



# **GOLDEN PLAINS SHIRE COUNCIL 2022/23 ANNUAL REPORT**



GOLDEN PLAINS SHIRE



## 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 both Wadawurrung and 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.

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"As you read this Annual Report, we hope you gain insight into the operations underpinning Golden Plains Shire Council's success. More importantly, we hope you appreciate the values underpinning Golden Plains Council itself, as we commit to our vision - providing a healthy, safe, vibrant, prosperous and sustainable community, supported by strong leadership, transparent governance and community partnerships."

**Cr Brett Cunningham**  
Mayor, Golden Plains Shire Council



## 01: REPORT OF OPERATIONS

# WELCOME TO THE 2022/23 ANNUAL REPORT

### About The Report

Golden Plains Shire Council's Annual Report 2022/23 provides a comprehensive overview of our achievements and performance in the 2022/23 financial year against the five community outcomes areas as set out in the Council Plan 2021-2025. It focuses on highlights and challenges, operational performance, and provides a detailed overview of financial performance and expenditure.

Through tireless dedication, collaboration, and innovative solutions, we have strived to enhance quality of life, foster sustainable development, and address pressing challenges. Join us as we celebrate another impactful year of positive transformation.

The Report is designed to meet the obligations under Section 98 of the *Local Government Act 2020*.

### Audience for this Report

This Report informs the community and stakeholders including residents, ratepayers, local businesses, visitors, prospective staff, government agencies and other interested groups. It also provides Council staff with organisational performance information and how their efforts have contributed to achieving the vision and what to expect in the coming year.

### Accessing this Report

To obtain a copy of this report, head to our [www.goldenplains.vic.gov.au](http://www.goldenplains.vic.gov.au). You can also access a hard copy, by contacting our Customer Experience Teams via the details below.

### Customer Hubs

#### Bannockburn (Civic Centre)

2 Pope Street, Bannockburn Vic 3331

#### Smythesdale (The Well)

19 Heales Street, Smythesdale Vic 3351

(03) 5220 7111 (24 hours)

Emergency Contacts: 1300 36 30 36

#### After hours:

(03) 5220 7111

[enquiries@gplains.vic.gov.au](mailto:enquiries@gplains.vic.gov.au)

[goldenplains.vic.gov.au](http://goldenplains.vic.gov.au)

Postal address: PO Box 111,  
Bannockburn Vic 3331

## 01: REPORT OF OPERATIONS

# ABOUT GOLDEN PLAINS SHIRE

**Golden Plains Shire Council was established on 6 May 1994, incorporating the former Shires of Bannockburn and Leigh and parts of the former Shires of Grenville and Buninyong.**

Situated between Victoria's two largest regional cities, Geelong and Ballarat, Golden Plains Shire is a large municipality of 2,705 square kilometres, with a socio-economically diverse population of approximately 25,000 people living in 56 vibrant rural communities, reflecting a population growth of approximately 2.4% per annum.

Renowned for its award-winning food and wine, community markets, iconic music festivals, rich gold mining history and character, and friendly communities - Golden Plains Shire is an attractive destination to live, visit or socialise.

Residents value the character of Golden Plains' small townships and communities, local facilities and services, and natural environment. Our sweeping landscapes, award-winning businesses and rugged bush landscapes combine with historic townships and growing communities to make for a wonderful place to live, visit or socialise. 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.

Golden Plains Shire also offers many opportunities for businesses, investment, sustainable development and employment, with more than 1,900 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. More recently, 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. The Shire is one of the leading producers of eggs and chicken meat in Victoria, producing nearly a quarter of Victoria's eggs. This in turn has driven an increase in the region's tourism offering, with visitors attracted to the region's picturesque wineries, gourmet food producers, agri-tourism and the monthly Golden Plains Farmers' Market.

Golden Plains Shire Council has a strong sense of community with people working together to achieve common goals and outcomes. This sense of community benefits the entire Shire and Council will continue to have conversations with the community now and into the future.

# SNAPSHOT OF COUNCIL



**25,000+**

ESTIMATED RESIDENT  
POPULATION –  
**APPROXIMATELY  
25,000 PEOPLE**



**42,000+**

2041 PROJECTED  
POPULATION –  
**EXCEED 42,000  
PEOPLE**



**16  
TOWNSHIPS**



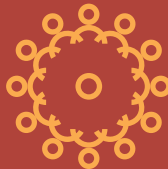
**56  
COMMUNITIES**



LAND AREA –  
**2,705 KM<sup>2</sup>**



RATEABLE  
PROPERTIES –  
**12,034**



POPULATION DENSITY PER  
PERSON PER SQUARE KM –  
**9.36 PERSONS PER KM<sup>2</sup>**



GROWTH RATE PER ANNUM  
(2020 – 2025) –  
**2.4%**

*Ryan, S. 2023 Woody Yaloak River, Cressy.  
[Digital] Photography. Gulidjan Country,  
Eastern Maar*



# 01: REPORT OF OPERATIONS

"Whether it's the youth empowerment initiatives, the cultural events and festivals, or the educational workshops, the council's community programs have consistently delivered exceptional experiences. The programs are well-organised, professionally managed, and cater to a wide range of interests and age groups. They have created a platform for people to connect, learn, and contribute to the betterment of our community."

Joy... Create and Connect Program partner



# VISION & VALUES

Where people matter  
Communities are connected  
And the future is bright



## PRIDE

We know that our work is important, and we take pride in doing the best job we can.

- We take accountability for actions and results.
- We recognise and celebrate our achievements.
- We lead our staff with trust and empowerment.
- We approach our work with energy and enthusiasm.

## RESPECT

We treat each other with courtesy and respect, and are committed to keeping our environment safe, and free from judgement.

- We are inclusive and appreciate our diversity.
- We show compassion and kindness to one another.
- We bring a positive mindset to work, and contribute to a positive culture.

## INTEGRITY

We are committed to being authentic, honest and ethical in our work.

- We do what we say, and honour our commitments.
- We use open and transparent communication.
- We speak up when we see behaviours that compromise our values.

## COLLABORATION

We partner together to achieve shared goals and deliver community focussed outcomes.

- We build and maintain productive relationships.
- We work resourcefully and united by shared goals.
- We work as a team to bring out the best in each other.

## EXCELLENCE

We are committed to delivering the best community experience and outcome that we are capable of providing.

- We conduct our work with professionalism.
- We seek opportunities to innovate and continuously improve.
- We effectively respond to the changing needs of the community.

# 01: REPORT OF OPERATIONS

## OUR SERVICES

Council is responsible for providing more than 70 services to the Golden Plains Shire community. This includes services from recreation management, children and family services, community facilities, waste management, road management and community buildings; to business, tourism and economic development, major infrastructure projects, emergency management and ensuring Council meets its financial obligations within Council budget. A snapshot of services provided by Council is summarised as follows.

### ADVOCACY

- Seek State and Federal grants for the Shire
- Advocate on a diverse range of issues on behalf of the community, Council and the Shire

### ARTS AND CULTURE

- Program of artistic events and exhibitions.
- Management, conservation and periodic display of Council's Cultural Collection.
- Community Arts Program – collaboration with Youth team on Youth Arts Workshops

### CHILDREN'S SERVICES

- Kindergartens and Childcare
- Management of contractors for Maternal and Child Health (including early years immunisations)

### COMMUNITY

- Public and Civic Events
- Volunteer functions and support
- Senior Citizens Week celebration
- Community meetings
- Citizenship ceremonies
- Community directories

- Community Grants Program – Arts and Culture, Tourism, Recreation
- Health and Wellbeing – implementation
- Communication - Community Newsletters, Council Website and Online Services
- Aboriginal Partnerships

### CONTRACT MANAGEMENT

- E - Tendering
- Procurement services
- Leases and Licences

### ECONOMIC DEVELOPMENT, TOURISM AND BUSINESS SUPPORT

- Business support and advice
- Business community liaison to local and new industries
- Major project facilitation
- Tourism information, advice and promotion of the Shire

### EMERGENCY MANAGEMENT

- Municipal emergency management services
- Strategic planning/coordination for fire and other emergencies, relief and recovery, community resilience

### ENVIRONMENTAL SUSTAINABILITY

- Support and assist residents to reduce everyday environmental impacts
- Natural resource management
- Resource's efficiency – CO2 emissions, water
- Climate resilient communities

### INFRASTRUCTURE SERVICES

- Roads sealed
- Roads unsealed
- Footways
- Civil Works Design, Construction and Maintenance Delivery
- Infrastructure asset management
- Infrastructure investigation
- Public lighting
- Drainage

### WASTE MANAGEMENT SERVICES

- Collection and disposal of general household garbage
- Collection and processing of household recycling
- Management and Operations of Rokewood Transfer Station
- Collection and Processing of Public Place Waste and Recycling





*Don Wallace Recreation Reserve, Teesdale funding announcement*

## LOCAL LAWS

- Parking
- Domestic Animal registration and control
- School crossing
- Fire restriction enforcement
- Stock on roads
- Enforcing Local Laws and State Legislation
- Animal Welfare services

## PARKS, RESERVES AND PUBLIC PLACES

- Rural /landscape design
- Public toilets, litter control, street cleaning
- Maintain and develop parks, playgrounds, reserves, and open space
- Civic and community buildings — maintenance, restoration and new construction

## PLANNING AND BUILDING SERVICES

- Planning permits
- Policy and zoning
- Heritage Advisory Service
- Building permits and control
- Safety and emergency services

## PUBLIC HEALTH

- Food safety – monitoring of standards relating to food premises, food preparation processes, food labelling and its composition
- Infectious disease control
- Specialised infectious disease control
- Immunisation programs for children and adults
- Pest control
- Waste management including domestic wastewater systems in un-sewered areas, solid waste management services, recycling, medical, infectious and hazardous waste management
- Environmental pollution investigation and control, such as noise emissions and indoor air quality
- Housing standards
- Public health emergency response and incident management.

## RECREATION SERVICES

- Club development — advice, advocacy and support
- Management of sporting grounds, reserves, skate parks and open space

## ACCESS AND INCLUSION

- Supports the community to increase community participation for people with a disability
- Advocates and supports intersectional approaches to service delivery, policies and projects

## LIBRARIES

- Online resources
- Preschool story time and school holiday activities
- IT training

## YOUTH SERVICES

- Youth Activation Committee
- Youth Hub
- School based skills building program
- Linkages to local, regional and Federal networks and developments
- Youth orientated events and festivals – FReeZA, Careers Expo, National Youth Week

# 01: REPORT OF OPERATIONS

## FAST FACTS

We deliver over 70 services and programs to the Golden Plains Shire community. We've put together a snapshot of some fast facts and highlights from the past financial year.



**OVER 70**

Number of services provided to our community



**350**

Number of new planning permits issued

**\$80 MILLION**

Value of new planning permits issued



**3,226**

Community Safety Enquiries



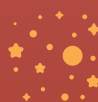
**139**

Number of food safety assessments completed



**OVER 1.2 MILLION IMPRESSIONS**

Number of Impressions on our website



**OVER 3,000**

Number of people who attended the 2022 December Twilight Market



**567,292**

Number of kerbside garbage and recycling bin lifts



**129**

Council resolutions passed – Ordinary or special meetings

**627 KM**

Gravel roads graded

**43,482 M<sup>2</sup>**

Local roads reconstructed

**206,047 M<sup>2</sup>**

Local roads resealed



**54,519**

Number of enquiries actioned by Council's Customer Experience team



**2,648/283 PROGRAMS**

Number of young people who participated in # of youth programs



**608**

Number of young people who attended drop-in sessions at the Golden Plains Youth Hub



**34**

Community Strengthening Grants issued

**\$145,249**

Community Strengthening Grants value



**4**

Berrybank Wind Farm Community Grants issued

**\$51,513**

Berrybank Wind Farm Community Grants value



**1,690 KM**

Regionally controlled weeds treated along roadsides



**1,824**

Registered businesses



**217**

Number of children enrolled in Council three and four year old Kindergarten



**410**

Number of properties given Fire Prevention Notices



**2,000**

Native trees and grasses planted



**0.4 HA**

Council managed prescribed burns

**1.5 HA**

Traditional Owner burn at Bakers Lane





# THE YEAR IN REVIEW



# MAYOR'S REPORT

On behalf of Golden Plains Shire Council, I am pleased to present the Mayor's Report in Golden Plains Shire Council's 2022/23 Annual Report. Over the past year, our dedicated Council and community have worked tirelessly to ensure the continued growth and prosperity of our wonderful Shire. This report encapsulates the endeavours and progress made by our Council in the past year as we strive to provide exceptional services and sound governance to the Golden Plains Shire community.

Every day, Golden Plains Shire Council shares the lives, aspirations, experience, and wisdom of our community. We work together and continue to focus on listening to and understanding the needs of our community to ensure we deliver over 70 services.

We have remained steadfast in our commitment to listening to your needs and addressing the issues that matter most to you. Through open dialogue, collaboration, and transparent decision-making, we have forged stronger connections between our residents, local businesses, and community organisations.

Each year we deliver an Annual Budget that invests in our vision for a progressive and sustainable future as outlined in our Council Plan 2021-2025, while maintaining the usual challenges of maintenance of infrastructure, planning for rapid population growth, and ensuring we deliver excellence in programs and services.

The year 2022/23 has been marked by significant achievements and milestones. We have focused on infrastructure development, ensuring our roads, bridges and public facilities meet the needs of a growing population. From the opening of the Ross Creek Playground, Meredith Mutli Play Space to completing the Meredith-Shelford Road Widening Project, Council continues to advocate to State and Federal Government Departments for further investment in roads, community infrastructure, economic development and investment in public transport and youth support across the Shire. Our commitment to sustainable practices has also been at the forefront, with initiatives aimed at preserving our natural environment and promoting a greener future, now and into the future.

We have supported various initiatives, such as setting up solar compacting bins at Turtle Bend Reserve and Bannockburn Heart and collaborating with Barwon Water and G21 councils to develop the Regional Renewable Organics Network. Additionally, the Golden Plains Shire Wind Farm East project began in early 2023, aiming to establish a wind energy facility. Once completed, this project will supply clean energy to over 500,000 households, benefitting the Rokewood and broader community for generations to come. It marks an essential step towards a brighter future for their families.

In November 2022 we celebrated the official opening of our new Civic Centre. Staff moved into the facility in 2020, however due to COVID-19 lockdown requirements staff were unable to utilise the centre until recently. The new centre has seen a significant reduction in Council's energy consumption, due to installation of energy efficient systems and architectural designs and provides a space that meets both the community and organisational needs.



*Celebrating volunteers in Golden Plains*

*“Rising to the Challenge – three years ago, who would have thought we would be where we are today, having endured a global pandemic, major floods, fire, staff shortages, State and Federal elections. Throughout these changes and unprecedented challenges, the dedication, skills and ‘can do’ attitude of Council teams operating under tough conditions has been impressive.”*

**Cr Brett Cunningham, Mayor of Golden Plains Shire**

Council finalised its Climate Emergency Action Plan in 2022, which outlines 47 actions for Council to undertake across five themes; embedding climate action in Council; resilient and adaptive communities; caring for the land; climate adaptive development; and sustainable transport and travel. The document will guide the work Council is doing to mitigate, adapt and respond to climate change in the Shire over the next ten years.

Following extensive consultation and engagement with local Traditional Owners and Reconciliation Australia, Council has taken an important step forward on its journey of reconciliation with Council adopting its first Reflect Reconciliation Plan (RAP) in July 2022. Under the Reconciliation Australia framework, the RAP outlines actions targeting the four strategic focus areas of Relationships, Respect, Opportunities and Governance. There are four types of RAPs – Reflect, Innovate, Stretch and Elevate – that allow organisations to continuously develop their reconciliation commitments.

### **Advocacy and Engagement**

Council welcomed a \$2.2 million contribution from the State Government’s Growing Suburbs Fund for the Inverleigh Active Youth Space and Stage 2 of the Bannockburn Skate Park Upgrade. Furthermore, we welcomed the infusion of \$60k funding through the Victorian Government’s Barwon and Waterways of the West Grant Program to develop a masterplan for the newly acquired Moorabool River Reserve in Batesford.

Additionally, Council has welcomed the allocation of \$250,000 from the Victorian Government’s 2022-23 Country Football and Netball Program for the much-anticipated upgrade of the oval at Don Wallace Recreation Reserve in Teesdale in addition to \$1.5 million from the State Budget for the development of new female-friendly changerooms at the reserve. The project is due for completion in late 2024.

Community engagement has been a cornerstone of our efforts, with numerous events, workshops, and forums organised to encourage participation and inclusivity. We believe that involving our residents in

the decision-making process is essential for shaping a vibrant and cohesive community.

Positioning ourselves for the future, we remain dedicated to fostering innovation, economic growth, and social well-being. We understand that challenges may arise, but we are confident that together, we can overcome them and build an even stronger Golden Plains Shire.

I extend my genuine gratitude to all our Councillors, staff, and volunteers who have contributed to the accomplishments outlined in this report. Their dedication and hard work have been instrumental in making Golden Plains Shire a remarkable place to live, work and socialise. I would also like to personally thank Councillor Gavin Gamble for his tireless efforts, commitments, passion and countless hours spent for the betterment of our community during his tenure as Mayor from 15 November 2021 to 15 November 2022.

On behalf of Council, I would like to thank Eric Braslis our CEO for his energy, innovation, his sense of community and excellence with a commercial focus, which is particularly important as we enter turbulent economic conditions.

Thank you to our community for your ongoing support and trust in Golden Plains Shire Council. On behalf of Council, I would like to acknowledge the impact on our community during the unprecedented flood events of October and November 2022. Thank you for your support and understanding as we continue with this busy task of rebuilding together and come out the other side with refreshed and improved roadways throughout our Shire.

We invite you to explore this report further, which highlights our achievements and sets the stage for an exciting future. Together, let us continue to shape the Golden Plains Shire into a shining example of community excellence.

**Cr Brett Cunningham**  
Mayor of Golden Plains Shire

# CEO'S REPORT

**I am delighted to present the CEO's report as part of the Golden Plains Shire Council 2022/23 Annual Report. This report provides an insight into Council's operations and represents a significant milestone in our journey of progress and community development.**

2022 was a year of review, consolidation, and innovation for Golden Plains Shire Council. Our community continued to bounce back as we transitioned out of the COVID-19 pandemic and returning to a new way of going about our business each and every day. We have witnessed remarkable achievements and faced unprecedented challenges. Through collaboration, determination, and unwavering dedication, our Council, staff, and community have come together to navigate these uncertain times with resilience and strength.

Throughout 2022/23, our dedicated team has been focused on delivering outcomes that align with our Council Plan 2021-2025. This year is the second year of the plan with several strategic objectives and actions identified and actioned. We have worked tirelessly to ensure that the essential services and infrastructure projects under our purview meet the needs of our residents, both now and in the future, and will continue to deliver the commitments of the Council Plan, under the direction of Council's Community Vision 2040.

Whether we like it or not, there is no slowing the pace of change. Local government is a dynamic environment, affected by changes in government, policy and economic conditions, emerging local opportunities, and most importantly the needs and expectations of our communities.

In this Annual Report, you will find a comprehensive overview of our accomplishments, initiatives, and the progress made across various sectors as we continue to embrace our ever changing environment. From infrastructure improvements to environmental sustainability, community engagement to economic growth, major achievements to major changes, each chapter tells

a story of our collective efforts and the positive impact we have had on the lives of our residents.

Our Vision is a clear one, *Where people matter – Communities are connected, and the future is bright*, and a fantastic vision to work towards. I would like to express my heartfelt gratitude to the Councillors, Council staff, and all community members who have contributed their time, ideas, and passion to our shared vision. Your commitment to serving the needs of our community has been instrumental in driving our progress and fostering a sense of belonging.

Financial stewardship remains a key priority, and at the end of June 2023 Council's financial position continues to remain sound. Our dedication to sound financial management remains firm, and we will continue to work diligently to manage our resources to maximise their impact and deliver value for money to our rate payers. We will continue to invest in the well-being of our community, now and into the future.

A summary of our performance is outlined in the Financial Summary section contained within this report.

## Partnerships

As a member of G21, Central Highlands Councils Victoria, Rural Councils Victoria (RCV) and the Peri Urban Group of Rural Councils, forming partnerships is of utmost importance for Council. These collaborations enable Council to address regional challenges, share resources, and pool expertise, leading to more effective solutions for the Shire. By working together, we can leverage collective strength to advocate for common interests, tackle issues like infrastructure development, environmental conservation, and economic growth, ultimately enhancing the overall well-being of our communities.

Council is diversifying the ways we engage with valuable stakeholders to support what we do and what we deliver to our community. Working in collaboration with a number of agencies, government departments, other councils and the





community, Council has had a busy year, with many achievements outlined throughout this Report.

### **Maintaining a Balance**

An outgoing focus for Council will be balancing the delivery of the infrastructure expected by our community, with Council's commitment to keep rates as low as possible within the current economic climate. In framing our 2022/23 budget we recognised the importance of delivery services to our community, whilst remaining financially sustainable.

Council remains committed to providing the best possible outcomes for the community. With reductions in the level of funding and subsidies from other levels of government, Council's focus continues to be on the efficient delivery of services to our community. The way we provide services is continually being reviewed to ensure Council provides the best possible outcomes at the lowest cost for ratepayers.

Meeting the long-term infrastructure needs of our growing region while continuing to deliver essential, everyday services is often a delicate balance. To make the most of available funding, it is essential that Council pursues more efficient and economical ways of achieving the same or even better outcomes.

We also aim to take this approach with the road maintenance remaining a key priority for our rate payers. We have continued to increase our road rehabilitation funding through successful grant applications to both State and Federal Governments, resulting in more than double the road rehabilitation works targeted for the year. We are committed to restoring our road networks following the unprecedented flooding events in 2022, and this vital funding will go a long way in

supporting Council to deliver the much-needed upgrades and repairs across the Shire.

Council has welcomed the recent announcement of an additional \$769,282 in funding under Phase 4 of the Australian Government's Local Roads and Community Infrastructure Program. The latest allocation of funding adds to more than \$1.3 million that Council has already received under Phase 4 of the Local Roads and Community Infrastructure (LRCI) Program, bringing the total funding allocation under Phase 4 to over \$2.2 million.

The funding will be available from July 2023 and Council has identify local projects meeting the funding requirements and submit these to the Federal Government for approval. The additional \$250 million investment is available to Councils classified as rural, regional or outer-urban to spend on road projects.

We continue our strong advocacy work on priority issues for the Shire. This has included lobbying to State Government on behalf of local businesses, pushing for improved permitting processes to enable roadside upgrades, and working with all levels of government for funding of the roadways. With Golden Plains Shire being a hub for renewable energy projects, Council continues to advocate on issues surrounding the management of wind farms, particularly on ensuring benefits to local communities through local grants and employment and minimising the impacts of their operations on neighbouring residents.

Council has continued to have a strong focus on environment and sustainability, responding to ongoing recycling issues by moving towards a fourth kerbside bin in line with State Government regulations.

## CEO'S REPORT CONT.

### Continuity of Services

The 2022 storm season brought heavy rainfall and flash-flooding to many parts of our Shire. Council operations and disaster management crews worked around the clock to open and close roads in the height of storm events, issue alerts and community messaging.

Workloads for some Council teams go through the roof with natural disasters, firstly in the emergency phase and then through the recovery phase. While many people are understanding about their regular services being interrupted at times like these, they are often unaware of the toll disasters take on Council resources when they are deployed to addressing a non-budgeted and unplanned major event, such as the flood events of October and November 2022, wherein Council was assessing and managing over 900 customer requests and over 3000 defects on Council roads. Throughout this challenging year, Council has kept solidly delivering services to the community and completed big projects like Meredith Multi Play Space project.

Technology continues to play a key role in re-shaping the way we deliver our services – providing new opportunities and options that enable us to reduce our operating and business costs, while also enhancing our responsiveness and services. Whether it is a smart phone app that speeds up the handling of customer requests, new technologies that reduce our energy costs or forging better electronic links between work in the field and work in the office, it is all about providing better value for money for the community.

As we move forward into 2023, Council has approved tenders for various road improvement projects throughout the Shire, worth nearly \$4 million, along with maintenance contracts for

plumbing and general services. These exciting developments reflect Council's commitment to enhancing the road network and maintaining their buildings and facilities, promising an exciting year ahead for the Shire.

The success of Golden Plains Shire continues to be underpinned by the dedication and professionalism of our staff. Our workforce of 220+ staff have worked tirelessly to achieve our goals, and as CEO I am grateful for their unwavering efforts. Through strategic planning, effective governance, and community engagement, we have achieved significant milestones in enhancing the quality of life for our residents.

As we move forward, we remain committed to delivering excellence, innovation, and continuous improvement in all aspects of our operations. We are excited about the opportunities that lie ahead, the challenges we may face may as they continue to evolve, but with each new obstacle, we find opportunities for innovation and growth.

I would like to acknowledge and express my gratitude to Council, staff, and volunteers for their continuous support; together, we have built a brighter future for Golden Plains Shire. I eagerly anticipate the upcoming year with enthusiasm and commitment, as we strive to create a better future for our community by implementing the Council Plan 2021-2025 and advancing the Golden Plains Community Vision 2040.

### Eric Braslis

Chief Executive Officer

*"Golden Plains Shire Council has a reputation that opens doors, and as such, has a long standing history of sustained partnership with our community that is both enduring and highly valued."*

Eric Braslis, CEO Golden Plains Shire Council





## HIGHLIGHTS AND ACHIEVEMENTS

*Unveiling Dr Vera Scantlebury Brown OBE in Linton*





## I HIGHLIGHTS AND ACHIEVEMENTS

Throughout 2022/23 Council has embraced a year of noteworthy reflection, significant achievements, and remarkable highlights based on five Strategic Objectives consistent with Golden Plains Shire Council's Council Plan 2021-2025. Each Strategic Objective has a set of intentions that we want to achieve and outlines how we will deliver them, which guides our actions during the year.

Council's commitment to serving its community with dedication and excellence is evident throughout this report and highlighted in Our Performance section contained within this report.

### HIGHLIGHTS AND ACHIEVEMENTS INCLUDE THE FOLLOWING:

- Climate Emergency Plan adopted
- Council's 2023/24 Budget adopted
- Asset Plan 2022-2032 adopted
- Transport Connections Study adopted
- Reconciliation Action Plan adopted
- Economic Development, Tourism and Investment Attraction Strategy (EDTIA) adopted
- Equestrian Centre Masterplan adopted
- Domestic Wastewater Management Plan adopted
- Council continued with 2022/23 Councillor Engagement Program
- Council welcomed 49 new citizens in citizenship ceremonies from countries, including Ireland, Thailand, Brazil, Belgium, United Kingdom, USA, New Zealand, Russian Federation, Finland, Italy, Nepal, Malta, Zimbabwe, Finland, India, South Africa, Sri Lanka, Ecuador and Kuwait
- Golden Plains Transport Connections Study adopted
- Council continues to livestream Council meetings, to enable community participation and engagement
- Continued key advocacy work in relation to finding solutions and addressing affordable social housing in the Shire
- New Bus Shelter in Smythesdale opens
- Bannockburn Football & Netball Club Grandstand opens
- Council progresses the Rokewood Recreation Reserve Netball and Tennis Court Upgrade Project & Tracks and Trails Strategy
- Council secures \$82,000 Kindergarten Infrastructure and Services Plan Support Grant
- Council secures \$175,000 funding boost as part of Community Recovery Hubs Grants Program
- Council hosts Great Victorian Bike Ride
- Support for local business - Council's Business Networking Events continue
- Meredith Multi Play Space opens
- New Playground for Linton opens
- Solar compacting bins Installed at Turtle Bend Reserve and Bannockburn Heart
- Council elected new Mayor 2022-23
- Bannockburn Bowls upgrade opens
- Victoria Park goal netting upgrade
- Northern Business Network established for local businesses in the north of the Shire
- Completion of the Meredith-Shelford Road Widening Project
- Haddon Recreation Reserve Upgrade works completed
- Council facilitates community grants writing workshops
- Council hosts Battle of the Bands to showcase young talent
- Council endorses community projects to share in over \$2.1 million funding from the Australian Government's Local Roads and Community Infrastructure (LRCI) Program
- Funding Secured for Smart Shires Network
- Cultural Heritage talks with the community and Council staff were a popular feature of National Reconciliation Week 2023
- Council endorses Reconciliation Action Plan (RAP)
- Inverleigh Active Youth Space concept planning and community engagement completed
- Living Sculptures come to life in Linton





- Seniors Festival returns to the Shire
- Footpath Upgrades continue in Shire
- Youth Hub expanded to host more young people
- Electric Vehicle Charging Station operational in Meredith
- Golden Plains Shire Council joins new Visitor Experience Partnership
- Digital Hub free use extended to 31 December 2023
- Golden Plains Shire Council partners with Central Highlands to launch Water Fountain facility
- 3 Trails Project completed
- Bannockburn Industrial Estate drainage and retention basin opens
- Council continues Waste Campaign to improve recycling practices and reduce contamination
- Golden Plains Shire Civic Centre officially opens in Bannockburn
- Meredith-Shelford Road Widening Project Stages 4 and 5 on track
- Council launched programs to support Brain Health and Social Connection
- Council welcomes infusion of \$111,599 funding grant from the Victorian's Governments Living Libraries Infrastructure program to purchase and fit out a new mobile library van.
- Council received \$200,000 funding from the Victorian Government's Living Local Fund towards the Lethbridge Play Space Upgrade
- Recreation programming at Bannockburn Stadium saw 4,682 community members participate in a range of programs
- Council welcomes \$2.2 million in State funding – Victorian Government's Growing Suburbs Fund
- Council welcomes \$250,000 infusion of funds from the Victorian Government's 2022-23 Country Football and Netball Program to support upgrade of the oval at Don Wallace Recreation Reserve in Teesdale
- Council welcomes \$1.5 million in State funding for the development of new female-friendly changerooms at Don Wallace Recreation Reserve at Teesdale
- Stage 2 Bannockburn Skate Park Upgrade moves ahead
- Health Services return to Smythesdale
- Council adopts new flag policy and acknowledges IDAHOBIT 2023 with the inaugural raising of the Pride Flag
- Council receives funding through Victorian Government's Barwon Waterways of the West Grant Program to develop a Masterplan for the Moorabool River Reserve in Batesford
- Funding for Renewable Energy Upgrade
- Council welcomed over \$44,000 from the Victorian Government's New Energy Jobs Fund Round 6; creating emergency energy resilience in the Shire
- Council implements safer intersections for Berringa and Garibaldi
- Implementation of fee reduction on registration for owners of cats who have a suitable cat enclosure on their property
- Council hosts the Golden Plains Shire Council Community Awards event
- Inverleigh Tree Succession Plan gets underway
- Ross Creek Play and Active Recreation Upgrade Project opens
- Council celebrates Volunteers in Action - through travelling Photographic Exhibition
- Inaugural Careers Expo comes to Golden Plains

## I COMMUNITY ENGAGEMENT 2022/23

Community engagement is crucial for the success and development of any local government and Golden Plains Shire is no exception. It fosters transparency, social cohesion, collective knowledge, and improved service delivery, empowering residents and creating a vibrant community.

We recognise the importance of involving residents, businesses, and stakeholders in decision-making processes to foster ownership and belonging. This connection between Council and the community brings positive change and contributes to a resilient, inclusive, and thriving region. By continuing to prioritise community engagement, Council can look forward to a future characterised by sustainable growth, shared prosperity, and an engaged community.

In 2022/23 Council has been at the forefront of ongoing community conversations with residents and businesses on the decisions that affect their lives, and the community they live in.

### HIGHLIGHTS INCLUDE:

- Council Budget 2023/24
- Tracks and Trails Strategy
- Governance Rules
- Council Support and Expense Policy
- Tree Protection and Management Policy
- Reconciliation Action Plan (RAP)
- Growing Places Strategy
- Moorabool River Reserve Master Plan
- Lethbridge public facilities relocation
- Lethbridge Play Space Upgrade
- Battle of the Bands
- Ross Creek Recreation Reserve Masterplan update
- Smythesdale Sub-Regional Play Space project
- Inverleigh Tree Succession Plan
- Bannockburn Skate Bowl Concept Design
- Bannockburn Bike Park Design
- Business Sustainability Survey
- Youth Pathways and Training
- Teesdale Flood Study
- Active Ageing and Inclusion Advisory Group
- Vacant Council land in Batesford
- Sebastopol-Smythesdale Road Proposed Speed Change
- Community safety and Social Perceptions
- Community Leadership Program
- FReeZA Summer Sessions
- Youth Activation Committee (YAC)
- Shape the Lead
- Domestic Wastewater Management Plan
- Golden Plains Climate Emergency Plan 2022-2032
- Golden Plains Transport Connection Study
- Economic Development Tourism and Investment Attraction Strategy 2022-2032
- Woody Yaloak Equestrian Centre Masterplan
- Young Women's Leadership Program

Council's commendable efforts towards fostering inclusive and participatory decision-making processes involved organising various events, workshops, and public consultations.

The Woody Yaloak Equestrian Centre Masterplan exemplified the significance of community engagement, where Council actively involved residents through open forums, consultations, and workshops, allowing them to voice their ideas and concerns. This inclusive approach ensured that the Masterplan accurately reflected the community's needs and desires of the community, fostering a harmonious and inclusive development process and strengthening the bond between Council and community.

*"Thank you for the opportunity to attend a public meeting and to be able to make a submission to the Council on future growth in the Golden Plains Shire. It was engaging to be part of a forum hearing different points of view."*

**Beth Glover, Teesdale Resident Testimonial: Growing Place Strategy Community Consultation**



# I CHALLENGES AND FUTURE OUTLOOK

Golden Plains Shire Council acknowledges that several challenges lie on the horizon. As we strive to build a prosperous and sustainable future for our community, we recognise the need to address these challenges proactively and collaboratively.

## CHALLENGES:

### Population growth

One of the key challenges we face is managing the impacts of population growth and rural development. As our Shire continues to attract new residents and businesses, we must carefully plan and allocate resources to accommodate the increasing demands on infrastructure, housing, and essential services. Collective and coordinated strategic thinking, planning and management is critical if the Shire is to manage its own future, adjust to change and continue to prosper.

Balancing growth with the preservation of our unique character and natural environment is paramount, requiring thoughtful and strategic decision-making and that is why Council is currently preparing a plan to set the overall direction for how our Shire should grow up to 2050, called the Growing Places Strategy (GPS). We're getting on the front foot to carefully plan for increasing growth pressure. Council will continue to work with

the community to help inform the development of the GPS which will guide growth for the Shire now and into the future.

### Environmental sustainability

Sustainable development and environmental stewardship are also challenges we embrace. We understand the importance of preserving our natural assets, protecting biodiversity, and mitigating the effects of climate change. Through innovative initiatives and community engagement, we will strive to reduce our ecological footprint, promote renewable energy solutions, and adopt sustainable practices in all facets of our operations.

### Financial sustainability

Financial sustainability is a challenge that requires prudent planning and resource management. We understand the importance of responsible financial practices to ensure long-term stability and the ability to deliver essential services. We will continue to explore funding

opportunities, seek efficiencies, and make informed decisions to optimize the allocation of resources for the benefit of our community.

### Social sustainability

Council acknowledges the region faces the issue of an ageing population, with limited access to healthcare and support services particularly in disability and aged care. Efforts must be made to enhance healthcare infrastructure and promote age-friendly communities.

Additionally, socio-economic disparities persist, leading to unequal opportunities and limited social mobility. Initiatives focusing on skill development, affordable housing, and employment generation are crucial for fostering social inclusivity.

### Transportation

Transportation infrastructure is an ongoing challenge as we strive to improve connectivity within and beyond our Shire. Enhancing road networks, public transportation





systems, and active transport options will contribute to a more efficient and accessible region. We are committed to collaborating with relevant stakeholders and advocating for necessary upgrades and expansions to address these challenges.

### **Staying connected**

Connectivity and digital inclusion present another challenge for our Shire. As technology advances and the digital landscape evolves, we must ensure that all residents have equal access to digital resources and opportunities. Bridging the digital divide and promoting digital literacy will be essential to empower our community members, enhance education and employment prospects, and foster an inclusive society.

### **Talent attraction**

Attracting talent is crucial for Council to ensure a skilled and diverse workforce to address community needs effectively. By attracting talented individuals, Council can enhance service delivery, innovation, problem-solving capabilities and generational workforce development. This is vital for Council to deliver on its Vision and Values to the communities it serves.

### **Advocating – early years services**

Advocating for addressing demands for early years services delivered by Council, such as funded kindergarten and maternal child health programs, is of utmost importance. These

services provide critical support to families and promote optimal child development.

Addressing these challenges will require strong leadership, collaboration, and community engagement. We are committed to seeking input from residents, businesses, community organisations, and other stakeholders to shape our strategies and initiatives. By working together, we can navigate these challenges and seize the opportunities that lie ahead, ensuring a prosperous and vibrant future for the Golden Plains Shire.





## FUTURE OUTLOOK

Looking ahead, Council is fully dedicated to executing its Council Plan 2021-2025 under the guidance of its Community Vision 2040.

### THE FUTURE:

Council will partner with the community, government, and key stakeholders to actively strive towards a bright future by implementing various initiatives and policies to promote sustainable development and enhance the quality of life for its residents, including:

#### **Sustainable energy and climate action**

Council is committed to reducing greenhouse gas emissions and transitioning to renewable energy sources. Council has implemented renewable energy projects and encouraged energy efficiency measures in both residential and commercial sectors. By promoting sustainable practices, Council aims to create a cleaner and greener future.

#### **Council places a strong emphasis on community development**

We actively engage with residents, businesses, and community organisations to foster a sense of belonging. Additionally, we support local events, programs, and initiatives that promote cultural diversity, social inclusion, and recreational activities. This focus on community development helps create a vibrant and connected community.

#### **Meeting increasing access demand for early years services**

Council advocacy will continue towards investing in early years services delivered by Council. By empowering children and setting them on a path to lifelong success, Council not only fosters the well-being and growth of young children, but also positively impacts the community as a whole.

#### **Financial Plan & Revenue and Rating Plan**

Council is committed to the effective implementation and monitoring of its 10-year Financial Plan and Revenue and Rating Plan. By ensuring regular assessment, tracking financial performance, and reviewing revenue success, Council aims to maintain fiscal sustainability. Robust mechanisms are in place to ensure transparency and accountability throughout the process.

#### **Strategic partnerships**

Strategic partnerships play a vital role for Councils in establishing effective collaboration with all levels of government. These partnerships are crucial for achieving shared goals, addressing complex issues, and maximising resources, enabling access to funding opportunities. By aligning efforts and leveraging expertise, Council can enhance service

delivery, promote economic growth, and address community needs more efficiently.

