

THE 24TH GOLDEN PLAINS SHIRE COUNCIL

ANNUAL REPORT

2017 - 18



"Abandoned House," Chris Pearce,

REPORT OF OPERATIONS

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PERFORMANCE STATEMENT

137





In Victoria, 86% of eligible early childhood services are members of the SunSmart program, but in Golden Plains Shire, there is 100% SunSmart membership across Council-managed Early Years services, which is a great achievement.

INTRODUCTION

Welcome to the Report of Operations 2017-18

Our Annual Report is not only a snapshot of our financial position and our organisation – it's also an opportunity to let our residents, communities and stakeholders know the steps Council is taking to ensure that Golden Plains Shire continues to grow and thrive into the future.

We've put together some fast facts and highlights from the past financial year in the next few pages, which show you more about Golden Plains Shire and our vibrant communities.

\$50M

IN INVESTMENT

approved for development in the Golden Plains Food Production Precinct.



1.6M

IMPRESSIONS

across 951 posts on Council's corporate social media channels.



More than

3,000

VISITORS

attended our first ever Golden Plains Twilight Market in December 2017.

1,752



INCIDENTS

required a response from our Community Protection team.



52

FOOD SAMPLES

from local businesses were tested to assess product safety & suitability. All samples passed.



1,200 PEOPLE

engaged via Council's 22 pop-up conversation posts.



720KM

of gravel roads graded.

131

POOL SAFETY AUDITS

and inspections conducted.



More than

450 PEOPLE

attended our Children's Week celebration in October 2017.

247

NEW PLANNING PERMITS ISSUED

the development value for these is over \$40.2M.



398 HOURS

donated by 164 young people involved in Youth Organising Committees.



Almost

4,000

activities, meetings, services, programs and events held at Council-managed community centres.



By matching funding from community groups, Council's investment in community grants delivered

\$372K IN VALUE

across 43 local projects.

In December 2017, Council held its first Golden Plains Twilight Market, an extension of the popular monthly Farmers' Market, with the inclusion of arts and crafts, a cocktail bar and more.



OUR VISION - OUR MISSION - OUR VALUES

Our vision

A healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships -

Our Community, Our Economy, and Our Pride.

Our mission

We will achieve our vision through:

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

Our values

Honesty and Integrity

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

Leadership

We will demonstrate strong and collaborative community leadership.

Accountability

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

Adaptability

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

Fairness

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

"The Harvest" Roy in 't Hout - 2017



HIGHLIGHTS & ACHIEVEMENTS

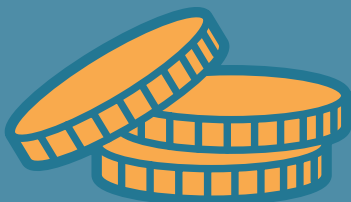
COUNCIL MEETINGS CHANGE FOLLOWING COMMUNITY FEEDBACK

Starting from February 2018, the Council meeting start time changed from 4pm to 6pm to make it easier for community members to attend.



INVESTMENT

The Golden Plains Food Production Precinct reached \$50M in investment approved for development. These projects will create jobs and stimulate investment in the Shire.



SPOTLIGHT ON INVERLEIGH

Various departments across Council are working together on projects to manage growth and improve amenity in Inverleigh. These projects will greatly benefit the town.



NEW TOURISM WEBSITE

We launched visitgoldenplains.com.au, a new tourism website for Golden Plains Shire, promoting the Shire's varied tourism offerings to locals and visitors.

FOOD SAFETY PROCEDURE MANUAL DEVELOPED

Council staff now have a procedure manual to refer to which aims to improve consistency amongst officers, efficiency and overall quality of service provided.



NEW LOCAL PLANNING POLICY FRAMEWORK

A new Local Planning Policy Framework, including a new Municipal Strategic Statement was incorporated into the Golden Plains Planning Scheme.



FUNDING FOR PLAYGROUPS

Our Maternal and Child Health service was successful in obtaining funding for Supported Playgroup programs across the Shire. The program has a commitment to improved learning, development and wellbeing outcomes for disadvantaged children and their families.



FOCUS ON RISK AND OHS

We embarked on a three-year OHS Management program, PlainSafe. The best-practice framework is built around four pillars of Leadership, Systems, Safety Culture and Safe Workplaces and Equipment and will deliver significant improvement to OHS at Golden Plains.



NEW BUSINESS BOOM

273 new businesses were set up in Golden Plains Shire between July 2017 and January 2018, supported by our Economic Development team.



EXPLORING THE IMPACT OF RAPID GROWTH

Working with the Peri-urban Group of Rural Councils, the Strategic Planning team is exploring the future impacts and opportunities presented by the rapid growth occurring on the outskirts of our adjoining regional cities.



HIGHLIGHTS & ACHIEVEMENTS

SCOPE YOUNG ADULTS PROGRAM

After extensive advocacy from Council's Disability Access and Inclusion Network and Rural Access program, Scope commenced a weekly support program for young adults with disabilities at the Bannockburn Cultural Centre. This is a great example of the value and importance of local service delivery.



SMYTHESDALE COURTHOUSE UPGRADE FUNDING

Council received notification that our grant application for \$90,000 for the upgrade of the Smythesdale Courthouse was successful. This project is fully funded by the State Government and saw historical restoration works to the heritage listed building in the Smythesdale Historic Precinct.



INVERLEIGH KINDER REFURBISHMENT OPENS

The newly refurbished Inverleigh Kindergarten opened in November, 2017. The project aimed to improve the licensed numbers at the service and safety at the entrance. The committee and DET contributed to the project.

07/17

08/17

09/17

10/17

11/17

12/17

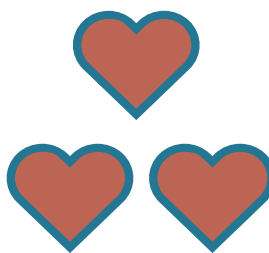
AWARD-WINNING FARMERS' MARKET

The Golden Plains Farmers' Market took out the 'Tourism and Hospitality award' at the 2017 Geelong Business Excellence Awards.



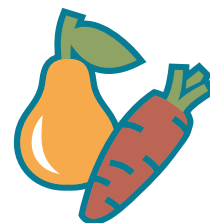
FUNDING FOR BANNOCKBURN HEART PRECINCT FUNDING

The State Government announced \$500K for the Bannockburn Heart. This complements the \$1.2M from the Federal Government and \$66,500 from Sport and Recreation Victoria.



THE FIRST EVER TWILIGHT MARKET

Our first-ever Twilight market saw 3,000 community members and visitors get together to enjoy music, great food and drink and buy some last minute Christmas items.





SUPPORTING OUR NEW SCHOOL

A significant upgrade was completed at the student access and drop off areas at the new Bannockburn P-12 College, located in Milton Street, Bannockburn, for the start of school in February 2018.

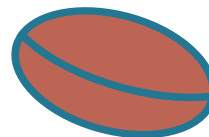
NEW CUSTOMER SERVICE OFFERED IN SMYTHESDALE

An extra service started at the Well in Smythesdale in response to community feedback calling for more ways for the community to access Council in the northern end of the Shire.



LINTON OVAL LIGHTING UPGRADE

Council received notification that the State Government has budgeted \$255,000 to fully fund the upgrade of the oval lighting at Linton Recreation Reserve. This project will increase participation opportunities by providing lighting to the AFL Victoria minimum standards as has come about due to Council's advocacy.



01/18

02/18

03/18

04/18

05/18

06/18



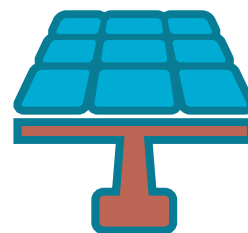
SMYTHESDALE SKATE PARK UPGRADE FUNDING

Council's grant application for the upgrade of the Smythesdale Skate Park was successful. Sport and Recreation Victoria contributing \$100,000 towards the project. This will include the re-design and redevelopment of the existing skate facility in Smythesdale to a regional standard.



'FIRST IN, BEST DESEXED' CAMPAIGN

Feral and unwanted litters are a significant problem in Golden Plains Shire. Council's initiative, offering a limited amount of free cat desexing, successfully increased cat registrations and reduced potential litters of kittens. The success was reflected with the program booked out within 24hrs of promotion.



COMMUNITY SOLAR UPGRADE AT THE WELL

An extension and upgrade built at the Smythesdale Well saw an increase in energy required for the facility. Council upgraded the solar systems from 25Kw to 40Kw, which significantly offsets the costs for the community.



SUSTAINABILITY

Council is committed to ensuring the long-term economic, social and environmental sustainability of the Shire. This commitment is framed within Council's vision of offering a lifestyle and opportunities that foster economic, social and environmental wellbeing.

This sustainability report provides an overview of how Council is responding to the interwoven areas of economic, social and environmental sustainability. It outlines Council's major economic, environmental and social strategies, provides an overview of Council's own sustainable performance and highlights key initiatives that put sustainability into practice.

Annual Plan Key Result Areas	Sustainability dimensions		
	Economic	Social	Environmental
Citizens and Customer Service		✓	
Civic Leadership	✓	✓	
Economic Development	✓	✓	✓
Environment and Land Use Planning	✓	✓	✓
Financial Management	✓		
Human Support Services	✓	✓	
Recreation and Community Development		✓	
Roads and Streets Infrastructure	✓	✓	✓
Waste Management	✓		✓

Economic Sustainability

Council has a range of strategies and plans that support and promote economic sustainability including:

- The Strategic Resource Plan which outlines the financial and non-financial resources needed to achieve the strategic objectives of the Council Plan
- The Ten Year Financial Plan, a high level plan which informs Council about the trends in financial sustainability over the longer term
- Asset management strategies which provide direction for managing Council's asset portfolio. These include the Road Strategy and Asset Management Improvement Strategy.

Other important economic strategies and plans include:

- The Economic Development and Tourism Strategy which guides Council's efforts to support local business, attract investment and grow the local economy
- Regional Growth Plans (G21 Region Growth Plan and Central Highlands Regional Growth Plan) which provide regional approaches to sustainability planning and support coordinated responses across municipal borders.



The Golden Plains Farmers' Market is a Council-run market, held every month, except in January, attracting around 1,000 residents and visitors each month.

SUSTAINABILITY

Challenges

- Facilitating across the Shire for the community and businesses to infrastructure, including transport and telecommunications infrastructure
- Coordinating planning responses to the growth issues which occur across municipal boundaries.

Achievements

- Granted \$500K from the State Government for stage one of the Bannockburn Heart project. Completed a new car park for the Precinct, re-located the Bannockburn Playgroup building and commenced the Precinct's detailed design. The Bannockburn Heart is a visionary project that will provide a civic heart for Bannockburn's growing community. It will be delivered over two stages, with stage one to cost \$3M.
- Held the first Golden Plains Twilight Market which promoted the selling of sustainable produce and product.
- Constructed new sports ground lighting at the Inverleigh Sporting Complex to allow for night matches and training to occur. This was completed with a \$225K grant from the Federal Government.
- Approximately 4,000 patrons visited the 2018 Golden Plains Arts Trail, split over 2 weekends, with 104 artists exhibiting across 26 venues.

Social Sustainability

Council has a range of strategies and plans that support and promote social sustainability including:

- Accessing seed funding which encourages community leadership when designing and developing facility upgrades and new facilities
- The Community Development Strategy which encourages and assists groups to be actively involved in their community for the benefit of the community
- The Recreation Strategy which aims to improve the overall health and wellbeing of residents, by encouraging participation in recreation and strengthening communities
- The Municipal Public Health & Wellbeing Plan which commits Council to work with its communities to enhance health and wellbeing outcomes across the Shire.

Challenges

- Providing communities and residents with equitable access to social support services and community facilities
- Developing opportunities for recreation across a geographic area with a dispersed population
- Providing access to transport to enable residents to travel to medical, social and work related appointments.

Achievements

- Provided 43 grants, totalling \$144,839, to support communities as they build infrastructure, deliver activities and events that enhance social connection and cohesion
- Eight Gem of an Idea grants were awarded to community groups to deliver health and wellbeing initiatives in ten communities across the Shire.

Environmental Sustainability

Council has a range of strategies and plans that support and promote environmental sustainability including:

- The Environment Strategy, strongly linked to the Council Plan, focuses on strategic initiatives to achieve local actions, which contribute to addressing environmental sustainability issues on a broader scale.

Challenges

- Managing the expanse of registered municipal roadsides to ensure that biodiversity is maintained and improved
- Increasing community understanding of best practice waste reduction and waste management
- China's 'National Sword Policy' introduced by China's General Administration of Customs has severely disrupted recycling markets worldwide with significant impacts on Victorian Councils. Council officers have worked tirelessly with other G21 Councils, our suppliers and the State Government to ensure the impact on our residents is as low as possible, but unfortunately the overall situation is not within Council's control. Councils were required to meet any increase in recycling costs from 1 July 2018 onwards, which resulted in an increase in Golden Plains' garbage charges.

Achievements

- 2,916 tonnes of recyclable materials was delivered to regional recycling facilities.



In June 2018, Cr Helena Kirby, Mayor joined VicRoads and Bannockburn P-12 College students to plant 1,000 trees along Bruces Creek in Bannockburn for World Environment Day.

THE YEAR IN REVIEW



Cr Helena Kirby
Mayor

Mayor's Message

I am very pleased to present the 2017-18 Annual Report to you on behalf of my fellow Councillors.

This Report is part of a statutory and financial reporting requirement of Council, and we are committed to ensuring we are as transparent as possible. Good governance is an important part of achieving our vision of 'A healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships - Our Community, Our Economy, and Our Pride.' This in fact forms one of our four Strategic Directions: 'Delivering good governance and leadership; we will govern with integrity, plan for the future, and advocate for our communities.'

As well as being a best practice governance and reporting document, the Annual Report is a good opportunity to capture the 'year that was' – the highlights, successes, challenges and opportunities found over the year.

Highlights

This year we increased our focus on maintaining and improving services and infrastructure – our Budget saw an increased expenditure of \$750K allocated to assist in the maintenance of sealed and gravel roads, bridges, trees, drainage and footpaths. These areas are a consistent area that the Community has asked us to improve in, so it's good to be able to demonstrate our commitment to asset renewal.

Other highlights include additional customer services for residents in the north of the Shire being introduced and a change to our Council meeting time to make it easier for the community to attend. Fantastic events throughout the year such as the Twilight market and monthly Golden Plains Farmers' Market helped facilitate a sense of community and support for local businesses.

Challenges and opportunities

Golden Plains Shire is a large shire with a relatively low number of residents and ratepayers, and as such we face many challenges, such as:

- High population growth and an increased demand for new services
- A comparatively low rating revenue base
- Managing the competing interests of rural and urban communities
- Maintaining the extensive road network of over 1,800km.

The global recycling crisis created a significant challenge to all Victorian councils and we were no exception.

The 'National Sword Policy' implemented by China's General Administration of Customs in January 2018 severely disrupted recycling markets worldwide with significant impacts on Victoria. While Council officers and management have worked tirelessly with our suppliers and the State Government to ensure the impact on residents is as low as possible, unfortunately the overall situation is not within Council's control and resulted in an increase to our garbage charge.

A continued focus on community engagement

Community engagement is a key area of continued focus for us; we adopted our first Community Engagement Strategy in 2016 and reviewed our implementation early this year, outlining our achievements so far, as well as key issues and recommendations for the future. Key findings from the report where over 3,700 communicated in 36 community engagement processes, with a broad spread of ages and geographic locations. Areas of improvement were identified, such as demonstrating that we are truly listening, making sure we report back, and making sure we create a culture of engagement within the organisation. We look forward to even more, even better engagement with our diverse communities in the future.

"This year we increased our focus on maintaining and improving services and infrastructure – our Budget saw an increased expenditure of \$750K allocated to assist in the maintenance of sealed and gravel roads, bridges, trees, drainage and footpaths."



Eric Braslis
Chief Executive Officer

CEO's Message

It has been an exciting six months since I joined Golden Plains Shire, and I am proud of the work we have done in that time. This Council is a passionate, dedicated group and I have enjoyed working with them to achieve the vision set out in the Council Plan.

I would like to acknowledge the work of my predecessor, Rod Nicholls, who retired at the end of 2017, following 23 years of dedicated service. As CEO since the formation of Golden Plains Shire in 1994, he created a fantastic organisation and a positive community-focussed culture, and I appreciate and applaud his service.

Grants

We recognise that State and Federal Government grants are a crucial element of financial sustainability. It is becoming apparent that in the current economic climate, reliance on sources of revenue such as government grants cannot be assured. We will always actively pursue them wherever we can as part of our intensive advocacy and lobbying program.

Over the last year, we have received a number of grants. Some of the standouts are:

- The State Government announced \$500K for the Bannockburn Heart. This will complement \$1.2M from the Federal Government and \$67K from Sport and Recreation Victoria.
- \$75K Finance and Accounting Support Team (FAST) grant from the Victorian Government
- \$80K from the Victorian Building Association for the development of the Bannockburn Traffic Strategy
- Sport and Recreation Victoria's Community Infrastructure programs:
 - Play Space Facilities Plan (\$20K)
 - Batesford Community Play Space (\$47K)
 - Rokewood Cricket Nets (\$67k)

Awards and recognition

Council employees are always striving to deliver the best service possible to our community, and are often recognised for their work. Last year's highlights were:

- The Golden Plains Farmers' Market was recognised with the 'Tourism and Hospitality award' at the 2017 Geelong Business Excellence Awards for its contribution to regional tourism
- A GIS Shared Services Project with Golden Plains Shire Council and Brimbank City Council was a Highly Commended finalist in the 2018 LGPro Awards for Excellence in the Innovative Management category

- Caroline Jordan, Golden Plains Shire Council's Volunteer Coordinator, was an Emergency Services Award Finalist at the Geelong Volunteering Awards for successfully adapting a complex Municipal Emergency Management Plan to include new programs and processes for recruiting volunteers to support work for relief and recovery after emergencies.

Looking ahead to our optimistic future

Golden Plains has an optimistic future – the Shire is perfectly positioned for growth, with a range of exciting projects on the horizon:

- After more than a decade of lobbying and advocacy, Golden Plains Shire's first secondary school opened in January 2018
- Stage one of the Bannockburn Heart precinct is expected to be completed by the end of 2019
- Golden Plains has NBN, with Bannockburn connected to Fixed Line NBN, 10 other townships connected to Fixed Wireless NBN and a further six towers to come online shortly
- Over \$50M in direct investment has been approved for development in the Golden Plains Food Production Precinct.

"The State Government announced \$500K for the Bannockburn Heart. This will complement \$1.2M from the Federal Government and \$67K from Sport and Recreation Victoria."

FINANCIAL SUMMARY

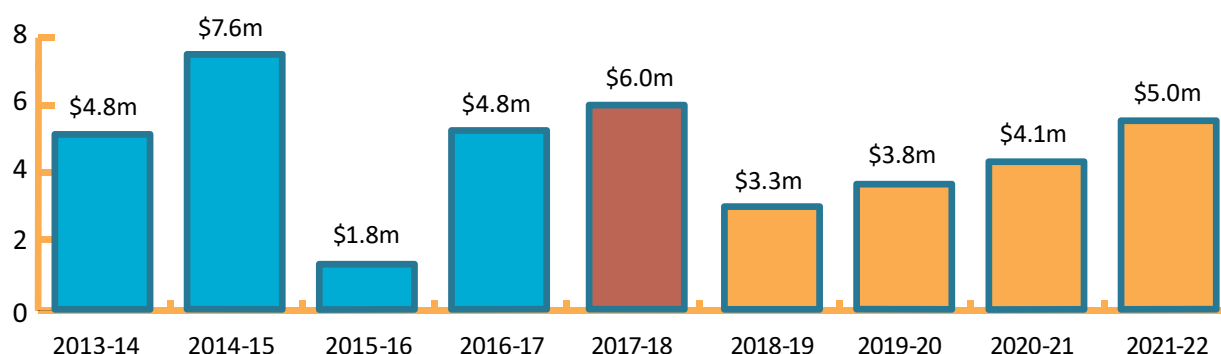
The purpose of the Annual Report is to convey the performance of Council for the 2017-18 financial year. It is important to consider this Annual Report in conjunction with the Council Plan, incorporating Council's Strategic Resource Plan, which focuses on the longer term objectives of Council. This document can be found on Council's website at www.goldenplains.vic.gov.au.

