July 2021, \$10 resulting from increases in recycling and garbage collection costs and \$20 increase for landfill rehabilitation and roadside stockpile removal works.
- Existing fees and charges have been increased by 1.5% in line with the rate cap.
- 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 \$5.3m, however, it should be noted that the adjusted underlying result is a deficit of \$0.5m after removing non-recurrent capital grants and capital contributions.

Capital works

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

Highlights

- \$44m spent on the delivery of services to the Golden Plains community.
- \$14.6m investment in capital assets, including infrastructure, buildings, recreation, leisure and community facilities and plant machinery and equipment.

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 Helena Kirby

Mayor – Golden Plains Shire Council

1.2 EXECUTIVE SUMMARY

Introduction

The 2021-22 Budget has been prepared based on the adopted principles within the 2021-2025 Council Plan and Financial 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 1.5% rate increase mandated by the State Government.

The Budget projects a surplus of \$5.0m for 2021-22, however, it should be noted that the adjusted underlying result is a deficit of \$0.7m 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 2021-22 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.

Key things Council are funding

- Ongoing delivery of services to the Golden Plains community funded by a budget of \$44M. These services are summarised in Section 3 of the Budget.
- Continued investment in capital assets of \$14.6m. This consists of:
 - infrastructure totalling \$11.5m (including roads, bridges, footpaths and cycleways(\$7.5m), recreation, leisure and community facilities (\$2.2m), parks, open space and streetscapes (\$925k);
 - buildings of \$365k; and
 - Plant, machinery and equipment of \$2.8m (including computers and telecommunications (\$542k)).

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: Community

- Safe, resilient and proud communities
- Celebrating and connecting communities
- Community participation, engagement and ownership
- Valuing community diversity and inclusion

Strategic Objective 2: Liveability

- Connected and accessible roads, crossings, paths and transport
- Supporting healthy and active living
- Provide for a diversity lifestyle and housing options
- Attractive and well-maintained infrastructure and public spaces

Strategic Objective 3: Sustainability

- Valuing and protecting nature, cultural heritage and the environment
- Effective and responsive waste services and education
- Responsibly maintaining and managing natural landscapes and resources
- Mitigating climate change and promoting clean / green technology

Strategic Objective 4: Prosperity

- Education, learning and skill development
- Supporting local producers, agriculture and business
- Improved options for shopping, hospitality, tourism and events
- Local employment and training
- Partnerships, advocacy and opportunities for investment

Strategic Objective 5: Leadership

- Information and engagement to involve community in decision making
- Accountable and transparent governance and financial management
- Responsive service delivery supported by systems, resources and an engaged workforce
- Planning, advocating and innovating for the future

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:

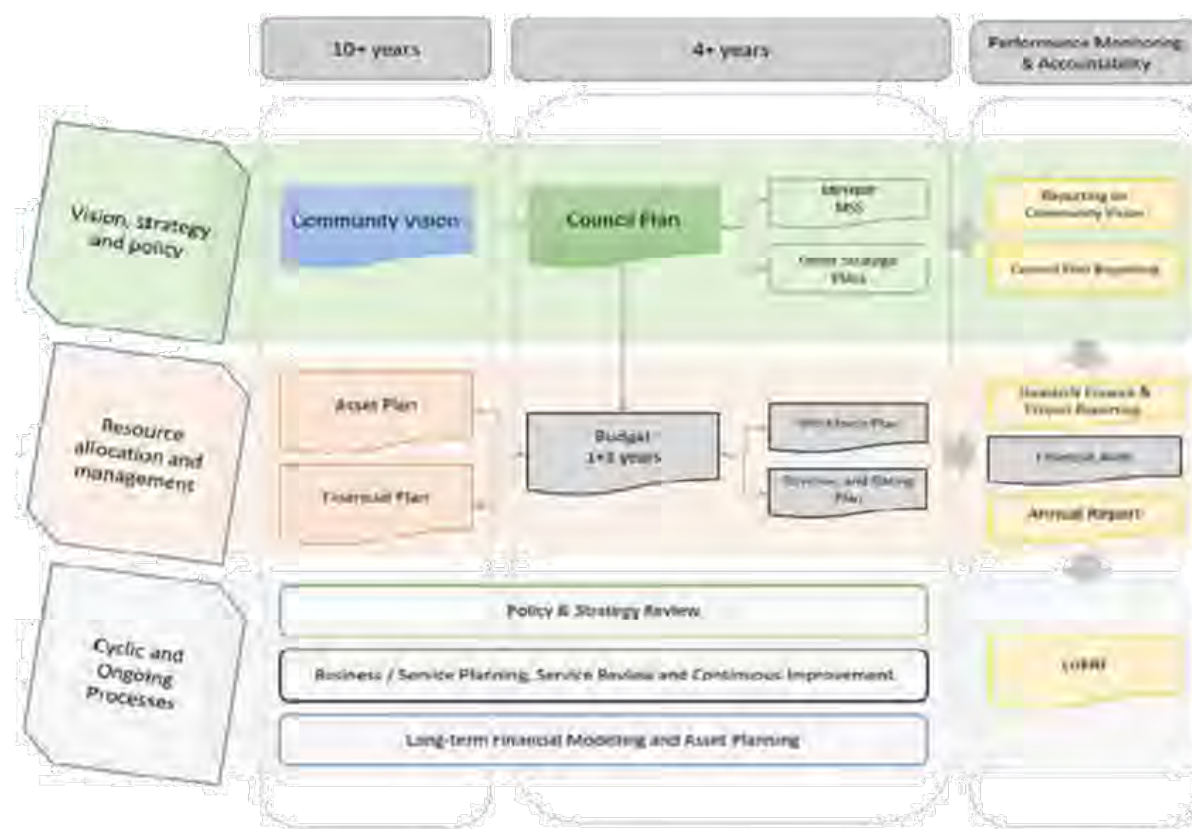
Budget Process	Timing
1. Community Engagement Activities	Ongoing
2. Analysis and consideration of Community Engagement activities	Dec - Jan
3. Officers prepare operating and capital budgets	Dec – Feb
4. Council receives Summary of Draft Budget for review	March
5. Council workshop/s conducted to review 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 Budget 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 diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



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 24,249 (2020) 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 1,982 businesses including farming, construction, retail and home-based businesses. The Shire has a strong agricultural sector, with a history of wool, sheep and grain production. Now-a-days the Shire is seeing strong growth in intensive agriculture, including poultry, pigs, beef and goat dairy, as well as the expansion of viticulture in the Moorabool Valley. This in turn has driven an increase in the regions tourism offering, with visitors attracted to the region’s picturesque wineries, gourmet food producers, agri-tourism and the monthly Golden Plains Farmers’ Market.

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 one of the leading producers of eggs and chicken meat in Victoria, producing nearly a quarter of Victoria's eggs. Council is encouraging continued growth and investment in intensive agriculture, by establishing the Golden Plains Food Production Precinct, near Lethbridge, which is on track to become one of Victoria's premier areas for intensive agriculture development and expansion.

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

Looking to the future, Golden Plains Shire residents have shared their vision and priorities for the next 20 years in developing the Golden Plains Community Vision 2040 and through engagement undertaken to identify shorter term priorities for the Council Plan 2021-2025 and Budget. 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 Objectives

The Strategic Objectives of the Council Plan 2021-2025 address the Four Themes (Strategic Priorities) of the Golden Plains Community Vision 2040 and the additional theme of Leadership. The 21 Strategic Objectives and the Strategic Priority they contribute to the achievement of are listed in the table below.

Strategic Objective	Description
01 - Community	1.1 Safe, resilient and proud communities
	1.2 Celebrating and connecting communities
	1.3 Community participation, engagement and ownership
	1.4 Valuing community diversity and inclusion
02 - Liveability	2.1 Connected and accessible roads, crossings, paths and transport
	2.2 Supporting healthy and active living
	2.3 Provide for a diversity lifestyle and housing options
	2.4 Attractive and well-maintained infrastructure and public spaces
03 - Sustainability	3.1 Valuing and protecting nature, cultural heritage and the environment
	3.2 Effective and responsive waste services and education
	3.3 Responsibly maintaining and managing natural landscapes and resources
	3.4 Mitigating climate change and promoting clean and green technology
04 - Prosperity	4.1 Education, learning and skill development
	4.2 Supporting local producers, agriculture and business
	4.3 Improved options for shopping, hospitality, tourism and events
	4.4 Local employment and training
	4.5 Partnerships, advocacy and opportunities for investment
05 - Leadership	5.1 Information and engagement to involve community in decision making
	5.2 Accountable and transparent governance and financial management
	5.3 Responsive service delivery supported by systems, resources and a skilled workforce
	5.4 Planning, advocating and innovating for the future

2 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS

2.1 STRATEGIC OBJECTIVE

Strategic Objective 1: Community

1.1 Safe, resilient, and proud communities

Golden Plains communities are supported to be safe, proud and resilient through education, services, infrastructure, places and advocacy.

1.2 Celebrating and connecting communities

Golden Plains connects to its indigenous Heritage and rich history and celebrates through arts, culture and events that bring communities together.

1.3 Community participation, engagement and ownership

Golden Plains residents participate and are engaged in their communities through activities, places and opportunities that build capacity and ownership.

1.4 Valuing community diversity and inclusion

Golden Plains values diversity and provides inclusive opportunities for residents of all ages, backgrounds and abilities to participate in their communities.

Strategic Objectives	Service area	Description of services provided		2019/20	2020/21	2021/22
				Actual	Revised Budget	Budget
				\$'000	\$'000	\$'000
1.2	Events	Deliver corporate events and support 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.	<i>Exp</i>	152	-	1
			<i>Rev</i>	2	-	-
			<i>NET</i>	150	-	1
1.1	Emergency Management	This service ensures Council staff are prepared and our resources and facilities are ready to assist in an emergency. This service also chairs the multi-agency Municipal Emergency Management Planning Committee and organises the preparation of the Municipal Emergency Management Plan and the relevant subplans.	<i>Exp</i>	114	322	95
			<i>Rev</i>	124	123	121
			<i>NET</i>	(10)	199	(26)
1.1	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>	257	305	348
			<i>Rev</i>	26	48	36
			<i>NET</i>	231	257	311
1.1	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>	678	717	787
			<i>Rev</i>	418	566	572
			<i>NET</i>	260	152	215
1.1	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>	527	643	617
			<i>Rev</i>	289	239	333
			<i>NET</i>	238	405	285

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GOLDEN PLAINS SHIRE COUNCIL

1.4	Active Ageing & Inclusion Home & Community Care Program for Younger People (HACC PYP)	Provision of individual and group support 'entry level' 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 consumers, carers and communities. People who are eligible, include frail people under the age of 65, (50 years and younger for Aboriginal and Torres Strait Islander people), younger people with disabilities not eligible for the NDIS and carers. The 2021-22 budget incorporates realignment of program areas across HACC/PYP & CHSP programs and increase in social support group service.	<i>Exp</i>	373	642	493
			<i>Rev</i>	271	267	256
			<i>NET</i>	102	374	236
1.3	Community Facilities	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>	1,019	957	847
			<i>Rev</i>	110	124	108
			<i>NET</i>	909	833	739
1.4	Active Ageing and Inclusion - Commonwealth Home Support Program (CHSP)	Provision of individual and group support 'entry level' 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 consumers, carers and communities. To be eligible for the program, people must be 65 years of age and over, (50 years and over for Aboriginal and Torres Strait Islander people). The 2021-22 budget incorporates realignment of program areas across HACC/PYP & CHSP programs.	<i>Exp</i>	1,314	1,746	1,695
			<i>Rev</i>	1,069	1,038	1,131
			<i>NET</i>	245	707	564
1.3	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>	558	1,082	863
			<i>Rev</i>	79	34	16
			<i>NET</i>	479	1,048	847
1.2	Arts and Culture	Facilitating the development of community arts and cultural development projects and creative industries in collaboration with local artists and communities. Arts, culture and heritage is central to the quality of life and wellbeing of residents in Golden Plains Shire.	<i>Exp</i>	135	181	207
			<i>Rev</i>	3	-	5
			<i>NET</i>	133	181	202
1.4	Youth Development	The Youth Development program offers a range of accessible and inclusive activities, programs and events designed to improve opportunities for youth and young adults ages 12-25 years of age to connect, learn and lead in their community. This is achieved through youth informed practice and strong community partnerships and connections.	<i>Exp</i>	349	405	341
			<i>Rev</i>	69	72	72
			<i>NET</i>	280	333	268
1.3	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>	91	44	46
			<i>Rev</i>	14	-	-
			<i>NET</i>	77	44	46

Initiatives

Service Area	Major Initiatives
Emergency Management	<ul style="list-style-type: none"> • Chairs the multi-agency Municipal Emergency Management Planning Committee • Maintenance of Neighbourhood Safer Places • Preparation of the Municipal Emergency Management Plan and relevant subplans • Contribution to the Barwon Flood Warning System • Train for and prepare for the opening of Relief Centres in an emergency • Assist in accommodation and clothing for residents whose home is impacted by an emergency event • Assist in mitigating, responding to and recovering from an emergency
Community Facilities	<ul style="list-style-type: none"> • Develop a new online booking and payment system for community facilities.
Active Ageing & Inclusion	<ul style="list-style-type: none"> • Action Plan: Community Transport Review - Undertake comprehensive review to identify the gaps in transport provision across the Shire and identify an accessible, affordable service to meet the needs of vulnerable and isolated residents in our community with the view to help maintain independence, health and wellbeing and enable residents to remain living and actively participating in their communities. • Action Plan: 2020-2024 Active Ageing and Inclusion Plan to identify current and future needs of older residents and people living with disabilities.
Community Development	<ul style="list-style-type: none"> • Deliver two rounds of the Community Strengthening Grants Program including quick response grants and grants across funding streams. • Implement improvements to the Community Planning Program through delivery of the Community Planning Program Action Plan.
Arts & Culture	<ul style="list-style-type: none"> • History & Heritage - supporting the care and interpretation of our heritage assets (community and civic collections) • Facilitating opportunities for Creatives - brokering access to space and capacity building programs • Develop an Arts, Culture and Heritage Strategy • Art Exhibitions – Spring in the Shire 2021
Youth Development	<ul style="list-style-type: none"> • Develop a Youth Strategy Action Plan. • Progress the Youth Portable concept. • Deliver programs from Engage and Freeza from funding.

Service Performance Outcome Indicators

Service	Indicator	2019/20 Actual	2020/21 Revised Budget	2021/22 Budget
Home and Community Care	Participation	N/A	N/A	N/A
Food Safety	Health & Safety	100%	100%	100%
Animal Management	Health & Safety	100%	100%	100%

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
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 $\times 100$
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 $\times 100$
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)	Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up $\times 100$ Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions

Strategic Objective 2: Liveability

2.1 Connected and accessible roads, crossings, paths and transport

Liveability is supported through the provision of, and advocacy for roads, bridges, pedestrian / cycling paths and connected transport options.

2.2 Supporting healthy and active living

Liveability is supported through the provision of, and advocacy for facilities, initiatives and programs that enable healthy recreation, physical activity and social connection.

2.3 Provide for a diversity lifestyle and housing options

Liveability is supported by a diversity of areas, infrastructure and housing that balance the needs of developing communities and value the rural lifestyle of Golden Plains.

2.4 Attractive and well-maintained infrastructure and public spaces

Liveability is supported through advocacy for and provision of quality public spaces, infrastructure and services that deliver high standards of maintenance and cleanliness.