Council will continue to partner with G21, Peri Urban group of Rural Councils, Rural Councils Victoria (RCV) and Central Highlands Councils Victoria. Such collaborations strengthen Councils' influence, increase their capacity to tackle challenges, and foster a holistic approach to community development, ultimately benefiting residents and promoting sustainable progress.

#### **Emergency Management Planning**

Emergency planning is of utmost importance to Council for ensuring the safety and well-being of the community during a crisis. By preparing for various emergencies like natural disasters, pandemics, or other unforeseen events, Council can minimise risks and effectively respond to emergencies. Council is committed to ensuring strategic and tactical systems are in place and has commenced an emergency management review. The assessment will explore Council's emergency management maturity, capability and capacity and the intersections between business continuity emergency management and crisis management.

*Golden Plains Shire Council's commitment to sustainable development, community engagement, and infrastructure improvement demonstrates Council's dedication to building a bright future. Through our efforts, we aim to create an environmentally conscious, inclusive, and thriving community that residents can enjoy for generations to come.*

## FUTURE OUTLOOK CONT.

### **Prioritising infrastructure development**

Council will prioritise infrastructure development to meet the needs of a growing population. Planning and investing in road upgrades and community facilities to ensure residents have access to essential services and amenities.

### **Strategic land use planning**

Strategic land use planning is vital for preserving the unique rural and township character of Golden Plains while accommodating future growth. By carefully considering zoning, development, and infrastructure, our community can sustain its cultural identity, natural resources, and quality of life.

### **Ensuring effective management of domestic wastewater**

As the population of Golden Plains Shire continues to grow, ensuring effective management of domestic wastewater becomes crucial for preserving the environment and safeguarding public health. The newly adopted Domestic Wastewater Management Plan

sets out a strategic framework that not only addresses current needs but also accounts for future challenges and developments.

### **Advocating for youth**

Supporting youth in the Shire is of paramount importance. By investing in the development and well-being of our young residents, we are nurturing the future leaders, innovators, and contributors to our community. Providing access to quality education, mentorship programs, recreational opportunities, and support services empowers our youth to reach their full potential. By prioritising youth, we are creating a strong foundation for a vibrant, inclusive and prosperous Shire.

### **Advocating for infrastructure**

Advocating for funding for infrastructure projects is of utmost importance to Council. It enables Council to address critical infrastructure needs, drive economic growth, supports the wellbeing and prosperity of its residents, and builds a sustainable and resilient community for generations to come.

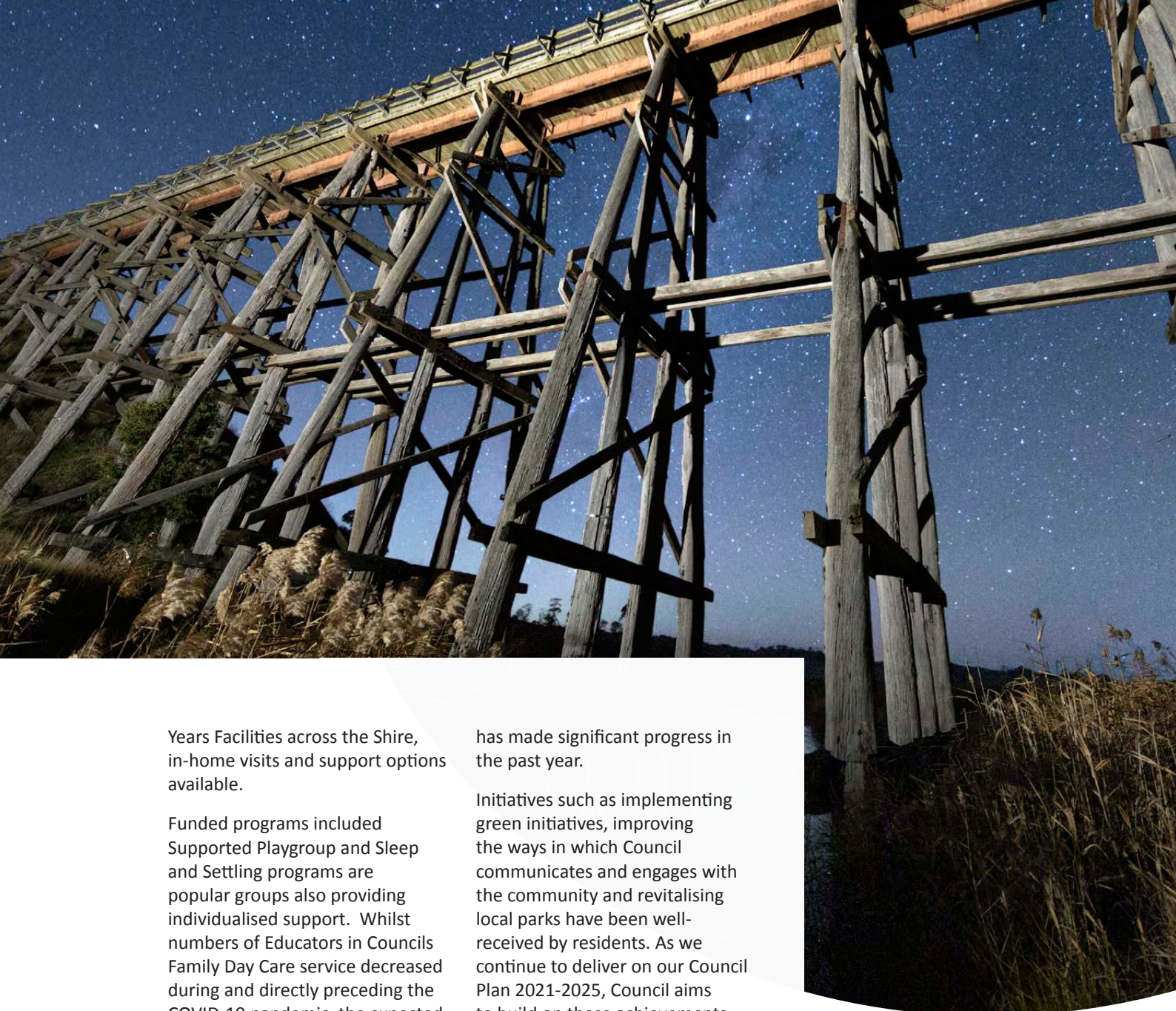
### **Economic development**

Economic development opportunities are of paramount importance to Council, as they serve as catalysts for growth, prosperity, and sustainability of the Shire. By actively pursuing and promoting economic development, we create a thriving business environment that benefits our community, by way of generating employment and enhancing job prospects for our residents, which also stimulate economic activity and social development. It also provides a platform for community engagement and support, as residents take pride in supporting local enterprises and fostering a strong local economy.

### **Maternal and Child Health**

Maternal and Child Health continues to support and advocate for our young children and their families, delivering Key age and Stage consultations, First-time Parents groups and enhanced consultations for those requiring additional support. Birth rate continues a steady increase annually and Council continues to offer consultations from Early





Years Facilities across the Shire, in-home visits and support options available.

Funded programs included Supported Playgroup and Sleep and Settling programs are popular groups also providing individualised support. Whilst numbers of Educators in Councils Family Day Care service decreased during and directly preceding the COVID-19 pandemic, the expected steady increase has not yet taken hold and demand for places across the Shire is high. Educators are all operating at capacity and Council officers are working with and supporting individuals expressing interest in working in this sector.

#### **Continue actioning deliverables in Council Plan 2021-2025**

Council has entered its second year of the Council Plan 2021-2025, marking an important milestone in its strategic vision for the Golden Plains Shire. With a commitment to strengthening community development, supporting liveability, promoting sustainability, fostering prosperity, and embracing leadership, Council

has made significant progress in the past year.

Initiatives such as implementing green initiatives, improving the ways in which Council communicates and engages with the community and revitalising local parks have been well-received by residents. As we continue to deliver on our Council Plan 2021-2025, Council aims to build on these achievements, engaging with the community and collaborating with stakeholders to ensure the successful implementation of their long-term objectives.

#### **Implement actions identified in Climate Emergency Plan 2022-2032**

Council will continue to implement initiatives identified in its Climate Emergency Plan 2022-2032 and committed to working with the community to implement these actions to mitigate, adapt and respond to climate change, as we all deal with the current and future impacts climate instability has on our Shire.





# FINANCIAL SUMMARY

**Council’s financial position continues to remain sound. A summary of our performance is outlined below. Detailed information relating to Council’s financial performance is included within the financial statements and performance statement sections of this report.**

## OPERATING POSITION

Council achieved a surplus of \$3.1 million in 2022-23, compared to the prior year surplus of \$6.0 million. As per the Comprehensive Income Statement in the Financial Report, this variance is mainly due to grants recognised at reporting date in accordance with applicable accounting standards and lower asset sales than expected resulting in a reduction in income. Also contributing to the variance are flood damage costs from the October and November 2022 floods resulting in higher expenses. The adjusted underlying result, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a deficit of \$5.3 million which compares unfavourably to the expected underlying surplus of \$0.1 million. The underlying result has been impacted by lower asset sales than expected. Unbudgeted flood damage costs also impacted the result with claims for reimbursement from the government disaster recovery funding continuing to be lodged. Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$581.6 million of community assets under council’s control.

## LIQUIDITY

Cash has decreased by \$1.7 million from the prior year to \$24.4 million mainly due to unexpected flood damage costs from the October and November 2022 floods and lower asset sales than anticipated in the 2022-23 year. High cash balances are held to fund capital expenditure with \$22.6 million anticipated in the 2023-24 year. The working capital ratio which assesses council’s ability to meet current commitments is calculated by measuring council’s current assets as a percentage of current liabilities. Council’s result of 153% is an indicator of satisfactory financial position and well above the target of > 125%.



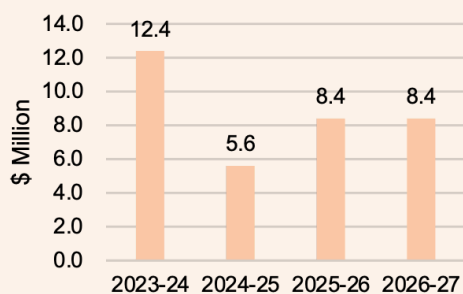
## OBLIGATIONS

Council aims to ensure that it is able to maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. To bridge the infrastructure gap, Council invested \$6.3 million in renewal works during the 2022-23 year. This was funded from operations. At the end of the 2022-23 year Council's debt ratio which is measured by comparing interest bearing loans and borrowings to rate revenue was 36.6% which was within the expected target band of > 60%. Council's asset renewal ratio which is measured by comparing asset renewal expenditure to depreciation was 66.3% which was slightly below the expected target band of 72.9%.

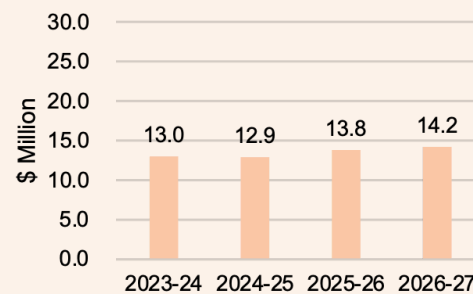
## STABILITY AND EFFICIENCY

Council raises a wide range of revenues including rates, user fees, fines, grants and contributions. Despite this, Council's rates concentration which compares rate revenue to adjusted underlying revenue was 57.6% for the 2022-23 year which is mid-range of the expected target band of 40%-80%. Council has focused on broadening its revenue base and for the 2022-23 year the rate increase was within the rate cap increase of 1.75%.

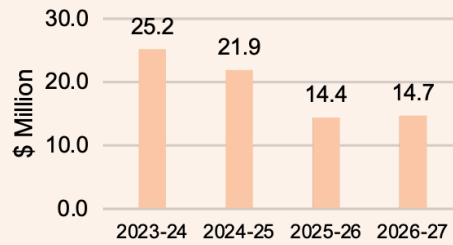
## OPERATING POSITION



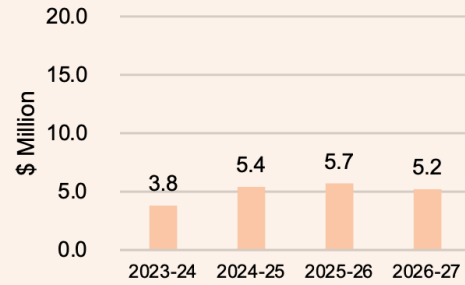
## CASH BALANCE



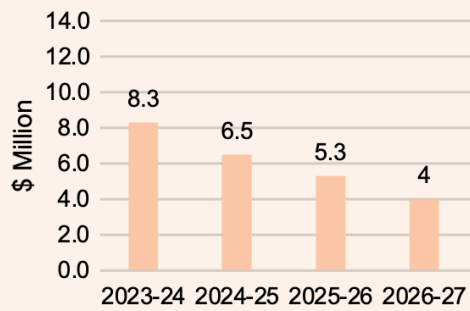
### CAPITAL EXPENDITURE



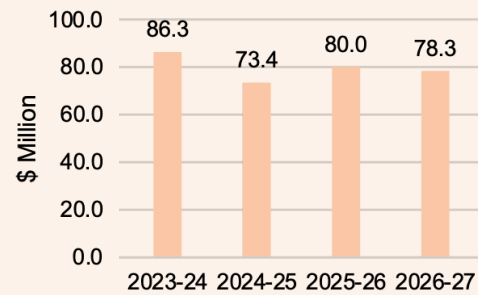
### WORKING CAPITAL



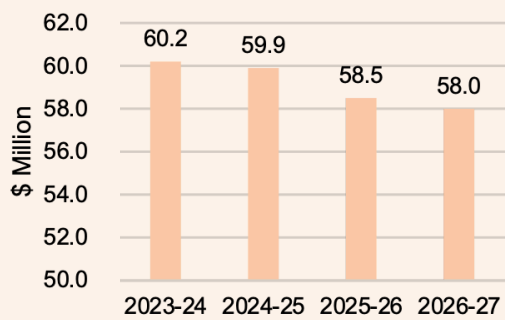
### BORROWINGS



### ASSET RENEWAL RATIO



### RATES CONCENTRATION RATIO







*"Just wanted to pass on a massive thank you. Your staff member who mowed the lawn and trimmed the overgrown shrubs at the bottom of Moreillon Blvd this morning was an absolute legend. He was kind, generous and thoughtful and went above and beyond to ensure our safety/ease of access while walking. I also very much appreciate the swift patch on the pothole out the front of our house this morning. Genuinely appreciate the hard work of the Council today."*

**... testimonial customer feedback report**



# DESCRIPTION OF OPERATIONS

## INTRODUCTION AND ECONOMIC FACTORS

Council is responsible for delivering a wide range of services, facilities and infrastructure, including family and children's services, youth programs, waste management, active ageing and inclusion services, support and infrastructure for community facilities and matters concerning business development, planning for appropriate development and ensuring accountability for Council's Budget.

This broad range of community services and infrastructure for residents supports the wellbeing and prosperity of our community. Council's vision, strategic objectives and strategies to further improve services and facilities are described in our Council Plan 2021-2025 and the associated Budget 2022/23 and reported upon in this document.

### ECONOMIC FACTORS

Council is tasked with providing a broad range of community services and infrastructure for residents, that supports the wellbeing and prosperity of the Golden Plains Shire community. These efforts are aimed at enhancing the wellbeing and prosperity of the residents.

Like municipalities across Australia during 2022/2023, Golden Plains Shire residents and business owners experienced the continuing emergence from one of the most challenging economic periods in our history, COVID-19 pandemic.

While many economies were substantially impacted by the extensive period of COVID-19, particularly in industry sectors such as tourism and hospitality, the Golden Plains economy was not adversely impacted to the same extent.

This is evidenced in the key reporting statistics of Gross Regional Product that saw a reported 10.7% in GDP, unemployment remaining relatively stable at 1.8% in 2023 compared to 1.9% in 2022 and inbound resident migration representing 60% of our population increase during the past 12 months.

- The Gross Regional Product of Golden Plains Shire was, reported as \$703,266 million for 2021 in the 2021/22 Annual Report however there was an adjustment by REMPLAN after the Annual Report revising this amount to \$789,020 million. In Release 2 for 2022 GRP was reported as \$873,426 million, an increase of 10.7% growth in GRP. The three highest industry sectors were Construction (20.7%), Agriculture (18.1%), and Rental, Hiring & Real Estate Services (12.9%).
- In the March 2023 quarter, the unemployment rate in Golden Plains Shire was 1.8%. This is marginally down from the 2021 average unemployment rate of 1.9%.
- The business community in Golden Plains Shire remained quite stable in 2022/23 with total of 1,824 registered businesses compared to 1,822 in 2021/22.
- The population of Golden Plains Shire in 2022 is 24,879, an increase of 587 people since 2021. At a rate of 2.4% in 2022, the growth rate is the same as the 2021 figure of 2.4%.
- Renewable energy in Golden Plains Shire continues to be prominent with the Mt Mercer Wind Farm fully operational, Berrybank 1 Wind Farm commissioned, Berrybank 2 under construction and the Golden Plains Wind Farm at Rokewood in the early stages of construction.

Source: REMPLAN

The Economic Development Unit commenced the implementation of the Golden Plains Economic Development, Tourism & Investment Attraction Strategy 2022 – 2032 providing a wide array of initiatives to support our business owners, community and community members to grow and prosper.

*"Economic growth and diversity in Golden Plains provides many future opportunities as we build strength and resilience into a business community, visitor economy and local community organisations."*

Peter Ridsdale, Coordinator Economic Development

The Economic Development unit continues to support the local business community through the coordination of the Bannockburn & District Chamber of Commerce and the Northern Business Network.

Existing and start-up enterprises are able to access free business mentoring services and a Business Concierge service to help them navigate the various departments of Council when seeking information or approvals.

## FUNDING GRANTS

Grants play a crucial role in Council's commitment to supporting and empowering our community. They promote innovation, enhance community well-being, and help realise the aspirations of our residents. Grants enable us to address specific needs, strengthen social fabric, and cultivate a vibrant and inclusive Golden Plains Shire for all.

In 2022/23 Council secured a noteworthy collection of grants as detailed below:

**The following funding commitments were confirmed from the Australian Government:**

Program Name	Grant Award
Be Connected Network - Get On-Line Week	\$1,000

**The following funding commitments were confirmed from the Victorian Government:**

Program Name	Grant Award
Building Blocks Improvement – Kindergarten ICT Equipment	\$5,994
Living Libraries Infrastructure Program 2022 - Replacement Mobile Library Vehicle	\$111,559
Onsite Domestic Wastewater Management - Domestic Wastewater Management Plan	\$20,000

Roadside Weeds and Pests Program 2022-2023	\$51,745
2022 Local Sports Infrastructure Fund - Woody Yaloak Equestrian Centre Design Project	\$30,000
Growing Suburbs Fund - Bannockburn Skate Park Upgrade	\$ 805,000
Growing Suburbs Fund - Inverleigh Active Youth Space	\$1,487,587
Living Local - Regional Grants - Lethbridge Play Space Upgrade	\$200,000
Living Local Regional Grants Program - Smythesdale Medical Clinic Fit Out	\$50,000
2022-23 Local Community Sport and Recreation Projects - Bannockburn Victoria Park Female Friendly Changeroom Upgrade	\$1,100,000
2022-23 Council Flood Support Fund	\$500,000
Building Block Improvement - Paint exterior of Council Owned Early Years Facility	\$25,254
Council Rapid Antigen Test Program	\$90,000
New Energy Jobs Fund Round Six - Creating Emergency Energy Resilience in Golden Plains Shire	\$44,155
Kindergarten Infrastructure and Services Plan Support Grant	\$82,000
EYM Workforce Planning Grant	\$74,375
Module Implementation Funding - Building Better Food Systems	\$30,000
Community Driven Implementation Action Funding - Garden Society	\$25,000
Victorian Youth Fest 2023 - Meredith Multi Playspace Activation	\$2,000
2022-23 Country Football and Netball Program - Don Wallace Reserve Teesdale Oval Upgrade	\$250,000
Community Recovery Hubs Grants Program - Community Recovery Hub - Golden Plains Shire Council	\$175,000

# MAJOR CAPITAL WORKS



## ROSS CREEK PLAY AND ACTIVE RECREATION UPGRADE

**The Ross Creek Play and Active Rec Upgrade was completed in December 2022 at the Ross Creek Recreation Reserve.**

The project included the delivery of an upgraded play space with all-inclusive elements, fitness equipment, new barbecue, picnic facilities and expanded walking trails through native bush land at the Ross Creek Recreation Reserve.

Additional path works, landscaping, a drainage upgrade and improvements to the vehicle access, car parking and rotunda were undertaken to provide a destination recreation site for residents in the Shire's north including students at the neighbouring Woody Yaloak Primary School.

The upgrade also includes the installation of perimeter oval drainage, improvements to the vehicle access track within the precinct and beautification of the existing car park and areas encompassing the rotunda.

The Ross Creek Play and Active Space project was funded through a \$450,000 contribution from the Victorian Government's Growing Suburbs Fund and \$100,000 from Council.

An official opening event for the Ross Creek Play and Active Rec Upgrade was conducted on Friday 5 May with Member for Ripon, Martha Haylett MP and Golden Plains Shire Mayor Cr Brett Cunningham joined by local school children, staff, and representatives from the Committee of Management.



## MEREDITH MULTI PLAY SPACE (SKATE/BMX/PLAYGROUND)

**The Meredith Multi Playspace was completed in June 2023.**

The project, located at the Meredith Recreation Reserve features an upgraded skate park, new BMX track, new play space, basketball tower and installation of pathways, seating, a drinking fountain, shelter and landscaping.

The idea for the project was created when Meredith resident Harley Murfitt and his friend Max Love, wanted to see improvements at their local skate park for the benefit of local families and children.

The Meredith Multi Playspace is a partnership project, funded by \$420,000 from the Victorian Government and \$480,000 from Golden Plains Shire Council.

Member for Eureka, Michaela Settle MP and Golden Plains Shire Mayor Cr Brett Cunningham were joined by Harley Murfitt, Meredith Recreation Reserve Committee of Management representatives, and local children, at the official opening of the Multi Playspace.





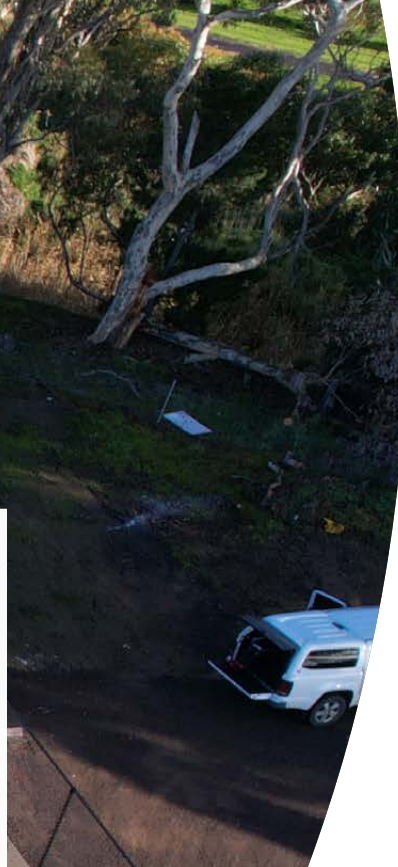
### ROKEWOOD NETBALL/ TENNIS COURT UPGRADE

The upgraded netball and tennis courts at the Rokewood Recreation Reserve were officially opened to the community on Saturday 20 May 2023.

The project included the construction of two new courts in a modified location (from the previous courts) with line markings for both netball and tennis and competition standard sports lighting for both training and games. The upgrade also saw the installation of new fencing, undercover benches for players, coaches, timekeepers, and spectators and an additional storage space for user groups.

The \$751,000 project was delivered through a \$433,666 contribution from the Victorian Government's Local Sports Infrastructure Fund Female Friendly Facilities category. Council contributed \$317,334 in funding with significant project delivery support also provided by the user groups and the Committee of Management at the Rokewood Recreation Reserve.

The courts were opened by Michaela Settle MP, Member for Eureka and Golden Plains Shire Mayor, Cr Brett Cunningham with members of the Committee of Management and Rokewood Football Netball Club in attendance.



### BANNOCKBURN BOWLS CLUB SEWER CONNECTION

In February 2023, construction of the private sewage pump and connection to the mains sewer was completed at the Bannockburn Bowls Club.

This project was triggered by the need for Council to subdivide the land in the precinct (which includes the Bowls Club, Bannockburn Victoria Park Ovals and the Council Offices) to meet Powercor requirements for upgrading the power to provide sports lights.

This mains connection works required new pump installation (with audible and visual alarm), construction of approximately 180m of reticulated sewer inclusive of 3 manholes, decommissioning the previous septic tank servicing the Bowls Club and ground re-instatement works. Delivery was fully funded through a \$170,000 allocation from the Federal Government's Local Roads and Community Infrastructure Program.

This project will assist servicing the popular and growing Bannockburn Bowls Club and complements the \$760,000 worth of developments undertaken at the site in 2021/22 - which included a second bowling green, overhead lighting, seating, shelters, and pathways. Further scheduled improvements at Bannockburn Bowls Club include the purchase and installation a modular disabled toilet facility which is programmed for 2023/24.





## MAJOR CAPITOL WORKS CONT.

### LETHBRIDGE LAKE BOARDWALK

**Extensive works to install a new boardwalk at the Lethbridge Lake were undertaken from February to April 2023.**

The project involved reducing the water levels of the lake to enable demolition and removal of the previous, ageing wooden structure at the northern end of Lethbridge Lake. A new reinforced polymer decking boardwalk was installed including concrete footings and approaches on the embankments.

The new boardwalk is 57m in length with a centrally located (3 metre x 2 metre) viewing platform and connects to pathways and other open space infrastructure at the northern end of the picturesque Lethbridge Lake.

The \$275,000 upgrade was jointly funded by a \$180,000 from contribution from the Federal Government's Local Roads and Community Infrastructure Program with Council, providing \$95,000 to the project.

The further addition of handrails is scheduled to occur in August 2023 prior to the boardwalk being re-opened for community use. A new public toilet and septic system to replace the previous toilet at Lethbridge Lake is also planned for installation in late 2023/24.

### RECREATION RESERVE UPGRADE WORKS

**Installation of a new irrigation system and replacement of the hard wicket cricket pitch was undertaken at Haddon Recreation Reserve between April and June 2023.**

Golden Plains Shire Council fully funded the delivery of over \$150,000 in works at Haddon Recreation Reserve highlighted by the delivery of a new automated irrigation system which will greatly enhance the oval's playing surface and durability for year-round use.

The new water-efficient irrigation system replaces the previous outdated existing watering infrastructure at the Reserve. In addition to the works on the oval footprint, supporting infrastructure for the irrigation system was delivered included installation and connection of a new feeder tank and electric water pumps.

To minimise disruption to user groups, works were completed over the Easter holiday period following the cricket and athletics seasons with the oval re-opened in time for winter use, including Auskick and Haddon Primary School activities.

The final stage of upgrades at Haddon Recreation Reserve involved the removal and replacement of the concrete hard wicket and laying of the new synthetic cricket pitch which will greatly benefit the Haddon Cricket Club for many years to come.



# MAJOR ROAD PROJECTS

## TANNERY ROAD, FLOODWAY, SMYTHESDALE

Tannery Road Floodway upgrade over the Woody Yaloak River reopened in March 2023. Work included removal of the existing floodway pavement and walkway, installation of additional culverts and construction of new road pavement raising the floodway level to improve flood resistance. The road pavement was also upgraded on the approaches to the floodway.

The new Tannery Road Floodway was funded from Council Local Roads Improvement Program. The project was built by Begbies Contracting following a competitive tender process.

## ARTHURS LANE BRIDGE, GRENVILLE

The new two-lane reinforced concrete bridge crossing Yarrowee River on Arthurs Lane in Grenville was reopened for traffic in April 2023. The old one lane bridge was in poor condition, necessitating the upgrade which will now allow light and heavy vehicles full access to the crossing. New pavement construction occurred 20m either side of the bridge approaches.

The new Arthurs Lane Bridge was funded from Council Bridge Renewal Program. The project was built by Ontrack Civil Earthworks following a competitive tender process.

## FRENCHMANS ROAD BRIDGES, CORINDHAP

Two new two-lane reinforced concrete bridge crossings over Corindhap Creek on Frenchmans Road in Corindhap were reopened for traffic in April 2023. The ageing single lane bridges were limited to 10 tonnes and were in poor condition, necessitating the upgrade which will now allow light and heavy vehicles full access to the crossings.

The new Frenchmans Road Bridges were funded from Council Bridge Renewal Program. The project was built by Road & Bridge following a competitive tender process.

## MEREDITH-SHELFORD ROAD, MEREDITH

The Meredith-Shelford Road Widening Project commenced in 2020, with funding from the Australian Government's Roads to Recovery Program. Since 2020, five stages of works have been undertaken to widen and resurface approximately six kilometres of Meredith-Shelford Road, with Stage 3 of the project completed in January 2022 and Stage 4 completed in April 2023 and Stage 5 due for completion in October 2023.

The widening of Meredith-Shelford Road supports a safer and more efficient transportation network for Golden Plains Shire and establish better access

the nearby Golden Plains Food Production Precinct. At a total of \$4.38 million, the road widening project has been supported by the Australian Government, with \$1.95 million from the Roads to Recovery program and \$1.65 million in LRCI phase 3 funding, alongside \$783,333 from the Victorian Government's AgriLinks Upgrade Program.

Stage 4 and 5 will include the widening of approximately 4.65 kilometres of Meredith-Shelford Road south of Meredith, alongside major culvert upgrade works and the installation of guard fencing, completing the staged 10.5-kilometre upgrade of the road. The final two stages of the project are funded by phase three of the Australian Government's Local Roads and Community Infrastructure (LRCI) Program.

## GUARDRAILS ACROSS GOLDEN PLAINS

Throughout 2022 and 2023, new guardrails were installed across the Shire to help keep drivers safe on Golden Plains roads.

New guardrails were installed on Linton-Piggoreet Road, Linton; Demotts Road, Steiglitz; Blackall Road, Batesford; Perdrisat Road, Maude; Meredith-Mt Mercer Road, Bamganie; Ross-Creek Haddon Road, Ross Creek.



# MAJOR CHANGES

## COUNCIL PLAN 2021-2025

Council is entering its second year of the Council Plan 2021-2025, marking an important milestone in its strategic vision for the region. With a commitment to strengthening community development, supporting liveability, promoting sustainability, fostering prosperity, and embracing leadership, Council has made significant progress in the past year.



## ORGANISATIONAL AND OPERATIONAL CHANGES

### ***Infrastructure & Environment' and 'Community, Planning and Growth***

In September 2022, organisational changes were made which resulted in realigned 'Infrastructure & Environment' and 'Community, Planning and Growth' directorates. The key changes were the co-location of the recreation planning and community projects capital delivery functions in one department to ensure community project planning and delivery are more efficiently and effectively managed, and the co-location of team with common objectives around planning and responding to the pressures, challenges, needs and opportunities of fast-growing communities.

In March 2023, organisational changes were made which resulted in the creation of the 'Planning' and 'Regulatory

Services' departments, replacing the former 'Development & Regulatory Services' department. This change has resulted in enhanced management oversight of the growing Statutory Planning and Strategic Planning functions, and enhanced management oversight of the increasing complex Community Safety, Emergency Management, Environmental Health and Building Control functions.

### ***Early Years Development***

The 2022/23 financial year has seen review and consolidation across the Children's Services team. The appointment of a new Pedagogical Leader to the Early Years Managed Kindergarten team has provided much needed support to service staff with programming and contemporary practise. Council operated Kindergarten services implemented 15 hours of Funded 3-year-old funded Kindergarten across all programs at the commencement of 2023 and

the implementation of Free Kindergarten across the State provided relief and support for families struggling to commit to kindergarten fees through the previous funding model. School Readiness programs funded by State government have provided much needed additional professional development and allied health support directly into our services at community level with great outcomes reported across all programs.

## COUNCIL TRANSITIONS OUT OF AGED AND DISABILITY SERVICES

Council introduced positive ageing and support for people with disability in the Shire following the transition out of the delivery of aged and disability care with the services to move to a dedicated sector provider from 1 July 2023.

Council is now focused on establishing new ways to ensure older adults and people with a disability in the Shire have access to a new range of supportive and



inclusive programs and services. The new areas of focus for Active Ageing & Inclusion in Golden Plains include positive ageing; social connections; access and inclusion; and assessment and service navigation.

### ASSET PLAN 2022-2032

*(year one of the plan)*

Council has embarked on an exciting journey as it commences the year of the Asset Plan 2022-2032. With a forward-thinking vision, Council aims to strategically manage and enhance its infrastructure over the next decade. The Asset Plan encompasses a comprehensive roadmap for the development, maintenance, and renewal of essential assets like sealed and gravel roads and carparks, bridges, and major drainage structure, buildings, kerb and channel, footpaths and trails, stormwater draining and open spaces within the Shire. This initiative demonstrates the council's

commitment to ensuring the long-term sustainability and prosperity of the region. Through careful planning, resource allocation, and community engagement, Council is poised to create a vibrant and resilient environment for its residents and visitors alike.

### ENTERPRISE BARGAINING AGREEMENT

This year saw the successful finalisation and implementation of the Golden Plains Shire Enterprise Agreement No.9 2022. This agreement focuses on supporting excellent outcomes for the employees of Golden Plains Shire, whilst ensuring that Council is able to achieve its vision and objectives. The agreement received approval from the Fair Work Commission on 7 November 2022, with an effective date of 14 November 2022. This agreement is in place up to and including 30 June 2025.

### CORE SYSTEMS TRANSFORMATION PROJECT

Council has continued its commitment to the Leadership pillar of the Council Plan 2021-2025 through the establishment of the Core Systems Transformation Project (CSTP). This is a significant investment by Council and will transform the way Council works. The CSTP will introduce substantial strategic and operational changes across the entire business. Through the introduction of new Core Business Technology Solutions including Property and Rates System; Financial Management System; Customer Relationship Management System; Electronic Document and Records Management System; and Regulatory Management and Local Laws Management System. This project also supports and is alignment with the Customer Experience Strategy 2022-2026 and the Digital Transformation Strategy.



*"Quite impressed by the size, scale, ambition & inclusions for the space. If this all gets delivered, I think it will be one of, if not THE BEST playground within the Ballarat region. If my kids were still young, I'd be making the drive out to Smythesdale to use this playground - and our local kids of Smythesdale will be lucky to have this community space where they live."*

*Smythesdale Sub-Regional Play Space Concept Design,  
Have Your Say community consultation  
- Survey respondent*



## CLIMATE EMERGENCY PLAN

In October 2022 Council adopted the Climate Emergency Plan 2022-2032 following extensive engagement with the community, the Wadawurrung Traditional Owner Aboriginal Corporation, neighbouring Councils, relevant stakeholders, Council staff and Councillors. The Plan provides context to the current and future impacts of climate change on Golden Plains Shire and will guide the work of Council to mitigate, adapt and respond to climate change in the Shire over the next 10 years.

Aligning to the relevant strategic objectives of the Council Plan 2021-2025, Golden Plains Community Vision 2040, and Council's Environment Strategy 2019-2027, the Plan highlights the strong imperative for Council to reduce greenhouse gas emissions and prepare for the impacts of climate change.

The Climate Emergency Plan sets out 48 key actions for Council to progress over the next 10 years

across five themes: embedding climate action in Council; resilient and adaptive communities; caring for the land; climate adaptive development; and sustainable transport and travel.

By prioritising these actions, Council is taking proactive steps towards reducing greenhouse gas emissions, building resilience, and fostering a sustainable future for the Shire.

## COUNCIL CONNECTIONS

### ***Smythesdale Medical Clinic***

Thanks to the State Government and BerryBank's infusion of funding, the opening of Smythesdale Medical Clinic has proven to be of paramount importance. With its opening, the community now enjoys enhanced healthcare accessibility and quality services. The clinic's presence has significantly reduced travel distances for residents, ensuring prompt medical attention in emergencies. Moreover, its well-equipped facilities and competent medical staff have elevated the standard of care, leading to

improved health outcomes for patients. The clinic's proactive approach to preventive care and community health programs has also contributed to a healthier population. The Smythesdale Medical Clinic stands as a vital pillar of the Shire, upholding the well-being and prosperity of its residents.

## CHANGES TO SERVICE DELIVERY MODEL - NEW AGED AND DISABILITY PROVIDERS

From 1 July 2022, Council welcomed Silverchain as the new Commonwealth Home Support Programme (CHSP) service provider for Golden Plains Shire.

Council also welcome Mecwacare as the new Home and Community Care Program for Younger People (HACCPYP) service provider for Golden Plains Shire.

The Australian Government has sole policy and funding responsibility for the delivery of aged services and has announced a new national system for the sector that will be implemented from 1 July 2023.

# MAJOR ACHIEVEMENTS

Over the past year, Council has been dedicated to fostering progress and enhancing the quality of life for residents within the region. Through a proactive approach and collaborate efforts, significant milestones have been reached, contributing to the growth and development of the Shire. Let's explore some of the key accomplishments that have shaped the community in this exciting period.

## ADVOCATING FOR GOLDEN PLAINS SHIRE

Advocating for the people and communities of Golden Plains has been a top priority for the Council in 2022/23. Through active engagement with stakeholders and the community, Council has tirelessly voiced the regional's interest and concerns at various levels. This commitment to advocacy has led to increased visibility, support and resources for the Shire's ongoing development and prosperity.

During this exciting period, Council secured funding for a diverse collection of projects including, \$3.5 million for Rokewood Community Hub and Pavilion Upgrade, \$700,000 from the Australian Government for the Inverleigh Action Youth Space, and Bannockburn Skate Park Upgrade \$805,000 via the Growing

Suburbs Fund (GSF). GSF support investment in local infrastructure in diverse and fast-growing interface and per-urban councils, which Golden Plains Shire Council is a participating member.

In addition, Council secured \$433,666 from the Victorian Government's 2022 Local Sports Infrastructure fund for the Rokewood Recreation Reserve Netball and Tennis court Upgrade with Council contributing \$216,334 to complete the funding for this partnership. Additionally, Council received \$30,000 from the Local Sports Infrastructure Fund's planning category matched by \$30,000 from Council which will see the development of a Golden Plains Shire Tracks and Trails Strategy. The strategy will aim to identify current and future track and trail opportunities and requirements across Golden Plains Shire.

## FEDERAL FUNDING COMMITMENTS

The Australian Government's LRCI program supports local Councils to deliver priority local road and community infrastructure projects across Australia, supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic.

Council was pleased to ensure a number of valuable road and infrastructure projects under Phase 4 of the Australian Government's Local Roads and Community Infrastructure Program.