The following key indicators provide a brief overview of Council's financial performance for the year, including graphs which visually demonstrate the recent trend and future forecast of each. These key indicators are common tools used to measure financial performance and sustainability and are consistently applied by Council.

For more detailed information on Council's 2016-17 financial performance please refer to the Financial Statement beginning on page 89 and Performance Statement beginning on page 137.

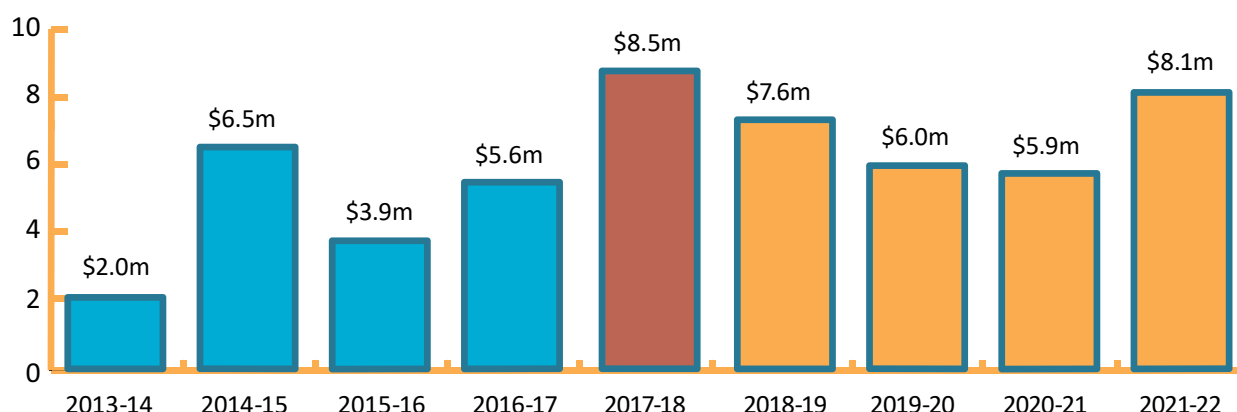
Operating Result

The operating result shows Council's overall performance for the year. The surplus for 2017-18 totalled \$6 million, which is \$3.1 million greater than budget. However, this 'headline' figure can be misleading. The 'Adjusted Underlying Result', which removes any non-recurrent grants used to fund capital expenditure, non-monetary asset contributions and other contributions to fund capital expenditure from the result, is actually a surplus of \$1.45 million. Both the operating and adjusted underlying result for 2017-18 includes 50%, or \$2.8 million, of the 2018-19 Financial Assistance Grant that were paid in June 2018.



Discretionary Retained Earnings

Discretionary Retained Earnings is the surplus funds that Council has available to take advantage of unexpected opportunities. These are primarily utilised to match grants offered by third party funding. Council has been able to maintain a healthy balance for the past five years. It should be noted that the 2017-18 balance of \$8.5 million includes \$2.8 million of 2018-19 Federal Assistance Grants received in advance during June 2018 and \$1.5 million in profits held from the sale of Bakers Lane. It is planned that the profits from Bakers Lane will be utilised to fund the capital investment required for the fourth, and final, stage of the same development in 2020-21.

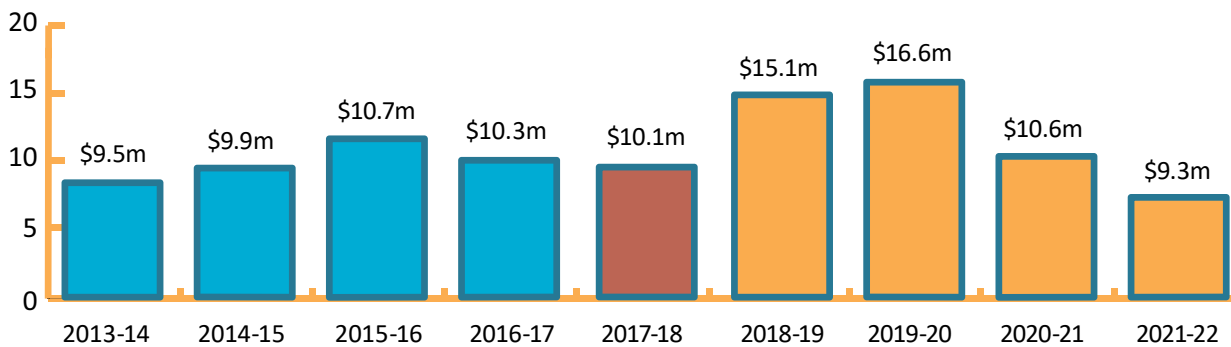


FINANCIAL SUMMARY



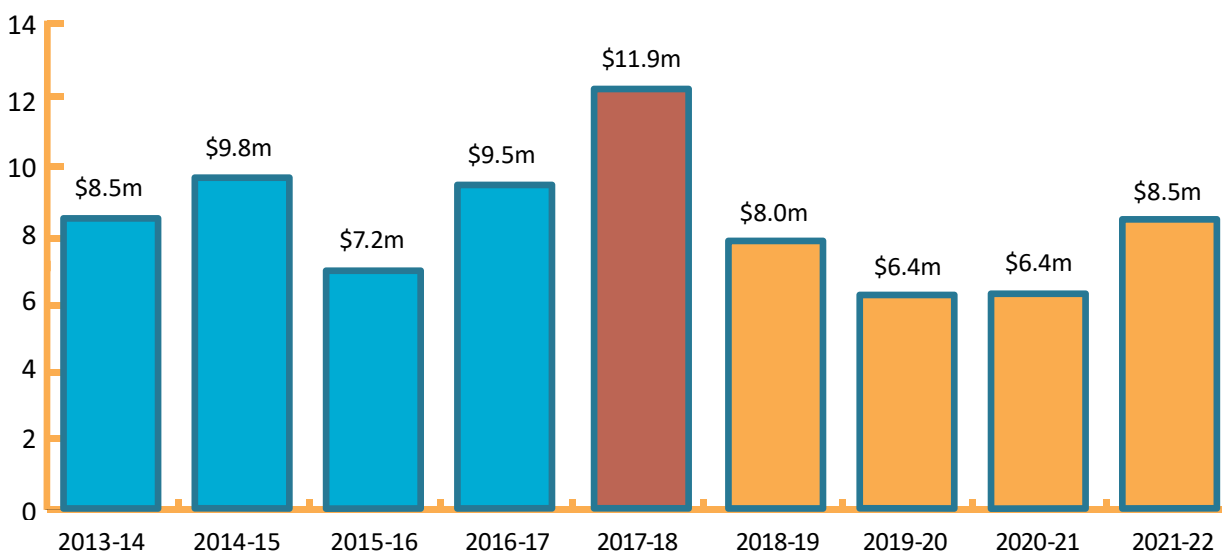
Capital Expenditure

The capital program for 2017-18 of \$10.1 million, takes Councils total capital expenditure over the last three years to \$31 million. These programs have been consistent with Council's Strategic Resource Plan and have been funded by a combination of government grants, borrowings and discretionary retained earnings (as outlined above). Over the next two years, an additional \$9.5 million will be allocated to deliver the redevelopment of the existing customer service centre located at 2 Pope Street, Bannockburn.



Working Capital

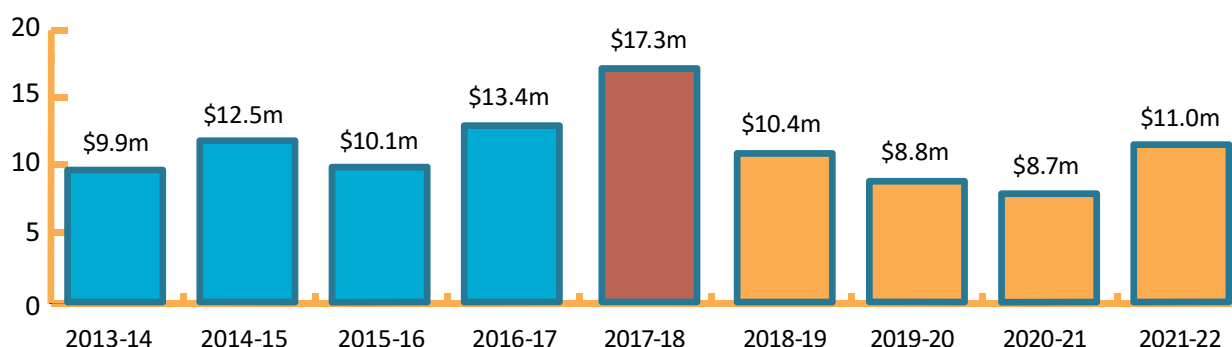
Working Capital is the amount by which current assets exceed current liabilities. This is a measure of Council's ability to meet its short term obligations. At 30 June 2018 the surplus is \$11.9 million compared to a budget of \$4.5 million. This large working capital surplus is primarily a result of a higher than anticipated cash balance, which has resulted from grants received in advance, timing of payments and 2017-18 projects that are yet to be completed (and paid).



FINANCIAL SUMMARY

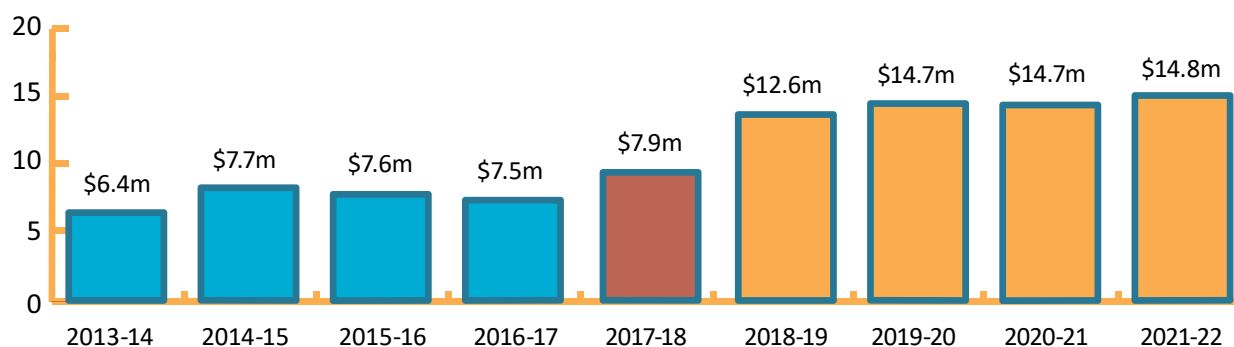
Cash Balance

Council's cash balance at 30 June 2018 totalled \$17.3 million, which is \$10.7 million favourable to budget and an increase of \$3.9 million from the previous year. The balance includes the \$2.8 million of 2018-19 Federal Assistance grants received in advance during June 2018, \$3.8 million being held to complete funded and capital works projects from prior years and recent operating surpluses.



Interest Bearing Liabilities

Borrowings have increased by \$408 thousand from the previous year to a total of \$7.9 million. New borrowings of \$650 thousand were undertaken to fund Council's capital program. These amounts are in accordance with Council's Strategic Resource Plan. Interest bearing liabilities are set to increase over the life of the Strategic Resource Plan as a total of \$10 million will be borrowed to fund the redevelopment of the existing customer service centre located at 2 Pope Street, Bannockburn. Council has structured borrowings to ensure costs are spread fairly over current and future years. Council has also availed itself of the benefits from the Municipal Association of Victoria's Local Government Funding Vehicle which has seen the cost of borrowing reduce for Victorian Councils.



The above indicators demonstrate that Council remains in a healthy financial position and has been able to balance the use of operating revenue; discretionary retained earnings and borrowings to ensure services and projects are delivered to meet the demand of the Golden Plains community.

The overall financial position remains strong and continues to be consistent with that depicted in Council's Strategic Resource Plan. Given the introduction of the 'Fair Go Rates' system (rate capping), Council will need to closely monitor the strategies contained within its Council Plan, Strategic Resource

Plan and Long term Financial Plan to ensure it continues to manage assets and deliver the services required by a growing municipality, whilst remaining financially sustainable.



Native grass land Rokewood cemetery.



Inverleigh Lighting

DESCRIPTION OF OPERATIONS

Council is responsible for delivering a wide range of services, facilities and infrastructure, including family and children's services, youth programs, waste management, support and infrastructure for community and sporting groups 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 2017-2021 and the associated Budget 2017-18, and reported upon in this document. Please see the Our Performance section (from page 32 onwards) for more information about Council services.

The delivery of services, facilities, support and advocacy to achieve the Strategic Objectives is measured by a set of service performance indicators and measures.

Economic Factors

Golden Plains has continued to experience steady population growth, coupled with low unemployment rates and strong demand for property. Continued economic growth sees agriculture remain the dominant industry, followed by construction which

has overtaken rental, hiring and real estate services to be the second largest sector in terms of employment and economic output.

Major Capital Works

Inverleigh Recreation Reserve lighting upgrade

Council has planned over the past few years, in the area of sport and recreation. Particular focus has been directed towards open space planning and active sporting pursuits, highlighting the need for upgrading key sports precincts; such as the Inverleigh Sporting Complex. The project included new floodlights, supply and installation of light poles, upgrading of power supply to the reserve, cabling, underground works and the installation of a new general metering board. This project was identified as a priority 1 project in Council's Recreation Strategy 2015-19 and the Inverleigh Sporting Complex Master Plan and will help address the need for community infrastructure for the existing and growing young families that reside in the area.

'Smythesdale Gardens' public toilet upgrade

The 'Smythesdale Gardens' public toilet is a high-use facility, used by locals, passers-by and tourists that camp within the Smythesdale Gardens precinct on Garden Street, Rokewood. The precinct has continued to increase in popularity over recent years,

resulting in a need to provide for a Disability Discrimination Act (DDA) compliant toilet facility. The facilities now better meet community's needs.

Rokewood Cricket Practice Nets

The Rokewood Recreation Reserve practice cricket nets were recently reconstructed replacing the existing dilapidated nets. A joint venture between the Rokewood Cricket Club and Council also resulted in the removal of the existing structure to be replaced with a state of the art outdoor cricket training facility. The facility was operational as of December 2017.

Road network

Bannockburn P-12 College

Significant infrastructure was designed and built for student access and drop off areas at the new Bannockburn P-12 College. Council had a short timeframe to deliver essential infrastructure in readiness for the start of school in February 2018. The reason for the short time frame was related to the Department of Education contractors occupying the designated construction area until the end of November 2017. Works included a bus zone and parking bays, wombat and flagged school crossings, car park, shared paths, new entry, safety fencing and car park resealing at Bannockburn Recreation Centre opposite the school for overflow parking.



Rokewood Cricket Practice Nets

DESCRIPTION OF OPERATIONS

McPhillips Road, Bannockburn Stage 1b upgrade

This project has attracted high priority status because of significant increase in traffic volumes associated with the High Street intersection works, the Estia residential health facility and further increases which will occur following commencement and completion of the new shopping complex and Bannockburn P-12 College. Previous Stage 1 works were completed in June 2017. Construction works included kerb and channel work, underground drainage, new pavement, shoulder widening and a footpath along McPhillips Road.

Upgrade of Gumley Road, Mt Mercer

Council is upgrading Gumley Road, Mt Mercer (near Rokewood) as part of the 'Local Roads to Market program' to support the future expansion of local businesses and industry. Council will construct 8.9km of sealed road to support a safer and more efficient transportation network resulting in significant productivity gains. This project will give local businesses and industry confidence to invest to significantly improve the economy of the Rokewood area. Gumley Road is an unsealed rural road that currently provides access to the wider road network for Western Plains Pork and other primary producers.

Major Changes

Eric Braslis joined Golden Plains Shire Council as our new CEO in December 2017 bringing a renewed focus on asset maintenance and best practice work processes.

The Shire saw a spike in growth; between 2016 and 2017. Golden Plains Shire grew by 2.5%, taking the Shire's population to 22,480 people and making Golden Plains the fifth fastest growing regional LGA in Victoria (by percentage growth rate). It follows closely behind Surf Coast, who were the fastest growing regional LGA at 2.9%, and Greater Geelong at 2.6% who were placed fourth.

ABS expand data showed that Bannockburn and surrounds (by Statistical Area Level 2), grew by 4.9% to bring the population to 6,838 people. Bannockburn and surrounds is now the fourth fastest growing regional Statistical Area Level 2 (by percentage growth rate), behind Grovedale in Geelong, Alfredton in Ballarat and White Hills-Ascot in Bendigo.

Major Achievements

At the end of 2017, Council did extensive community, Council and staff engagement around the Golden Plains Community and Civic Centre (GPCCC). Feedback included a number of suggestions about environmental efficiencies (solar power and water-saving), telecommunications and digital access, and triggered immediate and important changes to the concept plan. Council then put out a tender for the design of the GPCCC and subsequently appointed Baumgart Clark Architects. Concept design work is now underway.

Over the year we excelled in supporting existing business and new business and industry attraction; the Golden Plains Food Production Precinct reached \$50M in investment approved for development. The State Government announced \$500K for the Bannockburn Heart, which will complement \$1.2M from the Federal Government and \$66,500 from Sport and Recreation Victoria. These projects will create jobs and stimulate investment in the Shire.

We also saw the fruits of several successful lobbying efforts (such as the Dereel Tower) being built and opening of the Shire's first secondary school, Bannockburn P-12 College.



The Mayor and fellow Councillors at a recent Conversation Post we held at the CFA Thank You Day in Rokewood. We held this to engage the community in the Rokewood Community Plan and be available to hear from residents with their issues, concerns and feedback. More than 80 community members gathered to support the CFA and we were able to sign up 25 people to participate in the Rokewood Community Plan.

OUR SHIRE



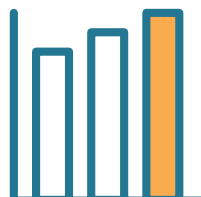
2,705

sq km of land



22,480

people



2.5%

growth rate
per annum



16

townships



56

communities

Golden Plains Shire is situated between two of Victoria's largest regional cities, Geelong and Ballarat, with a population of over 22,000 people across 56 vibrant rural communities.

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

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

Golden Plains also offers many opportunities for businesses, investment, sustainable development and employment, with more than 1,800 businesses in farming, retail and home-based businesses. In agriculture, the region has a strong tradition in wool and grain production and is a leading producer of prime lambs. Intensive animal farming continues to increase

and strengthen, with the production of goat dairy, beef, chicken and pork strong in Golden Plains, and marked growth in viticulture. Many of the producers and businesses of Golden Plains sell their produce at the monthly Council-run Golden Plains Farmers' Market, attracting visitors to the Shire from far and wide.

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

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

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

COUNCIL OFFICES

Bannockburn Customer Service Centre

2 Pope Street, Bannockburn, Victoria, 3331. Local call 1300 36 30 36. Phone 03 5220 7111. Fax 03 5220 7100

Linton Customer Service Centre

68 Sussex Street, Linton, Victoria, 3360. Local call 1300 36 30 36. Phone 03 5220 7111. Fax 03 5220 7100

The Well, Smythesdale Customer Service Centre (10am-2pm Tuesday-Friday)

19 Heales Street, Smythesdale, 3351. Local call 1300 36 30 36. Phone 03 5321 1500. Fax 03 5220 7100

Postal Address

Golden Plains Shire Council, PO Box 111, Bannockburn, Victoria 3331

Contacting Council After Hours

Residents wishing to contact Council outside normal business hours can phone 03 5220 7111



From February 2018, ordinary Council meetings were moved from starting at 4pm, to a new start time of 6pm, to make it easier for more members of the community to attend.



Back row, left to right: Cr David Evans, Cr Owen Sharkey, Cr Des Phelan, Cr Les Rowe,
Front row, Cr Nathan Hansford (Deputy Mayor 2018), Cr Helena Kirby – (Mayor 2018) and Cr Joanne Gilbert.