Strategic Objectives	Service area	Description of services provided		2019/20	2020/21	2021/22
				Actual	Revised Budget	Budget
				'000	'000	'000
2.3	Statutory Planning	To provide a range of statutory planning services to promote the fair, orderly and sustainable development of land within the Shire.	Exp	826	931	974
			Rev	1,126	893	1,176
			NET	(301)	39	(202)
2.3	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.	Exp	313	841	826
			Rev	165	192	207
			NET	148	649	620
2.3	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.	Exp	536	722	1,124
			Rev	3	102	39
			NET	533	620	1,085
2.3	Development Engineering	To provide engineering requirements to developments being approved within the Shire, ensuring WSUD principles are considered and implemented, together with best practice results.	Exp	-	302	309
			Rev	-	80	153
			NET	-	222	156
2.1	Community Transport	The Community Transport service provides a flexible, responsive transport service for isolated residents to stay connected to services within the shire and beyond. Paid staff and volunteers provide the transport service and eligibility is based on individual circumstances.	Exp	109	123	74
			Rev	3	8	6
			NET	106	116	68
2.2	Health Promotion	Collaboratively working with community, government, health and wellbeing partners and agencies to support, protect and improve the health and wellbeing of residents.	Exp	600	766	715
			Rev	505	525	499
			NET	95	242	216

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2.2	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.	Exp	552	618	567
			Rev	29	24	1,190
			NET	523	593	(624)
2.2	Recreation Construction	Construction of community facilities, including halls, paths and trails, recreation reserves and pavilions, sporting facilities and playgrounds	Exp	624	426	609
			Rev	570	5,454	17
			NET	55	(5,028)	593
2.2	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.	Exp	2,934	3,237	3,378
			Rev	58	70	56
			NET	2,877	3,167	3,321
2.2	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.	Exp	150	2,176	5
			Rev	1,505	1,425	2,000
			NET	(1,355)	751	(1,995)
2.1	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 Council's 987km of sealed road network. Provision of roadside slashing and guidepost spraying (Fire prevention) for the sealed road network.	Exp	2,035	1,686	1,897
			Rev	212	174	190
			NET	1,823	1,512	1,707
2.1	Local Roads Depreciation	Depreciation for sealed roads	Exp	3,671	3,813	4,114
			Rev	-	-	-
			NET	3,671	3,813	4,114
2.1	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.	Exp	451	459	416
			Rev	3	5	-
			NET	448	454	416
2.1	Local Roads Improvements	Road design to allow Council to submit grant applications. Majority of budget relates to income from these grant applications.	Exp	109	45	51
			Rev	2,623	4,908	4,951
			NET	(2,514)	(4,862)	(4,900)
2.1	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 Council's 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.	Exp	1,440	1,256	1,181
			Rev	9	10	10
			NET	1,431	1,246	1,171
2.1	Gravel Road Depreciation	Depreciation for gravel roads	Exp	1,191	1,206	1,318
			Rev	-	-	-
			NET	1,191	1,206	1,318

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2.1	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.	Exp	869	616	678
			Rev	615	1,502	4
			NET	254	(887)	674
2.1	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.	Exp	155	179	182
			Rev	104	103	106
			NET	50	77	77
2.4	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. The budget is split between urban and rural drainage projects. 16% of this budget relates to depreciation.	Exp	803	722	803
			Rev	45	35	58
			NET	758	687	745
2.3	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.	Exp	13	25	6
			Rev	2	11	-
			NET	10	13	6
2.1	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.	Exp	267	290	272
			Rev	2	2	-
			NET	265	288	272
2.4	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.	Exp	183	115	165
			Rev	1	1	-
			NET	182	114	165
2.4	Bus Shelters	Provision and maintenance of bus shelters across the Shire in line with Council Policy.	Exp	58	13	13
			Rev	38	-	-
			NET	20	13	13
2.1	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.	Exp	1,303	289	249
			Rev	54	52	50
			NET	1,249	237	199
2.4	Tree Maintenance	Tree maintenance 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.	Exp	538	793	910
			Rev	2	4	-
			NET	535	789	910
2.4	Township Maintenance	Provision of all township maintenance services in accordance with Council policy. This includes street beautification works, roadside, parkland and recreation facility grass, horticulture and arboriculture maintenance. Street furniture maintenance and replacement. General litter removal and removal of graffiti. Maintenance work is delivered via a combination of internal staff and contractors	Exp	871	799	1,421
			Rev	12	10	33
			NET	859	789	1,388

Initiatives

Service Area	Major Initiatives
Recreation Planning	<ul style="list-style-type: none"> Continue implementation of the Sport and Active Recreation Strategy 2020-2030 and Play Space Strategy 2019-2029. Undertake Master planning for recreation reserves. Develop concept plans, detailed designs and seek funding opportunities for Sport and Active Recreation projects.
Development Services	<ul style="list-style-type: none"> Undertake targeted planning scheme enforcement and compliance checks. Implement the Northern Settlement Strategy. Commence the process of developing new land use policy directions for the township of Teesdale. Complete the development of a new structure plan for the township of Teesdale. Explore opportunities for the identification of new employment land within the Shire. Implement Council's adopted Domestic Waste Water Management Plan. Implement a targeted inspection program to ensure high levels of swimming pool barrier compliance.
Development Engineering	<ul style="list-style-type: none"> Ensuring engineering requirements are implemented through the development process, including compliance with Council's Infrastructure Design Manual
Health Promotion	<ul style="list-style-type: none"> Implement the Municipal Public Health and Wellbeing Plan 2021-2025. Consider and implement priorities from the CASIMO report.
Recreation Construction	<ul style="list-style-type: none"> Bannockburn Soccer - Changerooms, lighting and fencing. Linton Cricket Nets. Lethbridge Lighting and Irrigation Upgrade. Bannockburn Skatepark Upgrade. Three Trails Upgrade and Renewal. Bannockburn Bowls Club Upgrade.
Recreation Infrastructure maintenance	<ul style="list-style-type: none"> Working with Committee of Management groups to identify priority maintenance projects. Service Planning & Asset Rationalisation Review Sports Field Management Optimisation
Sealed Roads Routine Maintenance	<ul style="list-style-type: none"> Road condition survey and revaluation program Sealed road maintenance and rehabilitation Yearly fire prevention program of roadside slashing
Local Roads Resealing	<ul style="list-style-type: none"> Road condition survey and revaluation program
Local Roads Rehabilitation	<ul style="list-style-type: none"> Road condition survey and revaluation program Major patching and maintenance
Local Roads Improvements	<ul style="list-style-type: none"> Deliver the Roads to Recovery Funding Program Delivery of Fixing Country Roads Program Lobbying for Government and external road funding Road Design investigation Road Management Practice Improvements (Systems, Policies and Community Engagement)
Gravel Roads Routine Maintenance	<ul style="list-style-type: none"> Road Management Practice Improvements (Systems, Policies and Engagement) Road condition survey and revaluation program Gravel road maintenance as per Customer Charter and maintenance program Dust suppression additive trials

Gravel Re-sheeting	<ul style="list-style-type: none"> Road condition survey and revaluation program
Bridge Maintenance	<ul style="list-style-type: none"> Bridge condition survey and revaluation program Lobbying for Government and external bridge funding Bridge and large culvert routine maintenance Obtaining contributions from other Councils where bridges are on Council boundaries
Tree Maintenance	<ul style="list-style-type: none"> Develop strategies to address the Inverleigh Cypress Trees as well as the Meredith and Inverleigh Avenues of Significance. Development and implementation of proactive routine inspection and maintenance programs across the Shire. Inventorisation of all Arboriculture Assets.
Line marking, Guideposts and Signs	<ul style="list-style-type: none"> Managing road user safety through line marking and sign maintenance
Street Lighting	<ul style="list-style-type: none"> Management of power costs for street lighting Conversion of lighting to energy efficient systems where possible
Township Maintenance	<ul style="list-style-type: none"> Working with Committees of Management, Progress Associations and Volunteers to deliver practice work programs across the Shire. Township maintenance activities including mowing, horticulture, streetsweeping and irrigation maintenance. Working with Community Coordinators to achieve community plan outcomes.
Paths and Trails	<ul style="list-style-type: none"> Maintenance of Council Paths & Trails

Service Performance Outcome Indicators

Service	Indicator	2018/20	2020/21	2021/22
		Actual	Revised Budget	Budget
Statutory Planning	Decision making	100%	0%	100%
Roads	Satisfaction	39	44	45

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)	Number of VCAT decisions that did not set aside Council's decision in relation to a planning application Number of VCAT decisions in relation to planning applications
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

Strategic Objective 3: Sustainability

3.1 Valuing and protecting nature, cultural heritage and the environment

Sustainability is provided through practices, education and advocacy that protect native vegetation and ecosystems and preserve cultural and natural heritage for future generations.

3.2 Effective and responsive waste services and education

Sustainability is provided through the efficient provision of waste management services and education to promote responsible behaviours and reduce waste to landfill.

3.3 Responsibly maintaining and managing natural landscapes and resources

Sustainability is provided through land management practices, community partnerships, initiatives and behaviours that enable a safe and thriving natural environment.

3.4 Mitigating climate change and promoting clean / green technology

Sustainability is provided through approaches to address climate change and its impact on health and the investigation and use of clean energy and technology solutions.

Strategic Objectives	Service area	Description of services provided		2019/20	2020/21	2021/22
				Actual	Revised Budget	Budget
				\$'000	\$'000	\$'000
3.1	Environment Sustainability	To implement the Environment Strategy that includes the development of programs to address climate emissions and deliver specific actions to ensure the protection and enhancement of identified environmental assets. This includes the development of natural environment reserve management plans, ecological and cultural burning program and community engagement activities to promote specific environmental projects.	<i>Exp</i>	605	721	793
			<i>Rev</i>	59	57	46
			<i>NET</i>	546	665	747
3.2	Garbage Collections	Delivery of the Waste and Resource Recovery Strategy. This includes the collection and disposal of domestic garbage and recyclables across the Shire. Management of ongoing shared services contracts including recycling, disposal and collection.	<i>Exp</i>	2,605	2,987	3,236
			<i>Rev</i>	3,069	3,060	3,574
			<i>NET</i>	(465)	(74)	(338)
3.2	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>	108	128	140
			<i>Rev</i>	23	15	20
			<i>NET</i>	85	113	120
3.2	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>	96	54	92
			<i>Rev</i>	1	1	-
			<i>NET</i>	96	53	92

Initiatives

Service Area	Major Initiatives
Garbage Collections	<ul style="list-style-type: none"> • Kerbside collection and disposal of garbage. • Kerbside collection and treatment of recycling. • Community communication, engagement and education of key waste management principles. • Deliver Waste and Resource Recovery Strategy.
Municipal Landfills	<ul style="list-style-type: none"> • Operation of Rokewood transfer station • Management of Governments new e-Waste policy
Environment Sustainability	<ul style="list-style-type: none"> • Maintenance and protection of natural environment reserves across the Shire. • Community communication, engagement and education of key environmental principles. • Weed management and eradication. • Development of Climate Change Action Plan and an Emissions Reduction Action Plan.

Service Performance Outcome Indicators

Service	Indicator	2019/20	2020/21	2021/22
		Actual	Revised Budget	Budget
Waste Collection	Waste Diversion	22.46%	38.00%	38.00%

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
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: Prosperity

4.1 Education, learning and skill development

Prosperity will be enabled through early childhood development and advocacy for access to education, learning and skill development through all stages of life.

4.2 Supporting local producers, agriculture and business

Prosperity will be enabled through activities that connect and promote small businesses and support local producers and agriculture.

4.3 Improved options for shopping, hospitality, tourism and events

Prosperity will be enabled through local shopping, hospitality and a variety of businesses, events and activities that attract visitation and tourism.

4.4 Local employment and training

Prosperity will be enabled through incentives and assistance for training and initiatives that support local employment.

4.5 Partnerships, advocacy and opportunities for investment

Prosperity will be enabled through advocacy and the identification of investment opportunities, partnerships and projects.

Strategic Objective	Service Area	Description of services provided	2019/20			2020/21			2021/22		
			Actual	Actual	Actual	Revised Budget	Revised Budget	Budget	Budget	Budget	Budget
			\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
4.5	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.	<i>Exp</i>	351		411		401			
			<i>Rev</i>	52		327		18			
			<i>NET</i>	299		84		383			
4.2	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>	55		84		74			
			<i>Rev</i>	16		35		27			
			<i>NET</i>	39		49		47			
4.1	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 practice as key enabler to optimise child learning and development.	<i>Exp</i>	632		686		815			
			<i>Rev</i>	360		400		413			
			<i>NET</i>	272		286		402			
4.1	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 needs. Establish networks, develop relationships with service providers and consider gaps in community access to services.	<i>Exp</i>	318		665		462			
			<i>Rev</i>	83		(29)		85			
			<i>NET</i>	235		693		377			
4.1	Kindergartens	Early Years Management of five funded kindergartens and accompanying early learning	<i>Exp</i>	1,028		1,249		1,530			

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		facilities located at Bannockburn, Meredith, Rokewood, Inverleigh and Teesdale. Council also offer Pre Kindergarten programs to 3 year olds and in 2022 will introduce 5 hrs of Funded Kindergarten to this 3 year old cohort as part of the Department of Education and Training 2 years of funded Kindergarten statewide reform. Council works closely with Incorporated Volunteer Parent Committees (Advisory Groups) to deliver quality education and care programs.	<i>Rev</i>	951	1,212	1,243
			<i>NET</i>	77	38	287
4.1	Family Day Care	Golden Plains Shire Family Day Care Service operates a family day care service comprising of contracted Educators operating throughout the Shire within their own residences and from approved invenue 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>	226	246	475
			<i>Rev</i>	182	183	398
			<i>NET</i>	45	63	77
4.1	Bannockburn Family Services Centre	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>	2,163	1,194	270
			<i>Rev</i>	2,015	1,163	224
			<i>NET</i>	148	31	46
4.1	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>	447	454	508
			<i>Rev</i>	68	1	1
			<i>NET</i>	379	453	507

Initiatives

Service Area	Major Initiatives
Children Services	<ul style="list-style-type: none"> Development of Municipal Early Years Plan Development of infrastructure planning concepts Planning and implementation of Sleep and Settling program (MCH/DHHS) (ongoing) Planning and implementation of School readiness funding from 2021 (ongoing) Planning and implementation of Funded 3 year old Kindergarten commencing 2022
Investment Attraction & Business Support	<ul style="list-style-type: none"> Implement business support initiatives in response to the COVID-10 crisis Develop the Three Trails project to upgrade the Ballarat-Skipton Rail Trail, the Rainbow Bird Trail and the Kuruc-a-ruc Trail Develop new Golden Plains Economic Development, Tourism and Investment Attraction Strategy
Golden Plains Farmers' Market	<ul style="list-style-type: none"> Support local producers, business and tourism by conducting a monthly Farmer's Market and annual Twilight Market.

Service Performance Outcome Indicators

Service	Indicator	2019/20	2020/21	2021/22
		Actual	Revised Budget	Budget
Maternal and Child Health	Participation in 4 week key age and stage visit	101.14%	100%	100%
Maternal and Child Health	Infant enrolments in the MCH service	101.52%	100%	100%
Maternal and Child Health	Participation in the MCH service	83.30%	80%	85%
Maternal and Child Health	Participation in the MCH service by Aboriginal children	80.00%	80%	85%

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) 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) Number of Aboriginal children enrolled in the MCH service
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 Sum of the population in the last 3 financial years

Strategic Objective 5: Leadership

5.1 Information and engagement to involve community in decision making

Council leadership will include the provision of timely information to community and deliberative engagement to inform and involve stakeholders in Council decision making.

5.2 Accountable and transparent governance and financial management

Council leadership will include operating in an open and transparent manner to ensure responsible governance and sustainable financial, asset and risk management.

5.3 Responsive service delivery supported by systems, resources and an engaged workforce

Council leadership will include the delivery of efficient and responsive service delivery supported by Council systems, processes and a healthy, productive workforce.

5.4 Planning, advocating and innovating for the future

Council leadership will include advocacy, innovation, partnerships and planning to progress the Golden Plains Community Vision 2040 and ensure a bright future for all.