In May 2023, the Australian Government announced Council would receive an additional \$769,282 on top of the \$1.3 million already allocated to Golden Plains Shire council under Phase 4 of the LRCI Program, bringing the





Lethbridge Play Space opens

## MAJOR ACHIEVEMENTS CONT.

total funding allocation to nearly \$2.2 million. The funding will be available from July 2023.

Council recently endorsed the allocation of the initial \$1.3 million for valuable road and community infrastructure projects:

- Drainage improvements across the Shire; \$808,665
- Sebastopol Smythesdale Road Safety Improvements; \$310,000
- Inverleigh Golf Club Septic System; \$150,000
- Ross Creek Public Toilet and Septic Upgrade; \$45,000
- Safety Fencing at Linton Recreation Reserve; \$45,000

A number of Federal Election commitments have been applied for to be disbursed, including:

- Linton Recreation Reserve; \$750,000 (Funding towards resurfacing)
- Woody Yaloak Recreation Reserve; \$550,000 (Lighting Upgrade)
- Maude Pavilion; \$350,000 (Upgrade of Tennis pavilion)
- Slate Quarry Road Widening; \$780,000
- Bannockburn Female Friendly Changerooms; \$690,000 (new netball pavilion refurbishment)
- Inverleigh Active Youth Space; \$700,000
- Bannockburn Family Service Centre \$450,000

## Peri Urban Group of Rural Councils (PUCV)

is an alliance of six councils with fast-growing populations that are located bordering major cities. PUCV is committed to advocating at the local, state and national level for the economic and social investment that support the growth of our communities. Golden Plains Shire Council's Mayor, Cr Brett Cunningham and CEO, Eric Braslis are serving members.

Following the release of the 2023/24 Budget, PUCV welcomes the announcement of funding to benefit the peri-urban region which will help ease the urban sprawl and maintain the lifestyle and character of the region's growing communities. Key initiatives include placemaking infrastructure, like new sporting facilities, community spaces and roads for our communities.

**Geelong Regional Alliance (G21)** is the formal alliance of government, business and community organisations working together to improve the lives of people within the Geelong regional across five municipalities. Golden Plains Shire Council is a member of Alliance and in March this year, Mayor Cr Brett Cunningham and CEO, Eric Braslis, joined G21 member in Canberra to meet with federal government ministers and shadow ministers to highlight major pressures on our regional, stemming from extraordinary population growth.





# OUR ORGANISATION

## OUR COUNCILLORS

### Mayor, Cr Brett Cunningham

A resident of Bannockburn and formerly Teesdale, Cr Brett Cunningham has professional experience in marketing, corporate services and stakeholder relations roles. He is the chairperson of Bannockburn & District Grants Inc. and the Bannockburn and Surrounds Neighbourhood Watch.

Cr Cunningham is dedicated to strengthening confidence in Council and building community support through transparency and engagement. He is focused on developing youth and mental health services, greater road funding and improved facility maintenance.

Cr Cunningham is a Corporate Service's Portfolio Councillor, Community Planning and Growth Portfolio Councillor, Infrastructure and Environment Portfolio Councillor, and a member of Council's Audit Committee and CEO Review Committee.

He is Council's representative on the Central Highlands Councils Victoria, Peri Urban Group of Councils, Tourism Greater Geelong and Bellarine Board, G21 Board of Directors, and the G21 Transport and Planning Pillar.

### Deputy Mayor, Gavin Gamble

As a Teesdale local of 18 years, Cr Gavin Gamble has a long history of active community involvement in the Shire, including as a Community Coordinator, Cub Scout leader, on Friends groups and the Turtle Bend Committee of Management, and with sporting clubs. He has professional experience as a school teacher, brewer and now operates his own gardening business across Golden Plains Shire.

Cr Gamble is a member of the Australian Greens and is passionate about pursuing action to address climate change, protecting the Shire's unique biodiversity, responsible development and township enhancements, provision of greater transport and recreational options, and support for cultural and wellbeing initiatives.

Cr Gamble was elected Mayor for 2021/22. He is a Community, Planning and Growth Portfolio Councillor, Council's representative on the Berrybank Wind Farm Community Engagement Committee, the G21 Sustainability Pillar and the G21 Arts, Culture and Heritage Advisory Panel.

### Cr Ian Getsom

Cr Ian Getsom is a long-term Piggoreet resident, living on a rural property farmed by his sons. He has volunteered for almost 40 years with the CFA and is the President of the Happy Valley community hall.

With a career in transport, Cr Getsom worked as a train controller during his 15 years on Victorian railways and now drives charter bus runs in the north of the Shire.

Cr Getsom prides himself on being an approachable Councillor and building strong working relationships with Council staff. He is passionate about boosting services across the many townships of the Shire and improving the vitality of its villages.

Cr Getsom is an Infrastructure and Environment Portfolio Councillor and was Deputy Mayor in 2020/21. He is also Council's representative on Timber Towns, and the Ballarat Regional Landfill Monitoring Committee.





*Super Vegie winners*

### **Cr Helena Kirby**

Cr Helena Kirby has lived in Rokewood for 30 years and with her family, she owns and operates the Rokewood Take Away store.

Serving her fourth consecutive term as a Councillor, Cr Kirby has previously elected Mayor for 2020/21, a role she previously held in 2017/18.

Cr Kirby is passionate about ensuring equity of services in the Shire's small towns, community consultation and engagement, and community planning.

During the Council term, she is focused on economic development, activating community spaces including local halls and playgrounds, and protecting the rural lifestyle of Golden Plains Shire.

Cr Kirby is a Community Planning and Growth Portfolio Councillor and is a member of Golden Plains Shire Council's Active Ageing and Inclusion Advisory Committee and the G21 Arts, Culture and Heritage Advisory Panel.

Cr Kirby is also Council's representative on the Rural Financial Counselling Service – Regional Advisory Group.

### **Cr Les Rowe**

Cr Les Rowe is a life-long resident of Sutherlands Creek, where he and his family farm properties in the Moorabool Valley, near the land his ancestors settled more than 160 years ago.

Cr Rowe is a strong advocate for the local agricultural industry and rural communities. Serving his second term as a Councillor, he is dedicated to improving the local road and bridge network, community consultation, supporting local businesses and job creation, and Council delivering on the Community Vision 2040.

Cr Rowe is a member of Council's Audit Committee and is a Corporate Services Portfolio Councillor. He is also Council's representative on the Geelong Heritage Centre Collection Advisory Committee.

### **Cr Owen Sharkey**

Cr Owen Sharkey is a resident of Batesford who brings career experience from the construction and housing industry to his role in Council. Elected to serve his second term as a Councillor, Cr Sharkey was Mayor of Golden Plains Shire in 2018/19 and 2019/20.

Cr Sharkey is dedicated to supporting local youth, cultural diversity and business development, with a focus on recovery from the COVID-19

pandemic. His priorities for Council include maintaining strong regional partnerships, highlighting the challenges for peri urban municipalities and advocating for an improved rating structure.

Cr Sharkey is a Corporate Services Portfolio Councillor and Council's representative on the Municipal Association of Victoria, the G21 Cultural and Economic Development Pillar, as well as the Geelong Regional Library Corporation Board.

### **Cr Clayton Whitfield**

Cr Clayton Whitfield has lived in Inverleigh for the past 14 years and brings managerial skills and statutory knowledge from his experience in the domestic building sector, as a Trade Section Commander in the Army, a vocational educator at The Gordon, and a building consultant.

Cr Whitfield is passionate about improving Council's asset maintenance and budget efficiency, supporting youth in rural areas and community consultation. He sees balancing the Shire's population growth while maintaining rural appeal as an important challenge for Council.

Cr Whitfield is an Infrastructure and Development Portfolio Councillor and a member of Council's Emergency Management Committee, and Golden Plains Municipal Fire Management Planning Committee.

# OUR PEOPLE

*Our people are the heartbeat of our organisation, embodying dedication, passion and diversity. Their relentless drive and collaborative spirit have fuelled our success throughout this year*

## SENIOR MANAGEMENT TEAM

Three Directors together with the CEO form the Senior Management Team (SMT) and lead the organisation.

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan.

The areas of responsibility held by members of SMT are listed under the CEO and the Directors.



**ERIC BRASLIS**

**Chief Executive Officer**

- Communications & Engagement
- Economic Development



**STEVEN SAGONA**

**Director - Community, Planning & Growth**

- Community Wellbeing
- Children's Services
- Planning
- Regulatory Services



**LYNNERE GRAY**

**Director - Corporate Services**

- Finance
- ICT & Digital Transformation
- Performance, People & Governance
- Customer Experience



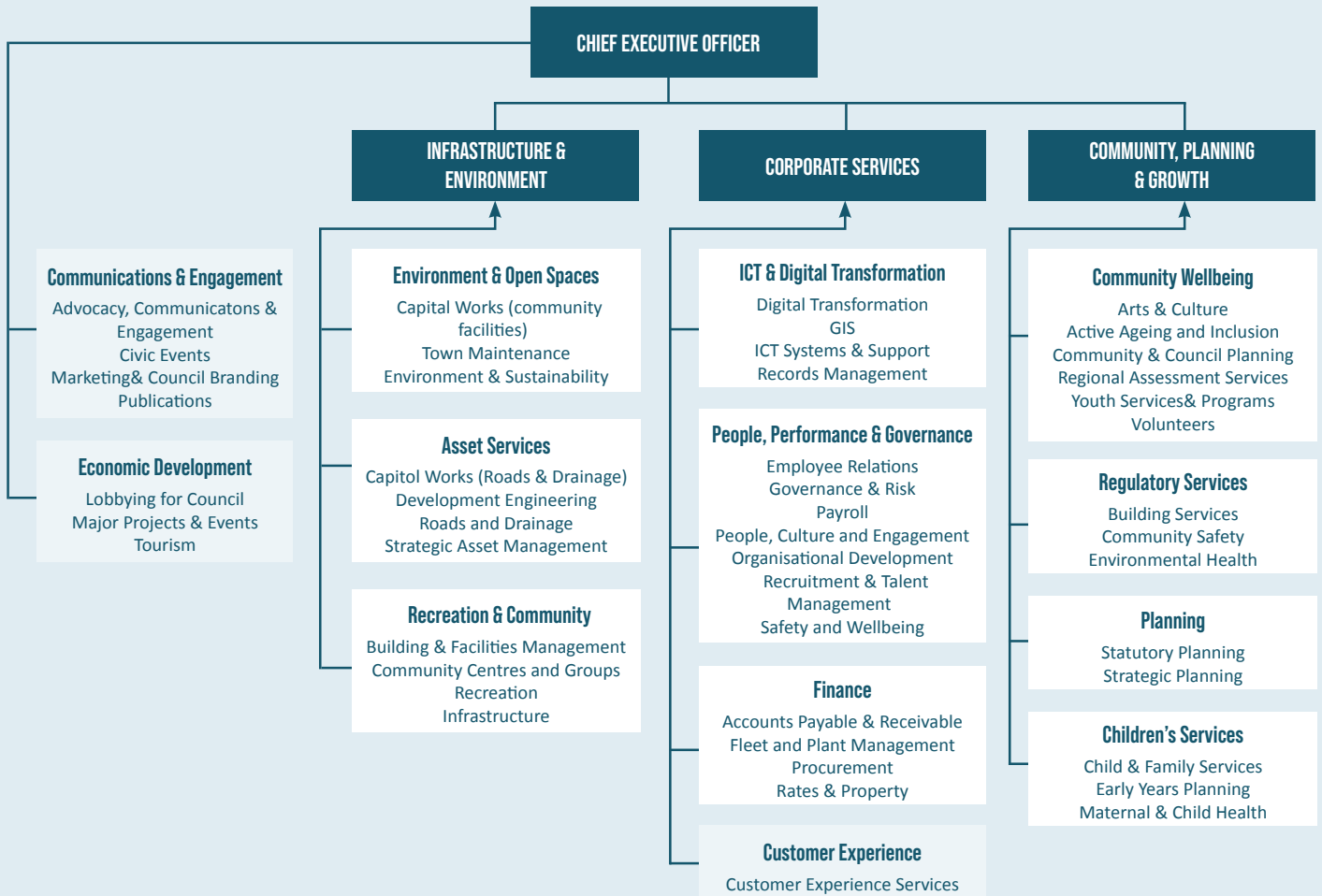
**PHIL JOSIPOVIC**

**Director - Infrastructure and Environment**

- Asset Services
- Recreation & Community Infrastructure
- Environment & Open Spaces



# ORGANISATION STRUCTURE



## WORKFORCE

On 30 June 2023, Golden Plains Shire Council employed 244 people (in full-time, part-time and casual employment) in a diverse range of positions, including Engineering, ICT, Customer Experience, Maternal & Child Health, Finance, Youth Development, Recreation & Community Facilities, Community Development, Roads and Drainage, Town Maintenance, Planning, Communications and Engagement and Management.

Our workforce has remained consistent with 142 full-time (135 permanent and 7 temporary), 80 part-time (75 permanent and 6 temporary) and 22 casual employees, which equates to 189.8 FTE.

The FTE budgeted for 2022/2023 was 188.02 FTE. The actual FTE at 30 June is slightly higher than the budgeted amount due to handover of departing employees to new incumbents in this period. The budgeted FTE for 2023/2024 is 198.78. *See tables on the following pages for a detailed breakdown of employees by division and banding classification.*

The average age of our workforce is 45.59 years. Over half our workforce is between the ages of 35 – 54 with 27.5% of our staff are aged 45 - 54 years, and 27% aged 35 -44 years, however this has decreased from previous years with a growth in the number of staff aged 25 – 34 with 18.4% of the workforce aged in this bracket. There are also 18.4% aged 55 – 64 years, with only 1.6% of our workforce aged 20 – 24 years.

The generational profile of Council's workforce continues to remain relatively consistent over the past few years with relatively small changes to the age demographic of the workforce and is in line with nation-wide trends. Council's Workforce Plan includes measures to address Council's generational profile.

Employment type by gender is represented as female and male, with no staff identifying as non-binary. In all employment types, we have observed an improved balance of gender representation compared to previous years. The permanent full-time workforce has evened out with 49.5% identifying as female and 50.5% as male (female representation growing from 41% in 2021/2022). Council's part-time workforce, though still predominantly female at 91%, has

seen an increase in male representation growing from 6% in 2021/2022 to 9%. 77.6% of women employed part-time by Council are engaged in the Community Planning and Growth directorate. The representation of males in the casual workforce has grown from 15.4% in 2021/2022 to 18.9% with 81.1% identifying as female.

Voluntary permanent staff turnover was 17.2%, including one retirement.

## RECRUITMENT

Council advertised 73 roles in 2022/2023 attracting a total of 1,276 applications. This is a significant decrease in recruitment activity from previous years with 137 positions advertised in 2021/2022.

Vacancies across the Directorates are detailed below and included 2 Director, 4 Manager, and 5 Coordinator positions:

- Community, Planning & Growth – 30
- Corporate Services – 14
- Infrastructure & Environment – 23
- Office of Chief Executive Officer – 6

Council received an average of 17 applications per vacancy (an increase of 112.5% from the previous year). A significant number of applications were received for a Graduate Engineer position with 185 applications received with 70 applications received for the Manager Community Wellbeing role.

There has been a significant increase in the number of applicants for many positions, however we continue to be challenged to fill roles in Statutory Planning, Asset Management, Environmental Sustainability, Early Childhood and Financial Management.

Council's Workforce Plan includes initiatives aimed to address Council's talent attraction and was implemented in 2022/2023.

Thirty-two positions were filled by internal applicants who applied for career advancement or to gain additional opportunities, reflecting Council's ongoing initiatives to support internal development and career pathways.

As of the 30 June 2023, Council had 4 active vacancies in various stages of the recruitment process.



**Table 1 - Number of Golden Plains Shire Council Employees by Division (as of 30 June 2023)**

Division	Full-time female FTE	Full-time male FTE	Part-time female FTE	Part-time male FTE	Casual female FTE	Casual male FTE	Total
Community, Planning & Growth	28	9	32.64	1.87	2.36	0.45	74.32
Infrastructure & Environment	15.83	50	1.49	1.48	0	0	68.8
Corporate Services	22.84	9	6.34	0.8	0	0	38.98
CEO & Executive	3	3	1.6	0	0	0.1	7.7
<b>Total</b>	<b>69.67</b>	<b>71</b>	<b>42.07</b>	<b>4.15</b>	<b>2.36</b>	<b>0.55</b>	<b>189.8</b>

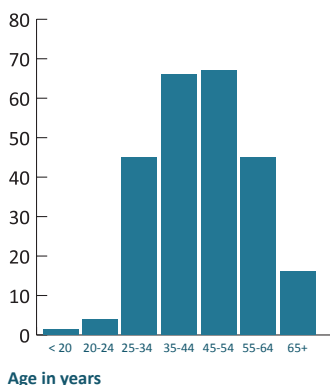
Employment type by gender is represented as female and male, with no staff identifying as non- binary.

**Table 2 - Number of Golden Plains Shire Council Employees by Band (as of 30 June 2023)**

Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	1.6	0.61	2.21
Band 2	0	0	0
Band 3	3.5	22.62	26.12
Band 4	17.34	7.07	24.41
Band 5	26.28	9.1	35.38
Band 6	24.59	16.3	40.89
Band 7	14.93	14	28.93
Kindergarten Assistant	7.36	0	7.36
Kindergarten Teacher	6.96	0	6.96
Maternal and Child Health Nurse	3.54	0	3.54
Band not applicable	8	6	14
<b>Total</b>	<b>114.1</b>	<b>75.7</b>	<b>189.8</b>

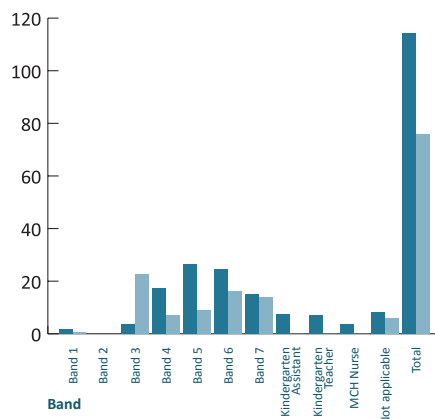
### AGE OF WORKFORCE

Number of employees



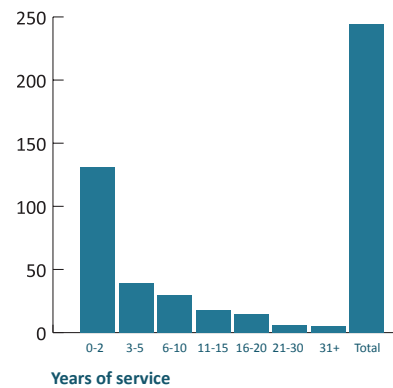
### CLASSIFICATION BY GENDER

Number of employees by FTE



### TENURE OF WORKFORCE

Number of employee



# OTHER STAFF MATTERS

## EMPLOYEE ENGAGEMENT

In December 2022, 77% of staff completed an Employee Engagement Survey which enabled them to provide feedback on their experiences of the culture, behaviours and performance at Golden Plains Shire Council.

Overall engagement of our staff has increased by 14% since 2021. It was evident from the results that our staff feel their work is important and they take pride in all that they do. It was also consistently felt by respondents that teams are committed to delivering a valued customer experience.

Based on the results, an action plan has been developed with key areas focus on engagement, action, leadership and engagement.

## EMPLOYEE VALUE PROPOSITION

An Employee Value Proposition (EVP) defines who we are, what we have to offer and our commitments and aspirations as an employer. It answers the question “Why do I want to work at GPSC?”

In 2022/23, we surveyed our current staff and used their feedback, along with input from our Vision and Values Champions and Council leadership to define our EVP.

Our people described our culture as one in which we care about our community and our people, where flexibility and support is provided to help them thrive and diverse opportunities are available to grow their skills – *We care. We thrive. We grow.*

Council’s EVP will be formally launched in the second quarter of 2023/2024 and will inform our attraction and retention strategy.

## EMPLOYMENT OPPORTUNITIES & PATHWAYS

Council is committed to providing a range of employment opportunities and pathways both for community members and our workforce.

In 2022/2023 this saw the pilot of a traineeship program in partnership with LGPro through their Local Pathways Program.

The Local Pathways Program aims to support vulnerable cohorts of job seekers through supported pathways to employment, while facilitating a strong awareness of employment rights to a culturally safe and inclusive workplace.

In 2022 we engaged three trainees through this program who have had opportunity to undertake three placements over a 12-month period across a broad range of Council departments and services. All trainees have thrived, and their unique lived experiences and contributions have been highly valued by their teams.

A comprehensive evaluation will be undertaken at the conclusion of these placements on the effectiveness of the program.

In June 2023, we hosted a Careers at Golden Plains Shire Council stall at our Career Expo where we had opportunity to connect with schools and young residents to promote the diversity of Council activities and career options.

Council has continued to offer student placements in our Children’s Services and Engineering teams along with work experience placements for local students.

## ENTERPRISE BARGAINING AGREEMENT

Negotiations of the Golden Plains Shire Council Enterprise Agreement ended in the first quarter with Unions, staff representatives and Council management presenting a proposed Agreement to staff in September 2022.

Following a vote in favour of the proposed Agreement, it was lodged to the Fair Work Commission in October with signatures from all 3 participating Unions. The Agreement was approved in early November 2022.



## OTHER STAFF MATTERS CONT.

It was an excellent outcome for the employees of Golden Plains Shire, with improvements and addition of a range of entitlements that support gender equality and carer responsibilities, flexibility, wellness, professional development and career pathways.

A Staff Consultative Committee has been formed to support the implementation of the Agreement and provide input on a range of initiatives, policy and procedure which relate to the employment of our people.

The new Agreement aims to provide attractive benefits to attract and retain quality staff whilst ensuring the Council is committed and able to achieve its vision and objectives.

### HEALTH & WELLBEING

Council's Municipal Public Health and Wellbeing Plan details our commitment to creating supportive, inclusive and empowering environments that enable us to achieve optimal health and wellbeing outcomes for both our community and our staff.

In 2022-23, we implemented a range of initiatives to improve mental wellbeing, active living, inclusion, the resilience and wellbeing of our people including:

- Appointment and training of internal Mental Health First Aid Officers.
- Promotion of a range of wellbeing services, information, training and support from our Employee Assistance Program provider, Converge International.
- Delivery of health and skin checks.
- Increased opportunities for social connection and participation with regular social club activities and collaborative games and puzzles provided in communal spaces.
- Increased participation in staff walking groups.

### SAFE AND WELL EVERY DAY

Council maintains a strong commitment to ensuring our staff return home safe and well every day.

Over the last 12 months, Council has continued to improve and promote our safety management system so that staff can report incidents, near misses or risks they identify in the workplace.

Safety & Wellbeing for leaders training has been delivered to our people leaders along with staff responsible for events and programs delivered in the community.

Our Health and Safety Representatives undertook training to upskill their knowledge and our Safety & Wellbeing Committee continue to meet regularly to drive a proactive safety culture.

Safety & Wellbeing training is embedded in our onboarding training modules.

### LEARNING, EDUCATION & TRAINING

Council is dedicated to ensuring our workforce is capable and competent to achieve the objectives of the Council Plan 2021-2025 and the organisational objectives.

In 2022-23, we procured new learning and performance systems to support career pathways, build capability and accountability of our workforce. These systems have been designed in line with our capability framework, values and Council Plan to provide clarity of roles, measure performance and encourage regular feedback and development opportunities.

In 2022-23, formal learning delivery included the launch of a Practical Leadership Coaching Program, Workplace Behaviour and Respectful Relationships in the Workplace workshops, Leader as Coach Program, Introduction to Local Government workshops, Safety & Wellbeing for Leaders training, manual handling, first aid, and emergency management.

A range of training was also delivered online including fraud and corruption awareness, occupational health and safety, Victorian Charter of Human Rights, Officer Ergonomics, EEO, privacy, records management and bullying and harassment.

Capability in focus communications, resources and training were delivered to embed our capability framework and grow understanding and skills.

The development of a training/skill matrix is well under way which will inform the learning program for staff in 2023-24.

### DIVERSITY, EQUITY & INCLUSION

We believe there is value in an inclusive workforce that represents the diversity of our communities. The unique lived experiences, knowledge and abilities of a diverse workforce drive innovation and creativity and enable decisions and ideas derived from a workforce which accurately represents our community.

# GOLDEN PLAINS SHIRE



We are committed to increasing the inclusion, equity and diversity of our workforce and providing a culture where our people and community feel valued, supported and empowered to bring their whole selves to all that they do.

Across the year, staff have supported and celebrated several significant days that recognise the importance of diversity and inclusion including 16 days of Activism, International Women's Day, Harmony Week, IDAHOBIT, National Reconciliation week, and NAIDOC. A diversity and inclusion online training package was also promoted to all staff.

## INCLUSIVE EMPLOYMENT & JOB SUMMIT

In February 2023, Council hosted an Inclusive Employment and Job Summit facilitated by LGPro. The event included a cultural inclusion and safety workshop attended by representatives from six

Local Councils along with representatives from Jobs Victoria.

This workshop builds skills and practices to increase cultural inclusion and reduce racism. It looks at what local governments and their employees can do across three spheres of influence: service delivery, Council spaces and places and Councils as employers of choice.

The workshop has a strong lived experience and component, both from the facilitators who shared their own stories and in the presentation of interviews and attendance of people from diverse backgrounds.

The event was attended by job seekers and community members, employment service providers and local job advocates. This was followed by a collaborative Roundtable discussion with Council and Jobs Victoria staff.

Roundtable discussions at the summit created opportunities for staff to identify actions and opportunities, share what some of their frustrations were, as well as their aspirations for pathways to inclusive employment.

## GENDER EQUALITY

Council is committed to building gender equity in the workplace and community and continues to deliver programs in line with our Gender Equality Plan. This has included:

- Endorsement and implementation of GPSC's Gender Equality Plan 2021 – 2025 and gender completed in 2022.
- People Matters gender equality survey conducted in mid 2023.
- Enterprise Agreement and internal procedures updated to capture our commitment to gender equality, apply gender neutral terms and promote flexible work arrangements and parental/carers entitlements to all persons regardless of gender. Entitlements to family violence leave and support increased.
- Communication to all staff on International Women's Day including resources and information about gender equality.





- Increased female representation in outdoor workforce from 1 to 4 in a period of 6 months.
- Supported participation of two of our women leaders in an emerging leadership program.
- Increased education and awareness of gender equity with the delivery of Gender Equality in the Workplace training and resources promoted on International Women's Day and during 16 Days of Activism.
- Improved access to services and information to support staff experiencing family violence. Including a family violence guide for leaders and staff, appointment of internal Family Violence Contacts and promotion of resources, training and external services during 16 Days of Activism Against Gender-based Violence.

## RECONCILIATION ACTION PLAN

Our Reflect Reconciliation Action Plan (RAP) was adopted in July 2022 following extensive consultation with Wadawurrung and Eastern Maar Traditional Owners.

At the heart of this plan is a mutual commitment to building more meaningful relationships and stronger connections between Council and all members of the Golden Plains community.

Our RAP encourages reflection on our past, on who we are, who we want to be and our important role in Australia's reconciliation journey.

In 2022/23, Council has delivered several actions to progress reconciliation including NAIDOC Week and Reconciliation Week activities, establishing strong relationships with Traditional Owner groups and working on projects in partnership with Aboriginal and Torres Strait Islander contractors and artists.

We have also introduced a Walk in Country activity hosted by a Wadawurrung Traditional Owner as part of our onboarding program for new employees.

## LGBTIQA+ INCLUSION

LGBTIQA+ inclusion is about building a safe and productive environment for all individuals regardless of their sexuality, gender identity or bodily diversity. Inclusion is not just for employees, but extends to the communities, customers and clients they serve.

In 2022, Council adopted its new Flag Policy to guide the management of flags on Council owned land and at Official Civic Occasions, in accordance with the Australian National Flag protocols. An additional flag pole was installed at Council's Customer Hubs in Bannockburn and Smythesdale to allow for the flying of Community Flags to complement the Australian National Flag, the Aboriginal Flag and the Torres Strait Islander Flag. Community flags flown align with Council's values, promoting respect for all; raise awareness; symbolise identity, pride and belonging or be a part of a locally based or nationally recognised event or commemorative day or week.

Golden Plains Shire Council, along with all 79 local councils across the state, flew the rainbow progress flag to mark IDAHOBIT on May 17 this year. Commissioner for LGBTIQA+ Communities, Dr Todd Fernando attended our Civic Centre to mark the momentous occasion. Flying the rainbow flag was a really simple action but sent a strong message to the LGBTIQA+ community members that they are welcome, included and supported.

In 2022/23, Council hosted an internal event to acknowledge IDAHOBIT facilitated by Dr Bree Gorman. The event provided space for staff to explore practical tips for creating inclusion in the workplace and community while discussing how to be an effective ally.

Our gender affirmation guide and leave entitlements were also launched and staff have been offered rainbow lanyards and pronoun pins to demonstrate their own allyship.

# OUR PERFORMANCE

## PLANNING AND ACCOUNTABILITY FRAMEWORK

**Part 4 of the *Local Government Act 2020*, councils are required to prepare the following planning and reporting documents:**

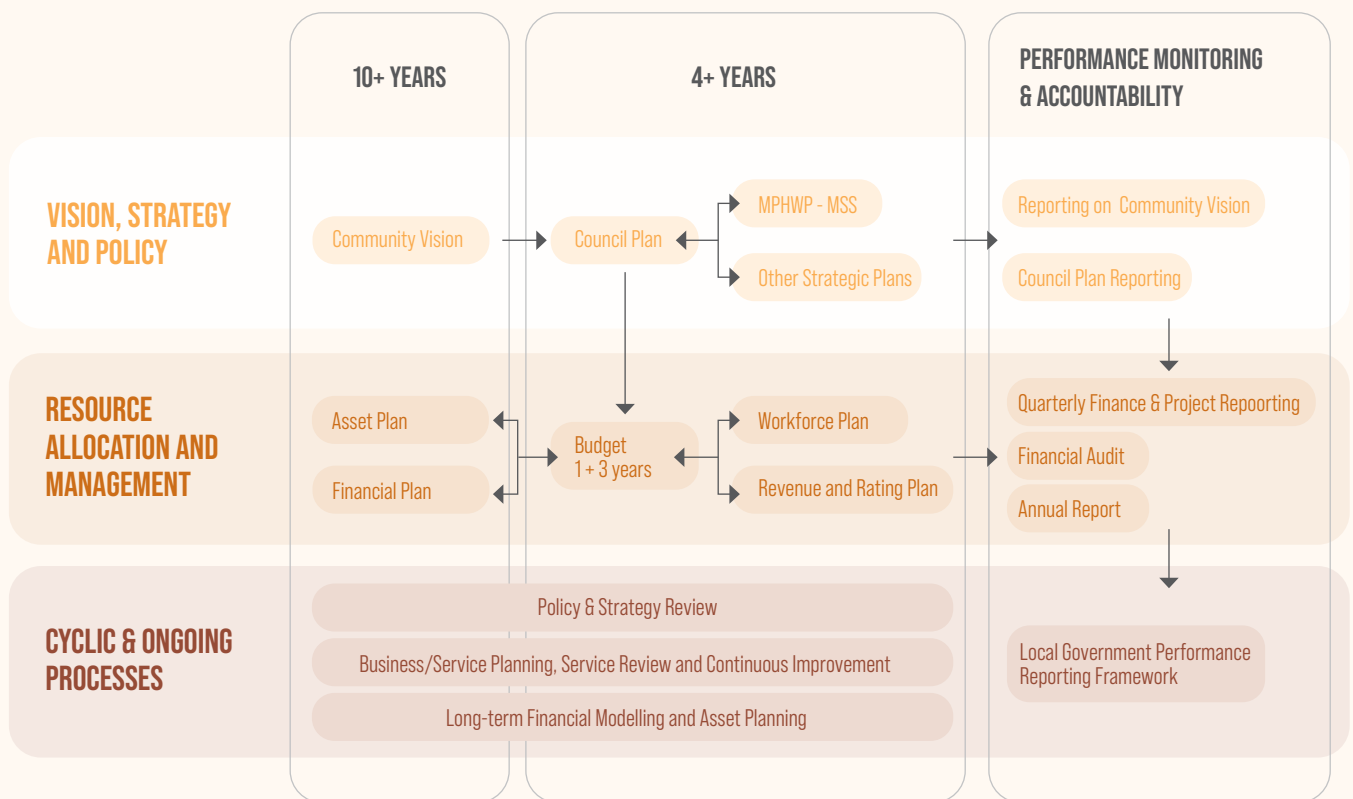
- A Community Vision for at least the next 10 financial years
- A Council Plan for a period of at least the next four financial years after a general election in accordance with its deliberative engagement practices. This document must include:
  - The strategic direction of the Council;
  - Strategic objectives for achieving the strategic direction;
  - Strategies for achieving the objectives for a period of at least the next four financial years;
  - Strategic indicators for monitoring the achievement of the objectives;
  - A description of the Council's initiatives and priorities for services, infrastructure and amenity and;
  - Any other matters prescribed by the regulations.
- A Financial Plan for the next 10 financial years
- An Asset Plan for at least the next 10 financial years
- A Revenue and Rating Plan for at least the next four financial years
- A Budget for each financial year and subsequent three financial years
- A Quarterly Budget Report
- An Annual Report in respect of each financial year
- Financial Policies

The Act also requires Councils to prepare a Workforce Plan, which includes projected staffing requirements for at least the next four years.



## OUR PERFORMANCE CONT.

The following diagram shows the relationships between the key planning and reporting documents that make up the integrated strategic planning and reporting framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback:



*Celebrating our School Crossing staff*

# COUNCIL PLAN 2021-2025

*The Council Plan 2021-2025 is Council's commitment to delivering on the dreams and aspirations outlined in the Golden Plains Shire Community Vision 2040.*



The Council Plan 2021-2025 details the priority initiatives and actions for Council services, infrastructure and advocacy to be provided to the Golden Plains Shire community over a four-year period.

The Plan directly addresses and aligns with the Themes of the Golden Plains Community Vision 2040: Community, Liveability, Sustainability and Prosperity; with the additional theme of Leadership added to represent the Council-specific regulatory, governance, leadership and advocacy activities required to achieve outcomes for the community.

The Plan has been developed in accordance with the Strategic Planning Principles of the Local Government Act 2020, and details 21 Strategic Objectives, with 83 key actions for delivery during the Council term.

Golden Plains Shire Council Plan 2021-2025 is available from our website [GPSCouncilPlan21-25.pdf](https://www.goldenplains.vic.gov.au/GPSCouncilPlan21-25.pdf) ([goldenplains.vic.gov.au](https://www.goldenplains.vic.gov.au))

## Assessing our performance

Council's performance for the 2022/23 year has been reported against each strategic objective to demonstrate how Council is performing in achieving the Council Plan 2021-2025.

Performance has been measured as follows:

- Results achieved in relation to the Strategic Indicators in the Council Plan
- Progress in relation to the Major Initiatives identified in Council's 2022/23 Budget
- Services funded in the Budget and performances or sections of the community who are provided those services
- The results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework



## 1. COMMUNITY



## 2. LIVABILITY



## 3. SUSTAINABILITY



## 4. PROSPERITY



## 5. LEADERSHIP





## STRATEGIC DIRECTION 1: COMMUNITY

### STRATEGIC OBJECTIVES:

- 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*

*Celebrating volunteers in Golden Plains*

## HIGHLIGHTS OF 2022/23

The following statement reviews the performance of Council against the strategic objectives included in the Council Plan 2021 – 2025.

### Strategic Objective: 1.1 Safe, resilient and proud communities

- Several key initiatives were delivered in alignment with the Municipal Health and Wellbeing Action Plan 2021-2025 including: The Community Leadership Program and Unpacking the Man Box workshop series. Both programs focused on building skills, confidence and capacity while supporting wellbeing and promoting respect and equality.
- Council continues to chair the Municipal Emergency Management Planning Committee, which brings all Emergency Service agencies in the Shire together.
- Council have facilitated several projects to increase community resilience and help communities prepare for, respond to and recovery from an emergency. This included a series of Get Techy, Get Ready interactive workshops, in collaboration with the CFA and Safer Together.
- Council have been successful in securing \$44,155 from the Victorian Government's New Energy Jobs Fund to fund the installation of solar and battery power at two emergency relief and recovery centres in Haddon and Smythesdale. In addition to the grant funding, Council will contribute \$44,155 to fully fund and deliver the project.

### Strategic Objective: 1.2 Celebrating and connecting communities

- Council's Reflect RAP was accredited by Reconciliation Australia and adopted by Council in July 2022. Council continues to drive the delivery of actions and provide governance structure to the RAP Working Group.
- National Reconciliation Week (NRW) activities were held in May 2023 at Council's early years' facilities and in partnership with Geelong Regional Library Corporation.
- Council continues to increase the capacity of arts, culture and heritage throughout the municipality through the development of an Arts, Culture and Heritage Advisory Committee, delivery of creative workshops facilitated by local artists and the successful activation of new exhibition spaces.
- Council continues to support groups in the planning and delivery of art initiatives, including the Golden Plains Arts Trail, Dr Vera Scantlebury OBE Sculpture and Art on the Farm Program.





### Strategic Objective: 1.3 Community participation, engagement and ownership

Council Successfully delivered two community strengthening rounds with a total of \$145,249 awarded to 34 Community projects and events.

- Council successfully awarded the first round of Berrybank Wind Farm Community Grants in November 2022 to four community groups that will share a combined \$51,513.
- The identification of capacity building needs of volunteers, training, and identification of volunteer roles across Council functions is a core Council focus.
- Council continues to implement annual building and open space maintenance works to improve access and utilisation of community and recreation facilities, including the Meredith Ceiling, Flooring and Painting, Woody Yaloak Equestrian Public Toilet Improvements and both the Leighdale and Woody Yaloak Equestrian Centres Perimeter Fencing Replacement.
- Aligned to Council's facility planning processes, community volunteers supported by Council Officers completed several facility audits and site assessments to develop a prioritised list of recommendations for future improvement works. The following committees participated in projects:
  - Bannockburn Football Netball Club (Female Friendly Changeroom Upgrade)
  - Leighdale Equestrian Centre Committee of Management (Committee transition, annual planning and Leighdale Undercover Arena project)
  - Ross Creek Recreation Reserve Committee of Management (Ross Creek Recreation Reserve Masterplan)
  - Smythesdale Progress Association (Smythesdale Public Gardens and Brewery Dam Masterplan)
  - Woody Yaloak Equestrian Centre Committee of Management (Woody Yaloak Equestrian Centre Design Project and Woody Yaloak Equestrian Centre Masterplan)

### Strategic Objective: 1.4 Valuing community diversity and inclusion

Several key initiatives were delivered in alignment with the Active Ageing and Inclusion Plan 2020-2024. Projects included the launch of an Accessibility Map on Councils website, the Bins4blokes campaign, Wiser Driver and Seniors Festival in October 2022.