COUNCILLORS

Cr David Evans

David is a Bannockburn resident and is passionate about making Golden Plains' rates fair and equitable and is focused in making budgetary cost savings, wherever possible.

Cr Owen Sharkey

Owen lives with his family in Batesford, where he is involved in the community, and works in Bannockburn. He would like to be seen as an approachable councillor whose decisions benefit the whole of the Shire.

Cr Des Phelan

Des is a life-long Springdallah resident, and this is his 27th year on Council. He is an Australian Fire Service Medal recipient and a Justice of the Peace. Des takes his representation of the community and obligation to serve them very seriously.

Cr Les Rowe

A life-long Golden Plains resident, Les owns and operates a mixed farming business in the Moorabool Valley of Sutherlands Creek. Les is active in his community and lobbied for the new Bannockburn P-12 College. Les is committed to supporting Golden Plains residents, ratepayers and community organisations.

Cr Nathan Hansford (Deputy Mayor)

Nathan is returning as a Councillor for his second term. Nathan lives in Bannockburn with his family, owns a local business and is committed to making the Shire an even greater place, and is focused on ensuring services are maintained or improved.

Cr Helena Kirby (Mayor)

Helena is a longstanding Councillor, living and working in Rokewood. She is a voice for the whole of the Shire and has helped achieve many positive outcomes. Helena's key priorities are to improve infrastructure and community consultation and engagement. She is also committed to keeping rates at a minimum.

Cr Joanne Gilbert

Joanne believes community consultation is paramount and is strongly committed to improving infrastructure and services. Born and raised in Napoleons, Joanne lives in Cambrian Hill with her family and is an active member of her community.



Eric Braslis, Jillian Evans, Greg Anders and Richard Trigg.

OUR PEOPLE

SENIOR MANAGEMENT TEAM

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. Three Directors together with the CEO form the Senior Management Team (SMT) and lead the organisation. Details of the CEO and senior officers are set out below.

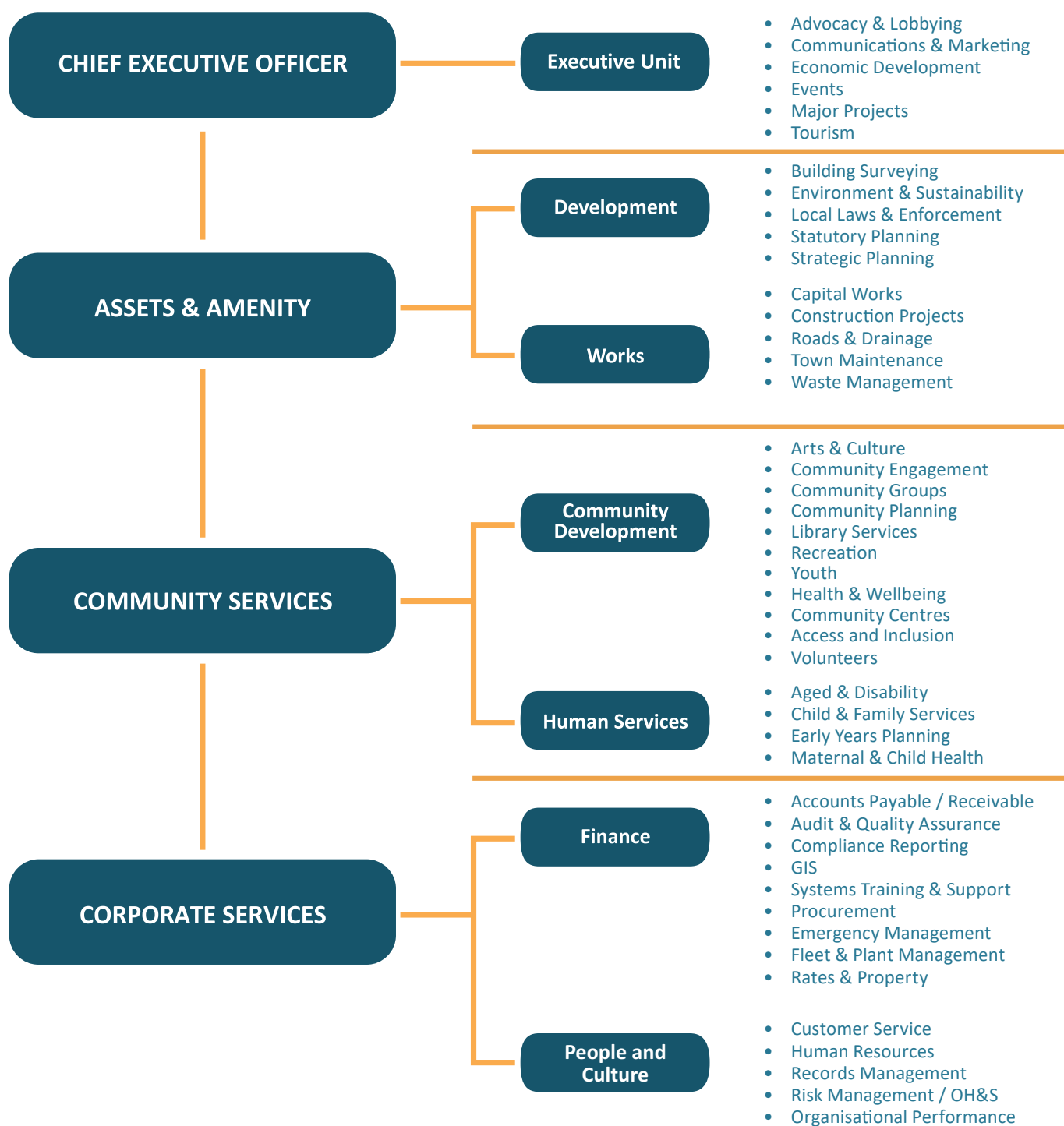
Eric Braslis
Chief Executive Officer.

Jillian Evans
Director Community Services.

Greg Anders
Director Assets & Amenity.

Richard Trigg
Director Corporate Services.

ORGANISATIONAL STRUCTURE



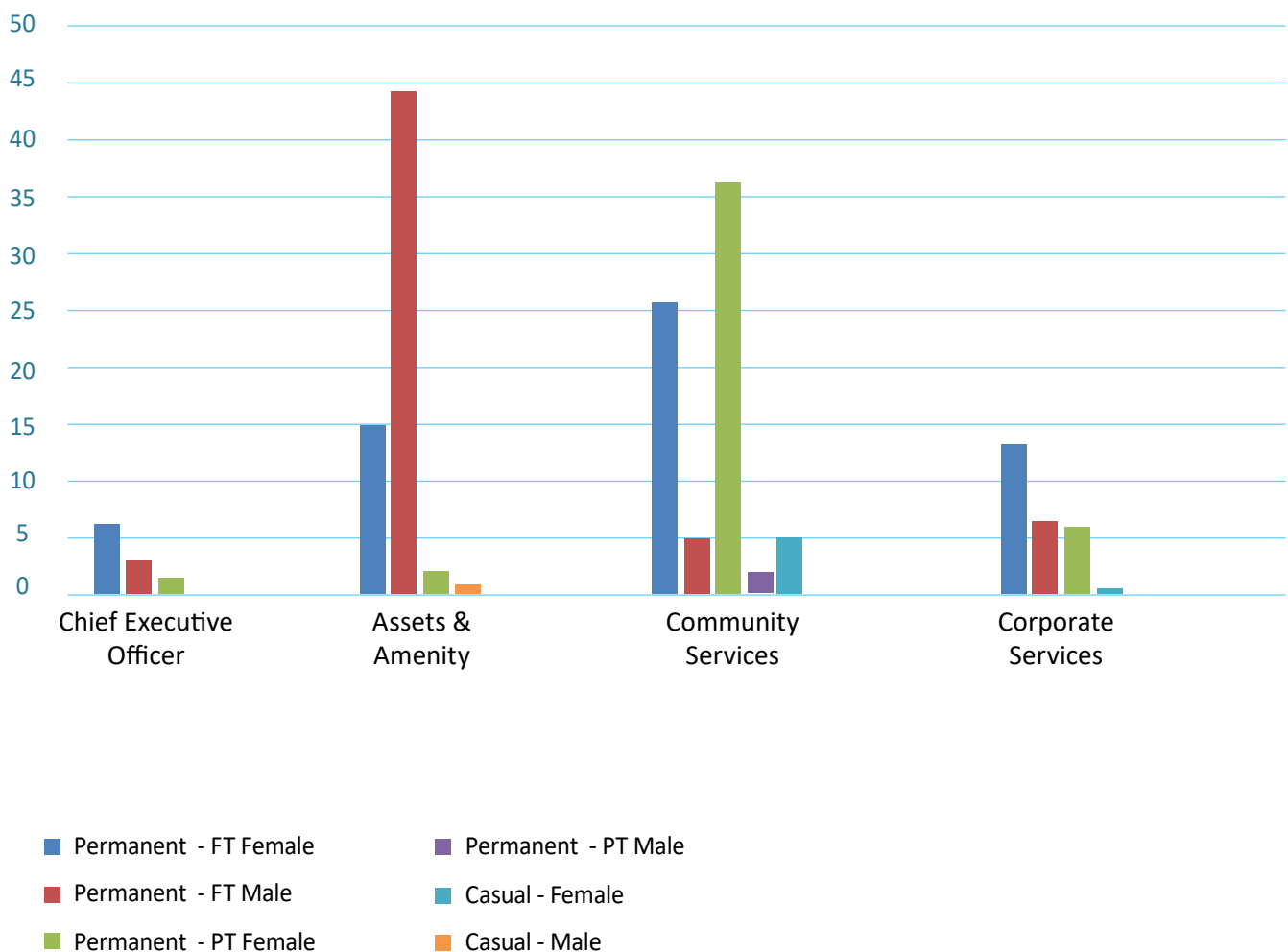


In 2017-18, Golden Plains Shire experienced our highest birth rate on record, with 272 births recorded.

COUNCIL STAFF

A summary of the number of full time equivalent (FTE) Council staff by organisational structure, employment type and gender is set out below.

Employment Type - Organisational Structure	CEO & Executive	Assets & Amenity	Community Services	Corporate Services	Total
Permanent - FT F	6	15	26	13	60
Permanent - FT M	3	44	5	7	59
Permanent - PT F	2	2	36	6	46
Permanent - PT M	0	0	2	0	2
Casual - F	0	0	5	1	6
Casual - M	0	1	0	0	1
TOTAL	11	62	75	27	174



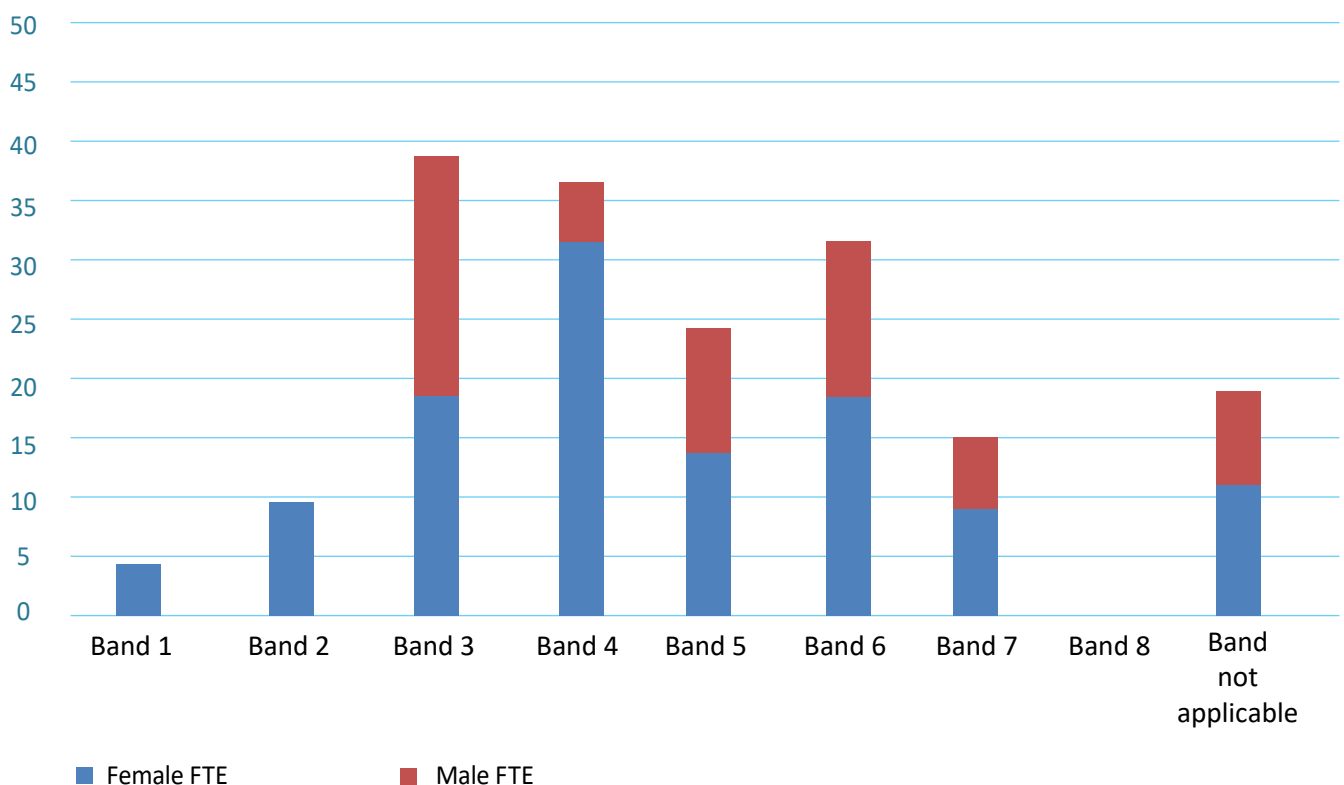


Council engaged 1,200 people across our 22 pop-up conversation posts held in the 2017-18 year.

COUNCIL STAFF

A summary of the number of full time equivalent (FTE) staff categorised by employment classification and gender is set out below.

Employment Classification	Female FTE	Male FTE	Total
Band 1	4	0	4
Band 2	9	0	9
Band 3	17	20	37
Band 4	32	5	37
Band 5	13	11	24
Band 6	18	13	31
Band 7	8	7	15
Band 8	0	0	0
Band not applicable	12	6	18
Total	112	62	174





EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

A council with 40 or more staff must develop and implement an equal employment opportunity (EEO) program.

Council has implemented an EEO program which is designed to eliminate discrimination and promote equal opportunity in employment for designated groups.

The objective of Council's EEO program is to ensure there is no discrimination relating to the characteristics listed under the *Equal Opportunity Act 2010* including race, colour, sex, marital status, carer responsibilities, physical or mental impairment,

age, religion, political affiliation, gender identity and sexual orientation.

Council has appointed and trained an EEO contact officer.

Implementation of the program over the past twelve months included provision of EEO awareness training. Three training sessions focusing on EEO and the prevention of bullying and harassment were provided during the year, a total of 58 staff attended. These sessions made staff aware of their responsibilities. Council's assessment is that there were no breaches of the *Equal Opportunity Act 2010*.

Staff who remain with Council longer term retain valuable local knowledge and bring experience to their specific jobs and to Council operations generally.

OTHER STAFF MATTERS

Leadership development

During the year, three staff completed their participation in the Golden Plains Shire Council leadership development program. This program provided an opportunity for staff to complete a Graduate Diploma of Management through Swinburne University, in association with the Municipal Association of Victoria. The qualification draws staff and Councillors from across Victoria, bringing them together to complete intensive workshops focused on topical local government issues. In addition, Council continues to support staff who wish to participate in regional leadership programs.

Professional development

Staff are encouraged to continue their professional development by attending conferences, undertaking skill development courses and completing formal qualifications. Study leave is available where an employee wishes to complete a TAFE or university qualification which is relevant to their current position or their future career in local government. In the 2017-18 year, four staff were approved for study leave.

Service recognition

Staff who remain with Council longer term retain valuable local knowledge and bring experience to their specific jobs and to Council operations generally. In December 2017, the Chief Executive Officer formally recognised the contribution made by long term staff, including 17 staff who completed the milestone of 10 years of service.



OTHER STAFF MATTERS

Council seeks to lead change to improve respect and equality in our community, and prevent violence against women before it occurs.

Council is committed to creating gender equitable workplace and community by influencing gender inequality through reviewing, redeveloping, and implementing policies, processes, services and programs

We are developing new ways of doing things by being inclusive in our decision making, valuing the differing needs of a diverse community and ensuring that we are reflective, learn from our mistakes and embrace evidence based best practice.

Our achievements in working towards a gender equitable future include:

- Gender Equity Working group made up of Senior Leaders and employees from across the organisation met regularly throughout the year to progress the Gender Equity Action Plan
- Council continued the participation in Women's Health Grampians, Communities of Respect and Equality (CoRE) program
- The Listen, Learn and Lead program was facilitated with Council employees. The aim was to identify gaps in our current systems/procedures/behaviours and then implement strategies and actions that will help improve outcomes for women in leadership positions in local government.

The sessions looked at the barriers to gender equity that need to be addressed, encouraged open conversation and input, and helped Council develop an action plan to bring us closer to gender equality within our workplace

- Participation by staff in Gender Equity and Intensive Bystander training
- Delivery of 'Baby Makes 3' program through Council's Maternal and Child Health service which is designed to support new parents build knowledge and skills in equal and respectful relationships as they enter parenthood
- Distribution of print resource 'Family Violence: Where to get Help' in community centres and public toilets across the Shire.