Strategic Objectives	Service area	Description of services provided		2019/20	2020/21	2021/22
				Actual	Revised Budget	Budget
				\$'000	\$'000	\$'000
5.1	Communications and Engagement	Articulate clearly Council initiatives, strategies, benefits and services to internal and external stakeholders through strong story-telling and professional design in communication channels including corporate publications, traditional and digital media and online. Deliver and support genuine engagement with local communities and GPSC residents.	<i>Exp</i>	509	710	729
			<i>Rev</i>	1	-	-
			<i>NET</i>	508	710	729
5.3	Customer Service Centres	To provide consistent, high quality customer service, by managing, resolving and preventing problems; empowering and educating our customers with self-service tools and solutions; communicating effectively and exceeding customer expectations which will enable Council and our community to reach their goals.	<i>Exp</i>	609	603	663
			<i>Rev</i>	5	4	2
			<i>NET</i>	604	599	661
5.2	Governance	To promote Council's organisational values - pride, respect, integrity, collaboration and excellence in everything we do. To ensure principles of 'good' governance principles guide decision making and contribute to the strategic direction of Council and outcomes for the community.	<i>Exp</i>	757	952	841
			<i>Rev</i>	128	15	13
			<i>NET</i>	629	937	828
5.2	Elections	Maintenance of voters' rolls in readiness for elections.	<i>Exp</i>	11	204	34
			<i>Rev</i>	3	-	-
			<i>NET</i>	8	204	34
5.2	Meetings	Conduct Council meetings, committee meetings, workshops and other meetings of Council with management.	<i>Exp</i>	46	40	42
			<i>Rev</i>	-	-	-
			<i>NET</i>	46	40	42
5.2		Maintenance of an integrated approach to corporate planning, financial planning,	<i>Exp</i>	1,147	1,212	1,309

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	Corporate Planning	budgeting and resource allocation and the maintenance and measurement of organisational performance to meet customer service needs.	<i>Rev</i>	27	57	67
			<i>NET</i>	1,120	1,154	1,242
5.3	Occupational Health and Safety	To develop, build and identify effective management of Council's exposure to all forms of Occupational Health and Safety risk and to foster safer work places.	<i>Exp</i>	331	320	336
			<i>Rev</i>	3	4	4
			<i>NET</i>	328	316	332
5.2	Risk Management	To develop, build and identify effective management of Council's exposure to all forms of risk and to foster safer places and environments within the municipality.	<i>Exp</i>	28	57	82
			<i>Rev</i>	-	4	5
			<i>NET</i>	28	52	77
5.2	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>	3	4	7
			<i>Rev</i>	28,056	28,836	29,546
			<i>NET</i>	(28,053)	(28,832)	(29,539)
5.2	Property and Rating	Management of Council's rating system, including levying rates and charges, outstanding interest and valuing all rateable properties.	<i>Exp</i>	575	830	725
			<i>Rev</i>	280	464	458
			<i>NET</i>	295	366	267
5.2	Corporate Reporting and Budgeting	Preparation of Council's Annual Budget, annual financial statements, Financial Plan, and other statutory returns in accordance with statutory requirements.	<i>Exp</i>	358	401	400
			<i>Rev</i>	720	5	6
			<i>NET</i>	(362)	396	394
5.2	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>	496	389	376
			<i>Rev</i>	5	8	2
			<i>NET</i>	492	381	374
5.2	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.	<i>Exp</i>	276	-	-
			<i>Rev</i>	3	-	-
			<i>NET</i>	273	-	-
5.2	Borrowings	Effective management of Council borrowings.	<i>Exp</i>	199	335	261
			<i>Rev</i>	-	-	-
			<i>NET</i>	199	335	261
5.2	Plant Replacement	Management and replacement of Council's plant and equipment in accordance with the plant replacement schedule.	<i>Exp</i>	49	294	352
			<i>Rev</i>	14	246	301
			<i>NET</i>	35	48	51
5.2		Strategic Management of Council's significant asset base including but not limited to Roads,	<i>Exp</i>	735	683	994

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Asset Management	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>Rev</i>	129	3	1
		<i>NET</i>	606	680	993

Initiatives

Service Area	Major Initiatives
Communications & Engagement	<ul style="list-style-type: none"> Deliver a new inclusive Communications, Events and Engagement Strategy. Implement Council's new Community Engagement Policy and develop quality, genuine engagement for all residents, including strengthening the Councillor Engagement program. Review and update Council's digital communications channels including websites, social media, and e-newsletters including the e-Gazette and the Community Engagement Register. Undertake a photography project to build a diverse library of images and videos of Shire events, locations and people of all ages and abilities.
Customer Service Centres	<ul style="list-style-type: none"> Develop and begin implementing a Customer Experience Strategy that ensures Golden Plains Shire Council is an agile, capable and sustainable Council into the future. Develop and adopt a Complaints Handling Policy and a framework to support staff in dealing with complaints consistently and efficiently.
People and Culture	<ul style="list-style-type: none"> Implement the Gender Equality Action Plan to create leadership opportunities for diverse women, ensure an enabling workplace culture and embed a gender inclusive approach to community programs, services and infrastructure. Implement the requirements of the Local Government Act including development of the CEO Recruitment and Remuneration Policy and Workforce Plan. Commence implementation of the adopted Council Plan 2021-2025 in accordance with the provisions of the Local Government Act 2020.
Corporate Planning Governance	<ul style="list-style-type: none"> Implement policies that continue to promote transparency and accountability to support Council to achieve their short, medium and long term goals for the municipal community.
Occupational Health and Safety	<ul style="list-style-type: none"> Provide a structured Occupational Health and Safety System to Golden Plains Shire Council. Upskill our Leaders in key Occupational Health and Safety Areas. Improve response to emerging hazards.
Risk Management	<ul style="list-style-type: none"> Expand Risk Management Systems across Council to mitigate risks and ensure the most appropriate use of Council resources.
Records Management	<ul style="list-style-type: none"> Implementation of a corporate Digitisation Plan for greater accessibility to corporate records.
Digital Transformation	<ul style="list-style-type: none"> 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
Asset Management	<ul style="list-style-type: none"> Service Planning & Asset Rationalisation Review Building Inspections and Condition Consideration Road and Bridge asset revaluation and condition assessment Implementation of Asset management system

Service Performance Outcome Indicators

Service	Indicator	2019/20	2020/21	2021/22
		Actual	Revised Budget	Budget
Governance	Satisfaction	47.00%	47.50%	47.00%

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with Council decisions (Community satisfaction 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: Community	3,690	6,341	2,651
Strategic Objective 2: Liveability	11,514	22,259	10,745
Strategic Objective 3: Sustainability	621	4,262	3,641
Strategic Objective 4: Prosperity	2,126	4,492	2,367
Strategic Objective 5: Leadership	(23,254)	7,151	30,405
Operating (surplus)deficit for the year	(5,303)	44,504	49,808

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 1.5% increase for the 2021-22 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 2021-22.

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.

Insurance Costs

- Council is a member of the MAV (Municipal Association of Victoria) Workcare Scheme for self-insurance. WorkSafe Victoria have refused to renew MAV's Workcare self-insurance licence which may result in Council having to source Workcare from another insurance provider and as a result we have anticipated to be at a higher cost than the historical premiums. The 2021-22 budget includes an allowance for an increase in Workers compensation premium of \$100,000.
- In addition, The MAV LMI provides public liability, products liability and professional indemnity insurance to local government member councils of which GPSC is a member of. In 2020-21 the MAV advised its members that the scheme faced the following factors which will increase the scheme's underlying costs, bringing the significant increase to the annual fee:
 - A considerable hardening in the general insurance market, which resulted in higher reinsurance program costs. In addition to the hardening of the general insurance market, the scheme also saw higher than expected claims payments over 2019-20, including the largest claim in the scheme's history (bush fires). The combination of the two factors led to the scheme's reinsurance and retained claims costs increasing by \$3.24m.
 - MAV internal cost structures reviewed, with additional expenses budgeted to strengthen the scheme's assurance and risk functions. This contributed a modest amount to the scheme's contribution increase.
 - In line with the 2019-20 contribution decision, the MAV was required to meet its capital plan following the recommendation of the Victorian Auditor General's Office. Whilst the MAV's preference has previously been to raise contributions gradually to allow members to adjust to any increase in costs, this revised capital management plan has prompted a modest increase in the contributions pool to meet needs.
- As a result, GPSC will consider whether to remain with MAV insurance or consider an alternative provider and as a result the the 2021-22 budget includes an allowance for an increase of \$100,000 in the Public Liability insurances resulting from the potential change of insurance provider and or increases from MAV as identified above.

Interest Rates

- Fixed interest rates on new long-term borrowings are assumed to be 2.0% per annum.

- Interest rates for investments are assumed to be between 0.1% and 0.6% per annum.

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.
- In February 2020, the State Government released its waste related circular economy policy 'Recycling Victoria – A New Economy'. A key action included was the increase in the State Government landfill levy fees over 3 years to bring it into line with other States. The increase in 2020-21 was \$20 per tonne which the State Government decided to defer in response to the COVID-19 pandemic, with the increase effective from 2021-22. The annual increase translated to \$10 per household per year. Deferral of the increase has resulted in the 2021-22 increase for both the 2020-21 and 2021-22 years applied to the 2021-22 year at \$40 per tonne which will increase the waste charge by \$20 per household in the 2021-22 year.
- The 2021-22 Budget includes an increase in the waste disposal costs of \$20 being the increase in the landfill levy prescribed by the State Government effective from 1 July 2021, and an increase in recycled costs, and an increase for landfill rehabilitation and roadside stockpile removal works with the increase on the annual garbage charge of \$50.

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 \$25.72m 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.
- In the 2020-21 Budget, Council developed a COVID-19 financial hardship policy in response to the COVID-19 environment and to provide support to customers affected by COVID-19.
- 10% of rates and charges raised in 2021-22 have been budgeted to remain outstanding at 30 June 2022.

Grants

- The Federal Assistance Grants distributed via the Victoria Grants Commission is assumed to increase by 0% from the 2020-21 allocation.
- Operating grants have decreased by 18.8% to \$9.7m.
- Capital grants have decreased by 46.3% to \$6.2m.
- Further detail on grant revenue is provided in Note 4.1 and 4.5 on page 42 and 62.

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 Financial Plan.

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 1.5% in 2021-22. Due to COVID-19 Council negotiated a one year extension to the existing Enterprise Agreement extending the expiry date of the agreement to 30 June 2021. Bargaining for the new Enterprise Agreement will commence in the last quarter of 2021-22.
- Total Employee costs for Council staff is expected to decrease by \$1.5m or -7.5% from the 2020-21 forecast. End of Working for Victoria funded projects and redundancies in Bannockburn Children Service staff resulted in lower employee cost. This decrease includes the annual wage increase under the Enterprise Agreement which was a 1.125% increase in 2021-22.

Impact of 2020-21 year on 2021-22 Budget

- The 2020-21 forecast Balance Sheet becomes the starting point for the 2021-22 financial year; therefore, this Statement holds the key to analysing the impact of last year's operations on the new Budget.
- The 2020-21 forecast as at 28 Feb 2021 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 2021 will impact the opening Balance Sheet for 2021-22.
- Transactions occurring in the 2020-21 year will have an impact on the 2021-22 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

In accordance with *Local Government Act 2020*, Section 39, commencing 6 April 2020, Council will pay the allowance for the Mayor, Deputy Mayor and Councillors in accordance with a Determination of the Victorian Independent Remuneration Tribunal under the *Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019*. However, as the Minister has not yet requested a determination by the Tribunal, Local Government Victoria has advised that the framework under the *Local Government Act 1989* (LGA1989) continues to apply until the first determination is made by the Tribunal under the *Local Government Act 2020*.

In addition, on 23 December 2019, the Minister for Local Government advised Golden Plains Shire that Golden Plains Shire Council had been approved to progress from the allowance Category 1 (lowest level) to Category 2 (mid-level) which allows for payments up to \$88,918 for the Mayoral allowance and \$26,245 per annum for Councillors (including 9.5% superannuation equivalent). This change was justified due to the increase in number of residents in the shire district and the increase in the Council's recurrent revenue numbers. As a result, the amounts included in the 2021-22 budget is as per the table below with these figures including the 9.5% superannuation equivalent.

Allowance	Annualised Thresholds From 1 July 2021
Councillor	\$25,237.58
Mayoral	\$72,268.40

The Mayor contributes a component of their salary for the use of a motor vehicle to conduct mayoral duties.

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 2021-22 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 Financial 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 Financial 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 2020 (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 2020 (the Regulations) which support the Act.

The 2021-22 Budget, which is included in this report, is for the year 1 July 2021 to 30 June 2022 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 2022 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 Financial 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 2021-22 has been supplemented with projections to 2024-25 extracted from the Financial 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 2021-22 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 2021-22 financial year have not been considered in the development of the budget.

Standards that are likely to impact on the 2021-22 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 2025

	Note	Forecast	Revised Budget	Budget	Projections		
		2020-21	2020-21	2021-22	2022-23	2023-24	2024-25
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Operating Revenue							
Rates and Charges	4.1.1	24,843	24,357	25,724	26,538	27,731	28,656
Statutory fees and fines	4.1.2	754	684	740	615	645	661
User Fees	4.1.3	1,986	2,054	2,154	2,146	2,183	2,221
Grants - Operating	4.1.4	12,359	11,936	9,692	10,738	11,110	11,305
Grants - Capital	4.1.5	11,402	11,491	6,168	7,481	7,506	6,175
Contributions - monetary	4.1.6	1,883	1,808	1,637	1,565	1,644	1,855
Contributions - non-monetary	4.1.7	1,125	1,125	1,125	1,125	1,125	1,125
Net Gain/(Loss) on Disposal of Property, Infrastructure	4.1.8	63	-	2,001	2,000	2,445	2,445
Other Income	4.1.9	119	202	72	250	270	250
Total Income		54,534	53,657	49,312	52,458	54,659	54,693
Operating Expenditure							
Employee costs	4.1.10	(18,274)	(19,460)	(18,006)	(18,659)	(19,289)	(19,937)
Materials and Services	4.1.11	(14,759)	(15,906)	(16,185)	(15,800)	(16,027)	(16,348)
Bad & Doubtful Debts	4.1.12	(179)	(112)	(31)	(32)	(32)	(32)
Depreciation & amortisation	4.1.13	(8,782)	(8,814)	(9,239)	(9,229)	(9,403)	(9,607)
Borrowing Costs	4.1.14	(329)	(356)	(272)	(319)	(324)	(407)
Other Expenses	4.1.15	(251)	(276)	(276)	(249)	(564)	(570)
Total Expenses		(42,574)	(44,924)	(44,009)	(44,288)	(45,639)	(46,901)
Surplus / (Deficit) for the		11,960	8,733	5,303	8,170	9,020	7,792
Other comprehensive			-	-	-	-	-
Total comprehensive result		11,960	8,733	5,303	8,170	9,020	7,792

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

3.2 BALANCE SHEET

For the four years ending 30 June 2025

	Note	Revised Budget	Budget	Projections		
		2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Current Assets						
Cash and cash equivalents		13,105	12,596	11,719	10,995	14,252
Trade and Other Receivables		2,956	1,902	3,094	3,180	3,270
Inventories - Consumables		22	27	25	25	25
Non-current assets classified as held for sale		-	-	-	-	-
Other Assets		674	694	622	622	622
Total Current Assets	4.2.1	16,757	15,219	15,460	14,822	18,169
Non-Current Assets						
Investments in associates and joint ventures		791	791	724	724	724
Other non-current financial assets		302	240	364	364	364
Property, infrastructure, plant and equipment		477,932	483,997	492,136	499,397	506,901
Total Non-Current Assets	4.2.2	479,025	485,028	493,224	500,485	507,989
TOTAL ASSETS		495,782	500,247	508,684	515,307	526,158
Current Liabilities						
Trade and Other Payables		4,384	4,583	4,111	3,141	3,410
Trust Funds and Deposits		653	753	753	753	753
Provisions		3,789	3,904	4,030	4,201	4,371
Interest bearing loans and borrowings		2,243	2,244	1,441	1,474	1,658
Total Current Liabilities	4.2.3	11,069	11,484	10,335	9,569	10,192
Non-Current Liabilities						
Provisions		2,992	3,162	2,443	2,419	1,846
Interest bearing loans and borrowings		11,011	9,588	11,723	10,117	13,125
Total Non-Current Liabilities	4.2.4	14,003	12,750	14,166	12,536	14,971
TOTAL LIABILITIES		25,072	24,234	24,501	22,105	25,163
NET ASSETS		470,710	476,013	484,183	493,203	500,995
Equity						
Accumulated Surplus		202,938	206,655	214,825	223,845	231,637
Reserves		267,772	269,358	269,358	269,358	269,358
TOTAL EQUITY	20	470,710	476,013	484,183	493,203	500,995