- The inaugural Golden Plains Career Expo was hosted in June and showcased a range of education, training and career opportunities, with 30 exhibitors and over 400 people from across the municipality in attendance.
- Council has developed and delivered several programs to promote respectful relationships and facilitate leadership on gender equity. This has been enabled through strong partnerships with Women's Health Grampians to assist with implementation of the *Gender Equality Act 2020*.
- To support inclusion for gender diverse and LGBTIQ+ communities, Council has worked to deliver programs and partnerships including the upskilling of staff to facilitate greater awareness and understanding of LGBTIQ+ issues. Across 2022/23 14 gender impact assessments have been conducted by Council.



## STRATEGIC INDICATORS

The following statement reviews the performance of Council, detailing results achieved in relation to the strategic indicators in the Council Plan 2021-2025.

Strategic Indicator	Current Value and year	Previous Result and year	Similar Council or Victorian Average
<b>Family Violence Incidents reported per 100,000 population</b>	701.3 (2022)	681.5 (2022)	1,356.8 (2022) Victoria
<b>Criminal Incidents per 100,000 population</b>	1,964.4 (2023)	1,664.1 (2022)	5,344.6 (2023) Victoria
<b>Volunteer rates in Golden Plains Shire</b>	3,168 persons representing 16.3% of the population (2021)	16.3% (2021)	17.3% (Regional Victoria)
<b>Number of community planning projects delivered</b>	The Golden Plains Shire Council Community Planning is a program where community members are supported by a facilitator to develop and implement their own Community Plans. Council continues to support communities to deliver community planning projects across the municipality, however the total of the number of community planning projects delivered is not an indicator of performance for Council. This indicator is no longer active.	35 (2021/22)	N/A
<b>Hours of community support services delivered</b>	On 30 June 2022, Council exited the delivery of aged and disability care services in Golden Plains Shire.  Council continues to maintain an Active Ageing & Inclusion team, that reflects a strong objective of Council to enhance the range of programs and support it offers to older people in Golden Plains Shire. This indicator is no longer active.	8,293 (2021/22)	N/A
<b>Engagement in arts and cultural activities</b>	2,086 (2022/23)	112 (2021/22)	N/A



## MAJOR INITIATIVES

The following statement reviews the progress of council in relation to major initiatives identified in the Council Budget 2022/23.

Major Initiatives	Progress
<b>Emergency Management</b> <ul style="list-style-type: none"> <li>Chairs the multi-agency Municipal Emergency Management Planning Committee</li> <li>Maintenance of Neighbourhood Safer Places</li> <li>Preparation of the Municipal Emergency Management Plan and relevant subplans</li> <li>Contribution to the Barwon Flood Warning System</li> <li>Train for and prepare for the opening of Relief Centres in an emergency</li> <li>Assist in accommodation and clothing for residents whose home is impacted by an emergency event</li> <li>Assist in mitigating, responding to and recovering from an emergency</li> </ul>	<ul style="list-style-type: none"> <li>Emergency Management initiatives in 2022/23 have included:           <ul style="list-style-type: none"> <li>Council continues to chair the Municipal Emergency Management Planning Committee, which brings all Emergency Service agencies in the Shire together.</li> <li>Council inspects and maintains six Neighbourhood Safer Places – Bushfire Place of Last Resort location in the shire. The locations are actively maintained to ensure they are as safe as possible for residents and visitors to the shire who need to urgently escape from a fire and where all other plans have failed.</li> <li>Council contributes to the Barwon Flood Warning System which is managed by the State Government and feeds information to relevant agencies in relation to river heights. The data collected allows Council to determine maximum flood heights in our townships, including Shelford and Inverleigh.</li> <li>Council staff undertook relief centre training, and a new relief centre trailer was purchased for the storage and set-up of relief centre equipment.</li> <li>Council assisted the community in responding to several emergency assistance requests, including supplying sandbags, road closed signs and equipment to assist the CFA in responding to emergency events and flooding across October and November 2022.</li> <li>Council have facilitated several projects to increase community resilience and help communities prepare for, respond to and recovery from an emergency. This included a series of Get Techy, Get Ready interactive workshops, in collaboration with the CFA and Safer Together.</li> </ul> </li> </ul>
<b>Community Facilities</b> <ul style="list-style-type: none"> <li>Implement improved systems and processes including an on-line facilities booking system</li> </ul>	<ul style="list-style-type: none"> <li>The Community Facilities online booking system SpacetoCo was implemented with a revised fees and charges model in 2022/23. The SpacetoCo online booking system makes it easier for community members to book Council-managed community facilities - with a streamlined booking process, browsable facility library, and live booking functionality. The new system and simplified pricing (will remain the same in 2023/24) align with Council's commitment to activating community spaces and encouraging local participation.</li> </ul>

Major Initiatives	Progress
<p><b>Active Ageing &amp; Inclusion</b></p> <p>Determine future approaches to transport as a result of the Community Transport trial and Department of Transport Study</p> <ul style="list-style-type: none"> <li>• Deliver the Active Ageing and Inclusion Plan 2020-2024 to support the needs of older residents and people living with disability</li> </ul>	<ul style="list-style-type: none"> <li>• Council and Department of Transport continue to work together to address recommendations outlined in the report - Golden Plains Shire Transport Connections Study 2022. Some of these areas include improvement to existing public transport networks, complimentary services that address last mile, limited services and poor accessibility, improved communication and ticketing, and moderate infrastructure and accessibility enhancements.</li> <li>• A collection of programs was delivered in alignment with the Active Ageing and Inclusion Plan 2020-2024. Key initiatives include: <ul style="list-style-type: none"> <li>– Design and launch of Accessibility Map, a visual tool to support people experiencing accessibility barriers to navigate around different amenities and services across Golden Plains Shire.</li> <li>– Installation of disposal bins for incontinence products in 16 male toilets across Golden Plains Shire as part of the national men's health campaign, BINS4Blokes.</li> <li>– Partnership with Geelong Regional Library Corporation (GRLC) for the Connect and Create Project which involved dementia audits conducted by Dementia Australia at the Bannockburn and mobile libraries.</li> <li>– Celebration of International Day of Person with Disability (IDPWD) with a virtual and face to face morning tea at Haddon and Bannockburn.</li> <li>– Wiser Driver structured driving program for older adults, an informative, informal, and friendly refresher course, to upgrade knowledge.</li> <li>– Across October, Council partnered with the Victorian Seniors Festival and local organisations and community groups to provide a calendar of events for local seniors, with free or low-cost events and activities taking place across the Shire.</li> </ul> </li> </ul>





Major Initiatives	Progress
<p><b>Community Development</b></p> <ul style="list-style-type: none"> <li>• Deliver two rounds of the Community Strengthening Grants Program including grants across funding streams and determine processes for the delivery of Berrybank Windfarm Grants</li> <li>• Implement improvements to the Community Planning Program through delivery of the Community Planning Program Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• There are several funding opportunities available to groups, committees, and residents across the Shire. Council's Community Strengthening Grants Program has been a valuable source of financial support for local events, projects and programs in Golden Plains Shire communities. There are two rounds of grants each year, with applications opening in March and September.</li> <li>• The September 2022 Round 2 Community Strengthening Grants were awarded in November 2022, with \$66,903 provided to 17 community groups. The recipients included:             <ul style="list-style-type: none"> <li>– Bruces Creek Landcare Group, New Greenhouse for Lethbridge Primary School (\$3,597)</li> <li>– Friends of Bannockburn Bush, Indigenous tree planting program (\$2,020)</li> <li>– Clarksdale Bird Sanctuary, Habitat Restoration (\$7,000)</li> <li>– Dereel Community Hub, Back to School Lunch &amp; Open Day (\$2,000)</li> <li>– Meredith Community Centre, Seniors Day Trip to Daylesford (\$1,780)</li> <li>– Bannockburn Inclusive, Weekly Program upgrade (\$2,200)</li> <li>– Cape Clear, Illabrook and Rokewood Junction Community Committee, Community Event (\$2,278)</li> <li>– Bannockburn and Lethbridge Scout and Cub Groups, Tent Replacement (\$6,684)</li> <li>– Friends of Bannockburn Bush, Track Restoration (\$3,850)</li> <li>– Haddon Community Learning Centre, Monthly Local Community Event (\$4,000)</li> <li>– Cape Clear Fire Brigade, Rural Property Address Sign Installation Trial (\$3,190)</li> <li>– Inverleigh Mechanics Institute Reserve Committee of Management, Inverleigh Mechanics Institute Reserve Committee of Management (\$8,000)</li> <li>– Golden Plains Arts Inc, The Fiesta (\$5,280)</li> <li>– Teesdale Mechanics Institute, New Chairs and Tables for the Teesdale Community Hall (\$898)</li> <li>– Third Age Mosaic Class (Ballarat University), Woody Walk Mosaic Trail (\$4,109)</li> <li>– Woody Walk Mosaic Trail, Robotics Group (\$3,629)</li> <li>– Bannockburn Community Planning Group, Bannockburn Community Planning Group (\$6,387)</li> </ul> </li> </ul>

Major Initiatives	Progress
<p><b>Arts &amp; Culture</b></p> <ul style="list-style-type: none"> <li>History &amp; Heritage - supporting the care and interpretation of our heritage assets (community and civic collections)</li> <li>Facilitating opportunities for Creatives - brokering access to space and capacity building programs</li> <li>Progress delivery of the Arts, Culture and Heritage Strategy 2022-2026</li> <li>Facilitate opportunities for exhibitions, initiatives and arts programs</li> </ul>	<ul style="list-style-type: none"> <li>Progress delivery of the Arts, Culture and Heritage Strategy 2022-2026 has commenced, and key activities over 2022/23 include:             <ul style="list-style-type: none"> <li>Council continues to build the capacity of arts, culture and heritage through the development of a new Arts Culture and Heritage Advisory Committee.</li> <li>Council partnered with Geelong Regional Libraries to deliver an Arts Workshop Series where a group of local Golden Plains Shire artists will explore six different art forms. The program included a series of six workshops where each artist will have the opportunity to share their distinctive expression of art and assist residents in connecting with their own creative potential.</li> <li>Successful activation of new exhibition spaces in The Well Smythesdale, Bannockburn Cultural Centre (BCC) and Golden Plains Civic Centre (GPCC) have been implemented throughout 2022/23.</li> <li>Consultants have been appointed to deliver the Cultural Ecology Survey in August 2023. This program of works will include site visits and community focus group sessions to capture data to create a Cultural and Creative Practitioner Database and Map for Golden Plains Shire.</li> </ul> </li> </ul>



Major Initiatives	Progress
<p><b>Youth Development</b></p> <ul style="list-style-type: none"> <li>• Develop a Youth Development Action Plan.</li> <li>• Progress the delivery of programming and operations of the Golden Plains Youth Hub</li> <li>• Deliver programs from Engage and Freeza funding</li> </ul>	<ul style="list-style-type: none"> <li>• A Youth Development Action Plan was developed for 2022/23, which saw a variety of programs for young people being delivered across the Shire. Key programs and events have included:             <ul style="list-style-type: none"> <li>– The inaugural Golden Plains Career Expo which showcased a range of education and training pathways and career opportunities, with 30 exhibitors and over 400 people from across the municipality in attendance. Exhibitors included universities, TAFEs, skills and training providers and local industry and employers.</li> <li>– Delivery of 12 holiday programs designed in partnership with young people aged 12 to 25 years, with a cumulative total of 214 people in attendance.</li> <li>– 608 young people attended drop-in session that were delivered at the Golden Plains You Hub across 2022/23.</li> <li>– Council received \$25,000 from VicHealth to develop a co-designed sensory garden at the Golden Plains Youth Hub.</li> <li>– Delivery of Youth Pathways Survey to identify the job support and training that will best support them to build capacity, learn professional skills and equip them for the future.</li> <li>– In partnership with the Department of Justice and Community Safety's Crime Prevention Project, Council saw the successful launch of a Youth Recognition Program, which recognises and celebrates the achievements of young people aged 12 to 25 across Golden Plains Shire.</li> <li>– Delivery of two Youth Art Programs, with local artist Barry Wemyss and local Dereel artist Glynis Bryden.</li> <li>– Partnership with Barwon Child Youth and Family (BCYF) to provide youth drug and alcohol support to young people aged 12 to 25 years at the Golden Plains Youth Hub.</li> <li>– In collaboration with the FReeZA Youth Events Crew, planning surrounding the Golden Plains Youth Battle of the Bands competition commenced in May, with the event scheduled for August 2023. This event follows the successful FReeZA Summer Session held at the Bannockburn Cultural Centre in February.</li> <li>– The Golden Plains Youth Hub is set to be upgraded to accommodate more young people, following a successful first year with strong attendance for youth programs and activities at the venue.</li> </ul> </li> </ul>



## SERVICES

The following statement provides information in relation to the services funded in Council's Budget 2022/23 and the persons or sections of the community who are provided the service.

Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Emergency Management</b>	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.	1,251 <u>43</u> (1,208)
<b>Fire Protection</b>	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.	232 <u>302</u> 70
<b>Community Safety</b>	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.	632 <u>487</u> (146)
<b>Environmental Health</b>	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 wastewater management, food safety, immunisation and tobacco control regulations.	378 <u>371</u> (7)
<b>Community Facilities</b>	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.	877 <u>821</u> (56)
<b>Active Ageing and Inclusion</b>	Support for older residents and people with a disability to age well, remain connected and meaningfully participate in their community through the provision of positive ageing, access and inclusion, assessment and service navigation, and social connection programs.	577 <u>500</u> (77)
<b>Community Development</b>	Supporting and strengthening local communities and local leadership through the development of Community Plans and Council's community grants program.	853 <u>803</u> (50)
<b>Arts and Culture</b>	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.	228 <u>243</u> 15



Service Area	Description of Service	Net Cost Actual <u>Budget</u> Variance \$000
<b>Youth Development</b>	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.	415 <u>428</u> 13
<b>Volunteers</b>	Supporting volunteers to best service their communities through recruitment and retention, capacity building, developing new programs and achieving best practice in volunteer management.	49 <u>54</u> 6

## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework, including explanation of results in the comments.

<b>Food Safety</b>					
Provision of food safety services to the community including registrations, education, monitoring, inspections and compliance					
	<b>Results</b>				
<b>Service/ Indicator/ Measure</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>Comments</b>
<b><i>Time taken to action food complaints</i></b> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	1.00	1.00	3.17	1.20	Number of days between receipt and first response action for food complaints reduced from 3.1 to 1.2 days with a similar number of food complaints to 2021/22.
<b><i>Food safety assessments</i></b> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	100.00%	60.16%	89.15%	98.41%	Increase of 7.8% in number of food premises that received an annual food safety assessment in 2022/23.
<b><i>Cost of food safety service</i></b> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]  The direct cost of the food safety service per food premises registered by Council, or for which Council has received notification, during the year	\$225.67	\$417.35	\$214.09	\$241.04	16% increase in food safety costs due to more utilisation of Relief Environmental Health Officer in 2022/23.
<b><i>Critical and major non-compliance outcome notifications</i></b> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises] x100	100.00%	100.00%	100.00%	88.89%	78% reduction in number of non-compliance notifications in 2022/23.





## Animal Management

Provision of animal management and responsible pet ownership services to the community including monitoring, registration, enforcement and education

Service/ Indicator/ Measure	Results				Comments
	2020	2021	2022	2023	
<b>Time taken to action animal management requests</b> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.00	1.00	1.00	1.00	Council continues to processes animal management complaints within one business day.
<b>Animals reclaimed</b> [Number of animals reclaimed / Number of animals collected] x 100	25.22%	20.95%	30.00%	17.62%	133% increase in number of animals collected in 2022/23 compared to only a 37% increase in the number of animals rehomed, generating a 41% reduction in this indicator compared to 2021/22 numbers.
<b>Animals rehomed</b> [Number of animals rehomed / Number of animals collected] x 100	5.22%	35.14%	5.56%	18.57%	1.33 times increase in number of animals collected in 2022/23 compared to a 6.8 times increase in the number of animals rehomed in 2022/23.
<b>Cost of animal management service per population</b> [Direct cost of the animal management service / Population]	\$17.42	\$19.22	\$20.25	\$28.55	Increased operational costs in 2022/23 combined with higher staffing costs due to the introduction of a Team Leader and more utilisation of Relief Community Safety Officer.
<b>Animal management prosecutions</b> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100.00%	100.00%	100.00%	0.00%	Council did not have any prosecutions finalised during 2022/23.



## STRATEGIC DIRECTION 2: LIVEABILITY

### STRATEGIC OBJECTIVES:

- 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*



## HIGHLIGHTS OF 2022/23

The following statement reviews the performance of Council against the strategic objectives included in the Council Plan 2021 – 2025.

### Strategic Objective: 2.1 Connected and accessible roads, crossings, paths and transport

Councils 2022/23 Road and Bridge Program included the completion of the following projects:

- Arthurs Lane, Grenville Bridge replacement
- Tannery Road, Smythesdale Floodway upgrade
- Common Road and Faulkner Road, Inverleigh catchment assessment
- Frenchmans Road, Corindhap bridges replacement
- Guardrail Installation
- Annual Road Reseal Program
- Council supported and advocated for VicRoads Projects across 2022/23, this has included major pavement repairs across the Shire following major flooding events across October to November 2022.
- As part of Council's Footpath Renewal Program, footpaths improvement and repair projects were completed across Haddon, Rokewood, Linton, Inverleigh, Teesdale and Lethbridge. The Three Trails project upgrade is now complete, seeing improvement to improve and upgrade three significant multi-use trails: Ballarat–Skipton Rail Trail, Kuruc a Ruc Trail and Rainbow Bird Trail.
- Road Safety Projects completed in 2022/23 included:
  - Annual Line Marking Program
  - Reduced Speed Limits to Improve Pedestrian Safety in Golden Plains
  - Bannockburn Family Services Centre car park upgrade
- The Australian Government's Local Road and Community Infrastructure (LRCI) program supports local Councils to deliver priority local road and community infrastructure projects across Australia, supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic. This has included the following projects:
  - Meredith-Shelford Road Stages 4 & 5
  - Derwent Jacks Road, Berringa intersection upgrade
  - The Lethbridge Lakes Boardwalk Upgrade
  - Public Open Space Renewal at several locations including Bruces Creek, Leigh River Reserve Lookout and Meredith Recreation Reserve (fencing)
  - Replacement of the septic system at Meredith Interpretive Centre
  - Bannockburn Bowls Club Sewer connection.



### Strategic Objective: 2.2 Supporting healthy and active living

Implementation of the Play Space and Sport & Active Recreation strategies has continued in 2022/23. Council has completed upgrades or is progressing planning for new infrastructure at the following locations:

- Rokewood Netball/ Tennis Court Upgrade
- Ross Creek Play and Active Rec Upgrade Project
- Leighdale Equestrian Centre Arena
- Meredith Multi Play Space
- Bannockburn Skate Bowl
- Lethbridge Play Space Upgrade
- Rokewood Community Hub
- Smythesdale Sub-Regional Play Space
- Woody Yaloak Equestrian Facility Planning

Council advocacy for upgrades and new recreational facilities in 2022/23 included pre-election lobbying and applying for funding opportunities to deliver the future projects. This included a commitment of \$1.5 million towards new female-friendly change rooms at the Don Wallace Recreation Reserve in Teesdale.

- To promote and advocate for healthy eating and drinking, community members participated in a suite of programs centred around food sustainability, growing food at home, and reducing food wastage.
- To support healthy and active living by supporting low cost, place-based recreation activities which promote inclusion, participation and connection, the Active Golden Plains Program was delivered throughout the municipality.

### Strategic Objective: 2.3 Provide for a diversity lifestyle and housing options

During 2022/23, Council received a total 336 planning applications and determined 350 applications. Total estimated cost of works for permits issued was \$80m.

- Council is currently developing a Draft Growing Places Strategy, a long-term plan to leverage the benefits of population growth for our Shire, while at the same time protecting our diverse mix of rural and urban townships for the future.
- Council continues to advocate for and provided new and upgraded infrastructure projects across the municipality, with drainage works across several locations at a design phase. This includes catchment assessment at locations where flooding occurred during October and November 2022.

### Strategic Objective: 2.4 Attractive and well-maintained infrastructure and public spaces

- Some significant challenges for open space maintenance were addressed during 2022/23, including flooding events from 13 October to 15 November 2022 that caused flooding events across the municipality.
- Council adopted its Tree Protection and Management Policy, which provides direction for the planting and continued management of trees located on Council managed land and provides a basis to make decisions on the management of trees with a particular vision to balance amenity and risk.





## STRATEGIC INDICATORS

The following statement reviews the performance of Council, detailing results achieved in relation to the strategic indicators in the Council Plan 2021-2025.

Strategic Indicator	Current Value and year	Previous Result and year	Similar Council or Victorian Average
Satisfaction with Sealed local roads	34 (2023)	37 (2022)	40
Satisfaction with Unsealed local roads	27 (2023)	33 (2022)	35
Proportion of adults self-reporting health as good, very good or excellent	78.8% (2020)	78.8% (2020)	78.2 (2020) Victoria
Proportion of adults meeting fruit and/or vegetable consumption guidelines	40.3% (2017)	40.3% (2017)	48.6% (2017) Victoria
Proportion of adults who are sufficiently physically active	58.6% (2017)	58.6% (2017)	51.1% (2017) Victoria
Number of social housing dwellings in Shire	7 (2021)	7 (2021)	7 represents 0.1% of households in GPS. Regional Victoria has 3.0% of households in social housing
Fit for purpose rating of Council facilities	66.3% (2021)	66.3% (2021)	N/A
Utilisation of Council community facilities	22.8%	20.75%	N/A

## MAJOR INITIATIVES

The following statement reviews the progress of council in relation to major initiatives identified in the Council Budget 2022/23.

Major Initiatives	Progress
<b>Recreation Planning</b> <ul style="list-style-type: none"> <li>Continue implementation of the Sport and Active Recreation Strategy 2020-2030 and Play Space Strategy 2019-2029</li> <li>Undertake Master planning for recreation reserves</li> <li>Develop concept plans, detailed designs and seek funding opportunities for Sport and Active Recreation projects</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of recommendations and progressing of actions from the Play Space Strategy and Sport and Active Recreation Strategy has continued including: <ul style="list-style-type: none"> <li>Council has submitted four applications under the Federal Government's Investing in Our Communities Program (election commitments) for the Linton Oval Reconstruction, Inverleigh Active Youth Space, Bannockburn Female Friendly Change and Bannockburn Family Services Centre.</li> <li>Play Space Strategy delivery included an upgrade at Meredith (as part of the Meredith Multi Play project), final works at Linton Play Space were completed and planning for the Lethbridge Play Space Upgrade is progressing. Ongoing maintenance to address actions identified in the Hutchison Park Services Audit continues to occur.</li> <li>Masterplans were completed and adopted for Don Wallace Recreation Reserve and Woody Yaloak Equestrian Centre. The Draft Masterplan for Ross Creek Recreation Reserve was presented to Council in April 2023 and the Masterplan for Smythesdale Gardens and Brewery Dam is well progressed with a Draft due to be provided in early in 2023/24.</li> </ul> </li> <li>Successful external funding announced in 2022/23 included: <ul style="list-style-type: none"> <li>\$250,000 towards the Oval Upgrade at Don Wallace Recreation Reserve in Teesdale</li> <li>\$1.5M towards Female Friendly change facilities at Don Wallace Recreation Reserve (State Government election commitment)</li> <li>\$200,000 for the Lethbridge Play Space Upgrade</li> <li>\$30,000 for the Woody Yaloak Equestrian Centre Design Project</li> <li>\$1.4M for Inverleigh Active Youth Space</li> <li>\$805,000 for the Bannockburn Skate Park Upgrade (Bowl)</li> </ul> </li> <li>Concept Planning and design work has continued for informing future funding opportunities and recreation projects including: <ul style="list-style-type: none"> <li>Smythesdale Sub Regional Play Space</li> <li>Maude Community Hub</li> <li>Bannockburn Bike Park</li> <li>Woody Yaloak Recreation Reserve Lighting</li> </ul> </li> </ul>





Major Initiatives	Progress
<p><b>Development Services</b></p> <ul style="list-style-type: none"> <li>• Undertake targeted planning scheme enforcement and compliance checks</li> <li>• Further progress the Bannockburn Southeast PSP</li> <li>• Prepare Smythesdale &amp; Cambrian Hill Structure Plans</li> <li>• Undertake a review of the Golden Plains Planning Scheme</li> <li>• Prepare the Golden Plains Settlement Strategy</li> <li>• Explore opportunities for the identification of new employment land within the Shire.</li> <li>• Implement Council's adopted Domestic Wastewater Management Plan.</li> <li>• Implement a targeted inspection program to ensure high levels of swimming pool barrier compliance.</li> </ul>	<ul style="list-style-type: none"> <li>• Council continues to undertake targeted planning scheme enforcement and compliance checks.</li> <li>• Council continues to work with the VPA to develop the Bannockburn Southeast PSP.</li> <li>• The Smythesdale Structure Plan is currently on hold until further progress is made with the Draft Growing Places Strategy.</li> <li>• The Cambrian Hill Structure Plan application being considered by the Department of Transport and Planning Development Facilitation Program.</li> <li>• Golden Plains Planning Scheme has been reviewed and is currently with regional hub team to prepare the amendment.</li> <li>• Council is currently developing a Draft Growing Places Strategy, which was remained from Golden Plains Settlement Strategy following consultation. The Growing Places Strategy is a long-term plan to leverage the benefits of population growth for our Shire, while at the same time protecting our diverse mix of rural and urban townships for the future and explores opportunities for the identification of new employment land within the Shire.</li> <li>• Council adopted its Domestic Wastewater Management Plan 2023 in June. The previous Domestic Wastewater Management Plan was originally adopted in 2015, was reviewed and updated to reflect current legislative requirements and policy changes as well as growth within the Shire.</li> <li>• Since 1 December 2019, new laws introduced by the Victorian Government require mandatory registration of swimming pools and spas and a new compliance regime to improve swimming pool and spa safety. During 2022/23 Residents with a pool or spa constructed between July 1994 and April 2010 were required to have a compliance certificate lodged with Council by 1 June 2023. This has resulted in Council implementing a targeted inspection program for unpermitted pools and spas to ensure high levels of swimming pool barrier compliance.</li> </ul>
<p><b>Development Engineering</b></p> <ul style="list-style-type: none"> <li>• Ensuring engineering requirements are implemented through the development process, including compliance with Council's Infrastructure Design Manual</li> </ul>	<ul style="list-style-type: none"> <li>• Council continues to require developments to comply with the Infrastructure Design Manual and undertake site inspections of works whilst in progress to ensure the compliance and quality of new infrastructure</li> </ul>

Major Initiatives	Progress
<p><b>Health Promotion</b></p> <ul style="list-style-type: none"> <li>• Implement the Municipal Public Health and Wellbeing Plan 2021-2025.</li> <li>• Consider and implement priorities from the Community Services and Infrastructure Plan</li> </ul>	<ul style="list-style-type: none"> <li>• A collection of strategically tailored programs was delivered in alignment with the Municipal Health and Wellbeing Action Plan 2021-2025 over the last 12 months. Key initiatives include: <ul style="list-style-type: none"> <li>– Delivery of the Community Leadership Program, which supported aspiring community leaders to strengthen their leadership capacity and competency, 16 participants participated in the program.</li> <li>– Unpacking the Man Box workshop series, a program which aimed to empower participants to create change in the community, support wellbeing and promote respect and equality, particularly among boys and men. 14 participants participated in the program.</li> <li>– Delivery of free online workshop called, Building Resilience in Teens – A Workshop for Parents. A program designed to give clear and practical examples to parents of teens, and soon to be teens, by describing what resilience is made up of and what strategies parents can use to increase resilience in young people.</li> <li>– Prepared and distributed mental health information packs, to 31 senior residents who are accessing the Regional Access Service.</li> <li>– Council facilitated the first Early Years Network meeting for Approved Providers and Schools within the municipality. Council Officers working in Maternal and Child Health have implemented the iCOPE mental health screening program offered to all primary care givers. This has resulted in 5 referrals to support organisations specialising in Family violence and its prevention.</li> </ul> </li> <li>• Council continues to consider and implement priorities from the Community Services and Infrastructure Plan, key actions include Councils partnership with MELI (formerly Barwon Child, Youth and Family) to deliver mental wellbeing services in 4 locations across the municipality, including Bannockburn, Dereel, Meredith and Smythesdale.</li> </ul>



Major Initiatives	Progress
<p><b>Recreation Construction</b></p> <ul style="list-style-type: none"> <li>Ross Creek Play and Active Rec Upgrade</li> <li>Leighdale Equestrian Centre Undercover Area</li> <li>Rokewood Community Hub</li> <li>Subject to grant funding, progress Linton Oval Upgrade, Rokewood Netball and Tennis Court Upgrade and Tracks &amp; Trails Strategy</li> <li>Recreation Infrastructure maintenance</li> <li>Working with Committee of Management groups to identify priority maintenance projects</li> <li>Service Planning &amp; Asset Rationalisation Review</li> <li>Sports Field Management Optimisation</li> </ul>	<ul style="list-style-type: none"> <li>Works on Recreation Construction projects were completed for the following projects:             <ul style="list-style-type: none"> <li>Ross Creek Play and Active Recreation Upgrade</li> <li>Meredith Multi Play Space (Skate/BMX/Playground)</li> <li>Rokewood Netball/ Tennis Court Upgrade</li> <li>Irrigation upgrade and cricket hard wicket replacement occurred at Haddon Recreation Reserve</li> <li>Bannockburn Bowls Club Sewer Connection</li> <li>Formal openings with State MPs in attendance occurred for the Ross Creek, Meredith and Rokewood projects</li> </ul> </li> <li>Projects in delivery or detailed design phase include:             <ul style="list-style-type: none"> <li>Leighdale Equestrian Centre Undercover Area</li> <li>Rokewood Community Hub</li> <li>Inverleigh Active Youth Space</li> <li>Bannockburn Female Friendly Change</li> <li>Lethbridge Play Space Upgrade</li> <li>Bannockburn Skate Bowl</li> <li>Retrofits works at Golden Plains Youth Hub</li> </ul> </li> <li>The Tracks and Trails Strategy is progressing with engagement undertaken and a Draft scheduled to be presented in September 2023. The Woody Yaloak Equestrian Centre Design Project has commenced with a consultant appointed in May 2023.</li> <li>Work with committees, clubs and user groups to identify priority maintenance projects and improvements at community and recreation facilities has included:             <ul style="list-style-type: none"> <li>Meredith Rec Reserve Ceiling, Flooring and Painting</li> <li>Woody Yaloak Equestrian Centre Public Toilet Improvements (sinks and taps)</li> <li>Leighdale Equestrian Centre and Woody Yaloak Equestrian Centre Perimeter fencing replacement</li> </ul> </li> </ul>
<p><b>Sealed Roads Routine Maintenance</b></p> <ul style="list-style-type: none"> <li>Sealed road maintenance and rehabilitation</li> <li>Yearly fire prevention program of roadside slashing</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing maintenance of sealed roads and rehabilitation has been undertaken via pothole patching and edge break repairs.</li> <li>Councils annual roadside slashing program was completed across January to March 2023, with some delays in the program following flooding events in October to November 2022.</li> </ul>



Major Initiatives	Progress
<b>Local Roads Resealing</b> <ul style="list-style-type: none"> <li>Ongoing road resealing activities</li> </ul>	<ul style="list-style-type: none"> <li>Road resealing activities were completed in alignment with Council's Annual Reseal Program, which was completed in June 2023. A total of 206,047 square metres of sealed roads was resealed across the Shire. This includes the following roads: <ul style="list-style-type: none"> <li>Stevenson Court, Bannockburn</li> <li>Shelford-Mt Mercer Road, Mount Mercer</li> <li>Post Office Road, Ross Creek</li> <li>Barwon Park Road, Inverleigh</li> <li>Bells Road, Smythes Creek</li> <li>Linton-Naringhil Road, Linton</li> <li>Craddocks Road, Smythesdale</li> <li>Cressy-Shelford Road, Shelford</li> <li>Meredith-Shelford Road</li> </ul> </li> </ul>
<b>Local Roads Rehabilitation</b> <ul style="list-style-type: none"> <li>Major patching and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing maintenance of sealed roads and rehabilitation has been undertaken via pothole patching and edge break repairs. A total of 43,482 square metres of local roads were reconstructed across the Shire.</li> </ul>
<b>Local Roads Improvements</b> <ul style="list-style-type: none"> <li>Deliver the Roads to Recovery Funding Program</li> <li>Delivery of road projects under LRCI funding program</li> </ul>	<ul style="list-style-type: none"> <li>The Australian Government's Local Road and Community Infrastructure (LRCI) program supports local Councils to deliver priority local road and community infrastructure projects across Australia, supporting jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic. A major project undertake in this space includes that Meredith-Shelford Road Stages 4 &amp; 5 upgrade.</li> </ul>
<b>Gravel Roads Routine Maintenance</b> <ul style="list-style-type: none"> <li>Gravel road maintenance as per Customer Charter and maintenance program</li> </ul>	<ul style="list-style-type: none"> <li>Gravel Road Maintenance continues in alignment with the Annual Road Grading schedule. A total of 627 kilometres of gravel roads were graded throughout 2022/23.</li> </ul>



Major Initiatives	Progress
<b>Gravel Re-sheeting</b> <ul style="list-style-type: none"> <li>Ongoing gravel re-sheeting program</li> </ul>	<ul style="list-style-type: none"> <li>Road re-sheeting activities were completed in alignment with Council's Annual Re-sheeting Program. \$700,000 for gravel re-sheeting of local roads was included within the 2022/23 budget and resulted in the re-sheeting of the following gravel roads:             <ul style="list-style-type: none"> <li>20 Acre Lane, Cape Clear</li> <li>Paynes Bridge Road, Dereel</li> <li>Hoveys Road, Durham Lead</li> <li>Napoleons - Natrass Road and Lloyds Lane</li> <li>Shelford - Carpenters Road, Tolson Street and Russell Street</li> <li>Inverleigh - Riverview Road, Weatherboard Road, Phillips Road, Days Road, Gallagher Road, Faulkner Road, Terrier Road, Young Road, Bourkes Road and Dawber Road</li> <li>Rokewood - Lonies Road, Paddys Gully Road and Jackas Road</li> </ul> </li> </ul>
<b>Bridge Maintenance</b> <ul style="list-style-type: none"> <li>Bridge condition survey and revaluation program</li> <li>Lobbying for Government and external bridge funding</li> <li>Bridge and large culvert routine maintenance</li> <li>Obtaining contributions from other Councils where bridges are on Council boundaries</li> </ul>	<ul style="list-style-type: none"> <li>Councils 2022/23 Bridge Program included the completion of the following projects:             <ul style="list-style-type: none"> <li>Arthurs Lane Bridge replacement</li> <li>Tannery Road Floodway upgrade</li> <li>Frenchmans Road bridge replacement</li> </ul> </li> <li>Council continues to deliver regular bridge and large culvert routine maintenance.</li> <li>Funding was sought and approved for the upgrade of Henderson's Road bridge Bamganie for the 2023-2024 bridge renewal program.</li> <li>Council is supporting Surfcoast Shire in the upgrade of Pollocksford Bridge.</li> </ul>

Major Initiatives	Progress
<p><b>Tree Maintenance</b></p> <ul style="list-style-type: none"> <li>• Implement the strategies to address the Inverleigh Cypress Trees and Avenue of Significance.</li> <li>• Develop strategies to address the Meredith Avenues of Significance.</li> <li>• Development and implementation of proactive routine inspection and maintenance programs across the Shire.</li> <li>• Inventorisation of all Arboriculture Assets.</li> </ul>	<ul style="list-style-type: none"> <li>• Following extensive consultation with the community, Council commenced works in May 2023 to deliver the Inverleigh Tree Succession Plan. The Inverleigh Tree Succession Plan was developed to detail the approach Council will take to the reinstatement of trees within Inverleigh and outlines the ongoing management of significant trees and newly planted trees at four locations throughout Inverleigh.</li> <li>• Council continues to investigate further surrounding the Meredith Avenues of Significance, with further consultation to occur throughout 2023/24.</li> <li>• At the 23 May 2023 Council meeting, Council adopted its Tree Protection and Management Policy. The Policy provides direction for the planting and continued management of trees located on Council managed land (Streets, Roads, Reserves and Public Open Space), and provides a basis to make decisions on the management of trees with a particular vision to balance amenity and risk.</li> <li>• Proactive routine inspection of trees and maintenance programs have occurred across the Shire and an arboriculture database and proactive inspection program has been completed throughout 2022/23.</li> </ul>





Major Initiatives	Progress
<p><b>Line marking, Guideposts and Signs</b></p> <ul style="list-style-type: none"> <li>Managing road user safety through line marking and sign maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Council welcomes the reduction of speed limits in Linton, Smythesdale, Teesdale and Bannockburn to enhance pedestrian safety across the Shire. The speed limit reduction works in Linton, Smythesdale and Teesdale were undertaken by Council's Town Maintenance team, and funded by VicRoads, following Council applying to the Department of Transport and Planning for the limit reductions. New reduced speed limits in townships include:             <ul style="list-style-type: none"> <li>Bannockburn: Geelong Road from the Midland Highway to High Street, Bannockburn – speed limit reduced from 80kph to 60kph across the entire stretch of Geelong Road</li> <li>Teesdale: Bannockburn Shelford Road from Tolson Street to east of Mercer Street – speed limit reduced from 80kph to 60kph</li> <li>Linton: Sussex Street from Gillespie Street to Grant Street – speed limit reduced from 60kph to 50kph</li> <li>Smythesdale: Brooke Street from Verdon Street to Heales Street – speed limit reduced from 60kph to 50kph</li> </ul> </li> <li>The Line marking Renewal Program was completed throughout 2022/23, with new or replacement signs and guideposts installed across the municipality.</li> <li>Across 2022/23, new guardrails were installed across the Shire to help keep drivers safe on Golden Plains roads. New guardrails were installed on:             <ul style="list-style-type: none"> <li>Linton-Piggoreet Road, Linton</li> <li>Demotts Road, Steiglitz</li> <li>Blackall Road, Batesford</li> <li>Perdrisat Road, Maude</li> <li>Meredith-Mt Mercer Road, Bamganie</li> <li>Ross-Creek Haddon Road, Ross Creek</li> </ul> </li> </ul>
<p><b>Street Lighting</b></p> <ul style="list-style-type: none"> <li>Management of power costs for street lighting</li> <li>Conversion of lighting to energy efficient systems where possible</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing management of street lighting operation and maintenance is occurring with Council's provider.</li> <li>Rollout of LED lighting has been undertaken where practicable in new estates and for replacement of existing lights. Solar Street lighting has been installed at the Teesdale carpark opposite the general store and on the corner of Faulkner and Common Road Inverleigh.</li> </ul>

Major Initiatives	Progress
<p><b>Township Maintenance</b></p> <ul style="list-style-type: none"> <li>Working with Committees of Management, Progress Associations and Volunteers to deliver practice work programs across the Shire.</li> <li>Township maintenance activities including mowing, horticulture, street sweeping and irrigation maintenance.</li> <li>Working with Community Coordinators to achieve community plan outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Township maintenance has continued in line with the Township Maintenance Policy.</li> <li>Work on a comprehensive Open Space Management Plan is in development, and is expected to continue throughout 2023/24</li> <li>Council continues to work closely with Beautify Bannockburn and Linton Progress Association to achieve positive community outcomes with ongoing maintenance programs.</li> </ul>
<p><b>Paths and Trails</b></p> <ul style="list-style-type: none"> <li>Maintenance of Council Paths &amp; Trails</li> </ul>	<ul style="list-style-type: none"> <li>As part of Council's Footpath Renewal Program, footpath improvement and repair projects completed. in 2022/23 include: <ul style="list-style-type: none"> <li>Gravel footpath works at Ross Creek-Haddon Road between Thomas Road and Nintingbool Road, Haddon</li> <li>Repair of flood damage to the footpath north of the intersection of Cambridge Street and Newman Street, Inverleigh</li> <li>Installation of gravel footpath at Ferrars Road, Rokewood (from the information board to the public toilet)</li> <li>Linton Primary School and 96-92 Sussex Street, Linton sealed footpath and drainage improvements</li> <li>Sealing of footpath at 39-43 Russell Street, Lethbridge</li> <li>Installation of a new concrete footpath in front of Rokewood Primary School</li> <li>Asphalt improvements at Sago Hill Road in front of Haddon Primary School</li> <li>Replacement of footpaths in Yellow Gum Drive and along Main Road in Teesdale</li> </ul> </li> <li>The Three Trails project upgrade is now complete, seeing improvements and upgrades to three significant multi-use trails: Ballarat-Skipton Rail Trail, Kuruc a Ruc Trail and Rainbow Bird Trail.</li> </ul>



## SERVICES

The following statement provides information in relation to the services funded in Council's Budget 2022/23 and the persons or sections of the community who are provided the service.

Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Statutory Planning</b>	To provide a range of statutory planning services to promote the fair, orderly and sustainable development of land within the Shire.	(272) <u>(276)</u> (4)
<b>Building Control</b>	To undertake a range of regulatory compliance actions to ensure a safe build environment for all Golden Plains Shire residents.	674 <u>718</u> 44
<b>Strategic Planning</b>	Undertake long term land use planning to meet the sustainable needs of current and future generations.	812 <u>656</u> (155)
<b>Development Engineering</b>	To provide engineering requirements to developments being approved within the Shire, ensuring WSUD principles are considered and implemented, together with best practice results.	281 <u>(3)</u> (284)
<b>Community Transport</b>	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.	147 <u>152</u> 5
<b>Health Promotion</b>	Collaboratively working with community, government, health and wellbeing partners and agencies to support, protect and improve the health and wellbeing of residents.	295 <u>174</u> (121)
<b>Recreation Planning</b>	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.	1,022 <u>(3,883)</u> (4,905)
<b>Recreation Construction</b>	Construction of community facilities, including halls, paths and trails, recreation reserves and pavilions, sporting facilities and playgrounds.	147 <u>1,000</u> 852
<b>Recreation Infrastructure maintenance</b>	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.	4,315 <u>3,416</u> (900)
<b>Major Projects</b>	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.	265 <u>(2,807)</u> (3, 071)



Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Sealed Roads Routine Maintenance</b>	Routine maintenance of the Road Register sealed local road network. Council road maintenance crew activities related to upkeep and maintenance of Councils 987km of sealed road network. Provision of roadside slashing and guidepost spraying (Fire prevention) for the sealed road network.	1,565 <u>1,341</u> (224)
<b>Local Roads Depreciation</b>	Depreciation for sealed roads.	3,755 <u>3,647</u> (107)
<b>Local Roads Resealing &amp; Rehabilitation</b>	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.	334 <u>457</u> 123
<b>Local Roads Improvements</b>	Road design to allow Council to submit grant applications. Majority of budget relates to income from these grant applications.	(2,461) <u>(2,483)</u> (22)
<b>Gravel Roads Re-Sheeting &amp; Routine Maintenance</b>	Routine maintenance of the Road Register gravel road network. Council road maintenance crew activities related to upkeep and maintenance of Councils 692km of gravel road network. There are 69km of formed and unmade roads not included on the road registers with minimal budget allocated to these roads. Reconstruction of gravel roads by gravel re-sheeting programs conducted on Council's local gravel road network.	1,767 <u>1,182</u> (586)
<b>Gravel Road Depreciation</b>	Depreciation for gravel roads.	1,199 <u>1,210</u> 10
<b>Bridge Maintenance</b>	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.	932 <u>977</u> 45
<b>Gravel Pits</b>	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.	134 <u>80</u> (54)
<b>Drainage Maintenance</b>	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.	1,168 <u>1,250</u> 81



Service Area	Description of Service	Net Cost Actual <u>Budget</u> Variance \$000
<b>Private Works</b>	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.	2 <u>6</u> 4
<b>Line marking, Guideposts and Signs</b>	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.	348 <u>304</u> (44)
<b>Street Lighting</b>	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.	155 <u>168</u> 13
<b>Bus Shelters</b>	Provision and maintenance of bus shelters across the Shire in line with Council Policy.	6 <u>16</u> 9
<b>Paths and Trails</b>	Maintenance of Council's network of footpaths and trails. Council maintains paths constructed from concrete, asphalt and gravel including all signage, drains and bollards. 58% of this budget relates to depreciation.	491 <u>274</u> (217)
<b>Tree Maintenance</b>	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.	904 <u>900</u> (4)
<b>Township Maintenance</b>	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	1,820 <u>1,262</u> (558)

## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework, including explanation of results in the comments.

Statutory Planning					
Provision of land use and development assessment services to applicants and the community including advice and determination of applications					
	Results				
Service/ Indicator/ Measure	2020	2021	2022	2023	Comments
<b>Time taken to decide planning applications</b>  [The median number of days between receipt of a planning application and a decision on the application]	80.00	78.00	84.00	102.00	Vacancy in planning team has impacted the turnaround timeframes of planning application decisions.
<b>Planning applications decided within required timeframes</b>  [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	77.81%	66.20%	67.25%	53.43%	Vacancy in planning team has impacted the turnaround timeframes of planning application decisions.
<b>Cost of statutory planning service</b>  [Direct cost of statutory planning service / Number of planning applications received]	\$1,035.16	\$707.84	\$896.46	\$1,224.76	Increase in costs related to VCAT hearings, noting the number of VCAT hearings increased 6 times in 2022/23.
<b>Council planning decisions upheld at VCAT</b>  [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] x100	100.00%	0.00%	100.00%	25.00%	Three council planning decisions were not upheld by VCAT in 2022/23.





## Roads

Provision of a network of sealed local roads under the control of the municipal Council to all road users

Service/ Indicator/ Measure	Results				Comments
	2020	2021	2022	2023	
<b>Sealed local road requests</b> [Number of sealed local road requests / Kilometres of sealed local roads] x100	52.08	80.12	90.66	196.05	Flood events of October and November 2022 damaged a number of roads within the Shire resulting in a significant increase in calls from customers.
<b>Sealed local roads maintained to condition standard</b> [Number of kilometres of sealed local roads below the renewal intervention level set by council / Kilometres of sealed local roads] x100	98.98%	98.83%	98.86%	98.94%	
<b>Cost of sealed local road reconstruction</b> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$42.67	\$64.83	\$44.47	\$51.86	A large number of roads were damaged during the flood events of October and November 2022 resulting in additional road repairs than planned.
<b>Cost of sealed local road resealing</b> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$4.25	\$4.52	\$6.08	\$6.35	
<b>Satisfaction with sealed local roads</b> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	39.00	39.00	37.00	34.00	





## STRATEGIC DIRECTION 3: SUSTAINABILITY

### STRATEGIC OBJECTIVES:

- 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 / green technology*





## HIGHLIGHTS OF 2022/23

The following statement reviews the performance of Council against the strategic objectives included in the Council Plan 2021 – 2025.

### Strategic Objective: 3.1 Valuing and protecting nature, cultural heritage and the environment

In 2022/23, implementation of key deliverables as part of the Environmental Strategy 2019-2027 included:

- Moorabool River Reserve Draft Master Plan development, review and community consultation
- Delivery of two National Tree Days
- Support of the Burning in your Backyard Project and a Caring for Nature exhibition
- Development of a climate strategic risks profile
- Continued collaboration between Sustainability and Planning departments to ensure development works comply with legislation, vegetation protection and environmental impact management
- In alignment with site specific Natural Reserves Management Plans Council continues to support the revegetation of indigenous species, pest plant and animal control, planned ecological and cultural burns and native grassland establishment.
- Development of strong relationships and engagement with Mirriyu Cultural Consulting and Wadawurrung Natural Resources Caring for Country Team continue through the delivery cultural heritage education and the maintenance of public art.
- Council continues its partnership with RMIT on the Golden Plains Stories, digital histories project. Development of website has commenced, and the project launch is scheduled for 2023/24.

### Strategic Objective: 3.2 Effective and responsive waste services and education

- A collaborative Kerbside Collection Tender process for the collective procurement of kerbside waste collection services was undertaken with Surf Coast Shire and Borough of Queenscliffe. A new kerbside collection contract commenced in October 2022.
- Funding from the Department of Energy, Environment and Climate Action was approved by Council to introduce a glass service prior to the end of 2024.
- Council continues a proactive relationship with the Environment Protection Authority to investigate and respond to illegal dumping, with signage and surveillance camera installed at locations with high rates of illegal dumping.
- Council continues the delivery of the Waste Communication Plan, with waste education materials distributed to community facilities and waste education sessions facilitated at schools across the municipality.



### Strategic Objective: 3.3 Responsibly maintaining and managing natural landscapes and resources

As an active member of the Barwon and Central Highlands Integrated Water Management (IWM) Forums, the Bannockburn Integrated Water Management Plan project commenced, with future work scheduled to continue throughout 2023/24 financial year.

- Council continues to work with the Corangamite Catchment Management Authority (CCMA) on the Kitjarra-dja-bul Bullarto langi-ut project to help plan and protect waterways in the south of municipality.
- Council continues to provide advice to landowners to assist with sustainable land management, agricultural and natural resources practices. Council continues to support events focused on pest control, including rabbit management programs.
- Council continues to support on the ground activities of various Landcare groups across the municipality by proactively supporting volunteers and community groups tackle environmental issues.

### Strategic Objective: 3.4 Mitigating climate change and promoting clean / green technology

- The Climate Emergency Plan 2022-2032 was adopted by Council in October 2022. The plan provides context to the current and future impacts of climate change in the Golden Plains Shire and will Council actions to mitigate, adapt and respond to climate change in the Shire over the next 10 years.
- As an active participant in the Barwon South-West Climate Alliance, Council continues to contribute to the development of a strategic action plan. The plan aims to identify mitigation and adaptation projects, partnerships, and funding opportunities for the region.
- Projects and initiatives using renewable energy and carbon neutral practices include:
  - Working with the Barwon South-West Climate Alliance and Victorian Greenhouse Alliances to advocate for Climate Change to be prioritised as part of Victoria's Planning Legislation.
  - Commencement of identifying what Environmentally Sustainable Design (ESD) means for Council, to guide future development of a framework to embed ESD principles in our planning and capital projects.





## STRATEGIC INDICATORS

The following statement reviews the performance of Council, detailing results achieved in relation to the strategic indicators in the Council Plan 2021-2025.

Strategic Indicator	Current Value and year	Previous Result and year	Similar Council or Victorian Average
Percentage of kerbside waste diverted from landfill	35.32% (2022/23)	35.75% (2021/22)	53.32% (2021/22)
CO2 emissions from the Municipality	The last corporate and community emissions profile was complete during 2019. A revised corporate emissions profile was not budgeted for during the last reporting period and data is unavailable. Consideration of processes and resources required to maintain accurate emissions profiling as part of future planning is required.	445.8 Kilotonnes (2020/21)	N/A
Length of paths and trails in municipality	173.5 km (2022/23)	167.4 km (2021/22)	N/A
Community participation numbers in environmental /planning activities	350 (2022/23)	140 (2021/22)	N/A
Kilometres of roadside weed control conducted	1690km (2022/23)	1680km (2021/22)	N/A
Number of trees planted by Council	2085 (2022/23)	1625 (2021/22)	N/A

## MAJOR INITIATIVES

The following statement reviews the progress of council in relation to major initiatives identified in the Council Budget 2022/23.

Major Initiatives	Progress
<b>Garbage Collections</b> <ul style="list-style-type: none"> <li>Kerbside collection and disposal of garbage.</li> <li>Kerbside collection and treatment of recycling.</li> <li>Community communication, engagement and education of key waste management principles.</li> <li>Deliver Waste and Resource Recovery Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>5,026 tonnes of waste were collected in 2022/23 and transported to landfill. 2,744 tonnes of kerbside recyclables were delivered to VCRR Material Recovery Facility.</li> <li>Planning towards introducing a FOGO service is to align with Barwon Water's Regional Renewable Organics Network (RRON) development, which is expected to commence operation mid 2025.</li> <li>A communications plan to facilitate waste education was delivered, with a community campaign focusing on the correct sorting of recyclables.</li> <li>A collaborative Kerbside Collection Tender process for the collective procurement of kerbside waste collection services was undertaken with Surf Coast Shire and Borough of Queenscliffe. A new kerbside collection contract commenced in October 2022. Council's Waste and Resource Recovery Strategy was a key document underpinning the procurement process.</li> </ul>
<b>Municipal Landfills</b> <ul style="list-style-type: none"> <li>Operation of Rokewood transfer station.</li> <li>Management of Government's new e-Waste policy.</li> </ul>	<ul style="list-style-type: none"> <li>Rokewood Transfer Station operated as per agreed service levels.</li> <li>Preparation of technical information for the Rokewood Closed Landfill Rehabilitation project is in progress.</li> <li>Teesdale Closed Landfill Rehabilitation project commenced.</li> <li>Management of Victorian Government's new e-waste policy is ongoing and will continue into the 2023/24 year.</li> </ul>





Major Initiatives	Progress
<p><b>Environment Sustainability</b></p> <ul style="list-style-type: none"> <li>Maintenance and protection of natural environment reserves across the Shire.</li> <li>Community communication, engagement and education of key environmental principles.</li> <li>Weed management and eradication.</li> <li>Deliver and implement the Emission Reduction Action Plan, including initiatives from Climate Emergency Plan.</li> <li>Ongoing review and implementation of Council's Environmental Strategy 2019- 2027.</li> </ul>	<ul style="list-style-type: none"> <li>As an active member of the Barwon and Central Highlands Integrated Water Management (IWM) Forums, the Bannockburn Integrated Water Management Plan project commenced, with future work scheduled to continue throughout 2023/24.</li> <li>Council continues to work with the Corangamite Catchment Management Authority (CCMA) on the Kitjarra-dja-bul Bullarto langi-ut project to help plan and protect waterways in the south of municipality.</li> <li>A Draft Master Plan for the Moorabool River Reserve has been finalised following detailed review and community consultation. The Draft Master Plan considers future uses and management of the reserve, ensuring that its natural and cultural values are protected and enhanced over time.</li> <li>Council has provided advice to landowners to assist with sustainable land management, agricultural and natural resources practices. Council continues to support events focused on pest control, including the rabbit control program.</li> <li>Site specific Natural Reserves Management Plan works continue to progress, and include: <ul style="list-style-type: none"> <li>Revegetation with indigenous species</li> <li>Pest plant and animal control</li> <li>Planned ecological and cultural burns</li> <li>Native grassland establishment</li> <li>Supporting appropriate community use and activities</li> </ul> </li> <li>Council continues to proactively support volunteers and community groups tackle environmental issues, including on the ground assistance for various Landcare Groups across the municipality.</li> <li>Priority actions within the Climate Emergency Plan are progressing. Development of a climate strategic risks profile has commenced.</li> </ul>

## SERVICES

The following statement provides information in relation to the services funded in Council's Budget 2022/23 and the persons or sections of the community who are provided the service.

Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Environment Sustainability</b>	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.	709 <u>788</u> 79
<b>Garbage Collections</b>	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.	(287) <u>(194)</u> 93
<b>Municipal Tips</b>	Operation of the Rokewood Transfer Station including sorting and appropriate recycling and disposal. Rehabilitation and environmental monitoring of Council's registered historic landfill sites.	629 <u>122</u> (507)
<b>Litter Control</b>	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.	31 <u>96</u> 65



## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework, including explanation of results in the comments.

Waste Collection					
Provision of kerbside waste collection services to the community including garbage and recyclables					
	Results				
Service/ Indicator/ Measure	2020	2021	2022	2023	Comments
<b>Kerbside bin collection requests</b>  [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	101.48	115.91	90.99	90.17	
<b>Kerbside collection bins missed</b>  [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	4.85	4.88	3.75	2.56	29% reduction in the number of kerbside collection bins missed during 2022/23 compared to 2022/21 with only a 2.8% increase in the number of kerbside bin collection households.
<b>Cost of kerbside garbage bin collection service</b>  [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$129.79	\$133.75	\$156.21	\$164.31	
<b>Cost of kerbside recyclables collection service</b>  [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$140.48	\$136.38	\$151.46	\$163.88	
<b>Kerbside collection waste diverted from landfill</b>  [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	22.46%	36.97%	35.75%	35.32%	





## STRATEGIC DIRECTION 4: PROSPERITY

### STRATEGIC OBJECTIVES:

- 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*

*Cape Clear Lighthouse*





## HIGHLIGHTS OF 2022/23

The following statement reviews the performance of Council against the strategic objectives included in the Council Plan 2021 – 2025.

### Strategic Objective: 4.1 Education, learning and skill development

- Kindergarten Infrastructure Services Plan (KISP) was completed identifying infrastructure requirements to meet current and future 3- and 4-year-old demand up to 2029 including the provision 15 hours of funded Three-year-old kindergarten from 2023. Kindergarten infrastructure improvement projects have been identified at Haddon and Teesdale with both facilities at Planning Committee Group stage for Victorian State Building Authority (VSBA) delivery of the Modular facilities on both sites.
- Planning and engagement has commenced with Victorian Schools Building Authority for a joint Commonwealth, Council and State Government funded project to expand the Childcare and Funded Kindergarten capacity at Bannockburn Family Services Centre. This will result in a \$2.45M project expected to commence by 2024.
- Maternal and Child Health programs support development needs of children aged 0 to 5 years included Key Ages and Stage consultations, supported play groups, sleep and settling programs and new parent groups. Maternal and Child Health has a 98.84% participation rate with 1095 active infant records. During this Financial year Maternal and Child Health received:
  - 271 Birth Notifications
  - 283 new enrolments
  - 71 transfers out (to another LGA)
  - 98 First time mothers
  - 118 Family Violence consultations
- Vulnerable families continue to be supported through the Enhanced Maternal Health Program, Supported Playgroups and Sleep and Settling individual and group sessions
  - 198 referrals to specialist health and wellbeing services were recorded.
  - 545 contact hours provided to vulnerable families through support groups and additional consultations.

- Library service provision in conjunction with the Geelong Regional Library Corporation has continued via the Bannockburn Library and Mobile Library, and almost 31,000 visits were recorded in 2022/23 at Golden Plains Shire locations.
- Various programs were provided across Council services with skills development and capacity building as focus. This includes:
  - The Community Development team's work with community planning groups
  - The Health & Wellbeing team's development of community leaders through the Community Leadership Program
  - The Active Ageing & Inclusion team's engagement with Men's Sheds
  - The Youth team's work with young people on vocational pathways

### Strategic Objective: 4.2 Supporting local producers, agriculture and business

The Golden Plains Farmers' Market continues to create economic activity, connect the community, and showcase local businesses. 11 markets were conducted during 2022/23, with an average of 40 stall holders operating at each monthly market. The sixth Annual Twilight Market was held in December 2022, with over 80 stall holders and community groups participating in the event.

- Council's Monitor CRMS was commissioned, allowing Council to track and maintain a comprehensive database of businesses operating in Golden Plains Shire with increased ability to segment business types for clear and more direct communication.
- Economic development support for local businesses continues through the delivery of monthly business news publications, facilitation of a Business Network in the northern region of the shire and delivery of three business networking events across the north and south of the municipality.

#### **Strategic Objective: 4.3 Improved options for shopping, hospitality, tourism and events**

- Council continues to investigate the provision and rezoning of land to attract developers, business and employers including those who provide retail and hospitality opportunities, with an Industrial Land Supply analysis completed as part of the Draft Growing Places Strategy.
- The Great Vic Bike Ride travel through Golden Plains with approximately 3,000 riders and 800 support people staying a night in Inverleigh. To connect the community and showcase local businesses Council delivered a community market showcasing over 50 local stall holders.
- Council continues to implement path and trail improvements through the completion of the Three Trails Project, with key project deliverables include surface works, furniture installations and township signage.
- In May 2022 Council secured \$116,811 from the Victorian Government's Victorian Women's Public Art Program for the creation of a sculpture to celebrate the contribution of Dr Vera Scantlebury OBE. In April 2023 Council supported the Linton Historical Society in the launch of this major sculpture. The sculpture is the first public artwork in Linton recognising or representing a woman, one of six artworks commissioned and funded by the Andrews Labor Government's Victorian Women's Public Art program.
- Implementation of traineeship program with Local Government Pro and Brotherhood of St. Laurence commenced in January 2023. Trainee opportunities were particularly focused on candidates from marginalised backgrounds and has provided employment pathways for individuals with a disability, individuals who are young females, and individuals from non-English speaking background.
- Council's Economic Development Unit is currently working to develop a range of social enterprise, community, and entrepreneurship pathways program in the Shire with the support from RMIT and Berrybank Wind Farm.
- The Digital Hub in Smythesdale continues to be a working space for business owners and community members at no cost. From July 2022 to June 2023 the Digital Hub was booked for a total of 857 hours, averaging 71.42 hours per month.

#### **Strategic Objective: 4.4 Local employment and training**

- To celebrate Get Online Week in September 2022, Council delivered a range of events at the Digital Hub in Smythesdale for the community and local businesses. Grant funding from the Good Things Foundation, supported the delivery of two business workshops, that focuses on talking a business on-line and identifying pitfalls and cautions in trading online.

#### **Strategic Objective: 4.5 Partnerships, advocacy and opportunities for investment**

- At its meeting on 25 October, Council adopted the Economic Development, Tourism and Investment Attraction Strategy 2022-2032, which delivers a vision and action plan for economic, business and tourism development in Golden Plains Shire over the next 10 years.
- Council secured \$50,000 in funding from the Victorian Government's Living Local Regional Fund alongside a \$50,000 co-contribution from Global Power Generation Australia (GPG) to ensure health services can return to Smythesdale and surrounding townships in the north of the Shire.
- Advocacy for improved digital connectivity for residents across the Shire continues with monthly meetings with NBNCo's business and residential community engagement officers.





## STRATEGIC INDICATORS

The following statement reviews the performance of Council, detailing results achieved in relation to the strategic indicators in the Council Plan 2021-2025.

Strategic Indicator	Current Value and year	Previous Result and year	Similar Council or Victorian Average
Percentage of workforce with a Higher Education qualification (Cert I and above)	63.8% (2021)	58.6% (2016)	67.6% Victoria (2021)
Kindergarten Participation Rate	93.8 (2023)	108.4% (2021)	N/A
Jobs within the Shire	3577 (2021) 29% of total working population in GPS	3,494 (2016)	N/A
Actively trading businesses in the Golden Plains Shire	1824 (2022/23)	N/A	N/A
Council work placements, apprenticeships and work experience	7 (2022/23)	9 (2021/22)	N/A
Business Engagement Activities (Contact hours)	1091 (2022/23)	525 (2021/22)	N/A
Visitor expenditure in Golden Plains Shire	\$69.75m (2022/23)	\$58.1Mln (2021/22)	N/A



## MAJOR INITIATIVES

The following statement reviews the progress of council in relation to major initiatives identified in the Council Budget 2022/23.

Major Initiatives	Progress
<b>Children Services</b> <ul style="list-style-type: none"> <li>Development of infrastructure planning for Early Years facilities</li> <li>Planning and implementation of Sleep and Settling program (MCH/DHHS) (ongoing)</li> <li>Planning and implementation of School readiness funding (ongoing)</li> <li>Planning and implementation of Funded 3-year-old Kindergarten (commenced 2022)</li> </ul>	<ul style="list-style-type: none"> <li>Development of infrastructure planning for Early Years facilities across GPSC (Golden Plains Shire Council) based on outcomes from Kindergarten Infrastructure Services Plan (2022). This includes identified priority projects at Teesdale, Haddon, and Bannockburn.</li> <li>Implementation of the Sleep and Settling program and Supported Playgroup programs within Maternal Child Health is ongoing.</li> <li>Across 2022/23 Council facilitated 12 First-Time Parents' groups across the North and South of the Shire. Additional groups were also facilitated for families with babies aged 6 to 12 months and 18 months to 2 years resulting in 23 sleep and settling groups. The Maternal Child Health team have additionally delivered 138 hours of 1:1 sleep and settling outreach support.</li> <li>Maternal and Child Health has a 98.84% participation rate with 1095 active families and children participating in Council's Maternal Child Health (MCH) service during 2022/23, of those: <ul style="list-style-type: none"> <li>98 were first-time mothers</li> <li>Enrolment sits at 99.99%</li> <li>Participation of Aboriginal Children enrolled 49.56% with many accessing services delivered by co-ops Wathaurong and BADAC in Geelong and Ballarat, respectively.</li> </ul> </li> <li>Council operated Funded Kindergarten participation/Enrolment: <ul style="list-style-type: none"> <li>2022 Funded 3-Year-old: 80 Enrolments</li> <li>2022 Funded 4-Year-old: 113 Enrolments</li> </ul> </li> <li>Implementation 15 Hours Funded 3-Year-Old: <ul style="list-style-type: none"> <li>2023 Funded 3-Year-old: 94 Enrolments</li> <li>2023 Funded 4-year-old: 124 Enrolments</li> </ul> </li> <li>Planning and implementation of school readiness funding is ongoing. The 2022 - 2023 programs are being implemented and acquittals pending. New funding for the 2023/24 program development is underway.</li> <li>Planning and implementation of funded three-year-old kindergarten commenced in 2022 and continued throughout 2023 with the implementation of 15 hours of funded kindergarten at all five Council services.</li> <li>Networking support and advocacy for funded three-year-old kindergarten has been provided across other approved providers within Golden Plains Shire, including ECKA, Bright Minds, Kardinia Childcare and Nurture Early Learning.</li> <li>Council continues to offer Family Day Care as an alternative childcare option for families across the shire especially those living outside Bannockburn.</li> </ul>



Major Initiatives	Progress
<b>Investment Attraction &amp; Business Support</b> <ul style="list-style-type: none"> <li>Continue to support business initiatives to recover from COVID-19</li> <li>Implement the Tourism and Communications Strategy promoting the Three Trails</li> <li>Implement the new Economic Development, Tourism and Investment Attraction Strategy 2022-2032</li> </ul>	<ul style="list-style-type: none"> <li>The Three Trails Project delivered significant upgrades to three multi-use trails. A marketing strategy, promotional videos and communications has been developed and implemented throughout 2022/23.</li> <li>At its meeting on 25 October, Council adopted the Economic Development, Tourism and Investment Attraction Strategy 2022-2032, which delivers a vision and action plan for economic, business and tourism development in Golden Plains Shire over the next 10 years.</li> </ul>
<b>Golden Plains Farmers' Market</b> <ul style="list-style-type: none"> <li>Support local producers, business and tourism by conducting a monthly Farmer's Market and annual Twilight Market</li> </ul>	<ul style="list-style-type: none"> <li>The Golden Plains Farmers' Market continues to create economic activity, connect the community, and showcase local businesses.</li> <li>11 markets were conducted during 2022/23 with an average of 40 stall holders operating at each monthly market.</li> <li>The sixth Annual Twilight Market was held in December 2022, with over 80 stall holders and community groups participating in the event.</li> </ul>



## SERVICES

The following statement provides information in relation to the services funded in Council's Budget 2022/23 and the persons or sections of the community who are provided the service.

Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Economic Development</b>	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.	416 <u>550</u> 134
<b>Golden Plains Farmers' Market</b>	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.	82 <u>37</u> (45)
<b>Maternal and Child Health</b>	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.	522 <u>598</u> 76
<b>Children Services</b>	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 Non-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.	1 <u>246</u> 245
<b>Kindergartens</b>	Early Years Management of five funded kindergartens and accompanying early learning 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 state-wide reform. Council works closely with Incorporated Volunteer Parent Committees (Advisory Groups) to deliver quality education and care programs.	167 <u>298</u> 130

<b>Family Day Care</b>	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 in venue facilities. Qualified educators provide education and care to between four and seven children per day and like childcare/ kindergartens are strictly regulated under National Regulation and Law. Some educators also provide before and after school care options for families.	149 <u>158</u> 9
<b>Bannockburn Family Services Centre</b>	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.	121 <u>129</u> 8
<b>Libraries</b>	Providing an excellent fixed and mobile library service to residents of Golden Plains Shire through Council's participation in the Geelong Regional Library Corporation.	504 <u>513</u> 9



## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework, including explanation of results in the comments.

Library Services					
Provision of print and digital based resources to the community in a variety of formats including collection services, e-services, research tools and interactive learning programs					
	Results				
Service/ Indicator/ Measure	2020	2021	2022	2023	Comments
<b>Physical Library collection usage</b>  The number of physical library collection item loans per physical library collection item	3.53	2.53	3.28	4.14	21% increase in number of physical library collection item loans combined with 3.6% reduction in physical library collection items.
<b>Recently purchased library collection</b>  The percentage of the library collection that has been purchased in the last 5 years	71.94%	73.98%	74.33%	74.03%	
<b>Active library borrowers in municipality</b>  The percentage of the municipal population that are active library borrowers	10.69%	9.04%	8.02%	7.53%	
<b>Cost of library service per population</b>  The direct cost of the library service per population	\$14.78	\$14.80	\$15.12	\$14.79	





## Maternal and Child Health

Provision of universal access to health services for children from birth to school age and their families including early detection, referral, monitoring and recording child health and development, and providing information and advice

	Results				
	2020	2021	2022	2023	Comments
<b>Infant enrolments in the MCH service</b>  [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	101.52%	100.68%	100.34%	100.00%	
<b>Cost of the MCH service</b>  [Cost of the MCH service / Hours worked by MCH nurses]	\$83.90	\$80.01	\$77.95	\$78.30	
<b>Participation in the MCH service</b>  [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	83.30%	84.58%	82.57%	80.75%	
<b>Participation in the MCH service by Aboriginal children</b>  [Number of aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	80.00%	86.05%	92.68%	82.22%	9.8% increase in number of aboriginal children enrolled in MCH service at 30 June 2023 and 2.5% decrease in number of children who attended.
<b>Participation in 4-week Key Age and Stage visit</b>  [Number of 4-week key age and stage visits / Number of birth notifications received] x100	101.14%	95.27%	102.04%	99.26%	It has been observed clients have moved to larger municipalities, decreasing the attendance rate at 4 weeks.



## STRATEGIC DIRECTION 5: LEADERSHIP



### STRATEGIC OBJECTIVES:

- 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 an engaged workforce*
- 5.4 Planning, advocating and innovating for the future*

*Bannockburn Bowls Club upgrade*

## HIGHLIGHTS OF 2022/23

The following statement reviews the performance of Council against the strategic objectives included in the Council Plan 2021 – 2025.

### Strategic Objective: 5.1 Information and engagement to involve community in decision making

- Council published extensive, informative and engaging communications across its many channels in 2022/23 including:
  - Council’s website
  - Social media
  - Publication and distribution of the Gazette
  - Engage eNewsletter
  - eGazette
  - Council News in the Golden Plains Times
  - Council News in local community newsletters

Open community consultation processes in 2022/23 were undertaken via in-person engagements, digital and print surveys, and public exhibition of key strategies and plans on many important subjects including:

- Council Budget 2023/24
- Governance Rules and Policy
- Growing Places Strategy
- Tracks and Trails Strategy
- Climate Emergency Plan
- Domestic Wastewater Management Plan
- Golden Plains Shire Community Awards
- Young Women in Leadership Program
- Community Leadership Program
- Youth Pathways and Training
- Council presented formal opening events throughout 2022/23 to mark the delivery of many community infrastructure projects. Highlights include netball and tennis courts upgrade at the Rokewood Recreation Reserve, Ross Creek Play and Active Recreation Upgrade Project, Cape Clear Lions Park Reserve facilities upgrade, Bannockburn Bowls Upgrade, and new goal safety netting at Victoria Park in Bannockburn.

### Strategic Objective: 5.2 Accountable and transparent governance and financial management

- Council continues to implement good governance and decision-making processes to meet all legislative requirements, by ensuring governance rules and policies are reviewed accordingly. Actions undertaken in this area include a review of existing Governance Rules in October 2022 and a 6-month revaluation and review in March 2023, along with a review and community engagement of Councils Councillor Support and Expense Policy.
- In accordance with the Local Government Act 2020, Council’s Annual Budget 2023/24 was developed including deliberative community engagement processes and was adopted by Council in June 2023 and the annual review of Procurement policies was completed in March 2023.
- Council’s Risk Management Framework ensures all key risks have been measured and adequately controlled through the review of strategic risk statements and the completion of internal Fraud Risk Assessment workshops.
- Council focus on the management of Council and community assets, through the completion of annual road and footpath inspection programs. Recreation and community facilities continue to be maintained through work schedules, which have been developed in reference to condition data, management agreements and site master plans.





**Strategic Objective: 5.3 Responsive service delivery supported by systems, resources and an engaged workforce**

- Aligned to the Customer Experience Strategy Action Plan Council's website has been updated to a user-friendly customer centric format. This includes the development of an Online Customer Hub, allowing customers to digitally report concerns, provide feedback, ask questions or updated contact details.
- Progress on organisational development activities to drive workplace engagement, capability and performance has included:
  - Developed a performance and learning platform to support employee performance, development, and business succession planning
  - Completion of Employee Engagement Survey, including the development of department and organisational lead action plans addressing key focus areas
  - Leadership capability uplift through the delivery of internal Practical Leadership Coaching Program
  - Delivery of multiple in person and online training programs aligning to Councils capability framework
  - Development of an Employee Value Proposition
- Improving and streamlining of ICT systems and processes has included:
  - Adoption of Geographic Information System (GIS) Capability Strategy.
  - Partnership with Moorabool Shire and Hepburn Shire to form a consortium to develop a Long-Range Wide Area Network (LoRaWAN) across the three municipalities, under the Victorian Government funded Smart Shire Network project.

- Completion of the Wide Area Network upgrade project.
- Project scoping and procurement of new information, customer, property, financial and regulatory systems, under the Core System Transformation Project has been completed. Configuration and go-live is scheduled for late 2023.

**Strategic Objective: 5.4 Planning, advocating and innovating for the future**

- Council continues to develop funding and partnerships opportunities through representation on networks and regional alliances to connect and advocate for regional priorities including through G21, MAV, Central Highlands Council Victoria and the Peri-Urban Group of Councils.
- Advocacy in the lead up to the November 2022 State Election was successful in attracting five election promises for the Golden Plains Shire, highlights include:
  - Election commitment of \$7 million towards a new State Emergency Service (SES) facility in Bannockburn if the Australian Labor Party is re-elected at the State election
  - Election commitment of \$1.5 million towards new female-friendly change rooms at the Don Wallace Recreation Reserve



## STRATEGIC INDICATORS

The following statement reviews the performance of Council, detailing results achieved in relation to the strategic indicators in the Council Plan 2021-2025.

Strategic Indicator	Current Value and year	Previous Result and year	Similar Council or Victorian Average
Community Satisfaction with Council's consultation and engagement	43 (2023)	49 (2022)	49 (2023) Similar Council
Own source revenue per head of municipal population	\$1,213.87 (2022/23)	\$1171.61 (2021/22)	\$1,769.73 (2021/22) Similar Council
Community Satisfaction with Council lobbying on behalf of community	46 (2023)	51 (2022)	49 (2023) Similar Council
Community Satisfaction rating with Council's Customer Service	62 (2023)	64 (2022)	65 (2023) Similar Council
Value of "recurrent" grants per head of population	\$525.34 (2022/23)	\$550.94 (2021/22)	\$552.43 (2021/22) Similar Council
Community Satisfaction on Council's decisions being made in the interests of the community	43 (2023)	50 (2022)	48 (2023) Similar Council
Staff turnover rate	17.6% (2022/23)	22.9% (2021/22)	18.35% (2021/22) Similar Council



## MAJOR INITIATIVES

The following statement reviews the progress of council in relation to major initiatives identified in the Council Budget 2022/23.