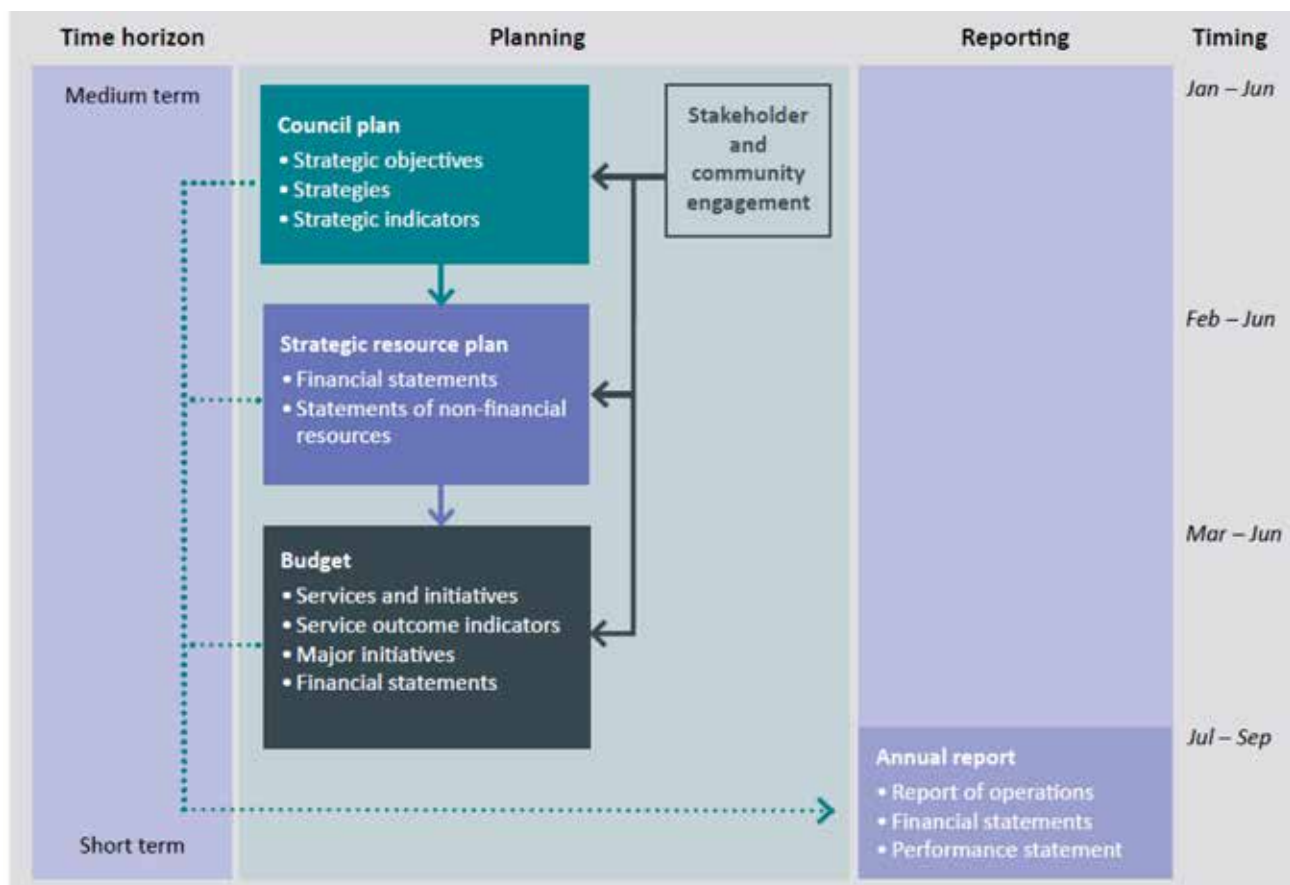
OUR PERFORMANCE

Planning and Accountability Framework

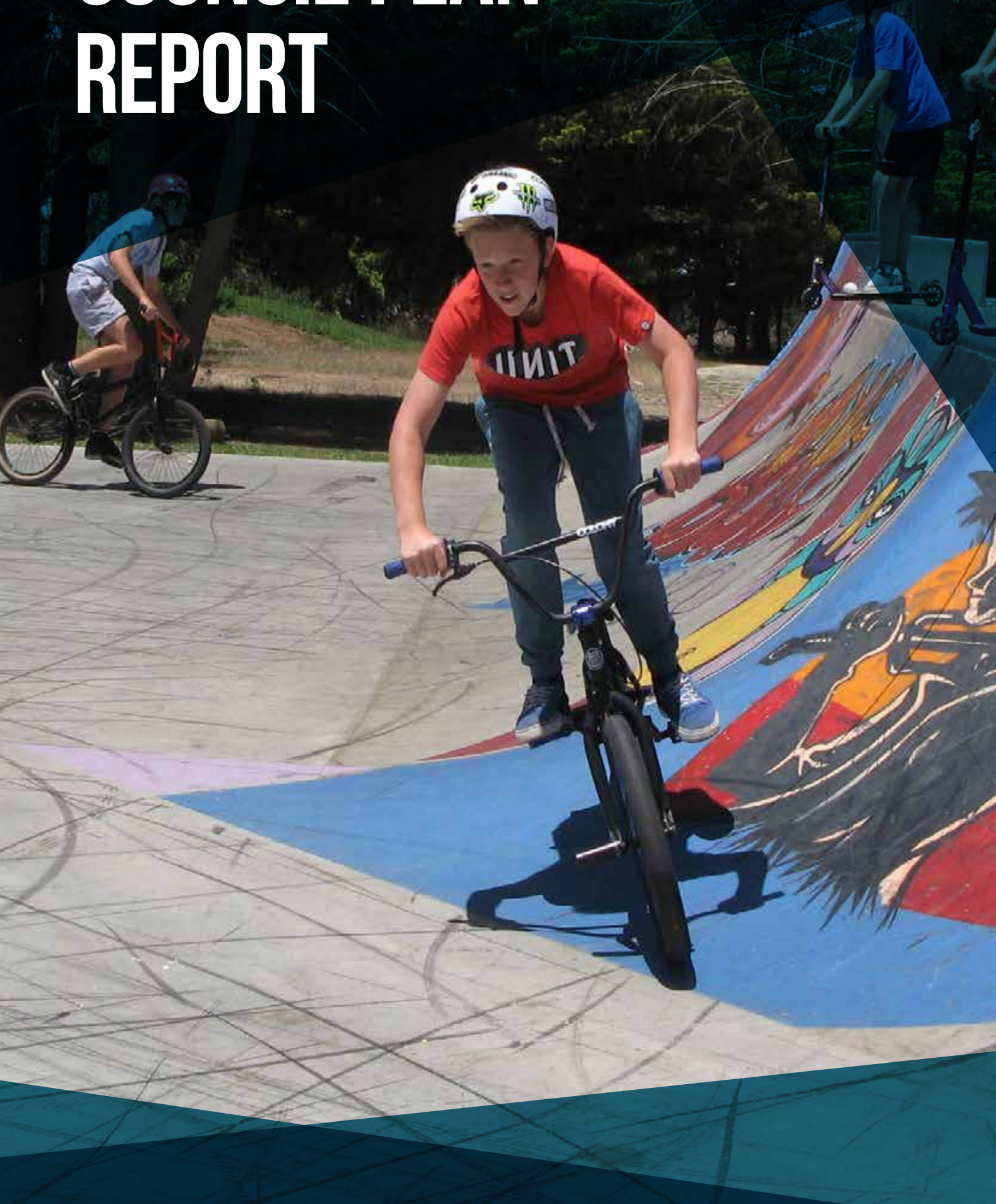
The Planning and Accountability Framework is found in part 6 of the Local Government Act 1989 (the Act). The Act requires councils to prepare the following planning and reporting documents:

- A Council Plan within six months after each general election or by 30 June, whichever is later
- A Strategic Resource Plan for a period of at least four years and include this in the Council Plan
- A Budget for each financial year
- An Annual Report in respect of each financial year.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.



COUNCIL PLAN REPORT



COUNCIL PLAN

The Council Plan 2017-2021 is the key document setting out the strategic direction for Golden Plains Shire for the next four years and beyond. The Victorian Local Government Act 1989 requires that a Council Plan must be prepared every four years.

For the first time, this Council Plan incorporates the Municipal Public Health and Wellbeing Plan that outlines our priorities for supporting, protecting and improving the health and wellbeing of our community.

The Plan focuses on four strategic priorities that reflect the key activity areas of Council and the services that contribute to the health and wellbeing of the Golden Plains community: promoting healthy and connected communities; enhancing local economies; managing natural and built environments; and delivering good governance and leadership.

Key Result Area		Strategic Objective
1. PROMOTING HEALTHY AND CONNECTED COMMUNITIES		We commit to creating a healthy, active and safe community that provides opportunities for all residents to connect and engage with their local and broader community.
2. ENHANCING LOCAL ECONOMIES		We work with business, government and community partners to sustain a diverse, resilient, prosperous and socially responsible economy, through investment attraction, supporting local business, and tourism development.
3. MAINTAINING NATURAL AND BUILT ENVIRONMENTS		We work to promote, conserve, enhance and protect the natural environment and ensure that growth and change in the built environment is managed for the benefit of all of our community.
4. DELIVERING GOOD GOVERNANCE AND LEADERSHIP		We will govern with integrity, plan for the future, and advocate for our community.

Performance

Council's performance for the 2017-18 year has been reported against each strategic objective to demonstrate how Council performed in achieving the 2017-2021 Council Plan. 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 the Budget.
- Services funded in the Budget and the persons or sections of the community who are provided those services.
- Results against the prescribed service performance indicators and measures.



HEALTH & WELLBEING PRIORITIES

We are committed to the following health and wellbeing priorities that underpin the Council Plan and our strategic framework for the next four years and beyond.

The symbols below will be used throughout the Council Plan to identify actions related to our health and wellbeing priorities for people of all ages and abilities, especially young people and older residents.



1. Healthy eating and active living

- Increase healthy eating and access to affordable, nutritious food
- Increase participation in physical activity



2. Access to local health and community services

- Improve access to a range of relevant, quality health and community services for all our communities



3. Healthy and sustainable environments

- Improve access to safe and universally designed built environments including community facilities and spaces, open spaces and places for active recreation
- Preserve the natural environment and ensure our community is resilient and responsive to the challenges of climate change and emergency management



4. Connected communities

- Increase support for our community groups to provide opportunities for social connection
- Provide opportunities for community members to increase their participation in the decisions that shape their health and wellbeing
- Increase access to affordable and sustainable transport options for our communities
- Support positive mental health and wellbeing for our community members
- Improve connections to local education, training and work opportunities



5. Family violence and gender equity

- Ensure an integrated response to support those experiencing family violence
- Proactively address gender equity issues in our organisation and our community
- Council will support and encourage and act on the Communities of Respect and Equality Alliance (CoRE) plan to prevent violence against women.



Municipal Health and Wellbeing Action Plan

COLLABORATING AND STRENGTHENING PARTNERSHIPS TO IMPROVE HEALTH AND WELLBEING OUTCOMES OF OUR COMMUNITY.

The Golden Plains Shire Municipal Public Health and Wellbeing Action Plan 2017 - 2021 reflects and captures the activities of Council and other organisations working in Golden Plains Shire to improve the health and wellbeing of residents.

Following the identification and endorsement of the health and wellbeing priorities that underpin the Council Plan, two forums were held. The first in June, brought together decision makers from our partner organisations and agencies to determine the best ways of working together over the next four years and to elicit a commitment to collaboration and partnership to achieve better health and wellbeing outcomes for our community.

The second workshop held in August brought internal staff and external partners together to determine the activities happening within the priority areas, identify gaps that partners could collaborate on, agree on measures to determine success over the next four years and discuss opportunities for new partnerships.

Over the life of this plan partners have agreed to meet annually to review, revise and monitor the action plan. The following organisations worked with Council to develop and identify actions that contribute to Council's five Health and Wellbeing priorities:

- Ballarat Community Health
- Barwon CASA
- Barwon Child Youth and Family (BCYF)
- Barwon Health
- Barwon Water
- Berry Street
- Bethany Community Services
- Central Highlands Primary Care Partnership
- Centacare
- Department of Education & Training
- Geelong YMCA
- G21 Geelong Region Alliance
- Hesse Rural Health
- Integrated Living Australia Inc.
- Geelong LLEN
- Leisure Networks
- Meredith Community Learning Hub
- Sports Central
- Women's Health Grampians
- Woody Yaloak Catchment Group

STRATEGIC OBJECTIVE 1:

PROMOTING HEALTHY AND CONNECTED COMMUNITIES

We commit to creating a healthy, active and safe community that provides opportunities for all residents to connect and engage with their local and broader community.



The 2017/18 Community Grants program saw \$144,000 in grants issued across 43 community projects.

PROMOTING HEALTHY AND CONNECTED COMMUNITIES

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators included in the Council Plan.



Strategic Indicator measure	Result	Comments
Increased healthy eating and active living	3 programs 14 schools 10 walks (225 participants) –	Council ran: community meals programs, early years vegetable program, Men's Kitchen, Community Breakfast and facilitated walking groups, e.g: Walk to School program, Trailblazers. Undertook a regional network study to look at ways to activate the north of the Shire, researched sport participation.
Improved access to health and community services for people of all ages, abilities and localities within the Shire	3	Worked with agencies to provide increased services in the Shire: youth services, GP and allied health services and disability agencies. Provided increased services and programs at the Bannockburn Cultural Centre, The Dereel Soldiers Memorial Hall, The Well and the Haddon Community Centre.
Increased community safety indicators	4 audits	Supported Victoria Police with community safety/crime prevention forums, undertook an audit of recreation facilities to ensure safe access for females.
Reduced prevalence of family violence	5 16	Delivered the Baby Makes Three program. Supported playgroups and mothers groups in order to provide support to families.
Increased connection to culture and communities	3 12 104 artists 7 programs	Supported a number of arts networks across the Shire. Arts programs over the last 12 months. Examples include: the Arts Trail involving 104 artists, Spring into the Shire competition, School holiday arts programs and Victorian Senior Citizens events. Worked with regional and state wide agencies to provide new arts programs in the Shire.
Increased community led action volunteering, participation in community groups and events	23 34 community Grants 8 gem of an idea 120 16 18	Council has: <ul style="list-style-type: none"> supported the development and implementation of community plans for 23 communities. provided Seed funding grants, Gem of an Idea grants and Community Grants to support community initiatives supported recreation and sporting clubs and management committees provided volunteer training programs supported the delivery of youth led programs delivering 18 annual activities.
Increase support and access to Council delivered, and independent provider, programs	25 3 4	Council has: <ul style="list-style-type: none"> engaged with health providers and the community to identify health needs and advocated for services to be delivered in the Shire Partnerships were developed with disability service providers to provide programs such as Scope's weekly program and Lego for children Provided facilities for services to operate from including Council's community centres in Bannockburn, Dereel, Meredith and Smythesdale.



PROMOTING HEALTHY AND CONNECTED COMMUNITIES

The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-18 Budget for the year.

Major Initiatives	Progress
<p>Council supported the opening of the Bannockburn P-12 College in January 2018 through the planning for future development and facilitation of programs to support secondary school students in the local community.</p> <p>Council will be working towards increasing:</p> <ul style="list-style-type: none"> the number of students involved in employment training programs; the number of students employed in part time and casual employment; the activity at the hub and the library; community engagement and community development activities with young people; and options for transport. 	<p>Council funded and completed works in relation to road safety infrastructure at the Bannockburn P-12 College. This included two school crossings, bus drop off/pick up parking and shelters for four buses including footpaths and a safety fence. Short term car drop off/pick up parking including a safety fence and footpath as well as upgraded sections of the car park at the nearby sports stadium to deal with overflow parking.</p> <p>Council offers an annual program for local young people interested in creating their own business. Delivered in the school holidays in partnership with the Geelong Chamber of Commerce, the three day intensive program provides participants with the skills, confidence and knowledge to build their own business.</p> <p>Council also offered four work placement positions annually for local young people.</p> <p>There is a training/professional development element to each FReeZA event (four per year). This includes: event management, first aid, social media, risk and community engagement.</p> <p>Youth Development also offered free RSA and Food Handlers courses to local young people in an effort to make them more employable.</p> <p>In response to the lack of local employment opportunities for young people, a pool of casual staff has been developed to assist with the various programs. Examples include: Seniors Week, Arts Trail, School Holiday Programs and Tech Help Program. There are currently 10 local young people available through the pool with plans to open this up to a broader audience moving forward.</p> <p>Many of the programs are held at the library or in the Bannockburn Cultural Centre. These include youth committee meetings, after school study group and movie nights.</p> <p>Young people have contributed to Council engagements including: Council plan, Environmental Strategy and Bannockburn Heart. They also organized a Youth Roadshow, a large scale community engagement activity in 2017 that reached over 1000 local young people.</p> <p>Transport is provided/organised for all Youth Development events and programs.</p>

PROMOTING HEALTHY AND CONNECTED COMMUNITIES



The following statement provides information in relation to the services funded in the 2017-18 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of Services and Initiatives	Net Cost
		Actual Budget Variance \$000
Maternal and Child Health	<p>Enhance the health and development of children and families by providing high quality Maternal and Child Health Services across the Shire.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Family violence prevention programs • Maternal & Child Health strategy implementation • Provides support to every family with newborn, municipality wide. 	373 <u>385</u> 12
Children's Services	<p>Improve the health and wellbeing of families by increasing access to a range of quality universal and specialist children and family services including kindergarten and child care.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Municipal early years plan implementation • Playgroups • Management of kindergartens • Grant writing • Project management • Staff training. 	366 <u>363</u> (3)
Aged and Disability - HACC for Younger People	<p>The Home and Community Care PYP aims to provide a coordinated, integrated and responsive range of basic maintenance and support services enabling people to be more active and independent at home and in the community.</p> <p>People who are eligible include frail people under the age of 65, younger people with disabilities who are not eligible for the NDIS and carers.</p> <p>Services include home care, property maintenance, personal care, respite, planned activity group and delivered meals.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Enhance the service planning and delivery relationships with community based service providers including allied health, district nursing, community health and disability service providers in Ballarat, Geelong and throughout Golden Plains Shire. • Maintain a dynamic Continuous Quality Improvement Action Plan ensuring service provision is consumer-driven and responsive. 	128 <u>196</u> 68

PROMOTING HEALTHY AND CONNECTED COMMUNITIES



Service Area	Description of Services and Initiatives	Net Cost Actual Budget Variance \$000
Aged and Disability - Commonwealth Home Support Program	<p>The Commonwealth Home Support Program (CHSP) aims to provide a coordinated, integrated and responsive range of basic maintenance and support services enabling people to be more active and independent at home and in the community. The program has a specific reablement focus and offers short-term case management for people experiencing complex health and social issues. To be eligible for the program, people must be over the age of 65 years.</p> <p>Services include domestic assistance, home maintenance, personal care, flexible respite, social support programs, delivered meals and home modifications.</p> <p>Initiatives</p> <ul style="list-style-type: none"> Enhance the service planning and delivery relationships with community based service providers including allied health, district nursing, community health and disability service providers in Ballarat, Geelong and throughout Golden Plains Shire. Maintain a dynamic Continuous Quality Improvement Action Plan ensuring service provision is consumer-driven and responsive. 	241 <u>203</u> (38)
Community Transport	<p>Providing access to a range of services by providing a flexible, responsive community transport service.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Fee-for-service transport for isolated residents across the Shire. Volunteer drivers provide the service, Council provides the buses. 	168 <u>197</u> 30
Community Centres	<p>Improving the health and wellbeing of Golden Plains Shire residents and facilitating the development of healthy vibrant communities.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Bannockburn Family Service Centre operating and maintenance expenses Smythesdale Business Hub operating and maintenance Bannockburn Cultural Centre operating and maintenance Kindergartens maintenance Northern Community Centre operating and maintenance expenses Bannockburn Recreation Centre operating costs Meredith early learning centre maintenance Meredith Community Hub operating expenses. 	847 <u>868</u> 21

PROMOTING HEALTHY AND CONNECTED COMMUNITIES



Service Area	Description of Services and Initiatives	Net Cost
		Actual Budget Variance \$000
Kindergartens	<p>Cluster management of five local kindergarten services. This relieves pressure felt by parents in running a kindergarten program and provides a stable employment model for staff.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Teesdale kindergarten operations • Inverleigh kindergarten operations • Meredith kindergarten operations • Rokewood kindergarten operations. 	68 <u>(9)</u> (77)
Bannockburn Children Services	<p>Management of the integrated children services centre at Bannockburn, incorporating long day care and kindergarten facilities.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Management of long day care and kindergarten programs at Bannockburn Family Services Centre. 	218 <u>(28)</u> (246)
Family Day Care	<p>Management of Family Day Care Educators who operate across the Shire. Each Educator provides care to between four and seven children per day and follow processes determined by the Department of Education and Training. Currently over 80 children access our FDC service.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Management of family day care providers across Shire 	90 <u>50</u> (40)
Community Development	<p>Supporting and strengthening local communities through the development of Community Plans and Council's community grants program.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Enhance leadership and other civic skills within communities so as to increase the capacity of communities to address local issues and challenges and to build vibrant, healthy places. • Assist in developing a sense of community spirit, pride, ownership and identity within communities. • Encourage and support local leadership and active participation in community groups, volunteer organisations and local projects. • Facilitate community-connectedness and social inclusion to improve the health and wellbeing of communities. • Ensure Council's engagement practice is accessible and transparent • Create more opportunities for participation in engagement processes • Develop and promote a range of options for communities to participate in engagement processes • Reduce the barriers for wider community involvement • Ensure better representation from across the Shire. 	728 <u>848</u> 120

PROMOTING HEALTHY AND CONNECTED COMMUNITIES



Service Area	Description of Services and Initiatives	Net Cost
		Actual
		Budget
		Variance \$000
Health Promotion	<p>Creating healthy, vibrant and connected communities and improving the health and wellbeing of people living in Golden Plains Shire.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Identify community health needs and gaps in services Work with local and regional agencies to increase service provision Implement health promotion initiatives across the Shire in the aged care, disability, youth, family and children service sectors Coordinate the management and operations at The Well, Northern Community Centre and the Bannockburn Cultural Centre Support the development and delivery of a range of health and wellbeing activities and services based at Council's community centres Plan, create and deliver natural and built environments that support access and inclusion for everyone Provide and support program opportunities that increase community participation and involvement Provide, co-ordinate and advocate for a range of services that support people with a disability and their carers Ensure the community can access news and information and engage with Council through a range of inclusive communication approaches. 	(4) <u>57</u> 61
Libraries	<p>Providing a library service to residents of Golden Plains Shire.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Participate in the management of the Geelong Regional Library Corporation Support the development of a sustainable mobile library service Support the continued development of the static library in Bannockburn Support the development of opportunities to provide multiple means of library service delivery to rural communities. 	465 <u>453</u> (12)
Arts and Culture	<p>Facilitating the development of community arts and cultural development projects in collaboration with local artists and communities. Arts and culture is central to the quality of life and wellbeing of residents in Golden Plains Shire.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Supporting arts activity to increase engagement and participation Improving the cultural literacy and skills of community members Working with artists, arts workers and arts businesses to strengthen innovation, viability and growth of creative industries Working with artists to enhance the natural and built environment of Golden Plains Shire. 	180 <u>189</u> 9