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

3.3 STATEMENT OF CHANGES IN EQUITY

Revised Budget for year ending 30 June 2021	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		461,978	187,261	265,708	9,009
Surplus/(deficit) for the year		8,732	8,732	-	-
Transfers to other reserves		-	(662)	-	662
Transfers from other reserves		-	7,607	-	(7,607)
Balance at end of the financial year	4.3	470,710	202,938	265,708	2,064

Budget for the year ending 30 June 2022	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		470,710	202,938	265,708	2,064
Surplus/(deficit) for the year		5,303	5,303	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(1,836)	-	1,836
Transfers from other reserves		-	250	-	250
Balance at end of the financial year		476,013	206,655	265,708	3,650

Budget for the year ending 30 June 2023	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		476,013	206,656	265,708	3,650
Surplus/(deficit) for the year		8,170	8,170		
Transfers to other reserves					
Transfers from other reserves					
Balance at end of the financial year		484,183	214,825	265,708	3,650

Budget for the year ending 30 June 2024	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		484,183	214,825	265,708	3,650
Surplus/(deficit) for the year		9,020	9,020		
Transfers to other reserves					
Transfers from other reserves					
Balance at end of the financial year		493,203	223,845	265,708	3,650

Budget for the year ending 30 June 2025	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		493,203	223,845	265,708	3,650
Surplus/(deficit) for the year		7,792	7,792		
Transfers to other reserves					
Transfers from other reserves					
Balance at end of the financial year		500,995	231,637	265,708	3,650

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

3.4 STATEMENT OF CASH FLOWS

For the four years ending 30 June 2025

	Note	Revised Budget	Budget	Projections		
		2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Cash Flows From Operating Activities (Inclusive of GST where applicable)						
Receipts from Ratepayers		24,479	26,528	25,312	27,645	28,566
Grants		24,261	17,095	16,706	17,565	17,236
Interest Received		78	99	125	135	125
User Fees		2,763	2,671	2,361	2,401	2,443
Contributions and Recoupments		1,725	1,515	1,297	1,372	1,573
Payments to Employees		(19,361)	(18,677)	(18,532)	(19,465)	(20,113)
Payments to Suppliers		(19,338)	(18,204)	(16,890)	(17,127)	(17,448)
Net GST Refunded		981	1,203	1,183	1,199	1,221
Trust Funds		(18)	100			
Net cash provided by/(used in) Operating Activities	4.4.1	15,570	12,331	11,562	13,725	13,603
Cash Flows From Investing Activities (Net of GST)						
Payment for Land & Buildings		(2,163)	(365)	(415)	(1,915)	(1,265)
Payment for Infrastructure Assets		(10,102)	(8,379)	(8,305)	(7,555)	(8,775)
Payment for Plant & Machinery		(935)	(2,243)	(1,667)	(1,202)	(917)
Payment for Furniture & Equipment		(612)	(542)	(400)	(400)	(414)
Payment for Other Structures		(10,089)	(3,103)	(5,895)	(4,970)	(5,250)
Proceeds from Sale of Land		-	2,925	2,925	2,925	2,925
Proceeds from Sale of Assets		514	560	560	560	560
Net cash provided by/(used in) Investing Activities	4.4.2	(23,387)	(11,147)	(13,197)	(12,557)	(13,136)
Cash Flows From Financing Activities						
Interest Paid		(356)	(270)	(319)	(324)	(407)
Repayment of Borrowings		(736)	(1,423)	(1,318)	(1,568)	(1,608)
Proceeds from Loan		600	-	2,395	-	4,805
Net cash provided by/(used in) Financing Activities	4.4.3	(492)	(1,693)	758	(1,892)	2,790
Net Increase/(Decrease) in Cash and cash equivalents		(8,309)	(509)	(877)	(724)	3,257
Cash and cash equivalents at the beginning of the financial year		21,414	13,105	12,596	11,719	10,995
Cash and cash equivalents at the end of the financial year		13,105	12,596	11,719	10,995	14,252

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

3.5 STATEMENT OF CAPITAL WORKS-

For the four years ending 30 June 2024

	Note	Revised Budget	Budget	Projections		
		2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Property						
Land		-	-	-	-	-
Land improvements		1,500	-	700	700	700
Total land		1,500		700	700	700
Buildings – specialised		178	190	240	1,740	1,015
Buildings – unspecialised		3,245	175	175	175	250
Heritage buildings		-	-	-	-	-
Building improvements		-	-	-	-	-
Total buildings	4.5	3,423	365	415	1,915	1,265
Total property		4,923	365	1,115	2,615	1,965
Plant and equipment						
Heritage plant and equipment		-	-	-	-	-
Plant, machinery and equipment		935	2,243	1,667	1,202	917
Fixtures, fittings and furniture		-	-	-	-	-
Computers and telecommunications		580	542	400	400	414
Library books		-	-	-	-	-
Total plant and equipment	4.5	1,515	2,785	2,067	1,602	1,331
Infrastructure						
Roads		5,752	5,286	4,450	4,750	4,850
Bridges		3,700	1,982	2,300	2,000	2,100
Footpaths and cycleways		250	400	305	305	325
Drainage		100	355	200	300	300
Recreational, leisure and community facilities		6,052	2,428	3,545	2,620	3,800
Waste management		-	-	-	-	-
Parks, open space and streetscapes		1,530	675	1,650	1,650	750
Off street car parks		-	100	100	50	50
Other infrastructure		300	255	950	150	1,150
Total infrastructure	4.5	17,684	11,481	13,500	11,825	13,325
Total capital works expenditure		24,122	14,632	16,682	16,042	16,621
Represented by:						
New asset expenditure	4.5.3	7,287	2,510	1,715	1,665	1,740
Asset renewal expenditure	4.5.4	7,118	7,394	6,622	6,082	6,017
Asset upgrade expenditure	4.5.5	9,717	4,728	8,345	8,295	8,864
Asset expansion expenditure		-	-	-	-	-
Total capital works expenditure		24,122	14,632	16,682	16,042	16,621

* 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	Re-Budget	Budget	Projections		
		2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
Staff expenditure						
Employee costs – operating		19,460	18,006	18,659	19,289	19,937
Employee costs - capital		-	150	150	150	150
Total staff expenditure	10	19,460	18,156			
		FTE	FTE	FTE	FTE	FTE
Staff numbers						
Employees		208	183	185	187	189
Total staff numbers	10	208	183	185	187	189

* 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	Budget 2021-22 \$'000	Comprises		
			Permanent		Casual \$'000
			Full Time \$'000	Part time \$'000	
Community Services		5,364	2,347	2,925	92
Corporate Services		3,236	2,749	472	15
Infrastructure and Development		7,535	6,844	691	-
Office of CEO & Mayor		1,701	1614	87	-
Total permanent staff expenditure		17,836	13,554	4,175	107
Fringe Benefit Tax		170			
Total expenditure		18,006			

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

Department	Note	Budget 2021-22 FTE	Comprises		
			Permanent		Casual FTE
			Full Time FTE	Part time FTE	
Community Services		56.98	21.82	34.14	1.02
Corporate Services		33.48	27.36	5.92	0.20
Infrastructure and Development		79.75	72.57	7.18	-
Office of CEO & Mayor		12.63	11.63	1.00	-
Total permanent staff expenditure		182.84	133.38	48.24	1.22
Fringe Benefit Tax		0			
Total expenditure		182.84			

DRAFT BUDGET 2020-21

GOLDEN PLAINS SHIRE COUNCIL

**Summary of Planned Human Resources Expenditure
For the four years ended 30 June 2025**

	2021-22	2022-23	2023-24	2024-25
	\$'000	\$'000	\$'000	\$'000
CITIZEN & CUSTOMER SERVICE				
Permanent - Full time	628,294	637,718	647,284	656,993
Female	451,867	458,645	465,525	472,508
Male	176,427	179,073	181,760	184,486
Self-described gender	-	-	-	-
Permanent - Part time	209,575	212,719	215,909	219,148
Female	209,575	212,719	215,909	219,148
Male	-	-	-	-
Self-described gender	-	-	-	-
Total CITIZEN & CUSTOMER SERVICE	837,869	850,437	863,194	876,141
CIVIC LEADERSHIP				
Permanent - Full time	1,556,441	1,579,788	1,603,484	1,627,537
Female	966,084	980,575	995,284	1,010,213
Male	590,357	599,212	608,201	617,324
Self-described gender	-	-	-	-
Permanent - Part time	37,726	38,292	38,866	39,449
Female	37,726	38,292	38,866	39,449
Male	-	-	-	-
Self-described gender	-	-	-	-
Total CIVIC LEADERSHIP	1,594,167	1,618,080	1,642,351	1,666,986
ECONOMIC DEVELOPMENT				
Permanent - Full time	219,350	222,640	225,980	229,370
Female	107,499	109,111	110,748	112,409
Male	111,851	113,529	115,232	116,960
Self-described gender	-	-	-	-
Permanent - Part time	22,836	23,179	23,526	23,879
Female	18,616	18,895	19,179	19,466
Male	4,220	4,283	4,348	4,413
Self-described gender	-	-	-	-
Total ECONOMIC DEVELOPMENT	242,186	245,819	249,506	253,249
DEVELOPMENT & REGULATORY SERVICE				
Permanent - Full time	2,028,953	2,059,387	2,090,278	2,121,632
Female	1,106,552	1,123,150	1,139,998	1,157,097
Male	922,401	936,237	950,281	964,535
Self-described gender	-	-	-	-
Permanent - Part time	604,558	613,626	622,831	632,173
Female	554,412	562,728	571,169	579,737
Male	50,146	50,898	51,662	52,437
Self-described gender	-	-	-	-
Total DEVELOPMENT & REGULATORY SERVICE	2,633,511	2,673,014	2,713,109	2,753,806

DRAFT BUDGET 2020-21

GOLDEN PLAINS SHIRE COUNCIL

	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
FINANCIAL MANAGEMENT				
Permanent - Full time	760,505	771,913	783,491	795,244
Female	509,451	517,093	524,849	532,722
Male	251,054	254,820	258,642	262,522
Self-described gender	-	-	-	-
Permanent - Part time	78,903	80,087	81,288	82,507
Female	78,903	80,087	81,288	82,507
Male	-	-	-	-
Self-described gender	-	-	-	-
Total FINANCIAL MANAGEMENT	839,408	851,999	864,779	877,751
HUMAN SUPPORT SERVICES				
Permanent - Full time	1,145,850	1,163,038	1,180,483	1,198,191
Female	1,014,360	1,029,575	1,045,019	1,060,694
Male	131,490	133,462	135,464	137,496
Self-described gender	-	-	-	-
Permanent - Part time	2,522,051	2,559,882	2,598,280	2,637,254
Female	2,437,997	2,474,567	2,511,685	2,549,361
Male	84,054	85,315	86,595	87,893
Self-described gender	-	-	-	-
Total HUMAN SUPPORT SERVICES	3,667,901	3,722,920	3,778,763	3,835,445
REC & COMMUNITY DEVELOPMENT				
Permanent - Full time	982,370	997,106	1,012,062	1,027,243
Female	429,623	436,067	442,608	449,247
Male	552,747	561,038	569,454	577,996
Self-described gender	-	-	-	-
Permanent - Part time	379,627	385,321	391,101	396,968
Female	294,783	299,205	303,693	308,248
Male	84,844	86,117	87,408	88,720
Self-described gender	-	-	-	-
Total REC & COMMUNITY DEVELOPMENT	1,361,997	1,382,427	1,403,163	1,424,211
ASSETS SERVICES				
Permanent - Full time	2,594,101	3,018,240	3,416,178	3,828,636
Female	447,318	454,028	460,838	467,751
Male	2,146,783	2,564,212	2,955,340	3,360,885
Self-described gender	-	-	-	-
Permanent - Part time	47,175	47,883	48,601	49,330
Female	47,175	47,883	48,601	49,330
Male	-	-	-	-
Self-described gender	-	-	-	-
Total ASSETS SERVICES	2,641,276	3,066,122	3,464,779	3,877,966
COMMUNITY PLACES AND ENVIRONMENT				
Permanent - Full time	2,139,289	2,171,378	2,203,949	2,237,008
Female	501,091	508,607	516,236	523,980
Male	1,638,198	1,662,771	1,687,713	1,713,028
Self-described gender	-	-	-	-
Permanent - Part time	38,777	39,359	39,949	40,548
Female	23,567	23,921	24,279	24,644
Male	15,210	15,438	15,670	15,905
Self-described gender	-	-	-	-
Total COMMUNITY PLACES AND ENVIRONMENT	2,178,066	2,210,737	2,243,898	2,277,557

DRAFT BUDGET 2020-21

GOLDEN PLAINS SHIRE COUNCIL

	2021-22	2022-23	2023-24	2024-25
	\$'000	\$'000	\$'000	\$'000
CORPORATE SUPPORT				
Permanent - Full time	1,500,059	1,522,560	1,545,398	1,568,579
Female	964,922	979,396	994,087	1,008,998
Male	535,137	543,164	551,312	559,581
Self-described gender	-	-	-	-
Permanent - Part time	233,084	236,580	240,129	243,731
Female	233,084	236,580	240,129	243,731
Male	-	-	-	-
Self-described gender	-	-	-	-
Total CORPORATE SUPPORT	1,733,143	1,759,140	1,785,527	1,812,310
Casuals, temporary and other expenditure	106,706	108,307	109,931	111,580
Capitalised labour costs	150,000	150,000	150,000	150,000
Total staff expenditure	17,986,230	18,639,000	19,269,000	19,917,000

	2021-22	2022-23	2023-24	2024-25
	\$'000	\$'000	\$'000	\$'000
CITIZEN & CUSTOMER SERVICE				
Permanent - Full time	7.10	7.10	7.10	7.10
Female	5.10	5.10	5.10	5.10
Male	2.00	2.00	2.00	2.00
Self-described gender	-	-	-	-
Permanent - Part time	2.67	2.67	2.67	2.67
Female	2.67	2.67	2.67	2.67
Male	-	-	-	-
Self-described gender	-	-	-	-
Total CITIZEN & CUSTOMER SERVICE	9.77	9.77	9.77	9.77
CIVIC LEADERSHIP				
Permanent - Full time	10.61	10.61	10.61	10.61
Female	7.61	7.61	7.61	7.61
Male	3.00	3.00	3.00	3.00
Self-described gender	-	-	-	-
Permanent - Part time	0.40	0.40	0.40	0.40
Female	0.40	0.40	0.40	0.40
Male	-	-	-	-
Self-described gender	-	-	-	-
Total CIVIC LEADERSHIP	11.01	11.01	11.01	11.01
ECONOMIC DEVELOPMENT				
Permanent - Full time	2.00	2.00	2.00	2.00
Female	1.00	1.00	1.00	1.00
Male	1.00	1.00	1.00	1.00
Self-described gender	-	-	-	-
Permanent - Part time	0.30	0.30	0.30	0.30
Female	0.25	0.25	0.25	0.25
Male	0.05	0.05	0.05	0.05
Self-described gender	-	-	-	-
Total ECONOMIC DEVELOPMENT	2.30	2.30	2.30	2.30