Major Initiatives	Progress
<p><b>Communications and Engagement</b></p> <ul style="list-style-type: none"> <li>• Deliver a new inclusive Communications, Events and Engagement Strategy.</li> <li>• Implement Council's Community Engagement Policy and develop quality, genuine engagement for all residents, including strengthening the Councillor Engagement program.</li> <li>• Review and update Council's digital communications channels including websites, social media, and e-newsletters including the e-Gazette and the Community Engagement Register.</li> <li>• Undertake a photography project to build a diverse library of images and videos of Shire events, locations and people of all ages and abilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Council has made significant progress in delivering the new inclusive Communications, Events, and Engagement Strategy focusing on enhancing community engagement and strengthening digital communications channels.</li> <li>• Council has successfully implemented the Community Engagement Policy, ensuring that all residents have access to quality and genuine engagement opportunities. This includes actively involving residents in decision-making processes and actively seeking their feedback. As part of this effort, the Councillor Engagement program has continued throughout this period and proven beneficial in allowing Councillors to better connect with the community and understand their needs.</li> <li>• Council recognised the importance of digital platforms and has undertaken a comprehensive review and update of its digital communications channels, websites and social media platforms.</li> <li>• E-newsletters, including the e-Gazette, and the Community Engagement Register has expanded to ensure better accessibility, user-friendly interfaces, and improved information dissemination. These updates enable residents to stay informed about Council activities and engage with the organisation more effectively.</li> <li>• Council initiated a photography project with the aim of building a diverse library of images and videos showcasing Shire events, locations, and people of all ages and abilities. This project promotes inclusivity, celebrating the rich diversity within the community. The collection of images and videos will be utilised in various communications and promotional materials, ensuring representation and fostering a sense of belonging for all residents.</li> </ul>



### Customer Experience Centres

- Implement the Customer Experience Strategy that ensures Golden Plains Shire Council is an agile, capable and sustainable Council into the future.
  - Implement customer-friendly processes including the Complaints Handling Policy and integration with the Council First system
- The Customer Experience Strategy 2022 – 2026 guides a clear direction for customer experience and the commitment it makes to our customers by focusing on the whole customer journey and experience. Recognising that Customer Experience is proactive, from the moment that the need for Council's service is identified, right through to the delivery of the service has been a key focus for Council. Deliverables from the Customer Experience Strategy Action Plan throughout 2022/23 includes:
    - Rebranding Customer Service to Customer Experience to assist in creating wider awareness of Customer Experience across the organisation.
    - Adopting a single point of contact approach for customer by introducing Customer Hubs for in-person, phone & digital interactions, to ensure customers have a single point of contact for all interactions with Council either in person, email or online.
    - Update of Council's website to a user-friendly customer centric format, which included the development of an Online Customer Hub, allowing customers to digitally report concerns, provide feedback, ask questions or update contact details.
  - Councils Complaints Handling Policy will be renewed in 2023/24 following the implementation of new Customer Request Management System, a Core System Transformation Project deliverable.
  - Complaints resolved 31



<p><b>People and Culture</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Implement the requirements of the Local Government Act including development of the CEO Recruitment and Remuneration Policy and Workforce Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Council continues to implement the Gender Equality Action Plan to create leadership opportunities for diverse women, ensure an enabling workplace culture and embed a gender inclusive approach. Key initiatives delivered throughout 2022/23 include: <ul style="list-style-type: none"> <li>– Delivery of SBS Inclusion modules including a module called Gender. This 3-module course is available online to all staff and covers, understanding of gender equality in the workplace, everyday sexism, sexual harassment, domestic and family violence, recruitment and promotion, pay gap, flexibility, carer vs career, women in leadership and conditions and cultures that enable women to thrive in the workplace.</li> <li>– Delivery of Respectful Relationships in the Workplace.</li> <li>– Endorsement and implementation of GPSC's Gender Equality Plan 2021 – 2025. Completed audit in 2022. People Matters gender equality survey conducted in mid-2023.</li> <li>– Implementation of new Enterprise Agreement which uses gender neutral language and emphasises the availability of parental leave and carers leave entitlements to all persons regardless of gender. Development and promotion of new Leave Management Procedure and Pay and Benefits Policy.</li> <li>– Increase of family violence leave entitlements in the new Enterprise Agreement.</li> <li>– Communication to all staff on International Women's Day including resources and information about gender equality.</li> <li>– Ongoing flexible work arrangements available to all staff.</li> <li>– Gender pay equity assessments completed.</li> <li>– Increased female representation in outdoor workforce from 1 to 4 in 6 months.</li> <li>– Increased female representation in senior management team by 25%.</li> <li>– Introduction of GPSC's pilot traineeship program partnering with LGPro. Program specifically targets people with a disability, First Nations people, people from Culturally and Linguistically Diverse backgrounds, persons under the age of 25 and women over the age of 45.</li> <li>– Partnered with training organisations to offer two programs for emerging or aspiring female leaders.</li> <li>– Development of Family Violence Policy and Family Violence Guide with information and support for staff around declarations of family violence.</li> <li>– International Day for the Elimination of Violence Against Women (IDEVAW) – all staff email and video from CEO with information about 16 days of activism, gender equality and support services.</li> <li>– Reusable cups with 16 days of activism messaging made available to staff.</li> <li>– Promotion of Responding to Disclosures of Family Violence training.</li> <li>– Promotion of Employee Assistance Program specialist lines.</li> <li>– Council have developed a CEO Recruitment and Remuneration Policy and continue to appoint an independent chair to the CEO Recruitment and Remuneration Committee. The Workforce Plan continues to be reviewed annually in line with strategic and operational goals.</li> </ul> </li> </ul>
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<b>Corporate Planning</b> <ul style="list-style-type: none"> <li>Implement the adopted Council Plan 2021-2025 in accordance with the provisions of the <i>Local Government Act 2020</i></li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the progress of the 2021 – 2025 Council Plan are provided to Council Meetings. The implementation of a software solution to enhance Council Plan reporting and management, has seen a strong uplift across all Council Plan reporting content.</li> </ul>
<b>Governance</b> <ul style="list-style-type: none"> <li>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.</li> <li>Implement good governance and decision making processes and meet all legislative requirements of the Local Government Act 2020.</li> <li>Reviewing and updating Policies and Procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to implement good governance and decision-making processes to meet all legislative requirements, by ensuring governance rules and policies are reviewed accordingly. Actions undertaken in this area include a review of existing Governance Rules in October 2022 and a 6-month revaluation and review in March 2023, along with a review and community engagement of Councils Councillor Support and Expense Policy.</li> <li>To enhance practices relating to the monitoring and reviewing, all Policies and Procedures have been moved to a central platform.</li> </ul>
<b>Occupational Health and Safety</b> <ul style="list-style-type: none"> <li>Provide a structured Occupational Health and Safety System to Golden Plains Shire Council.</li> <li>Upskill our Leaders in key Occupational Health and Safety Areas.</li> <li>Improve response to emerging hazards.</li> </ul>	<ul style="list-style-type: none"> <li>In 2022/23 the implementation of OHS Incident and Hazard management system came into full implementation after the delays through covid. The system is being reviewed with improvements made to ensure the feasibility of the system.</li> <li>Face-to-face training continues to occur with all people leaders, including safety leadership training and the responsibilities of leaders when responding to emerging hazards and/or incidents</li> <li>Targeted (specialised) training has also been provided to staff in relation to changes in regulations and/or exposure rates (e.g., silicon dust).</li> <li>Delivery of Safety &amp; Wellbeing for Leaders training for people leaders and staff responsible for the safety of members of the public at programs, events and Council-owned facilities.</li> </ul>
<b>Risk Management</b> <ul style="list-style-type: none"> <li>Implement and review Council's Risk Management Framework and ensure all key risks have been measured and adequately controlled.</li> </ul>	<ul style="list-style-type: none"> <li>Council has continued the development of its risk management processes following the adoption of its Risk Management Framework in December 2020. This has included the development of risk assessment tools aligned with the Risk Management Framework, the completion of an insurable risk register and loss limit analysis, and the ongoing development of risk management workshops to identify risks and develop controls across the organisation. Pitcher Partners was engaged to deliver fraud risk management workshops have been completed by Councils Senior Management Team and Corporate Services leadership group.</li> </ul>

<p><b>Records Management</b></p> <ul style="list-style-type: none"> <li>• Implementation of a corporate Digitisation Plan for greater accessibility to corporate records.</li> </ul>	<ul style="list-style-type: none"> <li>• The Digitisation Plan includes the replacement of the Document Management System, which is scheduled to go live in October 2023. This includes a single business classification scheme and consolidation of all documents into one searchable and accessible store. The inward correspondence digitisation plan is geared to the delivery of this project.</li> </ul>
<p><b>Digital Transformation</b></p> <ul style="list-style-type: none"> <li>• Delivery of the key actions of the Digital Transformation Strategy including embedding the new systems under the Core System Transformation Project into Council's operations</li> <li>• Enhance operations around GIS systems</li> </ul>	<ul style="list-style-type: none"> <li>• Council continues to deliver key actions of the Digital Transformation Strategy, with project scoping, procurement and configuration of new information, customer, property, financial and regulatory systems, under the Core System Transformation Project.</li> <li>• Under the Victorian Government funded Smart Shire Network Project, Council have collaborated with Moorabool Shire and Hepburn Shire to form a consortium to develop a Long-Range Wide Area Network (LoRaWAN) across the three municipalities. Council has installed 5 of its 7 planned gateways and placed trial sensors to monitor flooding and asset usage.</li> <li>• Council's Geographic Information System (GIS) Capability Strategy has been adopted.</li> <li>• A full replacement of the Wide Area Network infrastructure has been completed.</li> </ul>
<p><b>Asset Management</b></p> <ul style="list-style-type: none"> <li>• Migrate asset inspection programs to Assetic Maintenance including the annual road and footpath inspection program.</li> <li>• Implementation and population of the Assetic software system.</li> <li>• Adopt, monitor and deliver the improvements as identified in the Asset Plan 2022-2032.</li> </ul>	<ul style="list-style-type: none"> <li>• As the community grows and expectations increase, there is an ongoing need for higher quality, always-available assets, from roads and buildings to park furniture and play equipment. To achieve the best outcomes for the community, including future generations, Council has consolidated Asset data into one system (Assetic) to create a standardised approach to data management. This has allowed Council to better understand the lifecycle of its assets. Annual Road and footpath inspection programs have been migrated to Assetic and throughout 2023/24 Council will explore how to migrate roads and drainage maintenance into Assetic for planned and reactive maintenance.</li> </ul>



## SERVICES

The following statement provides information in relation to the services funded in the Council Budget 2022/23 and the persons or sections of the community who are provided the service.

Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Communications and Engagement</b>	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.	739 <u>797</u> 58
<b>Customer Service Centres</b>	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.	774 <u>810</u> 36
<b>Governance</b>	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.	942 <u>997</u> 55
<b>Elections</b>	Maintenance of voters' rolls in readiness for elections.	(1) <u>1</u> 2
<b>Meetings</b>	Conduct Council meetings, committee meetings, workshops and other meetings of Council with management.	56 <u>39</u> (18)
<b>Corporate Planning</b>	Maintenance of an integrated approach to corporate planning, financial planning, budgeting and resource allocation and the maintenance and measurement of organisational performance to meet customer service needs.	1,558 <u>1,526</u> (32)
<b>Occupational Health and Safety</b>	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.	330 <u>342</u> 12
<b>Risk Management</b>	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.	46 <u>72</u> 26
<b>General revenue</b>	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.	(37,770) <u>(31,336)</u> 6,434
<b>Property and Rating</b>	Management of Council's rating system, including levying rates and charges, outstanding interest and valuing all rateable properties.	244 <u>415</u> 171
<b>Corporate Reporting and Budgeting</b>	Preparation of Council's Annual Budget, annual financial statements, Strategic Resource Plan, and other statutory returns in accordance with statutory requirements.	494 <u>414</u> (80)



<b>Procurement and Contract Management</b>	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.	380 <u>353</u> (26)
<b>Borrowings</b>	Effective management of Council borrowings.	225 <u>228</u> 2
<b>Plant Replacement</b>	Management and replacement of Council's plant and equipment in accordance with the plant replacement schedule.	(139) 6 145
<b>Asset Management</b>	Strategic Management of Council's significant asset base including but not limited to Roads, Bridges, footpaths, buildings, recreation reserves, drainage systems, parks and playgrounds etc. 2020-21 budget includes the re-allocation of 2 FTEs, additional corporate overheads and \$80k for an asset rationalisation review.	682 <u>756</u> 74

## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework, including explanation of results in the comments.

<b>Governance</b>					
Provision of good governance to the community including making and implementing decisions with reference to community engagement, policy frameworks and agreed practice and in compliance with relevant legislation.					
	Results				
Service/ Indicator/ Measure	2020	2021	2022	2023	Comments
<b><i>Council decisions made at meetings closed to the public</i></b>  [Number of council resolutions made at ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors, closed to the public / Number of council resolutions made at ordinary or special meetings of council or at meetings of a special committee consisting only of councillors] x100	5.31%	2.70%	9.03%	8.45%	
<b><i>Satisfaction with community consultation and engagement</i></b>  [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	49.00	47.00	49.00	43.00	Community consultation and engagement is of high importance to all demographics who felt performance was declining.

<b><i>Councillor attendance at council meetings</i></b>  [The sum of the number of councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) x (Number of councillors elected at the last council general election)] x100	95.92%	99.05%	96.94%	93.88%	
<b><i>Cost of elected representation</i></b>  [Direct cost of the governance service / Number of councillors elected at the last council general election]	\$44,124.14	\$39,805.86	\$49,552.43	\$50,628.29	
<b><i>Satisfaction with council decisions</i></b>  [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	47.00	49.00	50.00	43.00	Reflects community perception of decisions made in the interest of the community which is consistent with State results.



# GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

## GOVERNANCE

Golden Plains Shire Council is constituted under the Local Government Act 2020 to provide leadership for the good governance of the municipal district and the local community.

### Council has a number of important roles including:

- Taking into account the diverse needs of the local community in decision-making.
- Providing leadership by establishing strategic objectives and monitoring achievements.
- Ensuring that resources are managed in a responsible and accountable manner;
- Advocating the interests of the local community to other communities and governments; and
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities.

The community has many opportunities to provide input into Council's decision-making processes including community consultation, surveys, committees and reference groups, public forums and the ability to make submissions to Council.

Council's formal decision-making processes are conducted through council meetings. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

### Meetings of Council

Council conducts open public meetings on the fourth Tuesday of each month. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to make a submission to speak to an

item or to ask a question during Public Question Time. All Council meetings are recorded and livestreamed on Council's YouTube page.

On matters presented to Council for decision, Council meetings provide an opportunity for community members to address the Council in support of their submissions. The procedures at Council meetings are provided for in Council's Governance Rules.

For the 2022/23 year, Council held the following meetings:

- 12 scheduled Council meetings
- 2 unscheduled Council meetings

The following table provides a summary of Councillor attendance at scheduled meetings of Council and unscheduled meetings of Council for the 2022/23 financial year.

Councillor	Scheduled Meetings	Unscheduled Meetings	Total Meetings
Mayor Cr Brett Cunningham	11	2	13
Deputy Mayor Cr Gavin Gamble	12	2	14
Cr Helena Kirby	11	2	13
Cr Ian Getsom	9	2	11
Cr Les Rowe	12	1	13
Cr Owen Sharkey	12	2	14
Cr Clayton Whitfield	12	2	14



## Delegated Committees

Council can establish delegated committees consisting of Councillors, Council staff, other persons, or any combination of these persons. There were no Delegated Committees established by Council in the 2022/23 year.

## Councillor Code of Conduct

The Councillor Code of Conduct 2021 (Code of Conduct) sets out the values and standards of conduct Councillors have committed to adopting in the performance of their role.

The Code of Conduct requires Councillors to be accountable, transparent, collaborative, and engaged with the municipal community. Councillors must treat others with dignity, fairness, objectivity, courtesy, and respect, including taking positive action to eliminate discrimination, sexual harassment and victimisation, and supporting Council to achieve and promote gender equality.

The Code of Conduct operates in conjunction with the Councillor Dispute Resolution Policy 2021. This policy sets out the formal processes adopted to manage allegations of misconduct, serious misconduct and gross misconduct made against a Councillor for alleged breaches of the Code of Conduct and Local Government Act 2020.

## Good Governance Principles

The Code of Conduct imposes specific obligations on Councillors when performing their duties and functions, including giving effect to overarching principles of 'good' governance. This obligation requires Councillors to:

- Make decisions and take action in accordance with the relevant law.
- Give priority to achieving the best outcomes for the municipal community, including future generations.
- Promote the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risk.
- Engage the municipal community in strategic planning and strategic decision-making.

- Pursue innovation and continuous improvement.
- Seek to collaborate with other councils, governments, and statutory bodies.
- Ensure the ongoing financial viability of Council.
- Consider regional, state and national plans and policies in strategic planning and decision-making.
- Ensure the transparency of Council decisions, actions and information.

When giving effect to these principles, Councillors are required to engage in meaningful and informed community engagement, describe the ways Council information will be made publicly available, adopt an integrated approach to the preparation of strategic documents, focus on the ongoing financial viability of Council, and provide a framework for Council to deliver services to the municipal community.

## Conflict of Interest

Councillors are elected to represent the diversity of needs and interests of the municipal community. This is a position of trust that requires Councillors to act in the public interest. A conflict of interest arises when Councillor's private interests could result in that person acting in a manner that is contrary to their public duty, or a Councillor could gain a benefit or suffer a loss depending on the outcome of the matter.

A Councillor exercising a power, duty, or function, or making a decision in relation to any matter must disclose a conflict of interest and exclude themselves from the decision-making process.

Declarations of conflicts of interest are a standard agenda item at all Council meetings. The minutes of Council meetings record all disclosed conflict of interests. During 2022/23, 10 conflicts of interest were declared at Council meetings and 6 were declared at a Strategic Briefing meeting and reported to the next Council meeting.

The obligation to declare a conflict of interest and exclude oneself from the decision-making process also applies to Council officers or members of Delegated Committees when Council delegates its powers to the individual or group.

## Councillor Allowances

Under the *Local Government Act 2020*, Mayors, Deputy Mayors, and Councillors are entitled to receive an allowance in accordance with a determination of the Victorian Independent Remuneration Tribunal (the 'Tribunal').

Councils are divided into three categories based on the income and population of each council.

Golden Plains Shire Council is recognised as a Category 2 council. The Tribunal's determination, as varied in December 2022, provided that from 18 December 2022 to 30 June 2023 the allowance for a Category 2 Councillor would be \$31,353, for the Deputy Mayor \$50,319, and for the Mayor \$100,637. Prior to 18 December 2022, the allowance for a Category 2 Councillor was \$30,024, for the Deputy Mayor \$48,235, and for the Mayor \$96,470. The value of the allowance payable to a Council member is inclusive of any Superannuation Guarantee Contribution amount.

Councillor	Allowance
Mayor / Cr Brett Cunningham	\$77,754.60
Mayor/Deputy Cr Gavin Gamble	\$69,322.13
Deputy Mayor/ Cr Helena Kirby	\$38,532.62
Cr Ian Getsom	\$31,388.33
Cr Les Rowe	\$31,388.33
Cr Owen Sharkey	\$31,388.33
Cr Clayton Whitfield	\$31,388.33

## Councillor and Delegated Committee Member Expenses

Council is required to reimburse Councillors and delegated committee members for expenses incurred whilst performing their role. Council is required to adopt a policy for the reimbursement of expenses for Councillors and delegated Committee members. The policy contains procedures to be followed in applying for, and the reimbursement of, expenses.

The details of the Councillor expenses for the 2022/23 year are set out in the following table:

Councillor	Travel	Council Car Expenses	Childcare	Information & Communications	Conference & Training	Total \$
Cr Brett Cunningham	2,714.13	2,248.61	-	352.57	5,628.15	10,943.46
Cr Gavin Gamble	2,588.85	3,408.94	-	355.74	5,709.45	12,062.98
Cr Helena Kirby	-	-	-	684.51	1,785.64	2,470.15
Cr Ian Getsom	2,523.78	-	-	484.13	1,709.32	4,717.23
Cr Les Rowe	1,877.55	-	-	339.08	4,285.84	6,502.47
Cr Owen Sharkey	-	-	-	352.52	2,626.89	2,979.41
Cr Clayton Whitfield	-	-	-	353.01	1,282.69	1,635.70

**Note:** Cr Gavin Gamble Mayor 1 July 2022 to 15 November 2022  
Cr Brett Cunningham Mayor 15 November 2022 to 30 June 2023

**Audit & Risk Committee Independent Members Sitting Fee**

Independent Member	Sitting Fee
Joseph Adamski	\$2,933.00
Philip Delahunty	\$2,346.00
Andrew Pearce	\$2,931.48

The following expenses were paid to Independent Members of the Audit & Risk Committee:

Independent Member	Travel	Car Mileage	Information & Communications	Conference & Training	Total \$
Joseph Adamski	-	\$129.60	-	-	\$129.60
Philip Delahunty	-	\$269.88	-	-	\$269.88
Andrew Pearce	-	\$312.00	-	-	\$312.00





# MANAGEMENT

*Council has implemented statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks leads to better decision-making by Council.*

The *Local Government Act 2020* requires Council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations. Council's Governance and Management Checklist results are set out in the section below. The following items have been highlighted as important components of the management framework.

## AUDIT AND RISK COMMITTEE

The Audit and Risk Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management, and fostering an ethical environment. The Audit and Risk Committee consists of three independent members, Mr Joe Adamski (Chair), Mr Andrew Pearce and Mr Philip Delahunty and two Councillors. Independent members are appointed for an initial term of up to three years, and may be reappointed for two additional three-year terms, for a maximum of nine total years.

The Audit and Risk Committee meets a minimum of four times a year. The Chief Executive Officer, Director Corporate Services, Director Infrastructure and Environment, Director Community, Planning and Growth and Manager Finance attend all Audit and Risk Committee meetings. Council's Internal Auditors attend as required to present reports. The external auditors generally attend in February, May and September each year to present the audit plan, interim management letter and independent audit report respectfully.

Recommendations from each Audit and Risk Committee meeting are subsequently reported to, and noted by, Council.

## INTERNAL AUDIT

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. The function is provided by an external provider. A risk-based, three-year Strategic Internal Audit Plan (SIAP) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment prior audit coverage and outcomes, and management input. The SIAP is reviewed and approved by the Audit and Risk Committee.

The Internal Auditor generally attends all Audit and Risk Committee meetings to report on the status of the SIAP, to provide an update on the implementation of audit recommendations and to present findings of completed reviews. All audit issues identified are risk rated. Recommendations are assigned to the responsible Manager and tracked accordingly. Managers provide quarterly status updates that are reviewed by the Internal Auditor and reported to the Audit and Risk Committee.

Quality assurance is measured through annual client satisfaction surveys, the annual Audit and Risk Committee self-assessment, completion of the internal audit plan and benchmarking against other internal audit functions.

The SIAP for 2022/23 was completed with the following reviews conducted:

- Data Analytics
- Incoming non-recurring Grants
- Waste Handling Landfill Collection
- Asset Management





## EXTERNAL AUDIT

Council is externally audited by the Victorian Auditor-General. In 2022/23, the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's Office.

The external auditors generally attend the February, May and September Audit and Risk Committee meetings to present the annual audit plan, interim management letter and Independent Audit Report respectfully. The final external audit management letter and responses are also provided to the Audit and Risk Committee.

## RISK MANAGEMENT

Risk management is critical to the achievement of the Council Plan's strategic objectives. Prudent decision-making regarding the use of Council's human, financial and physical resources is vital to attaining Council's vision of offering a lifestyle and opportunities that foster social and economic wellbeing.

Council has adopted the Risk Management Framework in line with current best practice in the management of business enterprise risks and current AS/NZS 31000 guidelines. The Risk Management Framework addresses items such as:

- Risk management commitment
- Best practice in risk management
- Roles and accountabilities
- Communication and consultation
- Risk management process
- Risk registers
- Monitoring and review

# GOVERNANCE AND MANAGEMENT CHECKLIST

*Golden Plains Shire Council is constituted under the Local Government Act 2020 to provide leadership for the good governance of the municipal district and the local community.*

Governance and Management Items	Assessment
<b>1. Community Engagement Policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the <i>Local Government Act 2020</i> . Date of adoption: 23 February 2021
<b>2. Community Engagement Guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Incorporated into the Community Engagement Policy (Appendix 2 & 3). Date of adoption: 23 February 2021
<b>3. Financial Plan</b> (plan under section 91 of the <i>Local Government Act 2020</i> outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted as part of the new Council Plan 2021-2025 on 29 June 2021, in accordance with section 91 of the <i>Local Government Act 2020</i> .
<b>4. Annual Budget</b> (plan under section 94 of the <i>Local Government Act 2020</i> setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the <i>Local Government Act 2020</i> . Date of adoption: 28 June 2023
<b>5. Asset Plan</b> (plan under section 92 of the <i>Local Government Act 2020</i> setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the <i>Local Government Act 2020</i> . Date of adoption: 28 June 2022
<b>6. Revenue and Rating Plan</b> (plan under section 93 of the <i>Local Government Act 2020</i> setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the <i>Local Government Act 2020</i> . Date of adoption: 28 June 2022
<b>7. Risk Policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Incorporated into the Risk Management Framework 2020. Date of adoption: 23 July 2020
<b>8. Fraud Policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Date of adoption: 26 November 2019
<b>9. Municipal Emergency Management Plan</b> (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 60ADB of the <i>Emergency Management Act 2013</i> . Date of preparation: November 2021

Governance and Management Items	Assessment
<b>10. Procurement Policy</b> (policy under section 108 of the <i>Local Government Act 2020</i> outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the <i>Local Government Act 2020</i> . Date of adoption: 26 October 2021 Last updated: 28 March 2023
<b>11. Business Continuity Plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Date of adoption: July 2018 Last updated: June 2020
<b>12. Disaster Recovery Plan</b> (Plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Incorporated into the Business Continuity Plan. Date of adoption: July 2018
<b>13. Risk Management Framework</b> (Framework outlining Council's approach to managing risks to the Council's operations)	Date of adoption: 15 December 2020
<b>14. Audit &amp; Risk Committee</b> (Advisory committee of Council under section 53 & 54 of the <i>Local Government Act 2020</i> whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 53 of the <i>Local Government Act 2020</i> . Date of establishment: 27 February 1997
<b>15. Internal audit</b> (Independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving Council's governance, risk, and management controls)	Date of engagement of current provider: 11 September 2018
<b>16. Performance reporting framework</b> (a set of indicators measuring financial and non- financial performance, including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i> )	Date of adoption: 1 July 2014
<b>17. Council Plan Report</b> (Quarterly report reviewing the performance of the council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Date reports presented: 23 August 2022, 22 November 2022, 28 February 2023, 23 May 2023
<b>18. Financial reporting</b> (Quarterly statements to Council under section 97 of the <i>Local Government Act 2020</i> comparing actual and budgeted results and an explanation of any material variations)	Statements presented to council in accordance with section 97 of the <i>Local Government Act 2020</i> . 25 October 2022, 22 November 2022, 28 February 2022, 23 May 2023
<b>19. Risk Management &amp; Insurance Reporting</b> (Quarterly reports of strategic risks to Council's operations, their likelihood, and consequences of occurring and risk minimisation strategies)	Date Reports Presented: 20 October 2022, 8 November 2022, 14 February 2023, 9 May 2023

Governance and Management Items	Assessment
<b>20. Performance Reporting</b> (six monthly reports of indicators measuring results against financial and non-financial performance, including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i> )	Date of Report: 25 October 2022, 28 February 2023
<b>21. Annual Report</b> (Annual Report under sections 98 and 99 of the <i>Local Government Act 2020</i> containing a report of operations and audited financial and performance statements)	Presented at a meeting of the Council in accordance with section 100 of the <i>Local Government Act 2020</i> on 25 October 2022.
<b>22. Councillor Code of Conduct</b> (Code under section 139 of the <i>Local Government Act 2020</i> , setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the <i>Local Government Act 2020</i> . Date adopted: 23 February 2021
<b>23. Delegations</b> (Document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the <i>Local Government Act 2020</i> )	Reviewed in accordance with section 11(7) of the <i>Local Government Act 2020</i> and a register kept in accordance with sections 11(8) and 47(7) of the <i>Local Government Act 2020</i> . Date of Review: Council to CEO: 28 February 2023 Council to Staff (EPA 2017): 22 November 2022 Council to Staff: 23 May 2023, 28 October 2022
<b>24. Meeting procedures</b> (Governance rules under section 60 of the <i>Local Government Act 2020</i> governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the <i>Local Government Act 2020</i> . 28 March 2023

I certify that this information presents fairly the status of Council's governance and management arrangements.



**Eric Braslis**

Chief Executive Officer

Dated: 24 October 2023



**Cr Brett Cunningham**

Mayor

Dated: 24 October 2023



# STATUTORY INFORMATION

## DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In accordance with sections 57 and 58 of the *Local Government Act 2020*, the following documents are available for public inspection or copies of the documents can be obtained at Golden Plains Civic Centre, 2 Pope Street, Bannockburn:

- a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by a Councillor or any member of Council staff in the previous 12 months.
- agendas for, and minutes of, Scheduled and Unscheduled meetings held in the previous 12 months, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 66 of the *Local Government Act 2020* and are confidential information within the meaning of section 3(1) of the *Local Government Act 2020*.
- the minutes of meetings of Delegated Committees established under section 63 of the *Local Government Act 2020* and held in the previous 12 months, other than those minutes relating to a part of a meeting, which was closed to members of the public under section 66 of the *Local Government Act 2020* and are confidential information within the meaning of section 3(1) of the *Local Government Act 2020*.
- a register of delegations kept under sections 11(8) of the *Local Government Act 2020*, including the date on which the last review took place.
- a document containing details of all leases involving land which were entered into by Council as lessor, including the lessee and the terms and the value of the lease.
- a register maintained under section 224(1A) of the *Local Government Act 1989* of authorised officers appointed under that section.
- a list of donations and grants made by Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

## SERVICE PERFORMANCE PRINCIPLES

In accordance with section 106 of the *Local Government Act 2020*, Council is to comply with the six Best Value principles and to report to the community at least once a year on how this has been achieved.

The principles relate to:

- Quality and cost standards
- Responsiveness to community needs
- Accessibility
- Continuous improvement
- Community consultation
- Reporting to the community

Golden Plains Shire Council has embraced all of these principles by incorporating them into its management planning process to ensure it provides the services that best reflect the needs of the community. Council's commitment is demonstrated through various initiatives including:

- Service reviews and briefings to Council
- Enhanced community consultation, listening posts, and online feedback
- A Council Plan which is reflective of the community's needs
- Community Satisfaction Surveys
- Community planning framework
- Supporting local and regional procurement practices
- Collaboration with other Councils and various agencies

## CARERS RECOGNITION

The *Carers Recognition Act 2012* formally acknowledges the important contribution that people in care relationships make to our community and recognises, promotes and values the role of people in care relationships.

As a care support organisation, Golden Plains Shire Council considers the care relationship principles when developing and implementing policies, programs and services that affect people in care relationships.

Council values the active participation and contribution of all carers. Carers are specifically involved in individual care planning development, monitoring and review. Carers continue to play an active role, formally and informally as they connect with the activities of the Social Support programs.

Respite services provide flexible and responsive support for carers, recognising the value of their caring role.

## CONTRACTS

Council did not enter into any contracts valued at \$150,000 or more for goods and services, or

\$200,000 or more for construction works, without first engaging in a competitive process, in accordance with Section 108 and 109 of the *Local Government Act 2020*, and Council's Procurement Policy.

## DISABILITY ACTION PLAN

The *Disability Act 2006* (Section 38) requires all government organisations to have a Disability Action Plan (or similar). A Disability Action Plan identifies actions to remove physical, civic and attitudinal barriers for people with a disability. It is also designed to increase employment opportunities and influence community attitudes.

At its meeting on 23 February 2021, Council resolved to adopt the Active Ageing & Inclusion Plan 2020-2024 (AAIP), which ensures Council's continued compliance with the *Disability Act 2006* legislative requirements.

The information contained in the AAIP builds on the work undertaken previously in the Access and Inclusion Plan 2016-2019 and the Ageing Well in Golden Plains Shire Strategy and Action Plan 2012-2016.

The AAIP provides the framework for Council to address current and future needs of older residents and people with disability and will assist to improve awareness of ageing, disablement and associated

issues. The Plan also ensures continued support for people with disabilities and other access challenges to engage with Council and access all areas of the organisation's operations.

A key component in the development of the AAIP was consultation with the Golden Plains community, as well as Council staff.

The AAIP identifies four priority areas for access and inclusion in order to meet objectives and goals over the next four years:

1. Our Social Environment: Accessible events, community grants, consultations, social supports and diversity.
2. Our Support Environment: Aged and disability services, transport and safety, and continuing to strive to achieve best practice whilst considering the impacts of policy and funding changes in the sector.
3. Our Built and Natural Environments: Infrastructure access and inclusion continuing to improve accessible parking provision, improving the quality of accessible toilets, and playgrounds and recreation especially for children with a disability.
4. Our Leadership: Operational processes in the areas of employment, communication with the community and advocacy roles Council will undertake with external stakeholders.

Throughout 2022-23, Council has continued to respond to the AAIP, through addressing actions under the four priority areas for access and inclusion, that meet the needs of older residents and people with a disability, and assist to improve awareness of ageing, disablement and all associated issues within the Shire.

## DOMESTIC ANIMAL MANAGEMENT PLAN 2022-2025

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan every four years and evaluate its

## STATUTORY INFORMATION CONT.

implementation in the Annual Report. The last plan was adopted in December 2021.

A number of actions have been investigated over the course of the 2022/23 financial year:

- Implementation of fee reduction on registration for owners of cats who have a suitable cat enclosure on their property.
- Investigation of a cat curfew with the state government (Animal Welfare Victoria). It was determined that due to the current Council animal management resources and increasing impounding costs per cat, that other options be explored before the introduction of a curfew. These options to be explored include advertising cat cages, more registration checks and mandatory desexing of cats.
- Council's Community Safety Team members have been engaged with local primary schools where they interact with school children on animal management issues.
- Appointment of a Team Leader in the Community Safety Team.
- Training of staff to assist in periods of leave or afterhours.
- Undertake reviews of current animal management procedures, including the keeping of domestic animals.
- Investigated and undertaken enforcement on a number of dog attacks, including declaring dogs menacing or dangerous.
- Undertaken patrols of walking tracks identified by the community of areas where dog waste is left.
- Engaged with Councils ICT and Digital Transformation team to design a system to allow dog attacks to be reported online, with photos and statements attached.
- Issued a media release about an increase in dog attacks that saw reports with local and regional newspapers and local radio stations.
- Inspected Domestic Animal Businesses, Dangerous, menacing and restricted breed dog properties.

Council officers will continue with targeted township registration checks, domestic animal business audits, investigation of prevention to cruelty of animal matters, prosecution of serious dog attack matters, maintenance and audit of the declared dog register, and discounted desexing of cats for eligible community members.

There are currently 5,597 dogs and 1,187 cats registered in the shire. During 2022/23, Council officers impounded 117 animals whilst residents of the shire took 29 animals to the pound (23 more than last financial year). Of these 166 animals, 37 were reclaimed and 39 were adopted. Council, through veterinary services euthanized 26 feral cats.

Council is continuing to operate a cat desexing program with the National Desexing Network where cat owners are offered desexing and microchipping at a heavily discounted rate that includes free registration for one year, at local veterinary clinics for eligible residents.

### FOOD ACT MINISTERIAL DIRECTIONS

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report. No such Ministerial Directions were received by Council during 2021/22.

### FREEDOM OF INFORMATION

In accordance with section 7(4AA) (a) and 7(4AA) (b) of the Freedom of Information Act 1982, Council is required to publish certain statements in its annual report or separately such as on its website, concerning its functions and information available. Council has chosen to publish the statements separately, however provides the following summary of the application and operation of the *Freedom of Information Act 1982*.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the *Freedom of Information Act 1982* and in summary as follows:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of Council should be addressed to the Freedom of Information Officer. Requests can also be lodged online or by email. Access charges may also apply once documents have been processed and a decision on access is made (e.g. photocopying and search and retrieval charges).

Further information regarding FOI can be found on the Office of the Victorian Information Commissioner website at [www.ovic.vic.gov.au](http://www.ovic.vic.gov.au)

## **PUBLIC INTEREST DISCLOSURE PROCEDURES**

The *Public Interest Disclosures Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

In accordance with Section 69 of the *Public Interest Disclosures Act 2012*, Council must include in its Annual Report information about how to access the procedures established by Council under Part 9 of that Act. Procedures on how to make a disclosure are publicly available on Council's website: [goldenplains.vic.gov.au](http://goldenplains.vic.gov.au)

Council is also required to provide certain information about the number and types of protected disclosure complaints investigated during the financial year.

During 2022/23, no disclosures were notified to Council officers appointed to receive disclosures, or to the Independent Broad-based Anti-Corruption Commission (IBAC).

## **ROAD MANAGEMENT ACT – MINISTERIAL DIRECTION**

In accordance with section 22 of *the Road Management Act 2004*, Council must publish a copy or summary of any Ministerial direction in its Annual Report.

No such Ministerial Directions were received by Council during 2022/23. Council suspended its Road Management Plan on 20 October 2023 following widespread flooding events.

## **NATIONAL COMPETITION POLICY**

For the year ended 30 June 2023, Golden Plains Shire Council has adhered to, and is obligated to adhere to, competitive neutrality principles.

## **INFRASTRUCTURE AND DEVELOPMENT CONTRIBUTIONS**

Council pursue development contributions by way of s173 Agreements at the time of land rezoning. Council is currently working on a development contributions plan for the Shire, which is yet to be completed. Therefore, Council does not have any formal Infrastructure Contributions Plans (ICP's) or Development Contributions Plans (DCP's).





# FINANCIAL REPORT

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# FINANCIAL REPORT

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### Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, Australian Accounting Standards and other mandatory professional reporting requirements.



Lynne Gray  
**Principal Accounting Officer**

Dated : 24 October 2023  
 Bannockburn

In our opinion the accompanying financial statements present fairly the financial transactions of Golden Plains Shire Council for the year ended 30 June 2023 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



Cr Brett Cunningham  
**Mayor**

Dated : 24 October 2023  
 Bannockburn



Cr Les Rowe

Dated : 24 October 2023  
 Bannockburn



Eric Braslis  
**Chief Executive Officer**

Dated : 24 October 2023  
 Bannockburn



# Independent Auditor's Report

## To the Councillors of Golden Plains Shire Council

<b>Opinion</b>	<p>I have audited the financial report of Golden Plains Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2023</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• statement of capital works for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial statements.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2023 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Other Information</b>	<p>The Councillors of the council are responsible for the Other Information, which comprises the information in the council's annual report for the period ended 30 June 2023, but does not include the financial report and my auditor's report thereon.</p> <p>My opinion on the financial report does not cover the Other Information and accordingly, I do not express any form of assurance conclusion on the Other Information. However, in connection with my audit of the financial report, my responsibility is to read the Other Information and in doing so, consider whether it is materially inconsistent with the financial report or the knowledge I obtained during the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude there is a material misstatement of the Other Information, I am required to report that fact. I have nothing to report in this regard.</p>

<b>Councillors' responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>
<b>Auditor's responsibilities for the audit of the financial report</b>	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.</p> <p>As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:</p> <ul style="list-style-type: none"> <li>• identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.</li> <li>• obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control</li> <li>• evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors</li> <li>• conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.</li> <li>• evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.</li> </ul>

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<b>Auditor's responsibilities for the audit of the financial report (continued)</b>	I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
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MELBOURNE  
25 October 2023



Travis Derricott  
*as delegate for the Auditor-General of Victoria*

Golden Plains Shire Council  
2022/2023 Financial Report

### Comprehensive Income Statement For the Year Ended 30 June 2023

	Note	2023 \$'000	2022 \$'000
<b>Income / Revenue</b>			
Rates and charges	3.1	27,245	26,082
Statutory fees and fines	3.2	750	824
User fees	3.3	1,660	1,889
Grants - operating	3.4	14,287	14,973
Grants - capital	3.4	3,887	4,457
Contributions - monetary	3.5	2,278	1,610
Contributions - non monetary	3.5	4,496	2,493
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	378	162
Other income	3.7	673	58
<b>Total income / revenue</b>		<b>55,655</b>	<b>52,547</b>
<b>Expenses</b>			
Employee costs	4.1	19,116	18,394
Materials and services	4.2	21,834	18,075
Depreciation and amortisation	4.3	9,566	8,699
Bad and doubtful debts - allowance for impairment losses	4.4	47	11
Borrowing costs	4.5	225	255
Share of net (profits) or loss of associates	6.3	(0)	10
Other expenses	4.6	1,776	1,073
<b>Total expenses</b>		<b>52,563</b>	<b>46,518</b>
<b>Surplus/(deficit) for the year</b>		<b>3,092</b>	<b>6,029</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation increment/(decrement)	9.1	38,349	35,411
<b>Total other comprehensive income</b>		<b>38,349</b>	<b>35,411</b>
<b>Total comprehensive result</b>		<b>41,441</b>	<b>41,440</b>

The above comprehensive income statement should be read in conjunction with the accompanying notes.