PROMOTING HEALTHY AND CONNECTED COMMUNITIES



Service Area	Description of Services and Initiatives	Net Cost Actual Budget Variance \$000
Youth Development	<p>Working with young people, local communities and service providers to improve the health and wellbeing of young people living in Golden Plains Shire.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Improve young people's access to employment options • Support young people to be actively involved in their communities • Ensure young people have access to local events and activities. 	271 <u>291</u> 20
Recreation Planning	<p>Working with local communities and committees of management to develop a range of recreation facilities and activities.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Identify the recreation services and facility needs of the Golden Plain's community. • Support the development of recreation services and facility provision in Golden Plains Shire • Encourage and support local leadership in facility committees of management and sporting clubs • Increase the physical activity of residents and active participation in clubs and activities. 	618 <u>683</u> 65
Recreation Construction	<p>Construction of community facilities, including halls, paths and trails, recreation reserves and pavilions, sporting facilities and playgrounds</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Construction of the Bannockburn Heart • Allocation of funds to assist with the redevelopment of the Rokewood Recreation Reserve pavilion • Upgrade of Rokewood cricket net facilities • Construction of a playspace in Batesford. 	(186) <u>(832)</u> (646)
Recreation Infrastructure maintenance	<p>Undertaking general maintenance of all Council owned and controlled land, buildings and facilities and supporting communities that undertake these activities on behalf of Council.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Maintenance of sports ovals, reserves, stadiums and pavilions • Maintenance of public halls • Maintenance of playgrounds and skate parks • Maintenance and cleaning of public amenities. 	2,378 <u>2,750</u> 372

PROMOTING HEALTHY AND CONNECTED COMMUNITIES



Service Area	Description of Services and Initiatives	Net Cost
		Actual Budget Variance \$000
Volunteers	<p>Supporting volunteers to best service their communities through recruitment and retention, capacity building, developing new programs and achieving best practice in volunteer management.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Support the recruitment and retention of volunteers • Assist with the skill development of volunteers • Increase the range of volunteer opportunities in the Shire. 	<p>21</p> <p><u>27</u></p> <p>6</p>

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/measure	Result				Material Variations
	2015	2016	2017	2018	
Maternal and Child Health (MCH)					
Satisfaction <i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	100%	101.94%	99.55%	103.73%	278 home visits were conducted. This figure is over 100% due to the timing difference that can occur between birth notices being issued and the home visit being completed.
Service standard <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100%	99.61%	101.36%	100%	All 268 births during the year were enrolled in Council's MCH service.
Service Cost <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	n/a	\$73.11	\$79.95	\$82.67	
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	79.26%	81.58%	80.29%	86.34%	Council's MCH staff are extremely active in following up families and ensuring each visit delivers significant benefit. This focus has seen participation continue to grow.
<i>Participation in the MCH service by Aboriginal children</i> [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	77.78%	86.67%	55.56%	91.67%	Council's MCH staff are extremely active in following up families and ensuring each visit delivers significant benefit. This focus has seen participation continue to grow.

PROMOTING HEALTHY AND CONNECTED COMMUNITIES



Service/Indicator/measure	Result				Material Variations
	2015	2016	2017	2018	
Home and Community Care					
Timeliness <i>Time taken to commence the HACC service</i> [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service.	n/a	14	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service standard <i>Compliance with Community Care Common Standards</i> [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	77.78%	77.78%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost <i>Cost of domestic care service</i> [Cost of the domestic care service / Hours of domestic care service provided)	n/a	\$40.21	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<i>Cost of personal care service</i> [Cost of the personal care service / Hours of domestic care service provided)	n/a	\$34.84	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<i>Cost of respite care service</i> [Cost of the respite care service / Hours of domestic care service provided)	n/a	\$42.70	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	17.99%	17.74%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	30.48%	13.70%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

PROMOTING HEALTHY AND CONNECTED COMMUNITIES



Service/Indicator/measure	Result				Material Variations
	2015	2016	2017	2018	
Libraries					
Utilisation					
<i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	4.84	4.92	4.73	4.94	
Resource standard					
<i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	87.71%	82.68%	75.68%	73.74%	
Service cost					
<i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$5.33	\$4.89	\$4.71	\$5.73	There were approximately 10,000 less visits to the library which increases the per visit cost. In person visits only are included in this indicator, it does not capture online visits by library users eg use of online resources.
Participation					
<i>Active library members</i> [Number of active library members / Municipal population] x100	12.76%	13.32%	12.68%	12.10%	Indicator does not capture other library activity for example children and youth programs, digital literacy programs and literary events, the use of public internet pcs, using facilities such as meeting rooms or study areas, or using services such as wifi, or in library use of collections.

STRATEGIC OBJECTIVE 2:

ENHANCING LOCAL ECONOMIES

We work with business, government and community partners to sustain a diverse, resilient, prosperous and socially responsible economy, through investment attraction, supporting local business, and tourism development.



Over the last five years, the privately owned Lethbridge Airport has seen rapid expansion with the support of Council and Federal and State Governments.

ENHANCING LOCAL ECONOMIES



The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic Indicator/ <i>measure</i>	Result	Comments
Growth in business investment	517 18 32	New businesses registered Planning permits issued for commercial Building permits issued for commercial.
Increased business engagement	2 6 8 83	Business networking events were held attended by 120 people. Business training sessions held in Bannockburn. The Small Business Smart Business Program concluded in March 2018 which meant sessions were not available for April, May or June. Business mentoring sessions held in Dereel, Inverleigh, Haddon, Smythesdale, Linton and Bannockburn. People attended the businesses training and mentoring sessions across the Shire.
Growth in the visitor economy	– – 38% growth 38% increase 28.2% increase 42.3% increase	<ul style="list-style-type: none"> Developed new tourism website for Golden Plains www.visitgoldenplains.com.au Continued to work with Tourism Greater Geelong and Bellarine on the further development and promotion of the Moorabool Valley Taste Trail. Visitor numbers for Golden Plains grew between December 2016 and June 2018. Overnight stays by visitors grew by between December 2016 and June 2018. Tourism sector economic output increased from \$11.8M in December 2016 to \$15.1M in Dec 2017. Tourism jobs increased from 52 jobs in December 2016 to 74 jobs in December 2017.
Key projects and initiatives funded	9km – \$500K	Gumley Road, Rokewood, Construction started on 9km upgrade of Gumley road to service local industry through the “Roads to Market program”. Grant application made for the upgrade of Tall Tree road, Lethbridge through the “Roads to Market program”. State Government funding secured for stage one of the Bannockburn Heart Precinct.
Increased labour market participation	3.1% decreased 747	Unemployment rate has decreased in December 2016 to 3.1% in December 2017 jobs were created in the Shire between the 2011 and 2016 Census, an increase of 27.2%.
Increased education attainment	31.3% increase	The number of people over 15 that have completed year 12 or equivalent has increased by 31.3% from 5,130 people in 2011 to 6,737 in 2016.

ENHANCING LOCAL ECONOMIES



The following statement provides information in relation to the services funded in the 2017-18 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of Services and Initiatives	Net Cost Actual Budget Variance \$000
Economic Development	<p>Investment attraction Investment attraction activities will attract new business investment and facilitate business growth through:</p> <ul style="list-style-type: none"> • Understanding the local economy, identifying opportunities, and gaps • Marketing our strengths and developing external relationships • Provide information, data and guidance to investors • Identifying suitable land for development • Facilitating the Investment Task Force to provide high level support to new investment. <p>Business Support Business support will take the form of support and nurture through:</p> <ul style="list-style-type: none"> • Business visits and relationship building • Problem solving • Facilitating linkages & referrals • Responding to business enquiries • Facilitating business networking events • Facilitating and auspicing links to grant programs • Business training and mentoring • Economic Development Quarterly newsletter • Buy local campaign. 	<p>513</p> <p><u>527</u></p> <p>14</p>

ENHANCING LOCAL ECONOMIES



Service Area	Description of Services and Initiatives	Net Cost Actual Budget Variance \$000
	<p>Tourism development To develop the visitor economy through:</p> <ul style="list-style-type: none"> • The Golden Plains Farmers Market • Supporting community and commercial events • Facilitating State Government grants • Implementing and supporting township Welcome Hubs • Developing the Moorabool Valley Food & Wine Trail • Supporting the Golden Plains Arts Trail • Promoting Golden Plains heritage • Supporting Lethbridge Airport. <p>Lobbying and Advocacy To engage Government in supporting local business and local infrastructure through:</p> <ul style="list-style-type: none"> • Identifying and communicating key priorities, issues, concerns and projects • Organising a calendar of meetings with relevant Ministers and members of parliament • Developing and regularly updating the Priority Projects booklet and issue specific Briefing Notes. • Writing submissions highlighting key issues for business and the community • Participating in G21 Regional Alliance delegations to State and Federal Ministers • Organising guest presenters to Council • Running corporate event announcements, openings and other official events • Developing event-specific Briefing Notes • Liaising with Government agencies • Supporting utility and telecommunication providers to expand infrastructure and services. <p>Partnership To work with business, government and community, key stakeholders and groups through:</p> <ul style="list-style-type: none"> • Active networking • Integrated cross departmental planning • Membership of regional influence groups • Collaborative project development. 	

ENHANCING LOCAL ECONOMIES

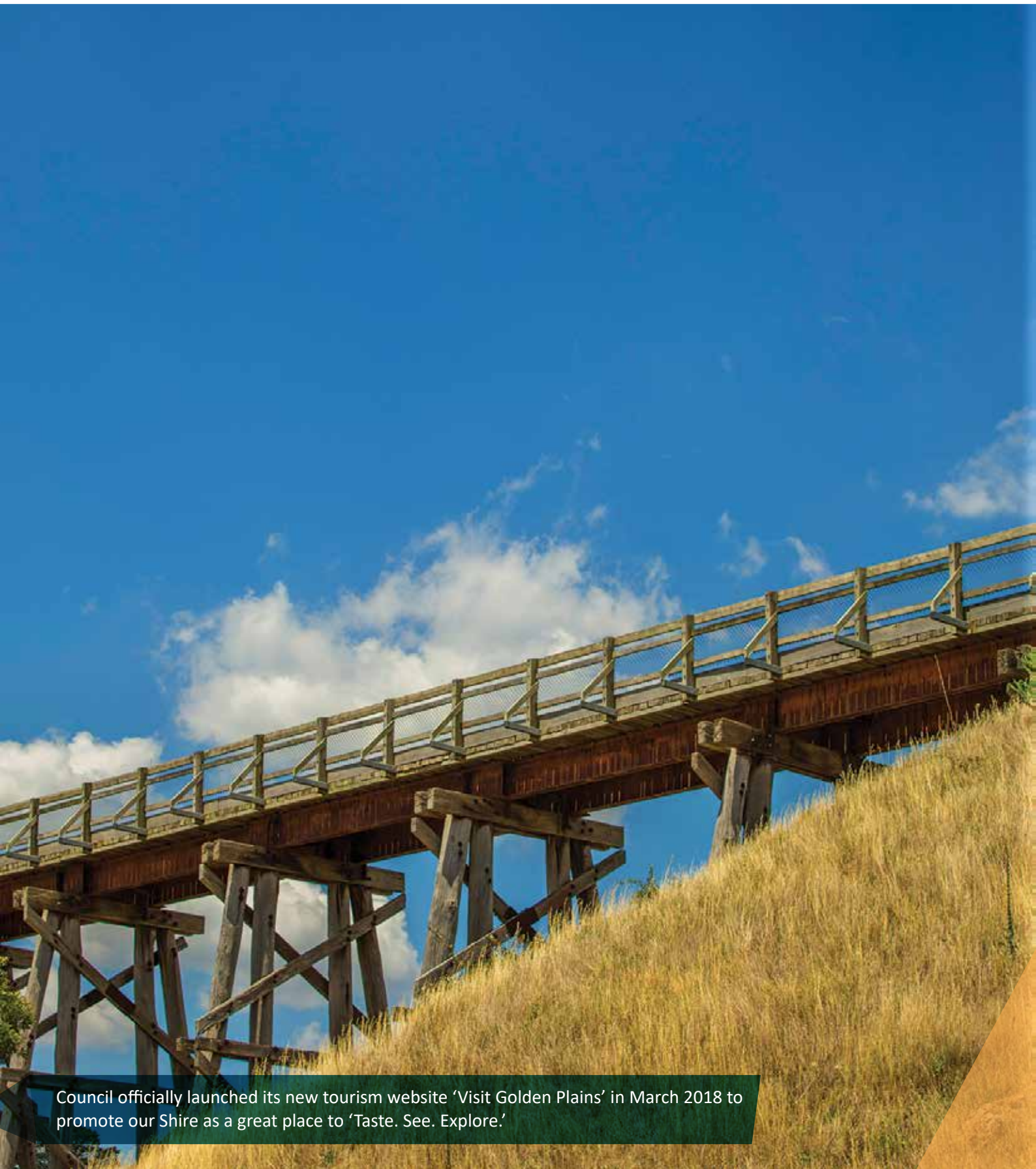


Service Area	Description of Services and Initiatives	Net Cost Actual Budget Variance \$000
	<p>Initiatives:</p> <ul style="list-style-type: none"> • Economic Development Strategy implementation • REMPLAN Economic Investment Modelling • Population profile and forecast service • Website maintenance – tourism • Regional Tourism membership. 	

STRATEGIC OBJECTIVE 3:

MAINTAINING NATURAL AND BUILT ENVIRONMENTS

We work to promote, conserve, enhance and protect the natural environment and ensure that growth and change in the built environment is managed for the benefit of all of our community.



Council officially launched its new tourism website 'Visit Golden Plains' in March 2018 to promote our Shire as a great place to 'Taste. See. Explore.'

MAINTAINING NATURAL AND BUILT ENVIRONMENTS



The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic Indicator/ <i>measure</i>	Result	Comments
Increased environmental sustainability and quality	Approved	Rehabilitation of the old Rokewood landfill site. Phytocapping has been determined as the best rehabilitation method for this site and has been approved by the EPA.
Ensure that land use planning facilitates sustainable growth and maintains township character	–	Ongoing with documented success. A refined process for developing and implementing new structure plans to ensure the future livability of our towns and settlements.
Recognition of Aboriginal Cultural Heritage in planning and development	–	Through land use planning and environmental management processes Council seeks to ensure that best practice principles are employed in the consideration of Aboriginal Cultural Heritage matters.
Ensure consistent delivery of the Roads Maintenance Program to adopted standards	– – 400 7 sites	Development of a proactive gravel road maintenance program. Improving Councils' capacity to deliver service by procuring additional road maintenance equipment. Completed a customer survey with additional questions related to customers view on road condition and maintenance. A new Asset Management Steering Committee has been set up. Delivered infrastructure and improvement to several Open Space areas through the annual Open Space program. Sites included, Bannockburn Recreation Precinct, Inverleigh Leigh River, Teesdale Turtle Bend, Edinburgh Reserve Linton, Ross Creek Recreation Reserve Wetlands, Smythesdale Public Gardens and Lethbridge Lake.
Improved and maintained community infrastructure and open space	1 EFT \$75K	Asset management coordinator appointed to Council. Obtained a \$75,000 grant, consultants and Works department critiquing current practices and reporting to improve our systems and practices. Improving asset management policies practices across the whole organisation. An Asset Management Steering Committee has been set up.
Improved walkability and travel connections	\$150K	To deliver the annual footpaths and trails program. This year the following paths were constructed: <ul style="list-style-type: none"> • Bannockburn-Shelford Road, Teesdale (School Crossing to Tolson Street) 350m long x 1.5m wide. • Burnside Road, Bannockburn 'Connecting Glen Avon Estate' Phase 1 Yverdon to Yverdon drive 380m long.
Reduce fire impacts within the community.	–	Designed and implemented a comprehensive fire prevention program, incorporating a range of procedures to reduce risk in our communities.

MAINTAINING NATURAL AND BUILT ENVIRONMENTS



The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-18 Budget for the year.

Major Initiatives	Progress
Funding has been secured to build stage one of the Bannockburn Heart Precinct. Stage one will be a \$2.6m project to create a play space with water play elements, a new car park, public toilets, a BBQ area, shade and a paved plaza next to the Bannockburn Library and Cultural Centre.	The Bannockburn Heart project is well underway. The Playgroup has been relocated, new carpark constructed and officers are currently working on undergrounding the powerlines. Architects have been appointed to complete the detailed design.
In 2017-18 Council will complete a Northern Settlement Strategy that will explore where the projected growth in the North of the Shire can be sustainably accommodated. It will identify the most sustainable locations for growth and development and those areas where growth should not be encouraged.	The Northern Settlement Strategy will be completed in the second half of 2018. The Strategy will provide a set of principles and a framework for where growth in the north of the Shire can be accommodated to make the best use of infrastructure and services.
2017-18 will be the first full year of operation of the new Resource Recovery Centre at Rokewood. This facility replaces the landfill which had operated at the site for a period in excess of twenty years. The facility will provide convenient and safe access to waste and recyclables containers and will also provide for the disposal of waste oil, tyres, vehicle batteries, mattresses, empty chemical containers, gas bottles, scrap metal and white goods. The facility will continue to be open to the public for 5 hours each Sunday.	The Rokewood resource & recovery centre has been operating efficiently & effectively since the upgrade. Hours of operation are Sunday's 10am to 3pm. For the current financial year 544 customers have used the facility, on average 10 customers per Sunday. A third of all material collected is scrap metal. Work has commenced on the rehabilitation of the old landfill area onsite. Phytocapping has been determined as the best rehabilitation method for this site and has been approved by the EPA.