DRAFT BUDGET 2020-21

GOLDEN PLAINS SHIRE COUNCIL

	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000	2024-25 \$'000
DEVELOPMENT & REGULATORY SERVICE				
Permanent - Full time	19.72	19.72	19.72	19.72
Female	10.82	10.82	10.82	10.82
Male	8.90	8.90	8.90	8.90
Self-described gender	-	-	-	-
Permanent - Part time	6.27	6.27	6.27	6.27
Female	5.59	5.59	5.59	5.59
Male	0.68	0.68	0.68	0.68
Self-described gender	-	-	-	-
Total DEVELOPMENT & REGULATORY SERVICE	25.99	25.99	25.99	25.99
FINANCIAL MANAGEMENT				
Permanent - Full time	7.56	7.56	7.56	7.56
Female	5.27	5.27	5.27	5.27
Male	2.29	2.29	2.29	2.29
Self-described gender	-	-	-	-
Permanent - Part time	1.04	1.04	1.04	1.04
Female	1.04	1.04	1.04	1.04
Male	-	-	-	-
Self-described gender	-	-	-	-
Total FINANCIAL MANAGEMENT	8.60	8.60	8.60	8.60
HUMAN SUPPORT SERVICES				
Permanent - Full time	10.62	10.62	10.62	10.62
Female	9.32	9.32	9.32	9.32
Male	1.30	1.30	1.30	1.30
Self-described gender	-	-	-	-
Permanent - Part time	29.94	29.94	29.94	29.94
Female	28.81	28.81	28.81	28.81
Male	1.13	1.13	1.13	1.13
Self-described gender	-	-	-	-
Total HUMAN SUPPORT SERVICES	40.56	40.56	40.56	40.56
REC & COMMUNITY DEVELOPMENT				
Permanent - Full time	9.20	9.20	9.20	9.20
Female	4.50	4.50	4.50	4.50
Male	4.70	4.70	4.70	4.70
Self-described gender	-	-	-	-
Permanent - Part time	3.90	3.90	3.90	3.90
Female	3.00	3.00	3.00	3.00
Male	0.90	0.90	0.90	0.90
Self-described gender	-	-	-	-
Total REC & COMMUNITY DEVELOPMENT	13.10	13.10	13.10	13.10
ASSETS SERVICES				
Permanent - Full time	29.75	31.75	33.75	35.75
Female	5.45	5.45	5.45	5.45
Male	24.30	26.30	28.30	30.30
Self-described gender	-	-	-	-
Permanent - Part time	0.50	0.50	0.50	0.50
Female	0.50	0.50	0.50	0.50
Male	-	-	-	-
Self-described gender	-	-	-	-
Total ASSETS SERVICES	30.25	32.25	34.28	36.25

	2021-22	2022-23	2023-24	2024-25
	\$'000	\$'000	\$'000	\$'000
COMMUNITY PLACES AND ENVIRONMENT				
Permanent - Full time	22.15	22.15	22.15	22.15
Female	5.60	5.60	5.60	5.60
Male	16.55	16.55	16.55	16.55
Self-described gender	-	-	-	-
Permanent - Part time	0.41	0.41	0.41	0.41
Female	0.25	0.25	0.25	0.25
Male	0.16	0.16	0.16	0.16
Self-described gender	-	-	-	-
Total COMMUNITY PLACES AND ENVIRONMENT	22.56	22.56	22.56	22.56
CORPORATE SUPPORT				
Permanent - Full time	14.67	14.67	14.67	14.67
Female	8.91	8.91	8.91	8.91
Male	5.76	5.76	5.76	5.76
Self-described gender	-	-	-	-
Permanent - Part time	2.81	2.81	2.81	2.81
Female	2.81	2.581	2.81	2.81
Male	-	-	-	-
Self-described gender	-	-	-	-
Total CORPORATE SUPPORT	17.48	17.48	17.48	17.48
Casuals, temporary and other expenditure	1.22	1.22	1.22	1.22
Capitalised labour	-	-	-	-
Total staff expenditure	182.84	184.84	186.84	188.84

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 2021-22 is \$5.3m, however this 'headline' figure can be misleading. The 'adjusted underlying result' of \$490 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 2020-21 \$'000	Re-budget 2020-21 \$'000	Budget 2021-22 \$'000	Projection 2022-23 \$'000	Projection 2023-24 \$'000	Projection 2024-25 \$'000
Total Comprehensive Result	11,960	8,733	5,303	8,170	9,020	7,792
*Non-recurrent grants used to fund capital expenditure	(10,069)	(10,158)	(4,668)	(5,981)	(6,006)	(4,675)
Non-monetary asset contributions	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)
Other contributions to fund capital expenditure	(392)	(392)	-	-	-	-
Adjusted Underlying Result	374	(2,942)	(490)	1,064	1,889	1,992

* excludes \$1,500k Roads to Recovery capital recurrent grant

When preparing the 2020-21 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 2021-22 budget to ensure the long term financial sustainability of the Council. An additional constraint in the 2021-22 budget is the reduction in the rate cap from 2.0% in 2020-21 to 1.5% in 2021-22.

4.1 Comprehensive Income Statement

Note 4.1.1: Rates and Charges (\$1,367k increase)

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

In developing the Financial 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 Financial Planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2021-22 the FGRS cap has been set at 1.5%. 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 1.5% in line with the rate cap.

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

- Municipal charge of \$310.6 on all properties
- 85% differential rate for farms over 40 hectares
- 90% differential rate for farms intensive
- 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

A review of the Rating Strategy was completed in 2019-20 which involved removing all growth differentials classes, establishing new differentials for farming based on the land use, and creating a separate differential for business in the Bannockburn township. 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:

	2020-21	2021-22	Change	%
	Re Budget	Budget		
	\$'000	\$'000		
Rates Revenue	17,876	18,513	637	4%
Municipal Charge General	3,302	3,404	102	3%
Interest on Rates	-	100	100	100%
Supplementary Rates and Rates Adjustments	150	150	-	0%
Municipal Charge on Supps	15	15	-	0%
Garbage Collection Charge	3,014	3,541	527	17%
Total rates and charges	24,357	25,723	1,366	6%

*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	2020-21	2021-22	Change
	cents/\$CIV ^a	cents/\$CIV ^a	
Residential Improved	0.002906	0.002666	0.000024
Business, Industrial & Commercial	0.002906	0.002666	0.000024
Business, Industrial & Commercial Bannockburn	0.003487	0.003199	0.000288
Farm Land Broadacre	0.002470	0.002266	0.000204
Farm Land Intensive	0.002615	0.002399	0.000216
Farm Land < 40 Hectares	0.002906	0.002666	0.000024
Non Farm Vacant Land	0.005812	0.005332	0.000048
Vacant Land Non-Developable	0.002906	0.002666	0.000024

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 Improved	12,548	12,550	2	0.1%
Business, Industrial & Commercial	107	107	0	0%
Business, Industrial & Commercial Bannockburn	242	244	2	1.0%
Farm Land Broadacre	3,290	3,320	30	0.9%
Farm Land Intensive	50	49	1	(2.5%)
Farm Land < 40 Hectares	137	144	7	5.0%
Non Farm Vacant Land	1,741	1,963	222	12.7%
Vacant Land Non-Developable	125	136	11	8.7%
Total amount to be raised by general rates	18,241	18,513	272	1.5%

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	2020-21	2021-22	Change	
				%
Residential Improved	8,111	8,314	203	3%
Business, Industrial & Commercial	135	148	13	10%
Business, Industrial & Commercial Bannockburn	126	127	1	1%
Farm Land Broadacre	1,255	1,269	14	1%
Farm Land Intensive	22	22	0	0%
Farm Land < 40 Hectares	72	68	(4)	-6%
Non Farm Vacant Land	1,320	1,380	60	5%
Vacant Land Non-Developable	269	268	(1)	0%
Total amount to be raised by general rates	11,310	11,596	286	3%

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	2020-21	2021-22	Change	
	\$'000	\$'000	\$'000	%
Residential Improved	4,172,258	4,707,401	535,143	13%
Business, Industrial & Commercial	34,248	40,217	5,969	17%
Business, Industrial & Commercial Bannockburn	68,792	76,382	7,590	11%
Farm Land Broadacre	1,327,836	1,465,189	137,353	10%
Farm Land Intensive	18,669	20,310	1,641	9%
Farm Land < 40 Hectares	51,244	53,969	2,725	5%
Non Farm Vacant Land	310,518	368,160	57,642	19%
Vacant Land Non-Developable	43,074	50,956	7,882	18%
Total amount to be raised by general rates	6,026,637	6,782,584	755,947	13%

*The above valuations and rates in the dollar are indicative only as they are based on the draft 2021 Revaluations available at 24 March 2021. These rates in the dollar will be recalculated in May 2021 following certification of the 2021 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	
	2020-21	2021-22	\$	%
Municipal Charge General	306	310.6	4.6	2%

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

	2020-21	2021-22	Change	
	\$	\$	\$	%
Municipal Charge General	3,302	3,404	102	3%

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	
	2020-21 \$	2021-22 \$	\$	%
Residential Garbage Inc Recycling	335	385	50	15%
Second Service Garbage Collection	167.50	192.50	25	15%
Second Service Recycling Collection	167.50	192.50	25	15%
Commercial Garbage Inc Recycling (Cost Recovery)	335	385	50	15%

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

	2020-21	2021-22	Change	
	\$	\$	\$	%
Garbage Collection Charge (Compulsory)	2,929	3,456	527	18%
Garbage Collection Charge (Not Compulsory)	85	85	0	0%

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.

	2020-21	2021-22
Total Rates	\$17,875,690	\$18,513,266
Number of rateable properties	11,313	11,596
Base Average Rate	\$1,835.65	\$1,861.91
Maximum Rate Increase (set by the State Government)	2.00%	1.50%
Capped Average Rate	\$1,871.96	\$1,889.75
Maximum General Rates and Municipal Charges Revenue	\$21,182,400	\$21,913,404
Budgeted General Rates and Municipal Charges Revenue	\$21,177,430	\$21,913,404
Budgeted Supplementary Rates and Municipal Charges Revenue	\$165,000	\$165,000
Budgeted Total Rates and Municipal Charges Revenue	\$21,342,430	\$22,082,441

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 (2021-22: estimated \$150k and 2020-21: \$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 (\$56k increase)

Statutory fees and fines represent 1.5% of total income. Details of total fees and fines contained in the Budget follow.

Statutory Fees and Fines	2020-21 Re-Budget \$'000	2021-22 Budget \$'000	Variance
Planning and Building Fees	438	471	33
Animal Infringement Fines	80	70	(10)
Land Information Certificate Fees	28	28	-
Drainage Information Fees	30	50	20
Subdivision Supervision Fees	1	-	(1)
Other Fees and Fines	107	121	14
Total Statutory Fees and Fines	684	740	56

Note 4.1.3: User Fees (\$100k increase)

User fees represent 4.4% of total income. Details of total fees contained in the Budget follow.

User Fees	2020-21 Re-Budget \$'000	2021-22 Budget \$'000	Variance
Bannockburn Child Care	366	-	(366)
Animal Registration Charges	405	420	15
Kindergarten Cluster	268	334	66
Septic Tank Fees	160	210	50
Long Day Care	112	205	93
Home and Community Care Fees	146	206	60
Subdivision Supervision Fees	80	200	120
Food and Health Fees	44	79	35
Bannockburn Cultural Centre Fees	60	60	-
Rents and Leases	41	41	-
Fire Hazard Eradication Fees	35	25	(10)
Bannockburn Family Services Centre Fees	14	-	(14)
Farmers Market Fees	30	24	(6)
Smythesdale Business Hub Fees	33	33	-
Other	30	37	7
Community Protection Fees	23	19	(4)
Planning and Building Fees	31	68	37
Rokewood Transfer Station	8	13	5
Road Opening Permit Fees	12	15	3
Tip Fees	153	160	7
Animal Fees and Fines	2	2	-
Local Laws Infringement Fines	2	3	2
Meredith Community Hub Fees	1	1	-
User Fees Total	2,054	2,154	100

Note 4.1.4: Grants - Operating (\$2.2m decrease)

Operating grants comprise 19.7% of the total income. The Budget provides for \$9.69m in operating grants, representing a decrease of \$2.2m from the 2020-21 forecast.

The Budget allows for a Victoria Grants Commission (VGC) allocation of \$6.13m, which is unchanged from the 2020-21 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	2020-21 Re-Budget \$'000	2021-22 Budget \$'000	Variance
General Purpose Grants (VGC)	3,908	3,908	-
Local Road Funding (VGC)	2,217	2,217	-
Commonwealth Home Support Program	943	989	46
Recurrent - State Government			
Children Services	883	513	(370)
Kindergarten	865	663	(202)
Health Promotion	521	497	(24)
Maternal & Child Health	315	318	3
Age & Disability Services	192	192	-
Emergency Management	120	120	-
Youth Development	67	72	5
Others	75	75	-
Environment Management	51	45	(6)
Community Protection	68	45	(23)
Public Health	17	17	-
Total Recurrent Grants	10,241	9,670	(571)
Non-recurrent - State Government			
Working for Victoria	1075	-	(1,075)
Bannockburn Growth Plan	63	-	(63)
Recreation	97	18	(79)
Others	10	5	(5)
Outdoor Eating and Dining	250	-	(250)
Bushfire Recovery	200	-	(200)
Total Non-recurrent Grants	1,695	23	(1,672)
Total Operating Grant Funding	11,936	9,692	(2,243)

Note 4.1.5: Capital Grant Grant (\$5.3m decrease)

The Budget provides for \$6.17m in capital grants representing an increase of \$5.32m or 46.3% from 2020-21 forecast. Capital grants comprise 12.5% 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 Financial Plan.

Capital Grant Funding Types and Source

Recurrent - Commonwealth Government	2020-21 Re-Budget \$'000	2021-22 Budget \$'000	Variance
Roads to Recovery	1,333	1,500	167
Local Roads and Community Infrastructure Program	1,334	1,513	179
Total Recurrent Grants	2,667	3,013	346
Non-Recurrent- Commonwealth Government			
Bridges	1,500	700	(800)
Non-Recurrent- State Government			
Roads	2,238	1,238	(1,000)
Recreation, Leisure and Community	5,036	1,167	(3,869)
Footpath	50	50	-
Total Non-Recurrent Grants	8,824	3,155	(5,669)
Total Capital Grant Funding	11,491	6,168	(5,323)

Note 4.1.6: Contributions - Monetary (\$171k decrease)

The Budget provides for \$1.63m monetary contributions, representing an decrease of \$171k from the 2020-21 forecast. Monetary Contributions comprise 3.3% of total income.

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

Contributions	2020-21 Re-Budget \$'000	2021-22 Budget \$'000	Variance
Wind Farm Income	371	415	44
Public Open Space Contributions	240	400	160
Developer Community Contributions	200	250	50
Contribution - Berrybank 3 Trails	180	-	(180)
Bannockburn Kindergarten Income	15	184	170
Gravel Sales	102	105	3
Motor Vehicle Recoupments	75	57	(18)
Family Day Care Administration & Carer Levy	63	68	4
Debt Collection Recoupment	1	1	0
Telecommunications Towers Income	43	44	1
Economic Development Strategy Contribution	43	-	(43)
Sale of Waste Bins	32	33	1

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Panel Hearing Reimbursement	20	20	-
Contributions for Private Works	10	-	(10)
Inverleigh Kindergarten Income	10	-	(10)
Other	69	32	(37)
Leighdale Equestrian Upgrade	-	10	10
Inclusion Support Subsidy	-	-	-
Farmers Market Sponsorship	5	3	(2)
Standpipe Water Sales	5	2	(3)
Scrap Metal - Rokewood Transfer Station	5	5	-
Valuation Fee Recoupments	4	7	4
Meredith Kindergarten Income	2	-	(2)
Auction Revenue - Animal Control	2	1	(1)
Bannockburn Bowls Upgrade	140	-	(140)
Banno Youth Hub	100	-	(100)
Inverleigh Sporting Complex Change Room Upgrade	72	-	(72)
Contributions Total	1,808	1,637	(171)

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

The Budget provides for \$1.125m non-monetary (assets) contributions, representing 2.3% of total income.

	2020-21 Re-Budget \$'000	2021-22 Budget \$'000	Variance
Contributions - Non-Monetary			
Subdivisional Assets Handed to Council	1,125	1,125	-
Total Contributions - Non-Monetary	1,125	1,125	-

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.