## Balance Sheet As at 30 June 2023

	Note	2023 \$'000	2022 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1	24,480	26,257
Trade and other receivables	5.1	4,110	3,674
Inventories	5.2	12	14
Prepayments	5.2	665	729
Non-current assets classified as held for sale	6.1	1,424	1,827
Other assets	5.2	884	833
<b>Total current assets</b>		<b>31,574</b>	<b>33,334</b>
<b>Non-current assets</b>			
Investments in associates	6.3	627	627
Property, infrastructure, plant and equipment	6.2	581,591	537,321
<b>Total non-current assets</b>		<b>582,217</b>	<b>537,948</b>
<b>Total assets</b>		<b>613,792</b>	<b>571,282</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3	4,202	5,517
Trust funds and deposits	5.3	2,206	1,398
Unearned revenue	5.3	9,266	6,796
Provisions	5.5	3,277	3,014
Interest-bearing liabilities	5.4	1,649	1,629
<b>Total current liabilities</b>		<b>20,600</b>	<b>18,355</b>
<b>Non-current liabilities</b>			
Provisions	5.5	3,100	2,628
Interest-bearing liabilities	5.4	8,333	9,982
<b>Total non-current liabilities</b>		<b>11,432</b>	<b>12,609</b>
<b>Total liabilities</b>		<b>32,032</b>	<b>30,964</b>
<b>Net assets</b>		<b>581,759</b>	<b>540,318</b>
<b>Equity</b>			
Accumulated surplus		200,601	203,088
Reserves	9.1	381,158	337,230
<b>Total Equity</b>		<b>581,759</b>	<b>540,318</b>

The above balance sheet should be read in conjunction with the accompanying notes.

Golden Plains Shire Council  
2022/2023 Financial Report

### Statement of Changes in Equity For the Year Ended 30 June 2023

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2023</b>					
Balance at beginning of the financial year		540,318	203,088	325,680	11,550
Surplus/(deficit) for the year		3,092	3,092	-	-
Net asset revaluation increment/(decrement)	9.1(a)	38,349	-	38,349	-
Transfers from other reserves	9.1(b)	-	8,367	-	(8,367)
Transfers to other reserves	9.1(b)	-	(13,947)	-	13,947
<b>Balance at end of the financial year</b>		<b>581,759</b>	<b>200,601</b>	<b>364,029</b>	<b>17,129</b>

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2022</b>					
Balance at beginning of the financial year		498,878	196,296	290,269	12,313
Surplus/(deficit) for the year		6,029	6,029	-	-
Net asset revaluation increment/(decrement)	9.1(a)	35,411	-	35,411	-
Transfers from other reserves	9.1(b)	-	1,530	-	(1,530)
Transfers to other reserves	9.1(b)	-	(767)	-	767
<b>Balance at end of the financial year</b>		<b>540,318</b>	<b>203,088</b>	<b>325,680</b>	<b>11,550</b>

The above statement of changes in equity should be read in conjunction with the accompanying notes.

## Statement of Cash Flows For the Year Ended 30 June 2023

		2023 Inflows/ (Outflows) \$'000	2022 Inflows/ (Outflows) \$'000
	Note		
<b>Cash flows from operating activities</b>			
Rates and charges		26,531	25,801
Statutory fees and fines		750	824
User fees		1,629	1,990
Grants - operating		17,377	14,016
Grants - capital		3,887	8,816
Contributions - monetary		2,227	1,581
Interest received		664	63
Trust funds and deposits taken		808	527
Net GST refund		1,773	1,456
Employee costs		(18,531)	(18,394)
Materials and services		(25,863)	(19,418)
<b>Net cash provided by/(used in) operating activities</b>		<b>11,252</b>	<b>17,261</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	6.2	(12,955)	(14,391)
Proceeds from sale of property, infrastructure, plant and equipment		1,781	349
<b>Net cash provided by/(used in) investing activities</b>		<b>(11,174)</b>	<b>(14,042)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(225)	(255)
Repayment of borrowings		(1,629)	(1,643)
<b>Net cash provided by/(used in) financing activities</b>		<b>(1,854)</b>	<b>(1,898)</b>
Net increase (decrease) in cash and cash equivalents		(1,776)	1,321
Cash and cash equivalents at the beginning of the financial year		26,257	24,936
<b>Cash and cash equivalents at the end of the financial year</b>		<b>24,480</b>	<b>26,257</b>
Financing arrangements	5.6		

The above statement of cash flow should be read in conjunction with the accompanying notes.

Golden Plains Shire Council  
2022/2023 Financial Report

**Statement of Capital Works  
For the Year Ended 30 June 2023**

	2023 \$'000	2022 \$'000
<b>Property</b>		
Land	231	1,387
<b>Total land</b>	<u>231</u>	<u>1,387</u>
Buildings - Specialised	284	2,876
Buildings - Non Specialised	450	1,040
Heritage buildings	-	11
<b>Total buildings</b>	<u>733</u>	<u>3,927</u>
<b>Total property</b>	<u>964</u>	<u>5,314</u>
<b>Plant and equipment</b>		
Plant, machinery and equipment	1,409	678
Computers and telecommunications	288	151
<b>Total plant and equipment</b>	<u>1,698</u>	<u>829</u>
<b>Infrastructure</b>		
Roads	4,663	3,530
Bridges	1,512	1,413
Footpaths and cycleways	704	190
Drainage	477	196
Recreational, leisure and community facilities	1,467	1,788
Waste management	32	-
Parks, open space and streetscapes	614	1,004
Off street car parks	309	127
Other infrastructure	398	-
<b>Total infrastructure</b>	<u>10,176</u>	<u>8,248</u>
<b>Total capital works expenditure</b>	<u>12,838</u>	<u>14,391</u>
<b>Represented by:</b>		
New asset expenditure	2,535	3,018
Asset renewal expenditure	6,343	6,606
Asset expansion expenditure	-	1,364
Asset upgrade expenditure	3,960	3,403
<b>Total capital works expenditure</b>	<u>12,838</u>	<u>14,391</u>

The above statement of capital works should be read in conjunction with the accompanying notes.



## Notes to the Financial Report For the Year Ended 30 June 2023

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### Note 1 OVERVIEW

#### Introduction

The Golden Plains Shire Council was established by an Order of the Governor in Council on 6 May 1994 and is a body corporate. The Council's main office is located at 2 Pope Street, Bannockburn.

#### Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

#### Significant accounting policies

##### (a) Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- other areas requiring judgements

**Golden Plains Shire Council**  
**2022/2023 Financial Report**

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

**Goods and Services Tax (GST)**

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

## Notes to the Financial Report For the Year Ended 30 June 2023

### Note 2 ANALYSIS OF OUR RESULTS

#### Note 2.1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of \$20,000 and 10 percent where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 28 June 2022. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

#### 2.1.1 Income / Revenue and expenditure

	Budget 2023 \$'000	Actual 2023 \$'000	Variance 2023 \$'000	Variance 2023 %	Ref
<b>Income / Revenue</b>					
Rates and charges	27,038	27,245	207	1%	
Statutory fees and fines	802	750	(52)	-6%	1
User fees	2,234	1,660	(574)	-26%	2
Grants - operating	9,483	14,287	4,804	51%	3
Grants - capital	7,559	3,887	(3,672)	-49%	4
Contributions - monetary	1,811	2,278	467	26%	5
Contributions - non monetary	1,125	4,496	3,371	300%	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	3,100	378	(2,722)	-88%	7
Other income	102	673	571	559%	8
<b>Total income / revenue</b>	<b>53,254</b>	<b>55,655</b>	<b>2,401</b>		
<b>Expenses</b>					
Employee costs	18,922	19,116	(193)	-1%	9
Materials and services	16,957	21,834	(4,876)	-29%	10
Bad and doubtful debts - allowance for impairment losses	60	47	13	21%	11
Depreciation and amortisation	9,268	9,566	(298)	-3%	
Borrowing costs	227	225	2	1%	
Share of net profits/(losses) of associates and joint ventures	0	(0)	(0)		
Other expenses	368	1,776	(1,408)	-383%	12
<b>Total expenses</b>	<b>45,803</b>	<b>52,563</b>	<b>(6,761)</b>		
<b>Surplus/(deficit) for the year</b>	<b>7,451</b>	<b>3,092</b>	<b>(4,360)</b>		

Notes to the Financial Report  
For the Year Ended 30 June 2023

## (i) Explanation of material variations

Ref	Item	Explanation
1	<b>Statutory fees and fines</b>	
		Lower than budgeted due to lower number of scheme amendment fees than expected \$15K and write off of animal infringements \$14K.
2	<b>User Fees</b>	
		Lower than budgeted due to a lower number of subdivision fees than expected \$263K, lower family day care and kindergarten fees resulting from lower enrolment levels than budgeted \$174K and private quarry levy lower than budgeted \$125K.
3	<b>Grants - Operating</b>	
		Higher than budgeted due to General Purpose grant payment in advance increased to 100% from 75% \$2.3M; Grants for RAT program \$90K, Berrybank Wind Farm Community Grants \$65K, Workforce Planning \$55K, KISP \$82K, DET Infrastructure Planning \$33K, Bannockburn Kindergarten Income \$226K, and Moorabool River Reserve Master Plan \$36K approved after original budget formulated and Bushfire Resilience Program, Flood Support Fund, Regional Arts Fund Round 1, Womens Public Art Program, Crime Prevention Innovation Fund and COVID Safe Grant Outdoor Precinct Establishment grants received in FY23 originally expected FY22.
4	<b>Grants - capital</b>	
		Lower than budgeted due to Federal Bridge Renewal Program funding application not successful for FY23 \$1.2M, Rokewood Community Hub Pavillion upgrade grant income \$3.5M to be recognised in 2023/24 due to performance obligations; SRV LSIF Female Friendly Facilities Leighdale Equestrian upgrade \$286K, SRV LSIF Community Facilities Ross Creek Playspace upgrade \$268K and LRCI Phase 3 \$2.1M budgeted to be received in FY22 where recognition has been delayed until FY23; grants for Inverleigh Sporting Complex upgrade \$603K and Smythesdale Medical Clinic Fit Out \$95K approved after original budget formulated; Roads to Recovery grant income of \$1.3K to be recognised in 2023/24 and delays in grant approval for Northern Streetscape Implementation \$325K and Linton Oval Reconstruction \$200K, LRCI Phase 2 final finding \$418K received.
5	<b>Contributions - monetary</b>	
		Higher than budgeted public open space contributions \$145K and Barrabool Views North maintenance contribution \$95K and reimbursement of 2023 flood damage costs of \$223K.
6	<b>Contributions - non monetary</b>	
		Higher than budgeted due to higher development activity than budgeted resulting in \$2.2M higher subdivision assets handed to Council.
7	<b>Net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	
		Delay in the titles being issued for Lomandra Drive Land Sales (Bakers Lane Stage 4 land development for re-sale) \$2M and net loss on sale of plant & equipment of \$770K.
8	<b>Other Income</b>	
		Increased investment income due to higher interest rates on term deposits and increase in amount invested \$544K.
9	<b>Employee Costs</b>	
		Higher costs than budgeted by \$223K due to extra resources required to repair roads damaged from October and November 2022 flood events.
10	<b>Materials and Services</b>	
		Higher than budgeted expenditure due to increase in Emergency Management expenditure as a result of flood damage \$1.9M, Growing Places Strategy grant approved after original buget formulated \$137K, Meredith Multi Playspace \$922K and Rokewood Recreation Reserve Netball/Tennis upgrade \$727K originally budgeted as capital but expensed, expenditure on Bannockburn Industrial Estate \$285K rolled forward from previous budget and increased gravel roads routine maintenance after floods \$676K.
11	<b>Bad and doubtful debts</b>	
		Lower than budgeted due to lower write off of statutory reports income \$30K offset by a higher write off of animal infringements than budgeted \$14K.



**Notes to the Financial Report**  
**For the Year Ended 30 June 2023**

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**12 Other expenses**

Higher than budgeted due to derecognition of assets no longer held by the Council \$387K, Bridges impairments \$474K and increase in Rokewood and Teesdale Landfill Rehabilitation provision of \$492K post assessment of current rehabilitation costs.

Notes to the Financial Report  
For the Year Ended 30 June 2023

## Note 2 Performance against budget (cont'd)

## 2.1.2 Capital works

	Budget 2023 \$'000	Actual 2023 \$'000	Variance 2023 \$'000	Variance 2023 %	Ref
<b>Property</b>					
Land	-	231	231	100%	1
<b>Total Land</b>	-	231	231		
Buildings - specialised	150	284	134	89%	2
Buildings - unspecialised	150	450	300	200%	3
Heritage buildings	-	0	0	100%	
<b>Total Buildings</b>	<b>300</b>	<b>733</b>	<b>433</b>		
<b>Total Property</b>	<b>300</b>	<b>964</b>	<b>664</b>		
<b>Plant and Equipment</b>					
Plant, machinery and equipment	1,087	1,409	322	30%	4
Computers and telecommunications	261	288	27	11%	5
<b>Total Plant and Equipment</b>	<b>1,348</b>	<b>1,698</b>	<b>350</b>		
<b>Infrastructure</b>					
Roads	4,164	4,663	499	12%	6
Bridges	2,760	1,512	(1,248)	-45%	7
Footpaths and cycleways	400	704	304	76%	8
Drainage	980	477	(503)	-51%	9
Recreational, leisure and community facilities	5,826	1,467	(4,359)	-75%	10
Waste management	800	32	(768)	-96%	14
Parks, open space and streetscapes	1,965	614	(1,351)	-69%	11
Off street car parks	100	309	209	209%	12
Other infrastructure	155	398	243	157%	13
<b>Total Infrastructure</b>	<b>17,150</b>	<b>10,176</b>	<b>(6,974)</b>		
<b>Total Capital Works Expenditure</b>	<b>18,798</b>	<b>12,838</b>	<b>(5,960)</b>		
<b>Represented by:</b>					
New asset expenditure	1,457	2,535	1,078		
Asset renewal expenditure	6,756	6,343	(413)		
Asset expansion expenditure	-	0	0		
Asset upgrade expenditure	10,585	3,960	(6,625)		
<b>Total Capital Works Expenditure</b>	<b>18,798</b>	<b>12,838</b>	<b>(5,960)</b>		

Notes to the Financial Report  
For the Year Ended 30 June 2023

(i) Explanation of material variations		
Variance Ref	Item	Explanation
1	<b>Land</b>	
		Actual spend \$231K relates to purchase of unbudgeted property as per Council decision.
2	<b>Buildings - specialised</b>	
		Higher than budgeted expenditure due to \$43K for Major Rec Facilities renewal and \$96K Solar For Community Facilities carried forward from 2021/22.
3	<b>Buildings - Unspecialised</b>	
		Higher than budgeted expenditure of \$141K due to purchase of unbudgeted property as per Council decision.
4	<b>Plant, machinery and equipment</b>	
		Higher than budgeted expenditure due to Hino Tipper \$231K, Truck Trailer \$78K and Tipper Truck and Trailer \$231K budgeted for last year delivered this year. Ajay Roller \$184K budgeted last year invoiced in July. Vehicle purchases \$152K budgeted for in 2022/23 delays with delivery until 2023/24
5	<b>Computers and telecommunications</b>	
		Higher than budgeted expenditure due to Smythesdale medical clinic fit out \$38K, Smart Shires Network \$61K and computer hardware \$25K approved after original budget formulated offset by computer software \$96K originally budgeted as capital but actuals have been expensed.
6	<b>Roads</b>	
		Higher than budgeted due to Local Roads improvements (Roads to Recovery) \$379K, kerb and channel \$140K and LRCI Phase 2 Derwent Jacks Rd/Snow Gum Rd/Reed Rd/Chromes Rd/Berringa intersection Rd upgrades \$112K originally budgeted in 2021/22, actual spend in 2022/23 and more local roads resealing work undertaken than originally expected, \$308K offset by Cape Clear-Rokewood Rd works \$261K carried forward to 2023/24 and delays in project completion of Local Roads gravel resheeting \$187K.
7	<b>Bridges</b>	
		Lower than budgeted due to Federal Bridge renewal program funding application not successful for 2022/23 \$1.2M, project did not go ahead.
8	<b>Footpaths and cycleways</b>	
		Higher than budgeted actual spend relates to Three Trails \$230K and periodic footpath/kerb replacement \$35K budgeted in 2021/22 but carried out in 2022/23.
9	<b>Drainage</b>	
		Lower than budgeted expenditure due to delivery of Inverleigh drainage and car park works \$498K delayed until 2023/24. Budget has been rolled forward.
10	<b>Recreational, leisure and community facilities</b>	
		Lower than budgeted expenditure due to Rokewood Community Hub and Pavilion upgrade \$3.9M multi year project in detailed design phase and Linton Oval Reconstruction \$764K carried forward to 2023/24 offset by Ross Creek Play and Active Rec upgrade \$394K, Leighdale Equestrian upgrade female friendly facility \$282K and LRCI Phase 3 Bannockburn bowls sewer connection \$159K originally budgeted in 2021/22 with actual spend in 2022/23. Rokewood Recreation Reserve netball/tennis upgrade originally budgeted as capital but actuals have been expensed.
11	<b>Parks, open space and streetscapes</b>	
		Lower than budgeted expenditure due to delays in project commencement of Northern Streetscape Implementation \$650K as a result of grant funding delays and Meridith Multi Playspace \$740K originally budgeted under capital but actuals have been expensed.
12	<b>Off street car parks</b>	
		Higher than budgeted due to Upgrade Three Rec. Reserve Entrances and Car Parks - LRCI Phase 1 \$281K originally budgeted in 2021/22 unspent funds rolled over into 2022/23.

*Golden Plains Shire Council*  
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**Notes to the Financial Report**  
**For the Year Ended 30 June 2023**

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- 13 Other infrastructure**  
 Higher than budgeted due to Lethbridge Lakes Safety Upgrades - LRCI Phase 2 & 3 \$261K originally budgeted in 2021/22 unspent funds rolled over into 2022/23.
- 14 Waste Management**  
 Lower than budgeted expenditure, currently sourcing soil for fill material for Rokewood Landfill Rehabilitation Works. Project carried forward to 2023/24 \$768K.



## **Notes to the Financial Report**

### **For the Year Ended 30 June 2023**

#### **Note 2.2 Analysis of Council results by program**

Council delivers its functions and activities through the following programs.

##### **2.2.1 Citizen & Customer Service**

The key objective is to foster a culture across the organisation which addressed the needs of the community through communication and the provision of excellent customer service.

##### **Civic Leadership**

Civic leadership's objective is to enhance Council's decision making capacity by strengthening the governance and advocacy of Council. Good governance and leadership is supported by planning, delivering and improving high quality, cost effective, accessible and responsible services.

##### **Economic Development**

The strategic objective of economic development is to facilitate the growth of the local economy particularly in township development and rural based industries.

##### **Development and regulatory service**

A key objective is to encourage and facilitate sustainable land use and development and protect and enhance the natural environment. Central to environment and land use is the assessment of development, health and local laws, planning strategy and urban growth.

##### **Financial Management**

To ensure the efficient and effective allocation of resources through sound financial planning and management that secures the long-term financial viability of the municipality. This objective is achieved by providing proactive support services across Council which include finance services, digital information and technology, property and procurement, strategy and program delivery.

##### **Human Support Services**

To provide a range of sustainable human support services that maintain and enhance the wellbeing and quality of life of Golden Plains Shire residents.

##### **Recreation & Community Development**

To facilitate the provision of a range of recreation facilities across the Shire and assist the community committees to best service their communities and to continue to enhance townships through Town Place Plans. To identify and respond to community needs and provide opportunities to enable needs and provide opportunities to enable people in the community to be supported and involved.

##### **Assets Services**

To maintain and enhance the road and bridge network at a level that adequately satisfied transportation needs and provide community infrastructure including drainage, street lighting, bus shelters and paths and trails, including the management of Council's assets.

##### **Community Places and Environment**

Continue to provide the current satisfactory garbage bin and recycling bin collection disposal service. Construction and maintenance of recreation infrastructure and provision of township and tree maintenance while ensuring environment sustainability is achieved.

Notes to the Financial Report  
For the Year Ended 30 June 2023

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

	Income / Revenue	Expenses	Surplus/(Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2023</b>					
Citizen & Customer Service	99	(1,612)	(1,512)	90	12,987
Civic Leadership	960	(5,142)	(4,182)	710	2,995
Economic Development	200	(697)	(498)	161	
Development and regulatory service	2,635	(5,092)	(2,457)	135	1,217
Financial Management	38,666	(2,100)	36,566	9,114	2,230
Human Support Services	3,510	(6,133)	(2,623)	3,126	20,741
Recreation & Community Development	3,786	(11,818)	(8,032)	2,111	266,842
Assets Services	1,771	(12,133)	(10,362)	2,565	260,118
Community Places and Environment	4,029	(7,835)	(3,806)	163	1,817
Unattributed	-	-	-	-	44,845
	55,655	(52,563)	3,092	18,175	613,792

	Income / Revenue	Expenses	Surplus/(Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2022</b>					
Citizen & Customer Service	17	(1,425)	(1,408)	5	3,259
Civic Leadership	259	(3,128)	(2,868)	146	266
Economic Development	111	(590)	(479)	85	1,827
Development and regulatory service	3,196	(4,698)	(1,502)	559	1,940
Financial Management	34,041	(1,985)	32,056	8,461	1,222
Human Support Services	3,385	(6,029)	(2,644)	2,790	13,676
Recreation & Community Development	3,147	(6,833)	(3,686)	3,113	64,874
Assets Services	3,877	(11,566)	(7,689)	3,603	435,977
Community Places and Environment	4,513	(10,264)	(5,751)	668	1,145
Unattributed	-	-	-	-	47,095
	52,547	(46,518)	6,029	19,430	571,282

Notes to the Financial Report  
For the Year Ended 30 June 2023

Note 3 FUNDING FOR THE DELIVERY OF OUR SERVICES	2023	2022
3.1 Rates and charges	\$'000	\$'000

Council uses Capital Improved Valuation (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its total market value including land and improvements.

The valuation base used to calculate general rates for 2022/23 was \$8.885 billion (2021/22 \$7.264 billion).

General Rates	20,099	18,644
Municipal charge	2,851	3,482
Waste management charge	3,755	3,589
Supplementary rates and rate adjustments	340	143
Interest on rates and charges	199	225
<b>Total rates and charges</b>	<b>27,245</b>	<b>26,082</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2023, and the valuation will be first applied in the rating year commencing 1 July 2023.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

### 3.2 Statutory fees and fines

Planing and building fees	120	121
Infringements and costs	61	58
Property information fees	31	37
Town planning fees	463	511
Land information certificates	30	32
Drainage information fees	42	56
Pool Registration and Permit Information	4	9
<b>Total statutory fees and fines</b>	<b>750</b>	<b>824</b>

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

### 3.3 User fees

Childcare/Children's Programs	25	6
Home and Community Care Fees	9	109
Animal Registration Charges	383	368
Early Childhood Education	77	102
Subdivision Supervision Fees	237	303
Gravel Cartage Levy	35	128
Septic Tank Fees	199	225
Food Premises Registration Fees	84	67
Fire Hazard Eradication Fees and Fines	59	43
Bannockburn Family Services Centre Charges	12	16
Bannockburn Cultural Centre Charges	50	44
Smythesdale Business Hub Centre Charges	33	22
Farmers Market Fees	25	23
Lease of Land	42	37
Lease of Building	185	206
Town Planning	98	112
Other	107	80
<b>Total user fees</b>	<b>1,660</b>	<b>1,889</b>

#### User fees by timing of revenue recognition

User fees recognised over time	1,434	1,647
User fees recognised at a point in time	226	242
<b>Total user fees</b>	<b>1,660</b>	<b>1,889</b>

Notes to the Financial Report  
For the Year Ended 30 June 2023

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

	2023 \$'000	2022 \$'000
<b>3.4 Funding from other levels of government</b>		
Grants were received in respect of the following :		
<b>Summary of grants</b>		
Commonwealth funded grants	11,937	13,319
State funded grants	6,237	6,112
<b>Total grants received</b>	<b>18,174</b>	<b>19,430</b>
<b>(a) Operating Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Financial Assistance Grants - General	6,702	6,204
Financial Assistance Grants - Local Roads	2,411	2,258
Children's Services	98	106
General home care	161	1,007
<b>Recurrent - State Government</b>		
Kindergarten	1,265	873
Community Health	603	528
Home Care	11	198
Maternal and Child Health	582	542
Emergency Management	120	146
Youth projects	85	77
Other	304	163
Environment Projects	58	85
<b>Total recurrent operating grants</b>	<b>12,401</b>	<b>12,187</b>
<b>Non-recurrent - Commonwealth Government</b>		
Kindergarten	-	3
Other	1	1
<b>Non-recurrent - State Government</b>		
Economic Development	197	2,577
Environment Projects	55	86
Other	30	15
Emergency Management	549	81
Children's Services	82	-
Community Health	76	23
Homecare	8	-
Recreational Leisure & Community	887	-
<b>Total non-recurrent operating grants</b>	<b>1,886</b>	<b>2,786</b>
<b>Total operating grants</b>	<b>14,287</b>	<b>14,973</b>



Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023 \$'000	2022 \$'000
<b>(b) Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads to recovery	-	1,457
<b>Total recurrent capital grants</b>	<b>-</b>	<b>1,457</b>
<b>Non-recurrent - Commonwealth Government</b>		
Roads	2,565	1,466
Bridges	-	818
Recreational Leisure & Community	450	-
<b>Non-recurrent - State Government</b>		
Recreational Leisure & Community	873	717
<b>Total non-recurrent capital grants</b>	<b>3,887</b>	<b>3,000</b>
<b>Total capital grants</b>	<b>3,887</b>	<b>4,457</b>

**(c) Recognition of grant income**

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 *Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 *Income of Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023 \$'000	2022 \$'000
<b>Income recognised under AASB 1058 <i>Income of Not-for-Profit Entities</i></b>		
General purpose	9,114	8,461
Specific purpose grants to acquire non-financial assets	3,887	4,457
Other specific purpose grants	5,173	6,361
<b>Revenue recognised under AASB 15 <i>Revenue from Contracts with Customers</i></b>		
Specific purpose grants	-	151
	<b>18,174</b>	<b>19,430</b>

**(d) Unspent grants received on condition that they be spent in a specific manner****Operating**

Balance at start of year	1,971	580
Received during the financial year and remained unspent at balance date	720	1,698
Received in prior years and spent during the financial year	(1,790)	(307)
Balance at year end	<b>901</b>	<b>1,971</b>

**Capital**

Balance at start of year	6,416	2,711
Received during the financial year and remained unspent at balance date	4,637	6,416
Received in prior years and spent during the financial year	(2,688)	(2,711)
Balance at year end	<b>8,365</b>	<b>6,416</b>

Unspent grants are determined and disclosed on a cash basis.

**3.5 Contributions**

Monetary	2,278	1,610
Non-monetary	4,496	2,493
<b>Total contributions</b>	<b>6,773</b>	<b>4,103</b>

*Contributions of non monetary assets were received in relation to the following asset classes.*

Land	-	24
Infrastructure	4,496	2,469
<b>Total non-monetary contributions</b>	<b>4,496</b>	<b>2,493</b>

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

**3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment**

Proceeds of sale	1,781	349
Written down value of assets disposed	(1,403)	(188)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>378</b>	<b>162</b>

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

Notes to the Financial Report  
For the Year Ended 30 June 2023

	\$'000	\$'000
<b>3.7 Other income</b>		
Interest on Investment	644	59
Warranty Claims	23	-
Other	5	(1)
<b>Total other income</b>	<b>673</b>	<b>58</b>

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

**Note 4 THE COST OF DELIVERING SERVICES**

**4.1 Employee costs**

Wages and salaries	16,994	16,391
WorkCover	288	365
Superannuation	1,725	1,524
Fringe benefits tax	104	111
Other	5	3
<b>Total employee costs</b>	<b>19,116</b>	<b>18,394</b>

**(b) Superannuation**

Council made contributions to the following funds:

**Defined benefit fund**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	84	154
Employer contributions - other funds	-	-
	<u>84</u>	<u>154</u>
Employer contributions payable at reporting date.	Nil	Nil

**Accumulation funds**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	571	747
Employer contributions - other funds	978	927
	<u>1,549</u>	<u>1,674</u>
Employer contributions payable at reporting date.	185	130

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023 \$'000	2022 \$'000
<b>4.2 Materials and services</b>		
Delivery of projects and Services	4,814	2,283
General maintenance	5,608	3,330
Garbage Operations	3,282	2,959
Contractors and Consultants	2,104	3,134
Vehicle and Machinery Operations	947	944
Building maintenance	679	835
Information technology	1,267	1,635
Utilities	428	286
Printing, Stationery and Postage	243	238
Telecommunication	262	275
Debt Collection and Legal Fee	167	200
Cleaning	515	330
Insurance	541	446
Training	287	419
Advertising	122	164
Election Expenses	0	2
Gravel Pit Operation	10	4
Other Expenses	557	591
<b>Total materials and services</b>	<b>21,834</b>	<b>18,075</b>

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

**4.3 Depreciation and amortisation**

Infrastructure	7,173	6,376
Plant and Machinery	667	730
Buildings	1,388	1,254
Furniture and Equipment	338	340
<b>Total depreciation</b>	<b>9,566</b>	<b>8,699</b>

Refer to note 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

**4.4 Bad and doubtful debts - allowance for impairment losses**

Community Protection	44	38
Property & Rating	0	31
Waste Management	3	1
Home Care	2	1
Other	(2)	(59)
<b>Total bad and doubtful debts - allowance for impairment losses</b>	<b>47</b>	<b>11</b>

**Movement in allowance for impairment losses in respect of debtors**

Balance at the beginning of the year	274	295
New Provisions recognised during the year	(145)	(21)
<b>Balance at end of year</b>	<b>129</b>	<b>274</b>

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.



Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023 \$'000	2022 \$'000
<b>4.5 Borrowing costs</b>		
Interest - Borrowings	225	255
<b>Total borrowing costs</b>	<b>225</b>	<b>255</b>

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

**4.6 Other expenses**

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	72	70
Internal Auditors' remuneration	49	26
Councillors' allowances	302	260
De-recognition of Non-current Assets	387	717
Landfill rehabilitation Provision	492	0
Impairment losses	474	0
<b>Total other expenses</b>	<b>1,776</b>	<b>1,073</b>

**Note 5 OUR FINANCIAL POSITION**

**5.1 Financial assets**

**(a) Cash and cash equivalents**

Cash on hand	2	2
Cash at bank	7,119	1,637
Short Term Deposit	4,078	3,031
At call deposits	1,530	7,506
Term deposits - current	11,751	14,083
<b>Total cash and cash equivalents</b>	<b>24,480</b>	<b>26,257</b>

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Cash and cash equivalents are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Cash and cash equivalents include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

**Golden Plains Shire Council**  
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**Notes to the Financial Report**  
**For the Year Ended 30 June 2023**

	2023 \$'000	2022 \$'000
<b>(c) Trade and other receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	3,107	2,499
Infringement debtors	169	303
Provision for doubtful debts - infringements	(96)	(243)
Net GST receivable	-	0
Other Statutory receivable	321	249
<i>Other debtors</i>		
Provision for doubtful debts - other debtors	(33)	(31)
<b>Total current trade and other receivables</b>	<b>4,110</b>	<b>3,674</b>

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

**(d) Ageing of Receivables**

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	354	665
Past due by up to 30 days	37	26
Past due between 31 and 180 days	26	182
Past due between 181 and 365 days	118	1
Past due by more than 1 year	108	22
<b>Total trade &amp; other receivables</b>	<b>642</b>	<b>896</b>

**(e) Ageing of individually impaired Receivables**

At balance date, other debtors representing financial assets with a nominal value of \$23,453 (2022: \$23,453) were impaired. The amount of the provision raised against these debtors was \$23,453 (2022: \$23,453). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Past due by more than 1 year	23	23
<b>Total trade &amp; other receivables</b>	<b>23</b>	<b>23</b>

Notes to the Financial Report  
For the Year Ended 30 June 2023

<b>5.2 Non-financial assets</b>	<b>2023</b>	<b>2022</b>
<b>(a) Inventories</b>	<b>\$'000</b>	<b>\$'000</b>
Inventories held for distribution	12	14
<b>Total inventories</b>	<b>12</b>	<b>14</b>

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

**(b) Other current assets**

Prepayments	665	729
Accrued interest income	884	833
<b>Total other assets</b>	<b>1,549</b>	<b>1,562</b>

**5.3 Payables, trust funds and deposits and unearned income/revenue**

**(a) Trade and other payables**

**Current**

*Non-statutory payables*

Trade payables	3,081	3,779
Accrued expenses	1,121	1,738
<b>Total current trade and other payables</b>	<b>4,202</b>	<b>5,517</b>

**(b) Trust funds and deposits current**

**Current**

Refundable deposits	2,081	1,368
Retention amounts	125	30
<b>Total current trust funds and deposits</b>	<b>2,206</b>	<b>1,398</b>

**(c) Unearned income/revenue**

**Current**

Grants received in advance - operating	901	381
Grants received in advance - capital	8,365	6,416
<b>Total current unearned income/revenue</b>	<b>9,266</b>	<b>6,796</b>

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of grant funded projects. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

**Purpose and nature of items**

Refundable deposits - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Notes to the Financial Report  
For the Year Ended 30 June 2023

## 5.4 Interest-bearing liabilities

	2023	2022
	\$'000	\$'000
<b>Current</b>		
Bank Borrowings - secured	1,649	1,629
	<b>1,649</b>	<b>1,629</b>
<b>Non-current</b>		
Bank Borrowings - secured	8,333	9,982
	<b>8,333</b>	<b>9,982</b>
<b>Total</b>	<b>9,982</b>	<b>11,611</b>

Borrowings are secured by Council rates and charges	9,982	11,611
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(a) The maturity profile for Council's borrowings is:

Not later than one year	1,649	1,629
Later than one year and not later than five years	5,636	6,072
Later than five years	2,697	3,910
	<b>9,982</b>	<b>11,611</b>

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method. The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

## 5.5 Provisions

	Employee	Landfill	Gravel Pit	Total
	restoration	restoration		
	\$ '000	\$ '000	\$ '000	\$ '000
<b>2023</b>				
Balance at beginning of the financial year	3,237	1,583	820	5,640
Additional provisions	1,833	492	-	2,325
Amounts used	(1,590)	-	-	(1,590)
Balance at the end of the financial year	<b>3,481</b>	<b>2,075</b>	<b>820</b>	<b>6,376</b>
<i>Provisions - current</i>	<b>3,210</b>	<b>0</b>	<b>67</b>	<b>3,277</b>
<i>Provisions - non-current</i>	<b>271</b>	<b>2,075</b>	<b>753</b>	<b>3,100</b>
<b>2022</b>				
Balance at beginning of the financial year	3,401	1,583	796	5,780
Additional provisions	938	-	24	962
Amounts used	(1,102)	-	-	(1,102)
Balance at the end of the financial year	<b>3,237</b>	<b>1,583</b>	<b>820</b>	<b>5,640</b>
<i>Provisions - current</i>	<b>2,947</b>	<b>0</b>	<b>67</b>	<b>3,014</b>
<i>Provisions - non-current</i>	<b>291</b>	<b>1,583</b>	<b>753</b>	<b>2,628</b>



Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
<b>(a) Employee provisions</b>		
<b>Current provisions expected to be wholly settled within 12 months</b>		
Rostered days off	101	101
Annual leave	1,180	1,035
Long service leave	184	220
	<u>1,465</u>	<u>1,356</u>
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	251	248
Long service leave	1,494	1,344
	<u>1,745</u>	<u>1,591</u>
<b>Total current employee provisions</b>	<u>3,210</u>	<u>2,947</u>
<b>Non-current</b>		
Long service leave	271	291
<b>Total non-current employee provisions</b>	<u>271</u>	<u>291</u>
Aggregate carrying amount of employee provisions:		
Current	3,210	2,947
Non-current	271	291
<b>Total aggregate carrying amount of employee provisions</b>	<u>3,481</u>	<u>3,239</u>

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

**Annual leave**

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

**Long service leave**

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:	2023	2022
- discount rate	4.1%	3.7%
- inflation rate	4.4%	3.9%
	2023	2022
<b>(b) Landfill restoration</b>	<b>\$'000</b>	<b>\$'000</b>
Non-current	2,075	1,583
	<u>2,075</u>	<u>1,583</u>

Notes to the Financial Report  
For the Year Ended 30 June 2023

Council is obligated to restore two closed landfill sites to a particular standard. The provision for landfill restoration has been calculated based on updated costings of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

	2023 \$'000	2022 \$'000
<b>(c) Gravel Pit restoration</b>		
Current	67	67
Non-current	753	753
	<b>820</b>	<b>820</b>
Total current provisions	3,277	3,014
Total non-current provisions	3,100	2,628
<b>Total provisions</b>	<b>6,377</b>	<b>5,642</b>

Council operate Sagohill gravel pit to supply gravel for it's roads and maintenance projects. The gravel pit has a further 28 years of expected life. Provision has been made to rehabilitate the excavated area at the end of the expected life of the quarry. The expected cost of works has been estimated to reinstate the site to a suitable standard, with the estimated rehabilitation costs to be reviewed annually. The provision has been calculated based on the present value of the expected cost of works to be undertaken.