MAINTAINING NATURAL AND BUILT ENVIRONMENTS



The following statement provides information in relation to the services funded in the 2017-18 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of Services and Initiatives	Net Cost Actual Budget Variance \$000
Major Projects	<p>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.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Planning for proposed future major projects • Monitoring of current major projects. 	<p>(172)</p> <p><u>98</u></p> <p>270</p>
Land Use Planning	<p>To provide for fair, orderly, economic and sustainable use and development of land within the Shire and to undertake all strategic and statutory land use planning functions.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Land Use Planning • Inverleigh Flood Study • Panel & VCAT Hearings • Major Planning Applications • Strategic Planning & Amendments • Heritage Adviser • Complete a review of the Municipal Strategic Statement • Implement the Rural Land Use Strategy (2008) • Implement the Bruces Creek Masterplan • Undertake planning scheme enforcement and compliance checks when and where necessary • Develop and implement town structure plans and urban design framework • Conduct a review of the Inverleigh Structure Plan • Implement the revised Meredith and Lethbridge Structure Plans • Implement the Gheringhap Structure Plan • Implement the Napoleons Structure Plan review • To continue the development of a comprehensive settlement strategy for the north of Golden Plains Shire • To explore opportunities for the identification of new employment land within the Shire. 	<p>499</p> <p><u>799</u></p> <p>300</p>

MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service Area	Description of Services and Initiatives	Net Cost
		Actual
		Budget
		Variance \$000
Building Control	<p>To undertake a range of regulatory compliance actions to ensure a safe build environment for all Golden Plains Shire residents. To provide complementary statutory and non-statutory building services to facilitate compliant building activity throughout Golden Plains Shire.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Building control • Essential Safety Measures program • Building compliance • Swimming pool safety program • To develop and implement a comprehensive program of Essential Safety Measures audit and inspections • To develop and implement a targeted inspection program for swimming pool compliance 	263 <u>323</u> 60
Fire Protection	<p>To identify potential fire hazards and to minimise the risks in the event of bushfire.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Protect the community against fire risk • Eradication of fire hazards • Fire access road maintenance • Standpipe operations • Standpipe and drought bore maintenance 	160 <u>223</u> 63
Environmental Management	<p>To protect and enhance the natural environment.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Environmental management • Pest, plant and animal control • Environmental Strategy implementation • Roadside weed control • Develop Shire responses on Government Environment and Land Use Strategies, including native vegetation, catchments, biodiversity, river health, etc. 	391 <u>414</u> 23

MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service Area	Description of Services and Initiatives	Net Cost Actual Budget Variance \$000
Community Protection	<p>Educate the community about local laws and animal control and enforce Council's local laws.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Community protection • School crossing supervision • Local laws • Animal control • Impounding expenses • Registration, tags, forms & postage • DPI animal registration fee 	<p>104</p> <p><u>208</u></p> <p>103</p>
Public Health	<p>To protect and enhance the health of the public and the environment via education and enforcement of food safety and environmental health.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Public Health • Sampling analysis – Public Health • Domestic Waste Water Management Plan implementation • Immunisation • Undertake a program incorporating targeted compliance, education and awareness for all tobacco retailers within Golden Plains Shire • Undertake a range of food safety program actions 	<p>290</p> <p><u>292</u></p> <p>3</p>
Sealed Roads Routine Maintenance	<p>Routine maintenance of the sealed local road network.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Routine maintenance of the Shire's sealed roads 	<p>1,247</p> <p><u>1,224</u></p> <p>(23)</p>
Local Roads Resealing	<p>Bituminous resealing of Council's local sealed road network.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Deliver the resealing program as per the resealing schedule 	<p>2,067</p> <p><u>2,011</u></p> <p>(56)</p>
Local Roads Rehabilitation	<p>Local Roads Rehabilitation.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Major patching of sealed roads 	<p>1,691</p> <p><u>1,719</u></p> <p>28</p>
Local Roads Improvements	<p>Creating improvements to Council's local road network.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Deliver local road improvement projects approved by Council • Deliver the Roads to Recovery Funding Program of \$950k 	<p>(4,513)</p> <p><u>(1,653)</u></p> <p>2,860</p>

MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service Area	Description of Services and Initiatives	Net Cost Actual Budget Variance \$000
Gravel Roads Routine Maintenance	Routine maintenance of Council's local gravel road network. Initiatives: <ul style="list-style-type: none"> Gravel roads routine maintenance Dust suppressant. 	1,031 <u>723</u> (307)
Gravel Re-sheeting	Gravel re-sheeting works on Council's local gravel road network. Initiatives: <ul style="list-style-type: none"> Provision for re-sheeting of local roads. 	1,137 <u>1,125</u> (12)
Bridge Maintenance	Maintenance of Council's bridges and major culverts. Initiatives: <ul style="list-style-type: none"> Routine bridge maintenance. 	514 <u>555</u> 41
Tree Clearing	Tree clearing works on Council's local road network, to ensure community safety. Initiatives: <ul style="list-style-type: none"> Tree clearing Maintenance of Meredith and Inverleigh Avenues of Honour Roadside verge clearing. 	366 <u>355</u> (10)
Gravel Pits	Operation and rehabilitation of Council operated gravel pits. Initiatives: <ul style="list-style-type: none"> Gravel procurement and sales Continue a program to restore gravel pits where Council utilised the resource Monitor and rehabilitate Council land that is being, or has been, utilised as landfill sites. 	123 <u>(0)</u> (123)
Asset Management	Management of Council's road and bridge assets. Initiatives: <ul style="list-style-type: none"> Maintenance of asset systems to ensure accurate records of roads, bridges, drainage, buildings, footpaths, etc. are maintained Maintain an intervention level of 7.5 on Moloney Asset Management System. 	201 <u>243</u> 42
Drainage Maintenance	Maintenance of Council's township and rural drainage assets. Initiatives: <ul style="list-style-type: none"> Rural drainage maintenance Townships drainage maintenance. 	572 <u>424</u> (147)

MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service Area	Description of Services and Initiatives	Net Cost Actual Budget Variance \$000
Private Works	Provision of private works services for residents, other Councils and developers. Initiatives: <ul style="list-style-type: none"> Undertake private works projects as required. 	23 <u>(0)</u> (23)
Line marking, Guideposts and Signs	Maintenance of line-marking, and delineation in the form of guideposts and signage across Council's local road network. Initiatives: <ul style="list-style-type: none"> Sign and guidepost maintenance Re-striping of 350 km centre line plus Statcon markings (centreline repainting based on a 24 month cycle) plus 12 rail crossings plus school crossings. 	270 <u>241</u> (29)
Street Lighting	Provision of street lighting across Council's local road network. Initiatives: <ul style="list-style-type: none"> Street light operations Participate in Stage 1 of the G21 LED Street lighting program. 	119 <u>127</u> 8
Township Maintenance	Provision of street beautification works including grass cutting in townships in accordance with Council policy. Initiatives: <ul style="list-style-type: none"> Township mowing and maintenance Tree planting in townships Street furniture maintenance. 	664 <u>624</u> (40)
Bus Shelters	Provision and maintenance of bus shelters across the Shire. Initiatives: <ul style="list-style-type: none"> Minor repairs to existing shelters including painting of up to two shelters. 	14 <u>12</u> (1)
Paths and Trails	Maintenance of Council's network of footpaths. Initiatives: <ul style="list-style-type: none"> Maintain Council paths and trails Rail Trail maintenance Maintenance of Ballarat – Skipton Rail Trail including minor bridge repairs. 	260 <u>230</u> (31)

MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service Area	Description of Services and Initiatives	Net Cost Actual Budget Variance \$000
Garbage Collections	<p>Collection of domestic garbage and recyclables and disposal of garbage across the Shire.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Household garbage collection • Disposal of waste to landfill • Recycling collection & education • Review Waste Management Strategy • Advocate for local projects funded by Sustainability Victoria • Participate in the Regional Waste and Resource Recovery group. 	<p>(237)</p> <p><u>(130)</u></p> <p>107</p>
Municipal Landfills	<p>Rehabilitation and environmental monitoring of Council's landfill sites and operation of the Rokewood Transfer Station.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Rehabilitation and environmental monitoring of Council's landfill sites. 	<p>54</p> <p><u>73</u></p> <p>19</p>
Litter Control	<p>Control litter and illegal dumping across the Shire.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Litter control • Garbage collection from public spaces • Improve process for reporting and investigation of litter and illegal dumping. 	<p>73</p> <p><u>56</u></p> <p>(17)</p>

MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service/Indicator/measure	Result				Material Variations
	2015	2016	2017	2018	
<u>Statutory Planning</u>					
<i>Timeliness</i>					
<i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application].	43	66	66.69	77.00	Council has a number of outstanding applications that are not going to progress, but the applicant has not formally withdrawn these. There are also a number of large applications in progress that have contributed to this result.
<i>Service standard</i>					
<i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100.	67.76%	64.80%	67.82%	46.94%	Council has a number of outstanding applications that are not going to progress, but the applicant has not formally withdrawn these. There are also a number of large applications in progress that have contributed to this result.
<i>Service cost</i>					
<i>Cost of statutory planning service</i> [Direct cost of statutory planning service / Number of planning applications received].	\$915.14	\$1,689.50	\$1,689.64	\$1,731.84	
<i>Decision making</i>					
<i>Council planning decisions upheld at VCAT</i> [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%	100%	100%	100%	
<u>Animal Management</u>					
<i>Timeliness</i>					
<i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests].	n/a	1.00	1.00	1.00	
<i>Service standard</i>					
<i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected].	22.20%	53.67%	38.58%	19.85%	A large number of animals were voluntarily surrendered by residents.
<i>Service cost</i>					
<i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals].	\$56.53	\$55.22	\$68.86	\$61.39	The decrease in per registration cost is a result of the increase in registered animals. Total cost of the service has increased.

MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service/Indicator/measure	Result				Material Variations
	2015	2016	2017	2018	
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions].	2*	1*	2*	5	A large number of dog attacks were recorded during the year which were followed by prosecutions.
Food Safety Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints)	n/a	1.00	1.00	1.06	16 of the 17 complaints were actioned within one day. The other within two days.
Service standard <i>Food safety assessments</i> [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	65.31%	83.17%	98.08%	100%	All 118 premises that required assessments were assessed during the year.
Service cost <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$823.67	\$263.67	\$272.54	\$207.64	An additional 21 premises were registered during the year, reducing the cost per premise.
Health and safety <i>Critical and major non-compliance outcome notifications</i> [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.	76%	95.45%	94.12%	100%	All 33 critical and major non-compliance notifications were followed up.

* These figures have been corrected to exclude prosecutions relating to unpaid fines.

MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service/Indicator/measure	Result				Material Variations
	2015	2016	2017	2018	
Roads					
Satisfaction of use					
<i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	18.70	19.38%	38.85%	7.43	Council received a total of 73 requests compared to 199 in the prior year. This is also reflected in the Satisfaction rating increasing from 38 to 47.
Condition					
<i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100.	98.54%	98.54%	98.54%	99.52%	
Service cost					
<i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed].	\$21.06	\$29.70	\$43.15	\$33.71	The program costs year to year vary dependent on the rural or urban nature of the works. 2016-17 included some large funded projects.
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed].	\$4.21	\$4.37	\$3.85	\$3.87	
Satisfaction					
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads].	45	44	38	47	Council continues to implement its maintenance and reseal program.

MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service/Indicator/measure	Result				Material Variations
	2015	2016	2017	2018	
Waste Collection					
Satisfaction					
<i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000.	86.50	108.47	67.53	83.18	Council received a total of 704 requests relating to bin collection.
Service standard					
<i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000.	5.62	7.04	2.70	2.89	The improvement since 2016-17 is the result of improved contract management and performance in the second and subsequent years of a new contract.
Service cost					
<i>Cost of kerbside garbage collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins].	\$173.56	\$130.81	\$130.09	\$137.56	
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins].	\$46.96	\$77.93	\$77.13	\$82.15	
Waste Diversion					
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100.	23.13%	39.83%	40.65%	40.81%	The changes to service frequency in 2015-16 has resulted in a substantial reduction of waste to landfill and increase in recycling collected. Council does not currently provide a green waste service.

STRATEGIC OBJECTIVE 4:

DELIVERING GOOD GOVERNANCE AND LEADERSHIP

We will govern with integrity, plan for the future, and advocate for our community.



Following community feedback, Council opened an additional Customer Service at the Well in Smythesdale, complementing our existing Centres in Bannockburn and Linton.

STRATEGIC OBJECTIVE 4:

DELIVERING GOOD GOVERNANCE AND LEADERSHIP

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators included in the Council Plan.



Strategic Indicator/ measure	Result	Comments
Improved community engagement	47	<p>Council increased performance in Consultation and Engagement in the 2017 Community Satisfaction Survey.</p> <p>In addition, Council opened a new Customer Service Centre at the Smythesdale Well in May 2018 in order to service our population located in the north of the Shire.</p>
Increased leadership in the area of family violence, gender equity and inclusion	43 surveys Audit developed & 4 assessments completed to date — — 10 associations	<p>Council created opportunities for women and girls across Golden Plains to lead healthier and more active lives. Activities included:</p> <ul style="list-style-type: none">• A community survey to help Council identify barriers to participation and physical activity and gain a stronger understanding of the needs of women and girls• An audit to assess Council's key recreation facilities, to identify ways to improve access and safety for women and girls• A G21 a working group established to develop strategies to increase female participation and physical activity levels across the region.• Developed a localised action plan aimed at increasing female participation in sport and active recreation and providing opportunities for women to take on leadership positions within community clubs and groups• Identifying and engaging State sporting associations to better understand support available for local sporting clubs and groups.
Improved community ratings for overall Council direction, leadership and advocacy	49	<p>Council's overall performance remained stable at 49 in the 2017 Community Satisfaction Survey.</p> <ul style="list-style-type: none">• Council direction improved from 41 to 45• Council advocacy increased from 45 to 46.
Maintain financial sustainability	Achieved	<p>The information contained within the Report of Operations, Financial Report and Performance Statement demonstrates that Council is currently in a financially sustainable position. Amongst other positive indicators this includes a healthy cash balance and a sustainable level of debt.</p> <p>This position is complimented by Council's 2018-2022 Strategic Resource Plan than demonstrates that this position will be maintained over the medium term. In order to maintain long term financial sustainability within the current 'rate cap' environment, Council must ensure appropriate investment in asset renewal.</p>
Recognition of long term planning in Council decision making.	Achieved	<p>Council has a ten year financial plan in place that guides short and medium term decisions within the Annual Budget and Strategic Resource Plan. In addition, Council are currently undertaking a 25 year social planning project that will assist this process further.</p>

DELIVERING GOOD GOVERNANCE AND LEADERSHIP



The following statement reviews the progress of Council in relation to major initiatives identified in the 2017-18 Budget for the year.

Major Initiatives	Progress
<p>Golden Plains Shire Council is focused on providing quality customer service and achieving efficiencies for residents. As part of these efforts, this Budget allocates \$500K for community engagement, and detailed architectural and engineering designs for redevelopment of the existing customer service centre located at 2 Pope Street, Bannockburn. The Golden Plains Community and Civic Centre is one aspect of a broader Civic Precinct including the Bannockburn Family Services Centre, planned for the site in future. This will enable Council to deliver community services from this site for many years to come.</p> <p>Council has made this decision for a number of reasons, including the need to provide more modern and welcoming public areas, improve efficiencies in our operations, and provide improved access and transparency around monthly Council meetings.</p> <p>The existing Shire Hall and Customer Service Centre are over 120 and 40 years old respectively and present a number of building compliance and safety issues, resulting in increased spending on building maintenance. In addition, the customer service areas are outdated and do not provide privacy for residents to discuss sensitive issues such as planning matters.</p> <p>The redeveloped facility will have an increased focus on the availability of dedicated community space within the central building.</p>	<p>Redevelopment of the Golden Plains Customer & Civic Centre (GPCCC) is well underway with Baumgart Clark Architects appointed to complete the detailed design. This design will include the use of previous community feedback as well feedback sought from staff and Councillors. New concept plans are currently being drafted.</p>
<p>During 2017-18 Council will advocate for a new emergency services precinct on an appropriate site in Bannockburn with a purpose built multifunction centre to accommodate the CFA and SES.</p>	<p>CFA have taken over the lease of a section of land for the proposed precinct. Council has been advocating strongly with the emergency services and Government.</p> <p>CFA have acknowledged the proposal is in their forward plans however funds are yet to be allocated by either CFA or Government for the construction. Council will continue to advocate for the construction of the facility.</p>

DELIVERING GOOD GOVERNANCE AND LEADERSHIP



The following statement provides information in relation to the services funded in the 2017-18 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of Services and Initiatives	Net Cost Actual Budget Variance \$000
Communications and Marketing	<p>Clear articulation of Council initiatives, strategies, benefits and services to internal and external stakeholders through communication channels including corporate publications.</p> <p>Facilitation of effective communication between Council, residents, community groups, businesses and media.</p> <p>Transformation to digital communications through website, social media and other digitised platforms.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Events, Communications and Marketing Strategy implementation • Website development • Social Media communications • Media monitoring • Regional Marketing programs • Golden Plains Gazette • Corporate events - openings and announcements • Festivals – Australia Day • Publications • Community First continuous improvement program. 	<p>739</p> <p><u>720</u></p> <p>(18)</p>
Customer Services Centres	<p>Operation of customer service centres to provide bases from which Council can deliver services.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Undertake a Community Satisfaction Survey • Implement Customer Service Strategy action plan. 	<p>462</p> <p><u>447</u></p> <p>(15)</p>
Governance	<p>Governance is the process of decision making and the process by which decisions are implemented. This program aims to strengthen Council's decision making capacity and identifies key areas of advocacy that Council will focus on in the 2017-18 financial year.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Mayoral & Councillor's allowances • Councillors travel, accommodation, meals & other expenses • Councillor communications • Councillor's conferences & professional development • Memberships • Civic ceremonies & memorabilia • Independent audit committee members • Lobbying of politicians and key players in the local government industry • Advocacy on behalf of the community on key government issues. 	<p>751</p> <p><u>775</u></p> <p>23</p>

DELIVERING GOOD GOVERNANCE AND LEADERSHIP



Service Area	Description of Services and Initiatives	Net Cost
		Actual Budget Variance \$000
Elections	Maintenance of voters' rolls in readiness for 2020 election. Initiatives: <ul style="list-style-type: none"> Maintenance of voters' rolls. 	28 <u>31</u> 3
Meetings	Conduct Council meetings, committee meetings, workshops and other meetings of Council with management. Initiatives: <ul style="list-style-type: none"> Prepare for, and conduct, Council meetings, committee meetings, workshops, retreats and other meetings of Council with Management. 	94 <u>84</u> (10)
Strategic and Service Planning	Maintenance of an integrated approach to strategic planning, financial planning, budgeting and resource allocation and the maintenance and measurement of organisational performance and promotion of cultural change to meet customer service needs. Initiatives: <ul style="list-style-type: none"> Provision of sound advice to aid the Council Plan and Strategic Resource Plan processes Ongoing and systematic analysis of the organisation's activities and strategic direction. 	855 <u>863</u> 8
Emergency Management Plan/SES	Maintenance of the Shire's Municipal Emergency Plan in accordance with State legislation, training of emergency management staff and maintenance assistance for the Bannockburn State Emergency Services Unit. Initiatives: <ul style="list-style-type: none"> Maintenance of neighbourhood safer places Emergency management meetings State Emergency Service contribution Emergency management Contribution to Barwon flood warning management Lease of Victrack land. 	169 <u>206</u> 37
Risk Management and OH & S	Identify, monitor and manage Council's risks in relation to employee relations, occupational health and safety, workforce requirements, infrastructure, property and business operations. Initiatives: <ul style="list-style-type: none"> Staff flu vaccinations Implement Council's Risk Management Strategy action plan and Occupational Health and Safety plan. 	302 <u>296</u> (6)

DELIVERING GOOD GOVERNANCE AND LEADERSHIP



Service Area	Description of Services and Initiatives	Net Cost Actual Budget Variance \$000
General revenue	<p>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.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Lobby Government for extra resources for a developing municipality • Lobby Federal Government in relation to cost shifting and direct funding to Local Government. 	<p>(25,484)</p> <p><u>(25,762)</u></p> <p>(278)</p>
Property and Rating	<p>Management of Council's rating system, including levying rates and charges, outstanding interest and valuing all rateable properties.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Supplementary valuations • Rate notice printing & postage • General revaluation. 	<p>47</p> <p><u>403</u></p> <p>355</p>
Statutory Reporting and Budgeting	<p>Preparation of Council's Annual Budget, annual financial statements, Strategic Resource Plan, and other statutory returns in accordance with statutory requirements.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Manage external and internal audit function • Preparation of the Annual Budget • Preparation of the Annual Report • Management information system • Conduct asset revaluations as required. 	<p>377</p> <p><u>373</u></p> <p>(4)</p>
Procurement and Contract Management	<p>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.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> • Supplier relationship management • Develop procurement and contract management capacity within Council • Ensure compliance with Council's procurement policy • Co-ordination of tenders per Council. 	<p>321</p> <p><u>383</u></p> <p>62</p>

DELIVERING GOOD GOVERNANCE AND LEADERSHIP



Service Area	Description of Services and Initiatives	Net Cost
		Actual Budget Variance \$000
Records Management	<p>Effective and efficient recording, maintenance, archival and disposal of Council documents.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Implement Records Management Strategy Action: Records Archive Storage Maintenance and storage of historical records and memorabilia for access by Golden Plains Shire residents and researchers at the Geelong Heritage Centre. 	<p>296</p> <p><u>274</u></p> <p>(22)</p>
Borrowings	<p>Effective management of Council borrowings.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Evaluate and Implement the most efficient method of financing Council's operations in order to achieve Best Value. 	<p>335</p> <p><u>347</u></p> <p>12</p>
Plant Replacement	<p>Management and replacement of Council's plant and equipment in accordance with the plant replacement schedule.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> Replace/procure key items of plant as identified in the capital program. 	<p>(12)</p> <p><u>39</u></p> <p>51</p>

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/measure	Result				Material Variations
	2015	2016	2017	2018	
<p><u>Governance</u></p> <p><i>Transparency</i></p> <p><i>Council resolutions at meetings closed to the public</i></p> <p>[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] x10</p>	3.40%	0.65%	1.44%	1.36%	Only 2 of 147 resolutions were passed at Council meetings that were closed to the public.