	2020-21 Re-Budget \$'000	2021-22 Budget \$'000	Variance
Proceeds From Sale of Assets	\$'000	\$'000	\$'000
Plant and Machinery	246	300	54
Motor Vehicles	268	260	(8)
Lomandra Drive Land Sales	-	2,925	2,925
Total Proceeds from Sale of Assets	514	3,485	2,971
Written Down Value of Assets Sold			
Plant and Machinery	246	300	54
Motor Vehicles	268	260	(8)
Lomandra Drive Land Sales	-	924	924
Total Written Down Value of Assets Sold	514	1,484	970
Net Gain on Disposal	-	2,001	2,001

Note 4.1.9: Other Income (\$130k decrease)

Other income includes interest on investments. Interest on investments has been based on short term deposit rates ranging from 0.1% to 0.4%. The budget of \$72k comprises only 0.15% of total income.

Expenditure**Note 4.1.10: Employee Costs (\$1,454k decrease)**

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 decrease from the 2020-21 forecast by \$1.5m, or -7.5%, to \$18m. End of Working for Victoria funded projects and redundancies in Bannockburn Children Service staff resulted in lower employee cost. This decrease includes the annual wage increase under the Enterprise Agreement which was a 1.125% increase in 2021-22.

The reconciliation below compares budgeted Full Time Equivalent (FTE) employee numbers and employee costs from the 2020-21 budget to the 2021-22 budget.

Reconciliation from 2020-21 Budget

	Re-Budget	Budget	Change	
	2019-20	2020-21	\$'000	%
	\$'000	\$'000	\$'000	%
Wages and salaries	17,256	15,664	(1,592)	-9.2%
WorkCover	316	604	288	91.1%
Superannuation	1,700	1,550	(150)	-8.8%
Fringe benefits tax	170	170	-	-
Other	18	10	-	-
Total employee costs	19,460	18,006	(1,454)	-7.5%

Note 4.1.11: Materials and Services (\$279k increase)

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 increase by \$279k, or 1.8% to \$16.2m.

Materials and Services	2020-21 Re-Budget	2021-22 Budget	Variance
	\$'000	\$'000	
Projects and Services	(3,202)	(3,085)	117
Garbage Operations	(2,743)	(3,014)	(271)
General Maintenance	(1,913)	(1,959)	(45)
Community Facility Projects	(1,389)	(1,515)	(126)
Contractors and Consultants	(1,156)	(985)	171
Vehicle and Machinery	(1,162)	(1,068)	93
Building Maintenance	(653)	(883)	(231)
IT Operations	(748)	(933)	(184)

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Election Expenses	(200)	(30)	170
Other*	(527)	(374)	153
Cleaning	(378)	(364)	13
Training	(346)	(327)	19
Utilities	(316)	(313)	2
Telecommunications	(264)	(284)	(20)
Insurance	(259)	(510)	(250)
Legal Fees	(289)	(201)	88
Printing and Stationery	(180)	(165)	15
Advertising	(130)	(121)	9
Gravel Pit Operations	(51)	(54)	3
Total Materials and Services	(15,906)	(16,185)	(279)

*Other category contains the following corporate memberships

Organisation	2020-21 Re-Budget \$'000	2021-22 Budget \$'000	Variance
G21	46	46	0
MAV	27	27	0
Regional Tourism	8	8	0
Committee for Ballarat	4	4	0
Rural Councils Victoria	3	3	0
Total Corporate Memberships	88	88	0

Note 4.1.12: Bad and Doubtful Debts (\$80k decrease)

Allocation of bad and doubtful debts of \$32k mainly relates to provision for community safety program infringements. An additional allocation of \$100k had been included in the 2020-21 forecast to provide support for customers experiencing financial hardship due to COVID 19 situation.

Note 4.1.13: Depreciation and Amortisation (\$425k 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	2020-21 Re-Budget \$'000	2021-22 Budget \$'000	Variance
Buildings Specialised	798	901	103
Buildings Unspecialised	316	165	(151)
Buildings Heritage	57	63	6
Information Communications Technology	284	218	(66)
Furniture and Equipment	38	28	(10)
Plant and Machinery	869	845	(24)
Roads	5,004	5,392	388
Footpaths	168	167	(1)
Bridges	374	416	42
Drainage	162	165	3
Recreation, Leisure & Community	579	690	111
Parks, Open Spaces & Streetscapes	78	102	24
Car Parks	25	25	-
Gravel Pit Rehabilitation	62	62	-
Total Depreciation Expense	8,814	9,239	425

Note 4.1.14: Borrowing Costs (\$85k 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 0.55% of income is required to service debt. The decrease of \$85k is primarily the result of lower prevailing interest rates on new and existing borrowings which are required to fund new capital projects.

Note 4.1.15: Other Expenses (No change)

Other expenses consists of Audit Fees and Mayoral & 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 (\$1,538k decrease)

- Cash assets decreased by \$509k
- Receivables decreased by \$1,054k
- Inventories increased by \$5k
- Other assets increased by \$20k

Note 4.2.2: Non-current assets (\$6m increase)

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

- An increase in property, infrastructure plant and equipment by \$6m, comprised of the capital works program (\$14.6m), less depreciation and amortisation (\$9.2m) and disposal of assets (\$0.5m) plus the receipt of gifted assets (\$1.1m).

Movements in Non-Current Assets

Description	Balance 1 July 2021 \$'000	Additions \$'000	Handed to Council \$'000	WDV of Disposals \$'000	Depreciation \$'000	Balance 30 June 2022 \$'000
Land	33,287	-	-	-	-	33,287
Buildings Specialised	38,929	265	-	-	(901)	38,293
Buildings Unspecialised	3,946	75	-	-	(165)	3,856
Heritage Buildings	855	-	-	-	(63)	792
Parks, Open Spaces etc.	5,032	700	-	-	(102)	5,630
Recreation, Leisure & Community	13,335	2,428	-	-	(690)	15,073
Car Park	1,039	100	-	-	(25)	1,114
Furniture & Equip	69	-	-	-	(28)	41
Plant & Machinery	4,716	2,243	-	(514)	(845)	5,600
Roads	335,943	5,892	1,125	-	(5,393)	337,567
Bridges	18,180	1,782	-	-	(416)	19,546
Footpaths	11,966	250	-	-	(167)	12,049
Drainage	5,222	355	-	-	(165)	5,412
Information Comm Technology	1,144	542	-	-	(218)	1,468
Gravel Pit	302	-	-	-	(62)	240
Land Under Roads	4,336	-	-	-	-	4,336
Invest In Association	724	-	-	-	-	724
Total	479,025	14,632	1,125	(514)	(9,240)	485,028

Investment in associates represents Council's share of the net equity of the Geelong Regional Library (GRL) which equated to 6.3% in 2020-21. The GRL Board is comprised of seven representatives from four member councils. Golden Plains Shire Council has one representative on the GRL Board.

Note 4.2.3: Current liabilities (\$415k increase)

- Current liabilities represent obligations Council must pay within the next year
- The provision for employee benefits as at 30 June 2022 represents Council's liability to pay employees annual leave and long service leave

Note 4.2.4: Non-current liabilities (\$1.25m decrease)

- Non-current liabilities represent obligations Council must pay beyond the next year
- The non-current liability provision for employment benefits will increase by \$110k. This represents the Council's provision for long service leave (non-current)
- Interest bearing liabilities decrease by \$1.4m which is the net result of new borrowings and repayments of loans taken out in prior years
- The non-current liability for landfill rehabilitation will now be funded over 10 years with an increase in the garbage charge commencing from 2021-22.

4.3 ANALYSIS OF STATEMENT OF CHANGES IN EQUITY**Note 4.3.1: Equity (\$5.1m increase)**

Total equity of \$476m will always equal net assets and is made up of the following components:

- Committed reserves that Council wishes to separately identify as being set aside to meet specific or statutory purpose in the future. These reserves are derived from items such as developer contributions, specific levies and unexpended projects;
- Discretionary reserves are to fund the long term viability of Council. The decisions about future use of any available funds is reflected in Council's Financial Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan. The funding of the replacement of long term infrastructure assets generally comes from discretionary funds; which is a component of the accumulated surplus. This is the value of all net assets, less reserves that have accumulated over time.

The total Equity is represented by:

Equity	2020-21 Ris-Budget \$'000	2021-22 Budget \$'000	Variance \$'000
Discretionary reserves	3,925	413	(3,512)
Committed reserves	2,063	3,650	1,587
Non-current assets less non-current liabilities	464,722	471,951	7,229
Total Equity	470,710	476,014	5,304

Note 4.3.2: Retained Earnings

Retained earnings is the working capital of the Council; in other words, current assets less current liabilities. It comprises the accumulated surpluses and deficits from prior accounting periods.

Retained earnings are comprised of discretionary funds and committed funds. Committed funds include amounts set aside for long service leave, physical/social infrastructure development (developer contributions) and specific levies. As a matter of good financial management, Council only uses discretionary retained earnings to fund one-off capital community partnership projects. Retained earnings are not used to fund operational expenditure.

As at 30 June 2022, Council will have discretionary funds available of \$413k and \$3.65m in committed funds.

	Opening Balance 1-Jul-21 \$'000	Net Movements \$'000	Closing Balance 30-Jun-22 \$'000
Discretionary			
General Appropriations	448	(5,512)	(5,064)
Bakers Lane	9	2,000	2,009
VGC Grant Received in Advance	3,063	0	3,063
Rokewood Pavillion Funds	310	0	310
Communications Tower Funds	95	0	95
Sub-total Discretionary	3,925	(3,512)	413
Committed			
Recreational Lands [^]	262	250	512
Developer Contributions	483	150	634
Employee Entitlements (non-current)	390	110	500
Quarry Levy [^]	60	160	220
Waste Management	868	126	994
Gravel Pit Rehabilitation	0	790	790
Unexpended Projects	0	0	0
Sub-total Committed	2,063	1,586	3,650
Total Retained Earnings	5,988	(1,926)	4,063
Non-Current Assets and Liabilities	464,722	7,229	471,951
Total Equity	470,710	5,303	476,014

[^]All funds received in these reserves are budgeted to be 100% expended in the same year of receipt.

The Waste Management reserve has been fully transferred to the Landfill Rehabilitation reserve as part of the strategy to fund the landfill rehabilitation liability of waste management sites.

4.4 ANALYSIS OF STATEMENT OF CASH FLOWS

This section of the Budget analyses the expected cash flows from the operating, investing and financing activities of Council.

The cash balance at year end is budgeted to decrease by \$509k to \$12.59m.

Note 4.4.1: Operating activities (\$12.3m cash inflow)

Operating activities refer to the cash generated or used in the normal service delivery functions of Council and include:

- Receipts from ratepayers of \$26.5m
- Grants of \$17m to fund operating expenses and capital works
- User fees \$2.6m
- Contributions and recoupments of \$1.5m
- Payments to employees \$18.7m and
- Payments to suppliers \$18.2m

Reconciliation of Surplus to Net Cash Inflow from Operations

	Re-Budget 2020-21 \$'000	Budget 2021-22 \$'000
Surplus for Period	8,850	5,303
Depreciation	8,814	9,239
Net Gain on Disposals	0	(2,000)
Subdivisions - Roads Handed to Council	(1,125)	(1,125)
Borrowing Costs	356	271
Decrease/(Increase) in Receivables	(407)	58
Increase/(Decrease) in Operating Creditors and Provisions	(918)	585
Net Cash Inflow from Operations	15,570	12,331

Note 4.4.2: Investing activities (\$11.1m cash outflow)

Investing activities refer to cash used in the purchase, enhancement or creation of property, plant and equipment and infrastructure. These activities also include the sale of non-current assets.

Note 4.4.3: Financing activities (\$1.69m cash outflow)

Financing activities generally refer to borrowings used in the financing of capital projects and movements in funds held in trust.

The net outflow of \$1.69m includes the repayment of the principal component of borrowings \$1.42m and interest expenditure \$270k.

Note 4.4.4: Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part and not fully available for Council's operations. The budgeted cash flow statement indicates that Council is estimating at 30 June 2022 it will have cash and cash equivalents of \$12.6m, which has been restricted as shown in the following table.

	Re- Budget 2020-21 \$'000	Budget 2021-22 \$'000
Total Cash and Cash Equivalents	13,105	12,596
Restricted cash and investments		
-Statutory Reserves	483	634
-Other Committed Reserves	1,580	3,016
Unrestricted Cash and Cash Equivalents	11,042	8,946

Statutory Reserves (\$634k)

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes. During the 2021-22 year \$250k is budgeted to be transferred to and \$100k from Statutory Reserves.

Other Committed Reserves (\$3,016k)

These funds are shown as other committed reserves, although not restricted by a statutory requirement, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. During the 2021-22 year \$150k is budgeted to be transferred from Committed Reserves. The decisions about future use of these funds has been reflected in Council's Financial Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

Unrestricted Cash and Cash Equivalents (\$8.95m)

It should be noted that \$3.1m relates to Federal Assistance Grant received in advance.

These funds are free of all specific Council commitments and represent funds available to meet daily cash flow requirements, unexpected short term needs and any budget commitments which will be expended in the following year, such as grants and contributions. Council regards these funds as the minimum necessary to ensure that it can meet its commitments, as and when they fall due, without borrowing further funds.

4.5 ANALYSIS OF STATEMENT OF CAPITAL WORKS

Council's capital works program is broadly categorised into four groups: new assets, capital renewal, capital upgrade and capital expansion.

New assets are assets that did not previously exist prior to 1 July 2021. New assets will result in increased operating costs, maintenance costs and capital renewal in the future.

Capital renewal expenditure reinstates existing assets to original condition. It may reduce future operating and maintenance expenditure if completed at the optimum time.

Capital upgrade expenditure enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally been assigned. Upgrade expenditure is discretionary and increases operating and maintenance expenditure in the future because of the increase in the Council's asset base.

Capital expansion expenditure extends an existing asset to a new group of users. It is discretionary expenditure that increases future operating and maintenance costs because it increases Council's asset base.

Note 4.5.1: Summary major capital works and how they are funded in 2021-22.