**5.6 Financing arrangements**

	2023 \$'000	2022 \$'000
The Council has the following funding arrangements in place as at 30 June 2023.		
Credit card facilities	150	150
Total facilities	<b>150</b>	<b>150</b>
Used facilities	(45)	(31)
Unused facilities	<b>105</b>	<b>119</b>

The above financing arrangements exclude loan facilities which have been fully drawn down.

Notes to the Financial Report  
For the Year Ended 30 June 2023

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>2023</b>					
<b>Operating</b>					
Waste Management	2,375	2,435	7,365	12,337	24,512
Cleaning contracts for council buildings	421	432	1,112	-	1,964
Suppliers	2,039	400	1,209	-	3,648
Total	4,836	3,266	9,686	12,337	30,125
<b>Capital</b>					
Buildings	36	-	-	-	36
Roads	1,509	469	1,047	-	3,025
Recreational, leisure and Community	6,381	3,790	-	-	10,171
Plant & Machinery	3,311	194	-	-	3,504
Total	11,237	4,453	1,047	-	16,738
	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>2022</b>					
<b>Operating</b>					
Waste Management	2,493	2,486	7,458	4,972	17,410
Cleaning contracts for council buildings	251	-	-	-	251
Suppliers	1,104	-	-	-	1,104
Total	3,848	2,486	7,458	4,972	18,765
<b>Capital</b>					
Buildings	77	-	-	-	77
Roads	854	-	-	-	854
Computer Software	512	-	-	-	512
Recreational, leisure and Community	371	-	-	-	371
Plant & Machinery	550	-	-	-	550
Total	2,365	-	-	-	2,365

Golden Plains Shire Council  
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Notes to the Financial Report  
For the Year Ended 30 June 2023

<b>Note 6 ASSETS WE MANAGE</b>	<b>2023</b>	<b>2022</b>
<b>6.1 Non current assets classified as held for sale</b>	<b>\$'000</b>	<b>\$'000</b>
Cost of acquisition	324	324
Capitalised development costs (eg roads, drainage)	1,100	1,502
<b>Total non current assets classified as held for sale</b>	<b>1,424</b>	<b>1,827</b>

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.



Notes to the Financial Report  
For the Year Ended 30 June 2023

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	30 June 2022 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfers \$'000	Assets held for re-sale \$'000	Carrying amount 30 June 2023 \$'000
Land	54,629	231	-	-	-	-	-	-	-	54,859
Buildings	43,907	357	-	4,628	(1,388)	(917)	-	92	-	46,679
Plant and Equipment	5,108	1,636	-	-	(1,005)	(50)	-	-	-	5,689
Infrastructure	430,178	7,183	4,496	33,721	(7,173)	-	(861)	2,012	-	469,556
Work in progress	3,500	3,430	-	-	-	-	-	(2,121)	-	4,808
<b>Total</b>	<b>537,321</b>	<b>12,836</b>	<b>4,496</b>	<b>38,349</b>	<b>(9,566)</b>	<b>(967)</b>	<b>(861)</b>	<b>(18)</b>	<b>-</b>	<b>581,591</b>

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Write-off \$'000	Assets held for re-sale \$'000	Closing WIP \$'000
Land	-	-	-	-	-	-
Buildings	69	-	(69)	-	-	-
Plant and Equipment	-	61	-	-	-	61
Infrastructure	3,430	3,369	(2,052)	-	-	4,748
<b>Total</b>	<b>3,500</b>	<b>3,430</b>	<b>(2,121)</b>	<b>-</b>	<b>-</b>	<b>4,808</b>

Notes to the Financial Report  
For the Year Ended 30 June 2023

(a) Property

	Land - specialised	Land - non specialised	Total Land & Land Improvements	Heritage buildings	Buildings - specialised	Buildings - non specialised	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	6,973	47,655	54,629	3,293	50,625	11,375	65,292	69	119,990
Accumulated depreciation at 1 July 2022	-	-	-	(2,174)	(18,126)	(1,085)	(21,385)	-	(21,385)
	6,973	47,655	54,629	1,119	32,499	10,290	43,907	69	98,605
<b>Movements in fair value</b>									
Additions	-	231	231	9	206	142	357	-	588
Contributions	-	-	-	-	-	-	-	-	0
Revaluation	-	-	-	381	5,585	1,305	7,271	-	7,271
Disposal	-	-	-	-	(1,496)	-	(1,496)	-	(1,496)
Write-off	-	-	-	-	-	-	-	-	0
Transfers	-	-	-	137	1,189	386	1,712	(69)	1,642
	-	231	231	527	5,483	1,834	7,844	(69)	8,005
<b>Movements in accumulated depreciation</b>									
Depreciation and amortisation	-	-	-	(64)	(957)	(367)	(1,388)	-	(1,388)
Accumulated depreciation of disposals	-	-	-	-	579	-	579	-	579
Revaluation adjustments	-	-	-	(269)	(2,178)	(196)	(2,643)	-	(2,643)
Write-off	-	-	-	-	-	-	0	-	0
Transfers	-	-	-	(185)	(1,122)	(313)	(1,620)	-	(1,620)
	-	-	-	(518)	(3,678)	(876)	(5,072)	-	(5,072)
At fair value 30 June 2023	6,973	47,886	54,859	3,820	56,108	13,208	73,136	-	127,995
Accumulated depreciation at 30 June 2023	-	-	-	(2,693)	(21,804)	(1,961)	(26,457)	-	(26,457)
Carrying amount	6,973	47,886	54,859	1,127	34,304	11,248	46,679	-	101,538

Notes to the Financial Report  
For the Year Ended 30 June 2023

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Work In Progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	8,182	3,010	-	11,193
Accumulated depreciation at 1 July 2022	(4,098)	(1,986)	-	(6,084)
	4,084	1,024	-	5,108
<b>Movements in fair value</b>				
Additions	1,418	218	61	1,696
Disposal	(738)	-	-	(738)
	680	218	61	959
<b>Movements in accumulated depreciation</b>				
Depreciation and amortisation	(667)	(338)	-	(1,005)
Accumulated depreciation of disposals	687	-	-	687
	20	(338)	-	(318)
At fair value 30 June 2023	8,862	3,228	61	12,151
Accumulated depreciation at 30 June 2023	(4,078)	(2,324)	-	(6,402)
Carrying amount	4,784	904	61	5,749

Notes to the Financial Report  
For the Year Ended 30 June 2023

## (c) Infrastructure

	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community	Parks open spaces and streetscapes	Gravel Pit	Off street car parks	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	459,775	53,564	19,639	9,679	16,277	2,177	1,231	1,733	3,430	567,506
Accumulated depreciation at 1 July 2022	(97,276)	(19,936)	(6,415)	(3,446)	(4,868)	(766)	(989)	(201)	-	(133,898)
	362,499	33,628	13,224	6,233	11,410	1,411	242	1,532	3,430	433,608
<b>Movements in fair value</b>										
Additions	4,425	694	399	9	111	1,202	-	344	3,369	10,552
Contributions	3,147	27	677	645	-	-	-	-	-	4,496
Revaluation	36,307	4,330	1,147	1,266	2,012	161	-	188	-	45,410
Write-off	(240)	(139)	(78)	-	(8)	-	-	(63)	-	(527)
Transfers	365	43	716	103	1,855	(725)	(1)	23	(2,052)	328
	44,005	4,954	2,861	2,024	3,969	638	(1)	493	1,318	60,259
<b>Movements in accumulated depreciation</b>										
Depreciation and amortisation	(4,867)	(547)	(549)	(304)	(612)	(199)	(56)	(40)	-	(7,173)
Write-off	34	72	11	-	2	-	-	21	-	141
Revaluation adjustments	(8,491)	(1,692)	(314)	(463)	(602)	(101)	0	(27)	-	(11,689)
Impairment losses recognised in operating result	-	(474)	-	-	-	-	-	-	-	(474)
Transfers	(13,324)	(2,641)	(406)	(47)	57	56	0	(27)	-	(368)
			(1,259)	(814)	(1,154)	(244)	(56)	(73)	-	(19,564)
At fair value 30 June 2023	503,780	58,518	22,499	11,703	20,246	2,815	1,230	2,226	4,748	627,765
Accumulated depreciation at 30 June 2023	(110,600)	(22,577)	(7,674)	(4,260)	(6,022)	(1,010)	(1,046)	(274)	0	(153,462)
Carrying amount	<b>393,180</b>	<b>35,941</b>	<b>14,826</b>	<b>7,443</b>	<b>14,224</b>	<b>1,805</b>	<b>184</b>	<b>1,953</b>	<b>4,748</b>	<b>474,304</b>



## Notes to the Financial Report For the Year Ended 30 June 2023

### Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

### Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$'000
Property		
Buildings		
heritage buildings	30 to 150 years	5
buildings	30 to 150 years	5
building improvements	30 to 150 years	5
Plant and Equipment		
heritage plant and equipment	3 to 20 years	1
plant, machinery and equipment	3 to 20 years	1
fixtures, fittings and furniture	3 to 20 years	1
computers and telecommunications	3 to 10 years	1
Infrastructure		
sealed pavements	90 years	5
unsealed pavements	25 years	5
sealed surfaces	19 years	5
road kerb, channel and minor culverts	90 years	5
bridges deck	90 years	5
bridges substructure	90 years	5
footpaths and cycleways	85 years	5
drainage	50 years	5
recreational, leisure and community facilities	30 to 60 years	5
parks, open space and streetscapes	40 years	5
off street car parks	50 years	5

### Land under roads

Council recognises land under roads it controls at fair value.

### Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

**Notes to the Financial Report**  
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**Repairs and maintenance**

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

**Valuation of land and buildings**

Valuation of land and buildings were undertaken by a qualified independent valuer Mr Liam McNamara AAPI CPV registration no 63119 at 30 June 2021. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. An indexed based revaluation was conducted at 30 June 2022 for land assets, this valuation was based on recent sales throughout the Golden Plains Shire Council from the 1 July 2021 to the 30 June 2022 to determine the material change in the underlying land value. Land assets were reviewed at 30 June 2023 to ensure there was no material movement in value. An indexed based revaluation was conducted on building assets at 30 June 2023 based on Valuer-General Victoria estimated building cost indexation factors for Victoria. A full revaluation of land and buildings assets will be conducted in 2023/24.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1	Level2	Level 3	Date of Valuation	Type of Valuation
Land	-	-	47,886	Jun-22	Index
Specialised land	-	-	6,973	Jun-22	Index
Heritage Buildings	-	-	1,127	Jun-23	Index
Specialised Buildings	-	-	34,304	Jun-23	Index
Non - Specialised Buildings	-	-	11,248	Jun-23	Index
Total	-	-	101,538		

## Notes to the Financial Report For the Year Ended 30 June 2023

### Valuation of infrastructure

Valuation of Roads, Bridges, Footpaths and Drainage assets have been determined in accordance with valuations undertaken by Council staff and expert contractors. At balance date Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Council performed a desktop revaluation of Roads, Bridges, Footpaths, and Drainage as at 30 June 2023, and Council noticed fair value has a material increment. Further revaluation adjustment was made accordingly.

Valuation of Recreational leisure and community, Park open space and streetscapes and Offstreet carpark infrastructure assets have been undertaken by Mr Liam McNamara AAPI CPV registered Certified Practising Valuer as a part of land and buildings valuation as at 30 June 2021.

The date and type of the current valuation is detailed in the following table. An index based revaluation was conducted in the current year, this valuation was based on Rawlinsons Australian Construction Handbook, a full revaluation of these assets will be conducted in 2024-25.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2023 are as follows:

	Level 1	Level2	Level 3	Date of Valuation	Type of Valuation
Roads	-	-	393,180	Jun-23	Index
Bridges	-	-	35,941	Jun-23	Index
Footpaths and cycleways	-	-	14,826	Jun-23	Index
Drainage	-	-	7,443	Jun-23	Index
Recreation, leisure and community facilities	-	-	14,224	Jun-23	Index
Parks, open space and streetscapes	-	-	1,805	Jun-23	Index
Off street car parks	-	-	1,953	Jun-23	Index
Gravel Pit	-	-	184	Jun-23	Index
Total	-	-	469,556		

### Description of significant unobservable inputs into level 3 valuations

**Specialised land and land under roads** is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.02 and \$2,415.09 per square metre.

**Specialised buildings** are valued using a depreciated current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$42.33 to \$8,817.86 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 30 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

**Infrastructure assets** are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 19 years to 90 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023 \$'000	2022 \$'000
<b>6.3 Investments in associates, joint arrangements and subsidiaries</b>		
<b>(a) Investments in associates</b>		
Investments in associates accounted for by the equity method are:		
- Equity in Geelong Regional Library (GRL)	627	627
<b>Geelong Regional Library (GRL)</b>		
<i>Background</i>		
Council share of the net equity in GRL is 5.78% (6.07% 2022). The GRL Board is comprised of seven representatives from four member Councils. Golden Plains Shire Council has one representative on the GRL Board.		
<b>Fair value of Council's investment in Geelong Regional Library</b>	<u>627</u>	<u>627</u>
<b>Council's share of accumulated surplus/(deficit)</b>		
Council's share of accumulated surplus(deficit) at start of year	627	637
Reported surplus(deficit) for year	0	(10)
Council's share of accumulated surplus(deficit) at end of year	<u>627</u>	<u>627</u>
<b>Council's share of expenditure commitments</b>		
Operating commitments	<u>465</u>	<u>426</u>
Council's share of expenditure commitments	<u><b>465</b></u>	<u><b>426</b></u>

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.



Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023 No.	2022 No.
<b>Note 7 PEOPLE AND RELATIONSHIPS</b>		
<b>7.1 Council and key management remuneration</b>		

**(a) Related Parties**

Parent entity

Golden Plains Shire Council

**(b) Key Management Personnel**

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Golden Plains Shire Council. The Councillors, Chief Executive Officer and Executive Directors are deemed KMP.

Details of KMP at any time during the year are:

**Councillors**

Helena Kirby (1/07/22 - 30/06/23) Deputy Mayor (01/07/22-15/11/22)  
Les Rowe (1/07/22 - 30/06/23)  
Owen Sharkey (1/07/22 - 30/06/23)  
Ian Getsom (1/07/22 - 30/06/23)  
Brett Cunningham (1/07/22 - 30/06/23) Mayor (15/11/22-30/06/23)  
Gavin Gamble (1/07/22 - 30/06/23) Mayor (01/07/22-15/11/22) Deputy Mayor (15/11/22- 30/06/23)  
Clayton Whitfield (1/07/22 - 30/06/23)

**Chief Executive Officer and other Key Management Personnel**

Eric Braslis, Chief Executive Officer - (01/07/22 - 30/06/23)  
Lynnere Gray, Director Corporate Services - (05/12/22 - 30/06/23)  
Simon Rennie, Director Corporate Services - (01/07/22 - 16/09/22)  
Phil Josipovic, Director Infrastructure and Development - (01/07/22 - 30/06/23)  
Steven Sagona, Director Community Services - (01/07/22 - 30/06/23)

<b>Total Number of Councillors</b>	<b>7</b>	<b>7</b>
<b>Total of Chief Executive Officer and other Key Management Personnel</b>	<b>5</b>	<b>6</b>
<b>Total Number of Key Management Personnel</b>	<b>12</b>	<b>13</b>

**(c) Remuneration of Key Management Personnel**

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

**Short-term employee benefits** include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

**Other long-term employee benefits** include long service leave, other long service benefits or deferred compensation.

**Post-employment benefits** include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

**Termination benefits** include termination of employment payments, such as severance packages.

	2023 \$'000	2022 \$'000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,116	1,068
Other long-term employee benefits	19	18
Post-employment benefits	79	65
<b>Total</b>	<b>1,214</b>	<b>1,151</b>

**Golden Plains Shire Council**  
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**Notes to the Financial Report**  
**For the Year Ended 30 June 2023**

	2023	2022
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
	<b>No.</b>	<b>No.</b>
\$20,000 - \$29,999	-	5
\$30,000 - \$39,999	5	-
\$40,000 - \$49,999	1	-
\$50,000 - \$59,999	-	2
\$60,000 - \$69,999	1	2
\$70,000 - \$79,999	1	-
\$110,000 - \$119,999	-	1
\$130,000 - \$139,999	1	-
\$140,000 - \$149,999	-	1
\$200,000 - \$209,999	-	1
\$210,000 - \$219,999	2	-
\$300,000 - \$309,999	1	1
	<u>12</u>	<u>13</u>

**(d) Remuneration of other senior staff**

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$160,000 and who report directly to a member of the KMP.\*

	2023	2022
	\$	\$
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	1,038	151
Other long-term employee benefits	21	3
Post-employment benefits	103	12
Total	<u>1,162</u>	<u>167</u>

The number of other senior staff are shown below in their relevant income bands:

	2023	2022
	No.	No.
Income Range:		
\$160,000 - \$169,999	6	1
\$170,000 - \$179,999	1	-
	<u>7</u>	<u>1</u>
	<b>\$'000</b>	<b>\$'000</b>
Total remuneration for the reporting year for other senior staff included above, amounted to:	1,162	167

\* Due to a definitional change the comparative figures in this note may not align with the previous year's annual report, which included disclosure of senior officers as defined in the *Local Government Act 1989*.

**7.2 Related party disclosure**

**(a) Transactions with related parties**

During the period Council entered into the following transactions with related parties.

2023	2022
\$	\$
-	-

**(b) Outstanding balances with related parties**

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties.

-	-
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Notes to the Financial Report  
For the Year Ended 30 June 2023

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**(c) Loans to/from related parties**

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:

- -

**(d) Commitments to/from related parties**

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:

- -

## Notes to the Financial Report For the Year Ended 30 June 2023

### Note 8 MANAGING UNCERTAINTIES

#### 8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

##### (a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

##### Flood Cost Reimbursement

Council has incurred additional costs to repair flood damaged assets and will seek reimbursement from the Federal and State Government for costs where sufficient evidence can be provided to support the claim. The value of reimbursement is uncertain due to the evidence required to meet the claim criteria.

##### (b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

##### Bank Guarantee – Minister for Energy & Resources

Council has issued a Bank Guarantee for the amount of \$9,000 in favour of the Minister for Energy & Resources for rehabilitation of the De Motts/Jollys Gravel Pit. Council does not believe that the bank guarantee will be exercised.

##### Bank Guarantee – Department of Natural Resources & Environment

Council has issued a Bank Guarantee for the amount of \$37,500 in favour of the Department of Natural Resources & Environment for rehabilitation of the Sago Hill Gravel Pit. Council does not believe that the bank guarantee will be exercised.

Council has issued a Bank Guarantee for the amount of \$17,000 in favour of the Department of Natural Resources & Environment for rehabilitation of the Black Hill Gravel Pit. Council does not believe that the bank guarantee will be exercised.

##### Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

##### Liability Mutual Insurance

Council was a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

##### MAV Workcare

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six year liability period following the cessation of the Scheme (to 30 June 2027). During the liability period, adjustment payments may be required (or received). The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria. If required, adjustments will occur at the 3-year and 6-year points during the liability period, and will affect participating members.



## Notes to the Financial Report For the Year Ended 30 June 2023

### 8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2024 that are expected to impact Council.

### 8.3 Financial instruments

#### (a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

#### (b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

#### **Interest rate risk**

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

## Notes to the Financial Report For the Year Ended 30 June 2023

### (c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities Council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

### (d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

### (e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.5% and - 0.5% in market interest rates (AUD) from year-end rates of 4.05%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

## Notes to the Financial Report For the Year Ended 30 June 2023

### 8.4 Fair value measurement

#### **Fair value hierarchy**

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy. Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

#### **Revaluation**

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 4 to 5 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Land	4 years
Buildings	4 years
Roads	5 years
Bridges	5 years
Footpaths and cycleways	5 years
Drainage	5 years
Recreational, leisure and community facilities	4 years
Parks, open space and streetscapes	4 years
Other infrastructure	4 to 5 years

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

**Notes to the Financial Report  
For the Year Ended 30 June 2023**

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***Impairment of assets***

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

**8.5 Events occurring after balance date**

No matters have occurred after balance date that require disclosure in the financial report.

Notes to the Financial Report  
For the Year Ended 30 June 2023

Note 9 OTHER MATTERS

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
<b>9.1 Reserves</b>			
<b>(a) Asset revaluation reserves</b>			
<b>2023</b>			
<b>Property</b>			
Land	33,663	-	33,663
Land Under Roads	2,733	-	2,733
Buildings	12,923	6,259	19,182
	49,320	6,259	55,579
<b>Infrastructure</b>			
Roads	248,792	27,816	276,608
Bridges	20,602	2,638	23,240
Footpaths and cycleways	3,220	833	4,053
Drainage	3,571	803	4,374
Offstreet car parks	175	-	175
	276,360	32,090	308,450
<b>Total asset revaluation reserves</b>	<b>325,680</b>	<b>38,349</b>	<b>364,029</b>
<b>2022</b>			
<b>Property</b>			
Land	21,890	11,773	33,663
Land Under Roads	1,023	1,710	2,733
Buildings	12,923	-	12,923
	35,836	13,484	49,320
<b>Infrastructure</b>			
Roads	228,232	20,560	248,792
Bridges	20,602	-	20,602
Footpaths and cycleways	2,781	440	3,220
Drainage	2,644	927	3,571
Offstreet car parks	175	-	175
	254,433	21,927	276,360
<b>Total asset revaluation reserves</b>	<b>290,269</b>	<b>35,411</b>	<b>325,680</b>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.



Notes to the Financial Report  
For the Year Ended 30 June 2023

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
<b>(b) Other reserves</b>				
<b>2023</b>				
Recreation Lands	1,017	895	(37)	1,875
Unexpended project reserve	8,279	12,932	(8,279)	12,932
LSL Investment Reserve	291	-	(20)	271
Developer Contribution reserve	619	-	-	619
Quarry Levy	8	-	-	8
Waste Management	1,337	119	(32)	1,424
<b>Total Other reserves</b>	<b>11,550</b>	<b>13,947</b>	<b>(8,367)</b>	<b>17,129</b>
<b>2022</b>				
Recreation Lands	606	411	-	1,017
Unexpended project reserve	9,489	-	(1,210)	8,279
LSL Investment Reserve	447	-	(156)	291
Developer Contribution reserve	559	60	-	619
Quarry Levy	171	-	(163)	8
Waste Management	1,041	296	-	1,337
<b>Total Other reserves</b>	<b>12,313</b>	<b>767</b>	<b>(1,530)</b>	<b>11,550</b>

**Purposes of Other Reserve**

Recreation Lands	These funds relate to Public Open Space Contributions collected from property developers. The funds are utilised to develop open space (including recreation facilities) areas throughout the Shire.
Unexpended project reserve	These funds have been received or committed in prior year/s and are held to enable Council to deliver the corresponding projects.
LSL Investment Reserve	These funds relate to the non-current portion of Council's Long Service Leave liability.
Developer Contribution reserve	These funds relate to Developer Contributions collected from property developers. The funds are utilised to develop new community infrastructure.
Quarry Levy	These funds are collected from Quarry operators and the funds are utilised to maintain the local road network utilised by these quarries.
Waste Management	These funds relate to the waste management charges collected from customers less associated waste management expenses therefore represent the surplus generated from providing waste management services. The funds are committed to future waste management expenses and are held to offset the expected increase in recycling disposal costs.

Notes to the Financial Report  
For the Year Ended 30 June 2023

	2023	2022
	\$'000	\$'000
<b>9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
Surplus/(deficit) for the year	3,092	6,029
Depreciation/amortisation	9,566	8,699
Cost of Infrastructure assets written-off to Income Statement	387	717
Impairment losses	474	-
Landfill rehabilitation Provision	492	-
(Profit)/loss on acquisition/disposal of property, infrastructure, plant and equipment	(814)	(79)
Contributions - Non-monetary assets	(4,496)	(2,493)
Finance cost	272	276
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in trade and other receivables	(435)	(734)
(Increase)/decrease in accrued income	(51)	(821)
(Increase)/decrease in prepayments	64	(533)
Increase/(decrease) in trade payables	(699)	1,585
Increase/(decrease) in Unearned revenue	2,470	3,544
Increase/(decrease) in accrued expenses	(617)	672
(Increase)/decrease in other assets	(0)	10
(Increase)/decrease in inventories	2	0
Increase/(decrease) in trust funds	808	527
Increase/(decrease) in provisions	736	(140)
<b>Net cash provided by/(used in) operating activities</b>	<b>11,252</b>	<b>17,261</b>

## Notes to the Financial Report For the Year Ended 30 June 2023

### 9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund Vision Super. This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

#### Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2023, this was 10.5% as required under Superannuation Guarantee (SG) legislation (2022: 10.0%)).

#### Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Golden Plains Shire Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 Employee Benefits.

#### Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial investigation is currently underway for the Defined Benefit category which is expected to be completed by 31 December 2023. Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022). The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns 5.7% pa  
Salary information 3.5% pa  
Price inflation (CPI) 2.8% pa

As at 30 June 2022, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.2%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.5% pa  
Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter  
Price inflation (CPI) 3.0% pa

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). Vision Super has advised that the estimated VBI at June 2023 was 104.1%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2022 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

## Notes to the Financial Report For the Year Ended 30 June 2023

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### **Employer contributions**

#### **Regular contributions**

On the basis of the results of the 2022 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2023, this rate was 10.5% of members' salaries (10.0% in 2021-22). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2022 interim valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

#### **Funding calls**

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purpose of SPS 160 and Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

Notes to the Financial Report  
For the Year Ended 30 June 2023**The 2022 interim actuarial investigation surplus amounts**

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2022 and the last full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2022 (Interim) \$m	2021 (Interim) \$m
- A VBI Surplus	45.7	214.7
- A total service liability surplus	105.8	270.3
- A discounted accrued benefits surplus	112.9	285.2

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2022.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2022.

The discounted accrued benefits surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2022.

**The 2023 triennial actuarial investigation**

The triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2023. It is anticipated that this actuarial investigation will be completed by 31 December 2023. The financial assumptions for the purposes of this investigation are:

	2023 Triennial Investigation	2020 Triennial Investigation
Net investment return	5.7% pa	5.6% pa
Salary inflation	3.5% pa	2.5% pa for the first two years and 2.75% pa thereafter
Price inflation	2.8% pa	2.0% pa

**Superannuation Contribution**

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

			2023 \$,000	2022 \$,000
Scheme	Type of Scheme	Rate		
Vision super	Defined benefit	10.5% (2022:10.0%)	84	154
Vision super	Accumulation fund	10.5% (2022:10.0%)	571	747
Other Funds	Accumulation fund	10.5% (2022:10.0%)	978	927

Council hasn't paid any unfunded liability payments to Vision Super in 2021-22 or 2022-23. Council does not expect to pay to the Defined Benefit category of Vision Super for the year ending 30 June 2024.

**Note 10 CHANGE IN ACCOUNTING POLICY**

There have been no changes to accounting policies in the 2022/23 year.

There are no pending accounting standards that are likely to have a material impact on council.







# PERFORMANCE STATEMENT

## Certification of the Performance Statement

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In my opinion, the accompanying Performance Statement has been prepared in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.



Lynne Gray

Principal Accounting Officer

Dated: 24 October 2023

In our opinion, the accompanying Performance Statement of the Golden Plains Shire Council for the year ended 30 June 2023 presents fairly the results of Council's performance in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.

The Performance Statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the Performance Statement to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2020 to certify this Performance Statement in its final form.



Councillor Brett Cunningham

Mayor

Dated: 24 October 2023



Councillor Les Rowe

Dated: 24 October 2023



Eric Braslis

Chief Executive Officer

Dated: 24 October 2023





Victorian Auditor-General's Office

## Independent Auditor's Report

### To the Councillors of Golden Plains Shire Council

<b>Opinion</b>	<p>I have audited the accompanying performance statement of Golden Plains Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• description of municipality for the year ended 30 June 2023</li> <li>• sustainable capacity indicators for the year ended 30 June 2023</li> <li>• service performance indicators for the year ended 30 June 2023</li> <li>• financial performance indicators for the year ended 30 June 2023</li> <li>• other information and</li> <li>• certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement of Golden Plains Shire Council in respect of the year ended 30 June 2023 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and <i>Local Government (Planning and Reporting) Regulations 2020</i>.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the performance statement</b>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

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**Auditor's  
responsibilities  
for the audit of  
the performance  
statement**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

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MELBOURNE  
25 October 2023



Travis Derricott  
*as delegate for the Auditor-General of Victoria*



### Description of municipality

Golden Plains is the place to enjoy life as it should be.

In recent years, the region has experienced significant population growth as people discover the benefits of living in a semi-rural setting with plenty of space to breathe.

With 24,765 <sup>1</sup>residents across 56 communities and 16 townships, Golden Plains Shire has been one of the fastest growing municipalities in Victoria, with population growth now around 2.5% per annum.

New residents, including many young families, continue to enjoy a diverse range of lifestyle choices available in the Shire's welcoming communities.

Golden Plains Shire comprises 2,705 square kilometres between Victoria's two largest regional cities, Geelong and Ballarat. The Shire's close proximity to services available in neighbouring cities and convenient commuting distance to Melbourne and the Surfcoast adds to its appeal as a place to call home.

Business growth continues to create attractive investment opportunities and new jobs. While the Shire has a strong tradition of wool and grain production, intensive animal farming, particularly poultry and pigs, is increasing.

Golden Plains Shire is conveniently located close to export markets and welcomes investment and sustainable development. Strong population and economic growth render the region an attractive place to invest.

As a popular destination for family fun, food and wine connoisseurs and for those seeking adventure in the great outdoors, Golden Plains Shire also has it all for the perfect day trip experience.

This thriving municipality has become renowned across Australia, and internationally, for the produce on offer at local eateries, cellar doors and the monthly Golden Plains Farmers' Market in Bannockburn.

The Golden Plains region has become known for its many gourmet food producers and the Moorabool Valley in the Shire's east is home to a well established award winning wine industry. The newly created Moorabool Valley Taste Trail includes wineries, cellar doors and provedores.

Despite strong growth in the north west and south east, the Shire continues to be offer beautiful natural environments and landscapes. The natural beauty of the region remains visible and accessible as does remnant townships and structures from the area's rich gold mining history.

The region has a vibrant arts and culture scene including iconic music festivals which are all helping to make Golden Plains an emerging tourism destination.

<sup>1</sup> March 2022 Australian Bureau of Statistics (ABS) data

## Sustainable Capacity Indicators

Service/indicator/measure	Results				Material Variations
	2020	2021	2022	2023	
<b>Population</b>					Additional costs during 2022/23 resulting from flood damage to road and bridge assets.
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,718.07	\$1,805.19	\$1,878.34	\$2,078.00	
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$18,029.17	\$18,819.25	\$19,490.89	\$20,822.74	
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	14.08	13.98	14.24	14.51	
<b>Own-source revenue</b>					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,142.27	\$1,148.34	\$1,171.61	\$1,213.87	
<b>Recurrent grants</b>					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$499.03	\$552.11	\$550.94	\$525.34	
<b>Disadvantage</b>					
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	8.00	8.00	8.00	8.00	
<b>Workforce Turnover</b>					
<i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year} x 100	23.10%	29.40%	22.90%	17.60%	Council transitioned out of providing Long Day Care services in 2021 with associated redundancies included in result.  In 2022 voluntary permanent staff turnover was 18.72% including two retirements. Allowing for redundancies with the exit of Aged Care Services the 2022 figure is adjusted to 22.90%.  20% reduction in resignations in 2022/23 reflected in 2023 result.

**Definitions**

“adjusted underlying revenue” means total income other than:

- a) non-recurrent grants used to fund capital expenditure; and
- b) non-monetary asset contributions; and
- c) contributions to fund capital expenditure from sources other than those referred to above

“infrastructure” means non-current property, plant and equipment excluding land

“local road” means a sealed or unsealed road for which council is the responsible road authority under the Road Management Act 2004

“population” means the resident population estimated by council

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

## Service Performance Indicators

Service/indicator/measure	Results				Material Variations
	2020	2021	2022	2023	
<b>Aquatic Facilities</b> <b>Utilisation</b> <b>Utilisation of aquatic facilities</b> [Number of visits to aquatic facilities / Municipal population]	-	-	-	-	Council does not have any aquatic facilities.
<b>Animal Management</b> <b>Health and safety</b> <b>Animal management prosecutions</b> [Number of successful animal management prosecutions / Number of animal management prosecutions]	100%	100%	100%	0%	Council did not have any prosecutions finalised during 2022/23.
<b>Food safety</b> <b>Health and safety</b> <b>Critical and major non-compliance notifications</b> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100.00%	100.00%	100.00%	88.89%	78% reduction in number of non-compliance notifications in 2022/23.
<b>Governance</b> <b>Satisfaction</b> <b>Satisfaction with council decisions</b> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	47.00	49.00	50.00	43.00	Reflects community perception of decisions made in the interest of the community which is consistent with State results.
<b>Libraries</b> <b>Participation</b> <b>Active library borrowers in municipality</b> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x 100	10.69%	9.04%	8.02%	7.53%	

## Service Performance Indicators

Service/indicator/measure	Results				Material Variations
	2020	2021	2022	2023	
<b>Maternal and child health</b>					
<b>Participation</b>					
<i>Participation in the MCH service</i>	83.30%	84.58%	82.57%	80.75%	
[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100					
<b>Participation</b>					
<i>Participation in the MCH service by Aboriginal children</i>	80.00%	86.05%	92.68%	82.22%	9.8% increase in number of aboriginal children enrolled in MCH service and 2.5% decreased in number of children who attended in 2023.
[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100					
<b>Roads</b>					
<b>Satisfaction</b>					
<i>Satisfaction with sealed local roads</i>	39.00	39.00	37.00	34.00	Increase in number of complaints in 2023 noting a number of roads were damaged from the October and November 2022 flood events and some roads are Vic Roads not Council roads.
[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]					
<b>Statutory Planning</b>					
<b>Decision making</b>					
<i>Council planning decisions upheld at VCAT</i>	100.00%	0.00%	100.00%	25.00%	Three council planning decisions were not upheld by VCAT in 2022/23.
[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] x100					
<b>Waste Collection</b>					
<b>Waste diversion</b>					
<i>Kerbside collection waste diverted from landfill</i>	22.46%	36.97%	35.75%	35.32%	No recycling collection during recycling crisis from July until mid-December 2019 impacted on the 2019-20 figure. The recycling industry stabilised in 2020-21 which saw Council's performance return to prior levels which continued into 2021-22 and 2022-23.
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					





## Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library borrower" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under section 98 of the Act

"class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the Food Act 1984

"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

"major non-compliance outcome notification" means a notification received by a council under section 19N (3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

## Financial Performance Indicators

Dimension/indicator/measure		Results			Forecast Figures				Material Variations
	2020	2021	2022	2023	2024	2025	2026	2027	
Efficiency									2023 includes \$2m emergency flood damage costs. June 2023 approved forecast included annual garbage costs increases due to mandated increase in State Government landfill levy costs.
Expenditure level									
Expenses per property assessment [Total expenses/Number of property assessments]	\$3,602.58	\$3,647.83	\$3,876.42	\$4,215.65	\$3,859.34	\$4,023.01	\$4,182.94	\$4,353.60	
Revenue level									
Average rate per property assessment	1,838.68	\$1,793.42	\$1,855.75	\$1,867.91	\$1,964.09	\$2,070.77	\$2,158.08	\$2,235.53	June 2023 approved forecast includes projected increases costs.
[General rates and Municipal charges / Number of property assessments]									
Liquidity									
Working capital									
Current assets compared to current liabilities [Current assets / Current liabilities] x100	216.72%	228.43%	181.61%	153.27%	104.18%	144.70%	143.39%	136.51%	\$2.5m increase in value of unearned income at June 2023 compared to June 2022 resulting in increase in current liabilities.
Unrestricted Cash									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	183.17%	189.24%	101.27%	42.03%	75.61%	94.76%	94.52%	90.43%	\$7m increase in carried forward capital works at June 2023 compared to June 2022.
Obligations									
Loans and borrowings									
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	58.94%	53.65%	44.52%	36.64%	28.54%	21.72%	16.75%	12.16%	Reduction in loans of \$1.4m in 2020-21, \$1.6m in 2021-22 and \$1.6m in 2022-23. June 2023 approved forecast period includes continued reduction of total loan balance.

## Financial Performance Indicators

Dimension/indicator/measure	Results				Forecast Figures			Material Variations
	2020	2021	2022	2023	2024	2025	2026	2027
<b>Loans and borrowings repayments compared to rates</b> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	17.21%	6.75%	7.28%	6.80%	6.32%	4.78%	4.54%	4.36%
								Reduction in loans of \$1.4m in 2020-21, \$1.6m in 2021-22 and \$1.6m in 2022-23. June 2023 approved forecast includes continued reduction of loan balance.
<b>Indebtedness</b> <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	53.61%	51.35%	43.46%	37.23%	26.46%	20.01%	14.44%	10.33%
								Reduction in loans of \$1.4m in 2020-21, \$1.6m in 2021-22 and \$1.6m in 2022-23. June 2023 approved forecast includes continued reduction of loan balance.
<b>Asset renewal and upgrade</b> <i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and asset upgrade expenses / Asset depreciation] x100	150.35%	72.67%	115.07%	107.70%	227.34%	157.01%	138.82%	138.06%
								2024 includes \$7.7m renewal and \$12.7m upgrade capital projects, being higher levels than prior years.
<b>Operating position</b> <b>Adjusted underlying result</b> <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	1.07%	1.06%	(0.86%)	(11.19%)	(0.91%)	0.55%	3.04%	3.40%
								Additional costs resulting from flood damage to assets in 2022-23 impacting operating result.
<b>Stability</b> <b>Rates concentration</b> <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	57.78%	55.84%	56.55%	57.63%	60.27%	60.09%	58.69%	58.19%
<b>Rates effort</b> <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.43%	0.41%	0.38%	0.31%	0.31%	0.31%	0.31%	0.31%
								30% increase in property values with only a 4% increase in total rate revenue.

## Other Information

### Basis of preparation

Council is required to prepare and include a Performance Statement within its annual report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics). In preparing this statement Council utilised March 2023 data published by the Australian Bureau of Statistics.

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast in Council's 2023-24 budget as approved in June 2023. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted materiality thresholds relevant

to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the Performance Statement are those adopted by Council in its 2023-24 budget as approved in June 2023. The forecast includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements.

# NOTES







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CUSTOMER HUB HOURS  
Golden Plains Civic Centre  
8.30am to 5pm, Monday to Friday

The Well, Smythesdale  
8.30am to 5pm, Monday to Friday

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