DELIVERING GOOD GOVERNANCE AND LEADERSHIP



Service/Indicator/measure	Result				Material Variations
	2015	2016	2017	2018	
Consultation and engagement <i>Satisfaction with community consultation and engagement</i> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	44	47	48	50	Consulting with the community about community engagement improvements commenced in November 2015. As a result a Community Engagement Strategy and Action Plan 2016-2020 was developed and formally adopted by Council at the August 2016 Council meeting. Delivery of this strategy is in progress.
Attendance <i>Council attendance at Council meetings</i> [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	98.2%	97.14%	97.14%	99.05%	Of a possible 105 meetings (15 meeting x 7 Councillors), Councillors attended 104.
Service cost <i>Cost of governance</i> [Direct cost of the governance service / Number of councillors elected at the last council general election]	\$32,595	\$34,933	\$34,581	\$35,833	
Satisfaction <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	45	44	48	51	Council is committed to improving its community consultation and engagement practices. It is believed this indicator has been positively impacted by the adoption of an updated Community Engagement Strategy and new Community Engagement Action Plan in 2017.

GOVERNANCE, MANAGEMENT & OTHER INFORMATION

Governance

Golden Plains Shire Council is constituted under the Act to provide leadership for the good governance of the municipal district and the local community. Council has a number of 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
- 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.

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. For the 2017-18 year, Council held 12 ordinary meetings and 4 special meetings.

Meetings of Council

Council meetings are held on the fourth Tuesday of each month. Community members are welcome to attend these meetings and observe proceedings from the gallery. On matters presented to Council for decision, Council meetings provide an opportunity for community members to address the Council in support of their submissions. For the 2017-18 year, Council held the following meetings:

- 12 Ordinary Council meetings
- 4 Special Council meetings

The following table provides a summary of Councillor attendance at Ordinary meetings of Council, Special meetings of Council and Special Planning Committee meetings for the 2017-18 financial year.

Councillor	Ordinary Meetings (12 meetings)	Special Meetings (4 meetings)	Total Meetings (15 meetings)
David Evans	12	4	16
Joanne Gilbert	12	4	16
Nathan Hansford	12	4	16
Helena Kirby	11	4	15
Des Phelan	12	4	16
Les Rowe	12	4	16
Owen Sharkey	12	4	16



Council shares an update video after each Council meeting on social media, where Mayor Kirby provides a short recap of the highlights of each meeting with the community.

Special Committees

The Local Government Act 1989 allows Councils to establish one or more special committees consisting of Councillors, Council staff, other persons or any combination of these. The following table contains a list of all Special Committees established by Council that were in operation for all or part of the year and the purpose for which each committee was established. As of 30 June 2018, the committees listed with an * are no longer Section 86 committees, as they transitioned to Council's new Management model during the 17/18 financial year. A separate committee for Planning no longer exists. All Planning related matters are considered within the regular Council meeting cycle.

Special Committee	Purpose
Haddon Recreation Reserve CoM*	To manage the Haddon Recreation Reserve
Harrison Reserve CoM*	To manage the Harrison Reserve
Inverleigh Leigh River Public Open Space CoM	To manage the Inverleigh Leigh River Public Open Space Reserve
Inverleigh Sporting Complex CoM*	To manage the Inverleigh Sporting Complex
Leighdale Equestrian Facility CoM*	To manage the Leighdale Equestrian Facility
Mannibadar Memorial Hall CoM*	To manage the Mannibadar Memorial Hall
Woody Yaloak Equestrian Centre CoM*	To manage the Woody Yaloak Equestrian Centre
Woody Yaloak Recreation Facility CoM	To manage the Woody Yaloak Recreation Facility

Code of Conduct

The Local Government Act 1989 requires Council to review and approve a Councillor Code of Conduct within 4 months after a general election. On 24 January 2017, Council reviewed the Councillor Code of Conduct which is designed to:

- Assist Councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter
- Attract the highest level of confidence from Council's stakeholders
- Assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately

In addition to setting out the Councillor Conduct Principles, the Code also outlines:

- Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest
- Roles and relationships
- Dispute resolution procedures

Conflict of Interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires Councillors to act in the public interest. When a Council delegates its powers to a Council officer or a Committee, the Council officer or Committee also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it. Council has a procedure in place to accommodate the disclosure of a conflict of interest. Declarations of interest is a standard agenda item for all Council meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision making process or from exercising a public duty. The minutes of Council meetings record all disclosed conflict of interests. During 2017-18, 3 conflicts of interest were declared at Council meetings.

Councillor Allowances

In accordance with Section 74 of the Act, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is entitled to receive a higher allowance.

The State Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each council. In this instance Golden Plains Shire Council is recognised as a category one council.

For the period 1 July 2017 to 30 November 2017, the Councillor annual allowance for a category 1 council (as defined by the Act) was fixed at \$19,834 per annum and the allowance for the Mayor was \$59,257 per annum. The Minister for Local Government approved an annual adjustment of 2.0 per cent to take effect from 1 December 2017. The annual allowances were adjusted for the period 1 December 2017 to 30 June 2018 at \$20,231 per annum for the Councillor allowance and \$60,442 per annum for the Mayoral allowance. The amount equivalent to the superannuation guarantee under Commonwealth taxation legislation is payable in addition to these amounts.

The following table contains details of allowances paid to the Mayor and Councillors during the year.

Councillor	Allowance
Cr H Kirby (Mayor from 8 November 2017 – 30 June 2018)	\$49,840
Cr D Phelan (Mayor from 1 July 2017 – 7 November 2017)	\$36,976
Cr D Hansford	\$21,759
Cr D Evans	\$21,759
Cr O Sharkey	\$21,759
Cr J Gilbert	\$21,759
Cr L Rowe	\$21,759

The amount equivalent to the superannuation guarantee under Commonwealth taxation legislation (currently 9.5 per cent) is payable in addition to these amounts.

Audit & Risk Committee Independent Members Sitting Fee

Independent Member	Sitting Fee
Joseph Adamski	\$1,678
Peter Bollen	\$2,777
Andrew Pearce	\$1,115

Councillor Expenses

In accordance with Section 75 of the Local Government Act 1989, Council is required to reimburse a Councillor for expenses incurred whilst performing duties as a Councillor. Council is required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses to the Mayor and Councillors to enable them to discharge their duties.

Council publishes details of Councillor expenses, including reimbursement of expenses, in its Annual Report. The details of the Councillor expenses for the 2017-18 year are set out in the following table.

Councillor	Travel	Council Car expenses	Child Care	Information & Communications	Conferences & Training	Total \$
Des Phelan (Mayor 1/7/17 - 8/11/17)	177	2,135	-	1,292	3,801	7,405
Helena Kirby (Mayor (8/11/17 - 30/6/18)	707	1,829	-	675	3,180	6,391
David Evans	-		-	436	387	823
Joanne Gilbert	240		-	198	411	849
Nathan Hansford	2,641		-	188	2,904	5,733
Les Rowe	-		-	164	330	494
Owen Sharkey	-		-	382	358	740

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

Independent Member	Travel	Car Mileage	Information & Communications	Conferences & Training	Total \$
Peter Bollen	-	124	-	-	124

Management

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks leads to better decision making by Council. The Act 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 on page 80. 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 Peter Bollen (Chair), Mr Joe Adamski, Mr Andrew Pearce and two Councillors. Independent members are appointed for a maximum four-year term, with a maximum of two terms.

The Audit and Risk Committee meets a minimum of four times a year. The Chief Executive Officer, Director Corporate Services, Director Assets and Amenity, Director Community Services, Finance Manager and People and Culture Manager 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 2017–18 was completed with the following reviews conducted:

- Privacy Act Compliance
- Data Analytics Review

External Audit

Council is externally audited by the Victorian Auditor-General. For the 2017-18 year the annual external audit of Council's Financial Statements and Performance Statement was conducted by McLaren Hunt, an Audit Service Provider appointed by the Victorian Auditor-General. 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 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. By fostering a risk management ethos, Council seeks to minimise resource waste by applying robust risk management practices.

Council reviews the Risk Management Strategy and Action Plan annually. The Strategy focuses on the following strategic objectives:

- Occupational health and safety;
- Emergency control;
- Business continuity;
- Public liability;
- Asset security;
- Professional indemnity;
- Fraud prevention; and
- Risk management at facilities controlled by Section 86 Committees of Council.

The Action Plan provides a program of activities which address known issues arising in these eight strategic objective areas.

Governance and Management Checklist

Golden Plains Shire Council is constituted under the Local Government Act 1989 to provide leadership for the good governance of the municipal district and the local community.

Governance and Management Items	Assessment
1. Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 1 July 2016 <input checked="" type="checkbox"/>
2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: December 2010 <input checked="" type="checkbox"/>
3. Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 26 June 2018 <input checked="" type="checkbox"/>
4. Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 26 June 2018 <input checked="" type="checkbox"/>
5. Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years) Status report - 20	Plans Date of operation of current plans: Roads 7 December 2017 Buildings 22 April 2010 Bridges 28 January 2014 <input checked="" type="checkbox"/>
6. Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of operation of current strategy: 28 March 2017 <input checked="" type="checkbox"/>
7. Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of operation of current policy: Risk Management Internal Policy 19 November 2014 Risk Management Strategy and Action Plan 16 May 2018 <input checked="" type="checkbox"/>
8. Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 29 November 2016 <input checked="" type="checkbox"/>
9. Municipal emergency management plan (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 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 22 May 2018 <input checked="" type="checkbox"/>
10. Procurement policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> Date of approval: 22 May 2018 <input checked="" type="checkbox"/>
11. Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of approval: March 2017 <input checked="" type="checkbox"/>

Governance and Management Items	Assessment
12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of preparation: March 2017 <input checked="" type="checkbox"/>
13. Risk management framework (framework outlining council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 27 July 2017 <input checked="" type="checkbox"/>
14. Audit Committee (advisory committee of council under section 139 of the Act 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 139 of the Act Date of establishment: 27 February 1997 <input checked="" type="checkbox"/>
15. Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 July 2012 <input checked="" type="checkbox"/>
16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 1 July 2014 <input checked="" type="checkbox"/>
17. Council Plan reporting (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)	Reports presented to Council Date reports presented: Council Plan: 25 July 2017, 24 October 2017, 23 January 2018 and 24 April 2018 Strategic Indicators presented: 13 February 2018 <input checked="" type="checkbox"/>
18. Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to council in accordance with section 138(1) of the Act Date statements presented: 24 October 2017, 28 November 2017, 27 February 2018 and 22 May 2018 <input checked="" type="checkbox"/>
19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date Reports Presented: 12 September 2017, 14 November 2017, 13 February 2018, 5 June 2018 <input checked="" type="checkbox"/>
20. Performance reporting (six monthly reports of indicators measuring results against financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Reports Date of Reports - 13 February 2018 <input checked="" type="checkbox"/>
21. Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of council in accordance with section 134 of the Act Date statements presented: 24 October 2017 <input checked="" type="checkbox"/>

Governance and Management Items	Assessment
22. Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 76C of the Act Date reviewed: 24 January 2018
23. Delegations (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date of review: Council to CEO 28 March 2017 Council to Staff 25 July 2017, 26 September 2017, 27 February 2018, 24 April 2018 CEO to Council Staff 1 August 2017, 1 September 2017, 1 March 2018
24. Meeting procedures (a local law governing the conduct of meetings of council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 28 May 2009, amended 23 August 2011

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

Eric Braslis
Chief Executive Officer
Dated: 11 September 2018

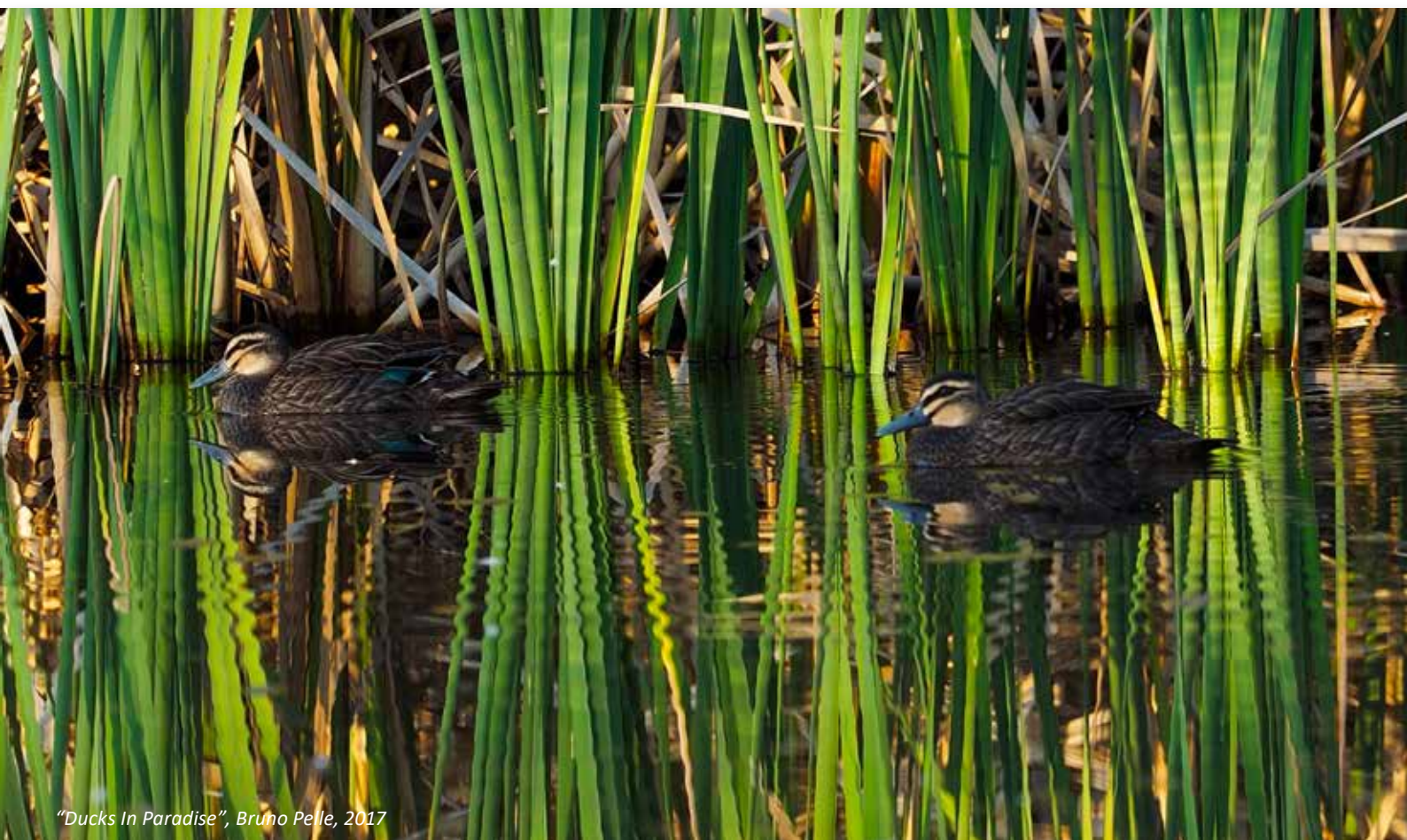
Cr Helena Kirby
Mayor
Dated: 11 September 2018

Statutory Information

Documents Available for Public Inspection

In accordance with regulation 12 of the Local Government (General) Regulations 2015 the following prescribed documents are available for public inspection or copies of the documents can be obtained for the purposes of section 222 of the Act at 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 Ordinary and Special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- the minutes of meetings of Special Committees established under section 86 of the Act 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 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act
- a document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease
- a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- a list of donations and grants made by the 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.



"Ducks In Paradise", Bruno Pelle, 2017

Best Value

In accordance with section 208B of the Local Government Act 1989 (as amended), 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, on-line feedback
- A Council Plan which is reflective of the community's need
- Community Satisfaction surveys
- Community planning framework
- Supporting local and regional procurement practices
- Collaboration with other Councils and various agencies

Carers Recognition

- The Carer's 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.
- Golden Plains Shire 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

During the year Council did not enter into any contracts valued at \$150,000 or more without first engaging in a competitive process.

Disability Action Plan

The Golden Plains Shire Access and Inclusion Plan 2017 - 2020 express Council's strategic direction to improving access and inclusion needs of people with a disability. Council has continued to successfully implement the plan with some key activities including:

- The ongoing support and resourcing of Golden Plains Shire Disability - Access and Inclusion Advisory Committee
- Developed in partnership with the Disability – Access and Inclusion Advisory Committee a Disability, Access and Inclusion Network to advocate and explore opportunities for community members, groups, clubs, council and disability support organisation to form partnerships to increase opportunities for inclusion for people with disabilities in their local communities
- Supported Scope to run a support group for adults with disabilities in Bannockburn one day a week
- Development of an Easy English version of the Council Plan 2017-2021
- Advocacy to increase accessibility and inclusiveness of Bannockburn Heart Play Space

Domestic Animal Management Plan (2013-2017)

In accordance with the Domestic Animals Act 1994, Council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate its implementation in the Annual Report. The current plan was updated in November 2017 in line with State Government requirements.

Council adopted the current Domestic Animal Management Plan in 2017. The plan was developed through consultation with Council's Animal Management Team and input from other Council departments. Since inception, Council has reviewed and monitored its operations on a yearly basis in line with the key objectives of the plan:

- To increase the enjoyment people receive from their pets.
- To reduce the incidence of problems within the community related to pets being a nuisance or causing problems or injury to people or other animals.
- To contribute to improving the health and wellbeing of pets.

A number of actions, as outlined in the plan, have been undertaken to date based around educational and promotional activities, in addition to general enforcement and compliance. These have included, but are not limited to targeted township registration checks, domestic animal business audits, investigation of prevention to cruelty of animal matters, prosecution of serious dog attacks matters, maintenance and audit of the declared dog register and targeted feral cat removal in peri-urban/rural areas.

During 2017-18 the total number of animals impounded by Council Officers has reduced by 11.7% since the 2015-16 period (214 to 189 respectively), but animals delivered by the public has increased, totalling 250, resulting in an increase of 16.8%. Impounded animals reclaimed fell to 19.2%, a significant reduction from 38.6% in 2017-18 period, reflecting the increase in animals delivered by the public.

Total registrations increased during this period of reporting for both dogs (11.24%) and cats (15.64%). Improving registrations will be a priority focus going forward to address the costs associated with increased pound fees, dog attacks and low registration levels in many township areas.

Successful prosecution of animal related offences in the Magistrates Court achieved 100%. There was an increase in court lodgements during the 2017-18 period, 32 in total, up from 28 the previous year. An additional 12 fines were lodged at court and settled prior to the court date.

Council's new Domestic Animal Management Plan's focus on improving registrations and community awareness of responsible pet ownership is being delivered primarily through increased registration audits, '1st in Best Desexed' cat registration program and Council's MOU with local vets to support domestic animal management initiatives.

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 the financial year.

Freedom of Information

Under the Freedom of Information Act 1982, the community has the right to access documents held by Council. During the 2017-18 financial year, a total of twelve (12) requests were received by Council.

- 2 were processed outside of the FOI Act
- 1 had no documentation that matched the scope of the request
- 3 were granted in full
- 5 were granted in part (exemptions applied)
- 1 was not finalised by the end of the financial year (carried over to next year)

A total of \$142.00 in application fees was collected.

A total of \$170.40 in application fees was waived on the grounds of hardship, or not required to be paid.