	Re- Budget 2020-21 \$'000	Budget 2021-22 \$'000	Change \$'000	%
Property	4,923	365	(4,558)	-93%
Plant and equipment	1,515	2,785	1,270	-84%
Infrastructure	17,684	11,481	(6,203)	-35%
Total	24,122	14,632	(9,490)	-39%

Project Cost	Asset expenditure types					Summary of Funding Sources			
	New	Renewal	Upgrade	Expansion	Grants	Contrib.	Council cash	Borrowings	
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
Property	365	140	205	20	-	-	-	365	-
Plant and equipment	2,785	495	2,290	-	-	-	-	2,785	-
Infrastructure	11,482	1,876	4,898	4,708	-	4,970	-	6,512	-
Total	14,632	2,511	7,393	4,728	-	4,970	-	9,662	-

Note 4.5.2: Capital Expenditure Funding Sources

Capital Works Area	Project Cost 2021-22 \$'000	Asset expenditure types				Funding sources				
		New	Renewal	Upgrade	Expansion	Grants	Contribution	Council Cash	Retained Earnings	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Building Specialised										
Disability Action Plan	40	40	-	-	-	-	-	40	-	-
Replace BFSC floor foyer	30	-	30	-	-	-	-	30	-	-
Kindergarten outdoor area compliance upgrades	20	-	-	20	-	-	-	20	-	-
Future Building Design	100	100	-	-	-	-	-	100	-	-
Building Specialised Total	190	140	30	20	-	-	-	190	-	-
Building Unspecialised										
Major Facility Renewal	100	-	100	-	-	-	-	100	-	-
Minor Facility Renewal	75	-	75	-	-	-	-	75	-	-
Building Unspecialised Total	175	-	175	-	-	-	-	175	-	-
Information Communications Technology										
Computer Hardware	47	-	47	-	-	-	-	47	-	-
Computer Software	495	495	-	-	-	-	-	495	-	-
Information Communications Technology Total	542	495	47	-	-	-	-	542	-	-

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Capital Works Area	Project Cost 2021-22 \$'000	Asset expenditure types				Funding sources				
		New	Renewal	Upgrade	Expansion	Grants	Contribution	Council Cash	Retained Earnings	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Parks, Open Spaces & Streetscapes										
Environmental Initiatives	75	75	-	-	-	-	-	75	-	-
Shire Beautification	50	50	-	-	-	-	-	50	-	-
Community & Recreation Facility Beautification/Safety Works	100	-	-	100	-	-	-	100	-	-
Enfield Playground	250	250				250				
Cypress Tree replacement program	100	-	100	-	-	-	-	100	-	-
Refurbishment of Playgrounds	150	-	150	-	-	100	-	50	-	-
Open Space Strategy Implementation	100	100	-	-	-	50	-	50	-	-
Sports Oval Irrigation	100	-	-	100	-	-	-	100	-	-
Parks, Open Spaces & Streetscapes Total	925	475	250	200	-	400	-	525	-	-
Recreational, Leisure & Community										
Ross Creek Play and Active Rec Upgrade	550	-	-	550	-	450	-	100	-	-
Linton Oval Drainage Upgrade L SIF	321	-	-	321	-	214	-	107	-	-
Bannockburn Victoria Park Safety Netting	50	50	-	-	-	25	-	25	-	-
Meredith Skate/BMX/Play L SIF (design)	50	50	-	-	-	-	-	50	-	-
Leighdale Equestrian Upgrade Female Friendly	537	-	-	537	-	368	-	169	-	-
Sport and Rec Future Design Work	175	175	-	-	-	-	-	175	-	-

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GOLDEN PLAINS SHIRE COUNCIL

Capital Works Area	Project Cost 2021-22 \$'000	Asset expenditure types				Funding sources				
		New	Renewal	Upgrade	Expansion	Grants	Contribution	Council Cash	Retained Earnings	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Recreational, Leisure & Community										
Bannockburn Skate Park upgrade	100			100		100				
Lethbridge Cricket Net upgrade	170			170		145		25		
Bannockburn Heart Spash Pad UV Treatment System	50	-	-	50	-	-	-	50	-	-
Hardwicket Replacement Program	75	-	75	-	-	-	-	75	-	-
Netball / Tennis Court Renewal	100	-	100	-	-	-	-	100	-	-
Recreational, Leisure & Community Total	2,178	275	175	1,728	-	1,302	-	876	-	-
Plant & Machinery										
Community Buses	65	-	65	-	-	-	-	65	-	-
Fleet Vehicles	315	-	315	-	-	-	-	315	-	-
Utes	205	-	205	-	-	-	-	205	-	-
Heavy Plant and Machinery	1,658	-	1,658	-	-	-	-	1,658	-	-
Plant & Machinery Total	2,243	-	2,243	-	-	-	-	2,243	-	-

DRAFT BUDGET 2020-21

GOLDEN PLAINS SHIRE COUNCIL

Capital Works Area	Project Cost 2021-22	Asset expenditure types				Funding sources					
		\$'000	New	Renewal	Upgrade	Expansion	Grants	Contribution	Council Cash	Retained Earnings	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure											
Roads											
Future Road Design	100	100	-	-	-	-	-	100	-	-	
Local Roads Resealing	1,000	-	1,000	-	-	-	-	1,000	-	-	
Local Roads Improvements	700	-	-	700	-	-	-	700	-	-	
Gravel Resheeting - Local Roads	700	-	700	-	-	-	-	700	-	-	
Local Roads Improvements (Roads to Recovery)	1,500	-	-	1,500	-	1,500	-	-	-	-	
Local Roads & Community Infrastructure Program	1,336	-	836	500	-	1,018	-	318	-	-	
Footpaths											
Footpaths	250	250	-	-	-	50	-	200	-	-	
Footpath/Kerb Renewal	100	-	100	-	-	-	-	100	-	-	
Bridges											
Bridge Renewal	282	-	282	-	-	-	-	282	-	-	
Bridge Replacement	1,400	-	1,400	-	-	700	-	700	-	-	
Future Bridge Design	100	100				-	-	100	-	-	

DRAFT BUDGET 2020-21

GOLDEN PLAINS SHIRE COUNCIL

Capital Works Area	Project Cost 2021-22	Asset expenditure types				Funding sources				
	\$'000	New	Renewal	Upgrade	Expansion	Grants	Contribution	Council Cash	Retained Earnings	Borrowing #
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure										
Drainage										
Drainage Works	100	-	100	-	-	-	-	100	-	-
Common Road Swale Drain upgrade	80	-	-	80	-	-	-	80	-	-
Napoleans Bore	76	76	-	-	-	-	-	76	-	-
Future Drainage Design	100	100	-	-	-	-	-	100	-	-
Kerb & Channel										
Kerb & Channel	250	250	-	-	-	-	-	250	-	-
Others										
Car park projects	100	100	-	-	-	-	-	100	-	-
Active Recreation Trails	50	-	50	-	-	-	-	50	-	-
Fire Access Track	5	-	5	-	-	-	-	5	-	-
Capitalisation of Labour	150	150	-	-	-	-	-	150	-	-
Infrastructure Total	8,379	1,126	4,473	2,780	-	3,268	-	5,111	-	-
TOTAL	14,632	2,511	7,393	4,728	-	4,970	-	9,662	-	-

Note 4.5.3: New Assets (\$2.5m expenditure)**Infrastructure (\$1.9m expenditure)**

- Future design work \$475k
- Footpaths and trails \$250k
- Kerb & Channel \$250k
- Enfield Playground \$250k
- Car Park Projects \$100k

Other (\$635k expenditure)

- Computer software \$495k

Note 4.5.4: Capital Renewal (\$7.4m expenditure)**Buildings (\$205k expenditure)**

- BFSC Foyer Floor \$30k
- Major Rec Facilities Renewal \$100k

Plant and Machinery (\$2.2m expenditure)

This expenditure of \$2.2m is consistent with Council's plant and machinery replacement schedule. The major items of plant to be changed are Tipper Trucks, Grader, Trailers, Fleet Vehicles and Utes.

Infrastructure (\$4.9m expenditure)

- The reseal program is budgeted for \$1000k; the following page contains detailed information about the planned program for the year
- Gravel re-sheeting on local roads will be funded to an amount of \$700k
- Bridge Renewal \$282k
- Bridge Replacement \$1400k
- Footpaths/Kerbs \$100k
- Drainage Works \$100k
- Major Rec Facilities Renewal \$100k
- Local Roads and Community Infrastructure \$836k
- Refurbishment of Playgrounds \$150k
- Netball/Tennis Court Renewal \$100k

Computer hardware (\$47k expenditure)**Note 4.5.5: Capital Upgrade (\$4.7m expenditure)****Infrastructure (\$4.7m expenditure)**

- Local roads improvements \$700k
- Local roads improvements (R2R) \$1.5m
- Local Roads and Community Infrastructure \$500k
- Leighdale Equestrian Upgrade Female Friendly \$537
- Ross Creek Play and Active Rec Upgrade \$500k

DRAFT BUDGET 2020-21

GOLDEN PLAINS SHIRE COUNCIL

Reseal Program

Capital Renewal includes the following road reseal projects totalling \$1.0m.

Seg_ID_no.	Road Name	Locality	From	To	Length	Width	Area
178	Levy Road	BANNOCKBURN	0	300	300	6.5	1950
179	Levy Road	BANNOCKBURN	300	621	321	6	1926
985	Linton - Carngham Road	LINTON	0	500	500	6.5	3250
985	Linton - Carngham Road	LINTON	500	1250	750	6.5	4875
986	Linton - Carngham Road	LINTON	1250	1750	500	6.5	3250
986	Linton - Carngham Road	LINTON	1750	2250	500	6.5	3250
986	Linton - Carngham Road	LINTON	2250	3125	875	6.5	5687.5
942	Linton - Carngham Road	LINTON	3125	3625	500	6.5	3250
942	Linton - Carngham Road	LINTON	3625	4398	773	6.5	5024.5
943	Linton - Mannibadar Road	LINTON	0	500	500	3.5	1750
948	Linton - Mannibadar Road	LINTON	3658	4359	701	6	4206
949	Linton - Mannibadar Road	LINTON	4359	4859	500	4	2000
2014	Main Street	CORINDHAP	0	902	902	4	3608
1081	Meredith - Mt Mercer Road	MEREDITH	0	471	471	6.5	3061.5
1070	Meredith - Mt Mercer Road	MEREDITH	9687	10187	500	7	3500
1070	Meredith - Mt Mercer Road	MEREDITH	10187	10709	522	7	3654
1066	Meredith - Mt Mercer Road	MEREDITH	10709	11209	500	7	3500
1100	Meredith - Mt Mercer Road	MEREDITH	18649	19149	500	4	2000
1100	Meredith - Mt Mercer Road	MEREDITH	19149	19649	500	6	3000
1100	Meredith - Mt Mercer Road	MEREDITH	19649	20161	512	5.5	2816
1078	Meredith - Mt Mercer Road	MEREDITH	2623	3123	500	6.5	3250
1078	Meredith - Mt Mercer Road	MEREDITH	3123	3660	537	6.5	3490.5
1076	Meredith - Mt Mercer Road	MEREDITH	5470	6015	545	7	3815
1075	Meredith - Mt Mercer Road	MEREDITH	6015	6456	441	7	3087
1066	Meredith - Mt Mercer Road	MEREDITH	11209	11916	707	7	4949
1065	Meredith - Mt Mercer Road	MEREDITH	11916	12319	403	7	2821
2966	Aisbett Road	SCARSDALE	0	190	190	3	570

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GOLDEN PLAINS SHIRE COUNCIL

Seg ID no.	Road Name	Locality	From	To	Length	Width	Area
4174	Lawler Street	MEREDITH	135	450	315	4.5	1417.5
2842	Leigh Court	DEREEL	0	420	420	4.5	1890
176	Lemajics Road	SCARSDALE	0	500	500	4	2000
176	Lemajics Road	SCARSDALE	500	1000	500	4	2000
176	Lemajics Road	SCARSDALE	1000	1492	492	4	1968
2775	Lightwood Park (South) Road	HADDON	0	455	455	4	1820
961	Linton - Naringhil Road	LINTON	4938	5531	593	6	3558
3311	Linton - Naringhil Road	LINTON	11032	11150	118	7	826
988	Lismore - Pittong Road	MANNIBADAR	0	1111	1111	7	7777
4177	Lismore - Pittong Road	MANNIBADAR	2202	2702	500	7	3500
996	Lismore - Pittong Road	MANNIBADAR	4610	5110	500	7	3500
996	Lismore - Pittong Road	MANNIBADAR	5110	5610	500	7	3500
990	Lismore - Pittong Road	MANNIBADAR	1807	2202	395	7	2765
996	Lismore - Pittong Road	MANNIBADAR	5610	5858	248	7	1736
1974	Lloyds Lane	NAPOLEONS	3490	3913	423	6	2538
1974	Lloyds Lane	NAPOLEONS	2490	2990	500	5	2500
1996	Louise Court	HADDON	0	600	600	4	2400
1975	Lock Street	SMYTHESDALE	0	230	230	4	920
1985	Log Hut Road	NAPOLEONS	815	865	50	6	300
1017	Lower Plains Road	LETHBRIDGE	500	1000	500	7	3500
1019	Lower Plains Road	LETHBRIDGE	2660	3160	500	6	3000
1021	Lower Plains Road	LETHBRIDGE	4676	5176	500	5	2500
1021	Lower Plains Road	LETHBRIDGE	5176	6030	854	5	4270
1024	Lower Plains Road	LETHBRIDGE	6030	6530	500	5	2500
188	Lower Plains Road	LETHBRIDGE	8010	8510	500	7	3500
1178	Pitfield Cressy Road - Comm at Colac-Ballarat Rd	WERNETH	20036	20570	534	3	1602
954	Linton Mannibadar Rd - Rokewood-Skipton Rd	MANNIBADAR	8270	8730	460	6	2760
1567	Barwon Park Road - commencing at Morgans Road and extending through to new bridge	INVERLEIGH	2080	2180	100	5	500
Total							

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Local Roads Re-Sheeting

Re-sheeting program totals \$0.7m.

Road Name	Locality	From Chainage	To Chainage	Distance	Description	Seq Id. Km
Arthurs Lane	GRENVILLE	350	3400	3050	Arthurs Lane	1550 / 552
Baileys Road	HESSE	745	1400	655	Baileys Road	553
Bells Road	ROKEWOOD	2578	6500	2082	Bells Road	1580 / 1582
Berringa Road	BERRINGA	2884	6060	1060	Berringa Road	1911 / 3099
Boundary Road	WERNETH	5510	7010	1500	Boundary Road	1604
Boyles Road	WERNETH	0	4000	4000	Boyles Road	1611 / 1612
Bradshaws Road	WALLINDUC	2465	3370	905	Bradshaws Road	363
Browns Road	DEREEL	0	2700	2000	Browns Road	1638 / 1639 / 1640
Cope Street	SCARSDALE	0	170	170	Cope Street	1702
Dreamers Hill Road	LINTON	0	2827	2827	Dreamers Hill Road	1751
Edinburgh Lane	LINTON	0	270	270	Edinburgh Lane	1761
Faggs Lane	MT MERCER	0	1100	1100	Faggs Lane	1769
Geggies Road	ROKEWOOD	5450	15700	3300	Geggies Road	1806 / 1807 / 1808 / 1812
Georges Road	CAMBRIAN HILL	0	500	500	Georges Road	406
Grandmas Road	ENFIELD	0	900	900	Grandmas Road	134
Lal Lal Road	MEREDITH	1500	2170	670	Lal Lal Road	1953
Lukes Road	NAPOLEONS	0	820	820	Lukes Road	2802
McColls Road	MEREDITH	0	550	550	McColls Road	2023
McCurdy Road	MEREDITH	1616	2420	804	McCurdy Road	2025
Nine Mile Road	NAPOLEONS	2765	3265	500	Nine Mile Road	1125
South Steiglitz Road	STEIGLITZ	2000	2920	920	South Steiglitz Road	2668
Spearys Road	DEREEL	0	385	385	Spearys Road	2231

Steiglitz-Durdidwarrah Road	STEIGLITZ	5945	7010	1065	Steiglitz-Durdidwarrah Road	2248
Swanson Road	DEREEL	0	870	870	Swanson Road	2275
Taylor Road	MEREDITH	3725	4225	500	Taylor Road	4543
Twenty Acre Road	ILLABAROOK	1000	2100	1100	Twenty Acre Road	3111
Total						

Road Improvements Program

Improvements program totals \$0.7m, plus Roads to Recovery program \$1.5m

Road Name	Locality	Description	Amount
Tannery Road	Smythesdale	Intersection treatment and floodway	\$700,000
Meredith -Shelford Road – Stage 3	Meredith	Rehabilitation and Widening – Grant Funded Program	\$1,500,000
Total			

Footpaths and Trails

Footpaths and trails include walking paths constructed of concrete or asphalt. New Assets includes the following Footpath and Trails projects totalling \$0.25m.

Township	Location	Description
Meredith	Wallace Street – Midland Highway	Footpath construction at front of school
Total		

Note 4.5.6: Capital Expenditure Funding Sources \$'000**Note 4.5.7: Capital Grants**

In order for Council to deliver its capital works program, it relies on funding received from State and Federal Governments. Following is a list of all grants included in the Budget. Some, but not all, of these grants have been confirmed by funding agencies.

Grants for Capital Works	2020-21 Revised Budget \$'000	2021-22 Budget \$'000	Variance
Roads to Recovery	1,333	1,500	167
Federal Bridge Renewal Program	-	700	700
Black Spot Program	1,238	1,238	-
Slate Quarry Rd - Bridge Renewal	1,150	-	(1,150)
Fixing Country Road	1,000	-	(1,000)
Bannockburn Soccer (Female friendly change rooms)	832	-	(832)
RDV 3 Trails	500	-	(500)
World Game (Bannockburn) Funding	465	-	(465)
Geggies Rd - Bridge Replacement	350	-	(350)
TAC Footpath	50	50	-
Local Roads and Community Infrastructure Prog	1,334	1,513	179
Inverleigh Sporting Complex Upgrade	500	-	(500)
Banno Youth Hub - Growing Suburbs Fund	271	-	(271)
Bannockburn Vic Park Safety Netting	-	25	25
Lethbridge Junior Football Club Lighting Project	85	-	(85)
Lethridge Lighting and Irrigation Upgrade	250	-	(250)
Bannockburn Rec Precinct Shade Sail	27	-	(27)
Linton Cricket Nets Upgrade	130	-	(130)
Skate Park - Bannockburn	350	-	(350)
Inverleigh Sporting Complex Change Room Upgrade	1,527	-	(1,527)
Rural Councils ICT Infrastructure Program	100	-	(100)
LSIF Community Facilities Ross Creek Playspace Upgrade	-	450	450
LSIF Community Facilities Linton Oval Drainage Upgrade	-	214	214
LSIF Female Friendly Facilities Leighdale Equestrian Upgrade	-	358	358
Community Cricket Facility Fund	-	120	120
Total Grants	11,491	6,168	(5,323)

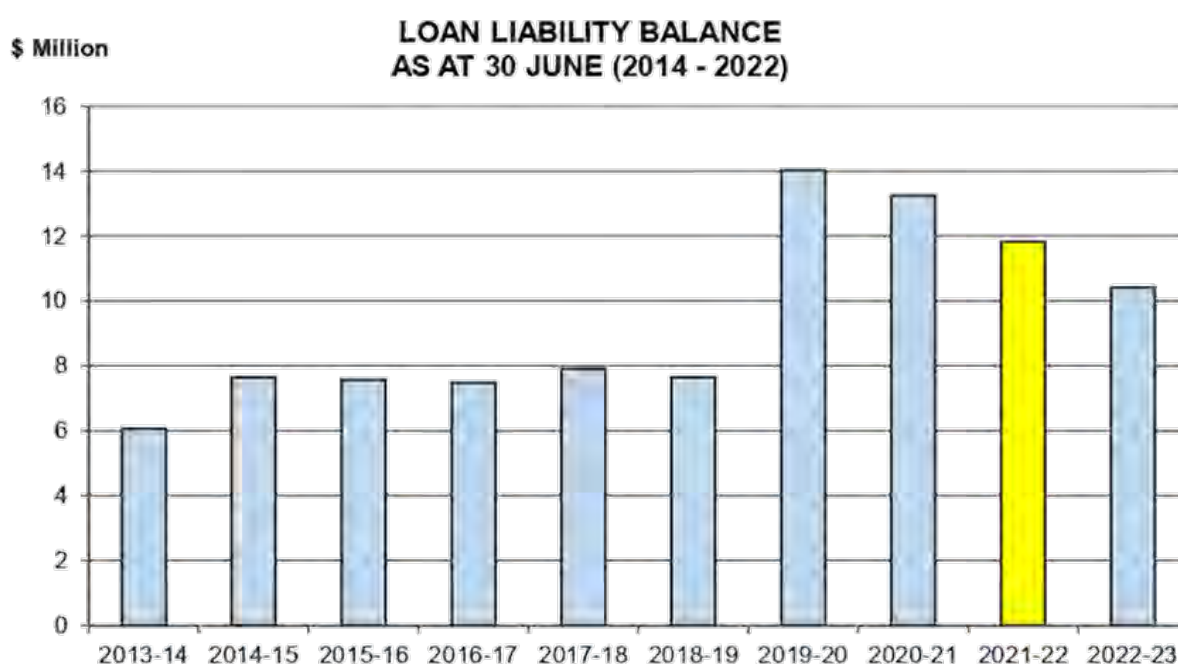
Proceeds from the Sale of Non-Current Assets

Proceeds from the sale of non-current assets totals \$2,514k and includes the trade-in of motor vehicles, plant items and sale of development land.

4.6 BORROWINGS

The budgeted loan liability of \$11.8m at 30 June 2022 represents 46% of rates and charges, which is a decrease from 55% in 2020-21. These borrowings remain consistent with sound financial management principles. Borrowings allow Council to spread the financing cost of new facilities over a number of years, thereby eliminating the burden on ratepayers in any one year.

A new loan of \$600k was taken out during 2020-21 for costs associated with restructuring of the BCSC.

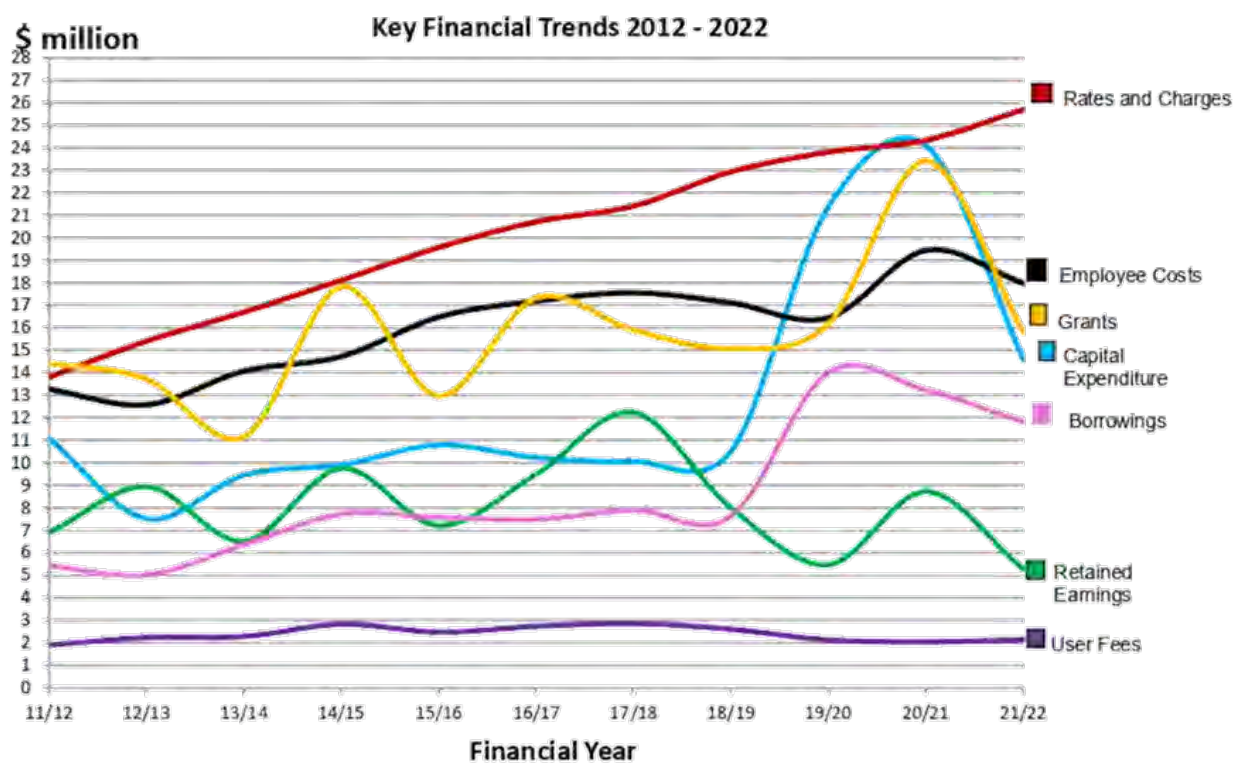


	2020-21 \$'000	2021-22 \$'000
Total amount borrowed as at 30 June of the prior year	14,031	13,254
Total amount to be borrowed	1,490	890
Total amount projected to be redeemed	(2,267)	(2,313)
Total amount proposed to be borrowed as at 30 June	13,254	11,831

Borrowing Schedule

Loan No.	Lender	Drawdown	Loan Term	Rate	Type	Loan Purpose	Balance (01/07/21)	New Loans	Debt Redeemed	Balance (30/06/22)
			Years	%			\$'000	\$'000	\$'000	\$'000
1	NAB	Nov-19	10	2.38	Fixed	Bannockburn Rec Precinct Development	1,210	-	130	1,080
						LASF DB Plan Contribution	762	-	82	680
						Haddon Rec Upgrade	65	-	7	58
						GP Food Production Precinct	600	-	64	536
						Somerset Estate & The Well	389	-	42	347
2	NAB (Interest only)	Jun-16	10	3.97	Fixed + Margin	Bannockburn Heart	150	-	-	150
3	NAB	Dec-11	10	6.65	Fixed	Parkers Road Bridge, etc.	34	-	34	0
4	CBA (Interest only)	Jun-20	1	1.38	90 Day BBSW + Margin	Woody Yaloak Equestrian	90	90	90	90
						Smythesdale Sports Oval	150	150	150	150
						BSCS Redevelopment	500	500	500	500
						World Game - Bannockburn Soccer Pitch	150	150	150	150
5	ANZ	Jun-20	10	1.91	Fixed	GPS community & Civic Centre	4,500	-	500	4,000
6	NAB	Jun-20	10	2.23	Fixed	GPS community & Civic Centre	4,091	-	415	3,676
7	CBA	Mar-21	4	0.66	Fixed	BCSC	563		149	414
Total 2020-21							13,254	890	2,313	11,831

4.7 KEY FINANCIAL TRENDS 2011-2021



Analysis of Trends

There are a number of interesting trends that are reflected in the above graph.

Capital Expenditure / Grants

Historically, Council's capital expenditure is closely correlated with grant revenue.

Rates and Charges / Grants

Council first identified the need to reduce its reliance on grant revenue and improve its rates and charges in 2005. The above graph demonstrates the result of this decision. Revenue from rates and charges are now at a more 'financially sustainable' level, given the level of growth in grants has generally reduced.

Rates and Charges / Employee Costs

The substantial growth in service delivery demands in recent years coupled with the need to broaden Council's rate base is reflected in the steady incline shown on the graph.

Retained Earnings / Borrowings

As retained earnings have been utilised over recent years to deliver various capital projects, borrowings have increased to fund the major capital works projects being delivered.

5 LONG-TERM STRATEGIES

5.1 FINANCIAL PLAN / PROJECTIONS

Council's Financial Plan is an integral component of the Council Plan. It establishes the financial targets necessary for Council to fund its strategies over a four year period. As stated in the Budget overview, the Budget has been framed within the parameters established in Council's Financial Plan.

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

Council has prepared a Financial Plan for the four years 2021-22 to 2024-2025 as part of its ongoing financial planning to assist in adopting a budget within a longer term framework. The Financial Plan takes the strategic objectives and strategies as specified in the Council Plan and expresses them in financial terms for the next four years.

In the Financial Plan, Council is mindful of the need to comply with the following Principles of Sound Financial Management as contained in the Local Government Act:

- 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
- Ensure full, accurate and timely disclosure of financial information relating to the Council

The key financial objectives which underpin the Financial Plan are:

- Ensure long-term financial sustainability
- Deliver services in a cost-effective and efficient manner
- Ensure incomes are sustainable and consider community-wide and individual benefits (rates versus user charges and adherence to Council's Rating Strategy)
- Use debt finance where appropriate and within responsible limits
- Maintain cash reserves and operating surpluses at appropriate levels
- Identify and quantify long-term liabilities
- Meet social equity objectives through specific programs
- Manage the Shire's capital assets to maximise long-term community benefit
- Recognise that funding from State and Federal Government is a crucial element of financial sustainability
- Manage Council's retained earnings prudently

The Financial Plan has been substantially reviewed with a number of assumptions challenged and revised. Some of the more notable changes include:

- The need to significantly increase the amount of money being directed to the renewal of Council assets
- Reduction in the amount of cash being held in reserves
- Increase in the amount of non-rate income from land development opportunities and increased wind farm income in future years
- Reduction in capital grant funding on the basis that we will limit the amount of new construction
- Removal of future borrowings for sport and recreation projects
- Targeted staff increases in areas associated with programmed maintenance and renewal

Departing from Council's Financial Plan would send the wrong message to stakeholders including governments, ratepayers and future Councils. Council needs to adhere to the Financial Plan to ensure the long-term financial health of the organisation. The Financial Plan places Council on a sound financial footing into the foreseeable future.

5.2 FINANCIAL PERFORMANCE INDICATORS

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Indicator	Measure	Note	Re-Budget	Budget	Projections			Trend
			2020-21	2021-22	2022-23	2023-24	2024-25	+/-
Efficiency								
Expenditure level	Total expenditure / no. of assessments		\$3,972	\$3,795	\$3,764	\$3,823	\$3,873	o
Revenue level	Residential rate revenue / No. of residential assessments		\$2,071	\$2,094	\$2,173	\$2,226	\$2,281	+
Workforce turnover	No. of resignations & terminations / average no. of staff		XXXX		13.9%	13.9%	13.9%	o
Liquidity								
Working Capital	Current assets / current liabilities	1	151.4%	132.5%	149.6%	154.9%	178.3%	+
Unrestricted cash	Unrestricted cash / current liabilities		98.8%	91.4%	96.9%	97.1%	123.1%	o
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	2	54.4%	46.0%	49.6%	41.8%	51.6%	+
Loans and borrowings	Interest and principal repayments / rate revenue	3	4.5%	6.6%	6.2%	6.8%	7.0%	+
Indebtedness	Non-current liabilities / own source revenue		75.5%	46.1%	52.2%	43.4%	47.7%	+
Asset renewal	Asset renewal expenditure / depreciation	4	80.8%	80.0%	71.8%	64.7%	62.6%	-
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	5	-7.0%	-1.1%	2.3%	4.0%	4.1%	+
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue	6	58.0%	59.1%	58.5%	58.3%	58.6%	o
Rates effort	Rate revenue / property values (CIV)		0.4%	0.4%	0.4%	0.4%	0.4%	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

NOTES TO INDICATORS

1 Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to remain at sustainable levels during the period of the Council Plan

2 Loans and Borrowings compared to rates – This ratio is forecast to remain at similar levels from 2021-22 with minimal movement in borrowings over this period.

3 Interest and Principal Repayments compared to rates – This ratio reflects scheduled loan repayments as described in the Borrowing Schedule in Section 4.6.

4 Asset renewal - This percentage indicates the extent of Council renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

5 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.

6 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. The current ratio indicates that Council's reliance on government funding has diminished and this balance is expected to remain steady over the term of the Council Plan. It will be very difficult to improve this ratio within a rate capping environment.

5.3 NON-FINANCIAL RESOURCES

In addition to the financial resources to be consumed over the planning period, Council will also consume non-financial resources, in particular human resources. A summary of Council's anticipated human resource requirements for the 2021-22 year is shown below and further detail is included in Note 3.6 of this Budget.

Indicator	Re-Budget	Budget	Projections		
	2020-21	2021-22	2023-24	2024-25	2024-25
Employee Costs ('000)					
- Operating	19,460	18,006	18,659	19,289	19,937
- Capital	-	150	150	150	150
Total	19,460	18,156	18,809	19,439	20,087
Employee Numbers (FTE)	208	183	185	187	189

5.4 RATING INFORMATION

This section contains information on Council's past and foreshadowed rating levels, along with Council's rating structure and the impact of changes in property valuations. This section should be read in conjunction with Council's Rating Strategy which is available on Council's website.

Rating context

Rates and charges are an important source of revenue, accounting for 52% of income received by Council. Planning for future rate increases is therefore an important component of the Financial Planning process.

In 2005, it was identified that Council's low level of rate income was becoming unsustainable and that Council had to make a conscious decision to improve its financial position. To ensure this action did not have a detrimental impact on Council services, it was important to increase the unsustainably low rate base and to decrease Council's reliance on government funding.

Golden Plains Shire also faced, and continues to face, the following challenges:

- High population growth
- Increased demand for new services
- A history of significant dependence on grants, contributions and recoupments
- Substantial challenges associated with provision and renewal of roads, paths, and community and recreation facilities