Protected Disclosure Procedures

The Protected Disclosure 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 Protected Disclosure Act 2012, a council must include in their Annual Report information about how to access the procedures established by the Council under Part 9 of that Act. Procedures on how to make a disclosure are publicly available on Council's website.

It is also required to provide certain information about the number and types of protected disclosure complaints investigated during the financial year. During the 2017-18 year no disclosures were notified to Council officers appointed to receive disclosures, or to 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 the financial year.

National Competition Policy

For the year ended 30 June 2018, Golden Plains Shire Council has adhered to, and is obligated to adhere to, competitive neutrality principles.

Infrastructure and development contributions

Council does not have any Infrastructure Contributions Plans (ICP's) or Development Contributions Plans (DCP's).

FINANCIAL REPORT

For the year ended 30 June 2018



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Golden Plains Shire Council
2017/2018 Financial Report

Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Richard Trigg FCPA
Principal Accounting Officer

Date : 11 September 2018
 Bannockburn

In our opinion the accompanying financial statements present fairly the financial transactions of Golden Plains Shire Council for the year ended 30 June 2018 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 2014* to certify the financial statements in their final form.



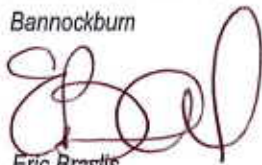
Councillor Helena Kirby
Mayor

Date : 11 September 2018
 Bannockburn



Councillor Nathan Hansford
Deputy Mayor

Date : 11 September 2018
 Bannockburn



Eric Braslis
Chief Executive Officer

Independent Auditor's Report

To the Councillors of Golden Plains Shire Council

Opinion	<p>I have audited the financial report of Golden Plains Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2018 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2018 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<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 APES 110 <i>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>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</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>

**Auditor's
responsibilities
for the audit
of the financial
report**

As required by the *Audit Act 1994*, 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.

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:

- 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.
- 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 appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- 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.
- 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.

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.



MELBOURNE
12 September 2018

Tim Loughnan
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement For the Year Ended 30 June 2018

	Note	2018 \$'000	2017 \$'000
Income			
Rates and charges	2.1	21,435	20,730
Statutory fees and fines	2.2	668	498
User fees	2.3	2,872	2,743
Grants - operating	2.4	10,503	12,908
Grants - capital	2.4	5,400	4,423
Contributions - monetary	2.5	1,734	1,127
Contributions - non monetary	2.5	192	657
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	2.6	154	99
Share of net profits (or loss) of associates	5.3	-	(53)
Other income	2.7	322	261
Total income		43,280	43,393
Expenses			
Employee costs	3.1	17,567	17,208
Materials and services	3.2	11,423	11,681
Depreciation and amortisation	3.3	7,591	7,265
Bad and doubtful debts	3.4	80	42
Borrowing costs	3.5	334	350
Other expenses	3.6	262	2,014
Total expenses		37,257	38,560
Surplus/(deficit) for the year		6,023	4,833
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	5.2	(368)	2,248
Total comprehensive result		5,655	7,081

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

Balance Sheet As at 30 June 2018

	Note	2018 \$'000	2017 \$'000
Assets			
Current assets			
Cash and cash equivalents	4.1	17,271	13,358
Trade and other receivables	4.1	2,418	2,788
Inventories	4.2	11	18
Non-current assets classified as held for sale	5.1	-	322
Other assets	4.2	226	94
Total current assets		19,926	16,580
Non-current assets			
Other financial assets	4.1	1,933	1,377
Investments in associates	5.3	740	740
Property, infrastructure, plant and equipment	5.2	433,003	430,617
Total non-current assets		435,676	432,734
Total assets		455,602	449,314
Liabilities			
Current liabilities			
Trade and other payables	4.3	3,569	3,294
Trust funds and deposits	4.3	289	204
Provisions	4.5	2,978	3,092
Interest-bearing liabilities	4.4	1,151	482
Total current liabilities		7,987	7,072
Non-current liabilities			
Provisions	4.5	2,847	2,868
Interest-bearing liabilities	4.4	6,756	7,017
Total non-current liabilities		9,603	9,885
Total liabilities		17,590	16,957
Net assets		438,012	432,357
Equity			
Accumulated surplus		181,249	175,061
Reserves	8.1	256,763	257,296
Total Equity		438,012	432,357

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

Statement of Changes in Equity For the Year Ended 30 June 2018

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018					
Balance at beginning of the financial year		432,357	175,061	253,418	3,878
Surplus/(deficit) for the year		6,023	6,023	-	-
Net asset revaluation increment/(decrement)	8.1(a)	(368)	-	(368)	-
Transfers to other reserves	8.1(b)	-	(3,624)	-	3,624
Transfers from other reserves	8.1(b)	-	3,789	-	(3,789)
Balance at end of the financial year		438,012	181,249	253,050	3,713

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2017					
Balance at beginning of the financial year		425,276	170,738	251,170	3,368
Surplus/(deficit) for the year		4,833	4,833	-	-
Net asset revaluation increment/(decrement)	8.1(a)	2,248	-	2,248	-
Transfers to other reserves	8.1(b)	-	(3,688)	-	3,688
Transfers from other reserves	8.1(b)	-	3,178	-	(3,178)
Balance at end of the financial year		432,357	175,061	253,418	3,878

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 2018

	Note	2018 Inflows/ (Outflows) \$'000	2017 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		21,511	20,746
Statutory fees and fines		680	499
User fees		2,924	2,787
Grants - operating		10,954	13,074
Grants - capital		5,751	4,495
Contributions - monetary		1,655	1,262
Interest received		309	257
Trust funds and deposits taken		407	155
Net GST refund/payment		526	882
Employee costs		(17,568)	(16,886)
Materials and services		(12,864)	(13,061)
Trust funds and deposits repaid		(323)	(197)
Net cash provided by/(used in) operating activities		13,962	14,013
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	5.2	(10,072)	(10,254)
Proceeds from sale of property, infrastructure, plant and equipment		504	421
Payments of loans and advances		(556)	(528)
Net cash provided by/(used in) investing activities		(10,124)	(10,361)
Cash flows from financing activities			
Finance costs		(334)	(350)
Proceeds from borrowings		650	240
Repayment of borrowings		(241)	(321)
Net cash provided by/(used in) financing activities		75	(431)
Net increase (decrease) in cash and cash equivalents		3,913	3,221
Cash and cash equivalents at the beginning of the financial year		13,358	10,137
Cash and cash equivalents at the end of the financial year		17,271	13,358
Financing arrangements	7.2		
Restrictions on cash assets	4.1	452	327

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

Statement of Capital Works For the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
Property		
Total land	-	-
Buildings - Specialised	585	911
Buildings - Non Specialised	234	239
Total buildings	819	1,150
Total property	819	1,150
Plant and equipment		
Plant, machinery and equipment	1,676	761
Fixtures, fittings and furniture	155	151
Total plant and equipment	1,831	912
Infrastructure		
Roads	5,530	5,265
Bridges	552	721
Footpaths and cycleways	136	243
Drainage	35	82
Recreational, leisure and community facilities	973	1,644
Parks, open space and streetscapes	69	74
Off street car parks	127	163
Total infrastructure	7,422	8,192
Total capital works expenditure	10,072	10,254
Represented by:		
New asset expenditure	2,191	1,869
Asset renewal expenditure	5,720	5,187
Asset expansion expenditure	286	203
Asset upgrade expenditure	1,875	2,995
Total capital works expenditure	10,072	10,254

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 2018

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 1989, and the Local Government (Planning and Reporting) Regulations 2014.

Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, 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.

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 5.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 5.2)
- the determination of employee provisions (refer to Note 4.5)
- the determination of landfill provisions (refer to Note 4.5)
- other areas requiring judgments

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.

Notes to the Financial Report For the Year Ended 30 June 2018

Note 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 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$20,000 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 27 June 2017. 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 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

1.1 Income and expenditure

	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	Variance 2018 %	Ref
Income					
Rates and charges	21,195	21,435	240	1%	
Statutory fees and fines	412	668	256	62%	1
User fees	3,066	2,872	(194)	-6%	2
Grants - operating	10,140	10,503	363	4%	3
Grants - capital	2,298	5,400	3,102	135%	4
Contributions - monetary	1,773	1,734	(39)	-2%	5
Contributions - non monetary	1,000	192	(808)	-81%	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	2	154	152	7600%	7
Other income	350	322	(28)	-8%	
Total income	40,236	43,280	3,044		
Expenses					
Employee costs	18,194	17,567	627	3%	
Materials and services	10,729	11,423	(694)	-6%	
Bad and doubtful debts	3	80	(77)	100%	8
Depreciation and amortisation	7,719	7,591	128	2%	
Borrowing costs	346	334	12	3%	
Other expenses	258	262	(4)	-2%	
Total expenses	37,249	37,257	(8)		
Surplus/(deficit) for the year	2,987	6,023	3,052		

**Notes to the Financial Report
For the Year Ended 30 June 2018**

(i) Explanation of material variations

Ref	Item	Explanation	\$'000
1	Statutory fees and fines		
	Town Planning Permit Fees	Underestimated the impact of the increase in Stat Fees	154
2	User Fees		
	Subdivision Supervision Fees	Increase number of applications for sub-divisions	106
	Childcare Fees - Bannockburn Service	Experienced a reduction in enrolments	(156)
3	Grants - Operating		
	General Purpose Grant	Population growth resulted in an increased allocation	341
	Long Day Care CCB - BCS	Experienced a reduction in enrolments	(170)
4	Grants - Capital		
	Black Spot Program	Grant received in 2017-18 year, expected in 2016-17	1,672
	Roads to Recovery	Additional funding bought forward from 2018-19	598
	Tall Tree Road Upgrade	Grant received in 2017-18 year, expected in 2018-19.	500
	Natural Disaster Financial Assistance	Funding relating to the 2016 flood event	425
	Bannockburn Heart (State)	Grant received in 2017-18 year, expected in 2015-16	350
	Gumley Road Construction (C)	Grant received in 2016-17 year, expected in 2017-18.	(360)
	Maude Community Project (RDV) {C}	Grant funding was not successful	(500)
5	Contributions - monetary		
	Rate Recovery Sale of Land Income	Sale of property per s.181 Local Government Act	280
	Contribution - Rokewood Football Club	No contribution received as project did not proceed.	(400)
6	Contributions - non monetary		
	Subdivisions Handed to Council	Transfer of subdivision infrastructure delayed	(808)
7	Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
	Sale of plant and equipment	Improved sale price for plant at auction	152
8	Bad and doubtful debts		
	Provision for doubtful debts	Income from recycling products unlikely to be received	(53)

Notes to the Financial Report For the Year Ended 30 June 2018

Note 1 Performance against budget (cont'd)

1.2 Capital works

	Budget 2018 \$'000	Actual 2018 \$'000	Variance 2018 \$'000	Variance 2018 %	Ref
Buildings	2,653	819	(1,834)	-69%	1
Total Buildings	2,653	819	(1,834)		
Total Property	2,653	819	(1,834)		
Plant and Equipment					
Plant, machinery and equipment	1,287	1,676	389	30%	2
Fixtures, fittings and furniture	30	39	9	30%	
Computers and telecommunications	142	116	(26)	-18%	
Total Plant and Equipment	1,459	1,831	372		
Infrastructure					
Roads	3,645	5,530	1,885	52%	3
Bridges	525	552	27	5%	
Footpaths and cycleways	196	136	(60)	-31%	
Drainage	-	35	35	100%	
Recreational, leisure and community facilities	512	973	461	90%	4
Parks, open space and streetscapes	130	69	(61)	-47%	5
Off street car parks	90	127	37	41%	6
Total Infrastructure	5,098	7,422	2,324		
Total Capital Works Expenditure	9,210	10,072	862		
Represented by:					
New asset expenditure	3,189	2,191	(998)		
Asset renewal expenditure	4,101	5,720	1,619		
Asset expansion expenditure	1,318	286	(1,032)		
Asset upgrade expenditure	602	1,875	1,273		
Total Capital Works Expenditure	9,210	10,072	862		

**Notes to the Financial Report
For the Year Ended 30 June 2018**

(i) Explanation of material variations

Variance Ref	Item	Explanation	\$'000
1	Buildings		
	Rokewood Pavilion Upgrade (CFNP) {C}	Project scope reduced significantly due to unsuccessful funding	1,101
	Maude Recreation Pavilion (RDV)	Project discontinued due to unsuccessful grant funding	650
2	Plant, machinery and equipment		
	Machineries and Equipment were purchased in 2017-18 but had been budgeted in 2016-17		(389)
3	Roads		
	Local Roads Improvements (Roads to Recovery)	Additional funded works on road network	(366)
	Black Spot Program (2016-17)	Completion of project from 2016-17 budget.	(853)
	Gumley Road Reconstruction Contribution	Additional cost required to complete the project	(519)
4	Recreational, leisure and community facilities		
	Inverleigh Sporting Complex Oval 1 Lighting Upgrade	New grant funded project in 2017-18	(213)
	Bannockburn Heart (RDV)	Project budgeted in 2016-17. Commenced in 2017-18	(189)
5	Parks, open space and streetscapes		
	Batesford Playground - park	Project to be completed in 2018-19	61
	Smythesdale Gardens Public Toilet - Sewer Connection	This project will not proceed	45
6	Off street car parks		
	Bannockburn Basketball Stadium Car Park	Additional cost required to complete the project	(37)

Notes to the Financial Report For the Year Ended 30 June 2018

Note 2 Funding for the delivery of our services	2018	2017
2.1 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 2017/18 was \$4,554 million (2016/17 \$4,471 million).

General Rates	16,702	15,986
Municipal charge	2,326	2,289
Waste management charge	2,155	2,053
Special rates and charges	35	188
Supplementary rates and rate adjustments	89	74
Interest on rates and charges	128	140
Total rates and charges	21,435	20,730

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2018, and the valuation will be first applied in the rating year commencing 1 July 2018.

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.

2.2 Statutory fees and fines

Planing and building fees	457	343
Infringements and costs	135	84
Property information fees	28	26
Land information certificates	30	25
Drainage information fees	18	20
Total statutory fees and fines	668	498

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.

2.3 User fees

Childcare/Children's Programs	1,294	1,330
Home and Community Care Fees	187	202
Animal Registration Charges	349	268
Early Childhood Education	232	209
Subdivision Supervision Fees	156	133
Gravel Cartage Levy	149	128
Septic Tank Fees	112	101
Food Premises Registration Fees	70	63
Fire Hazard Eradication Fees and Fines	36	43
Bannockburn Family Services Centre Charges	33	35
Bannockburn Cultural Centre Charges	46	38
Farmers Market Fees	20	21
Lease of Land	63	37
Other	125	135
Total user fees	2,872	2,743

User fees are recognised as revenue when the service has been provided or council has otherwise earned the income.

**Notes to the Financial Report
For the Year Ended 30 June 2018**

	2018 \$'000	2017 \$'000
2.4 Funding from other levels of government		
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	10,439	13,895
State funded grants	5,464	3,436
Total grants received	15,903	17,331
(a) Operating Grants		
<i>Recurrent - Commonwealth Government</i>		
Financial Assistance Grants - General	3,647	4,971
Financial Assistance Grants - Local Roads	1,979	2,892
Children's Services	1,720	1,670
General home care	950	910
<i>Recurrent - State Government</i>		
Kindergarten	767	775
Community Health	518	459
Home Care	203	290
Maternal and Child Health	259	216
Emergency Management	120	120
Youth projects	67	67
Other	86	62
<i>Environment Projects</i>	41	41
Economic Development	-	2
Total recurrent operating grants	10,357	12,475
<i>Non-recurrent - Commonwealth Government</i>		
Economic Development	-	58
<i>Non-recurrent - State Government</i>		
Community Facilities	-	129
Economic Development	-	112
Environment Projects	99	89
Youth projects	47	-
Other	-	19
Children's Services	-	10
Community Health	-	9
Roads	-	7
Total non-recurrent operating grants	146	433
Total operating grants	10,503	12,908

**Notes to the Financial Report
For the Year Ended 30 June 2018**

	2018 \$'000	2017 \$'000
(b) Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	1,548	3,093
Total recurrent capital grants	1,548	3,093
<i>Non-recurrent - Commonwealth Government</i>		
Roads	425	300
Buildings Specialised	60	-
Recreational Leisure & Community	110	-
<i>Non-recurrent - State Government</i>		
Roads	2,463	593
Recreational Leisure & Community	401	184
Landfill	-	140
Buildings Specialised	377	90
Home Care	-	15
Kindergarten	-	8
Environment Projects	16	-
Total non-recurrent capital grants	3,852	1,330
Total capital grants	5,400	4,423
(c) Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	849	333
Received during the financial year and remained unspent at balance date	834	717
Received in prior years and spent during the financial year	(728)	(201)
Balance at year end	955	849

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.

2.5 Contributions

Monetary	1,734	1,127
Non-monetary	192	657
Total contributions	1,926	1,784

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

Land	1	6
Infrastructure	191	651
Total non-monetary contributions	192	657

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

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

Proceeds of sale	504	421
Written down value of assets disposed	(350)	(322)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	154	99

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 2018**

	2018	2017
	\$'000	\$'000
2.7 Other income		
Interest on Investment	322	261
Total other income	<u>322</u>	<u>261</u>

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 3 The cost of delivering services

3.1 Employee costs

Wages and salaries	15,559	15,318
WorkCover	331	236
Superannuation	1,492	1,446
Fringe benefits tax	182	196
Other	3	12
Total employee costs	<u>17,567</u>	<u>17,208</u>

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	105	102
	<u>105</u>	<u>102</u>
Employer contributions payable at reporting date.	-	-

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	814	817
Employer contributions - other funds	569	527
	<u>1,383</u>	<u>1,344</u>
Employer contributions payable at reporting date.	53	54

Refer to note 8.3 for further information relating to Council's superannuation obligations.

**Notes to the Financial Report
For the Year Ended 30 June 2018**

	2018 \$'000	2017 \$'000
3.2 Materials and services		
Delivery of projects and Services	1,963	2,037
General maintenance	2,652	2,930
Garbage Operations	1,829	1,845
Contractors and Consultants	1,207	944
Vehicle and Machinery Operations	583	446
Building maintenance	416	444
Information technology	454	448
Utilities	331	305
Printing, Stationery and Postage	246	288
Telecommunication	298	258
Debt Collection and Legal Fee	217	258
Cleaning	280	252
Insurance	221	211
Training	170	194
Advertising	102	139
Election Expenses	-	132
Gravel Pit Operation	65	90
Other Expenses	389	460
Total materials and services	11,423	11,681
3.3 Depreciation and amortisation		
Infrastructure	5,706	5,468
Plant and Machinery	770	861
Buildings	885	711
Furniture and Equipment	230	225
Total depreciation	7,591	7,265

Refer to note 5.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

**Notes to the Financial Report
For the Year Ended 30 June 2018**

	2018 \$'000	2017 \$'000
3.4 Bad and doubtful debts		
Community Protection	24	30
Land Use	-	2
Long day Care	2	8
Waste Management	53	-
Home Care	1	2
Total bad and doubtful debts	80	42
Movement in provisions for doubtful debts		
Balance at the beginning of the year	54	20
New Provisions recognised during the year	85	76
Amounts already provided for and written off as uncollectible	(7)	(42)
Balance at end of year	132	54

Provision for doubtful debt is recognised when there is objective evidence that an impairment loss has occurred. Bad debts are written off when identified.

3.5 Borrowing costs

Interest - Borrowings	334	350
Total borrowing costs	334	350

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.

3.6 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	43	43
Auditors' remuneration - Internal	23	24
Councillors' allowances	196	184
Landfill rehabilitation Provision *	-	1,763
Total other expenses	262	2,014

* The Landfill rehabilitation provision expense relates to an independent review of the estimated cost to rehabilitate the two registered landfills at Rokewood and Teesdale. Both these landfills are no longer in operation.

Note 4 Our financial position

4.1 Financial assets

(a) Cash and cash equivalents

Cash on hand	4	4
Cash at bank	2,178	2,044
Short Term Deposit	10,079	10,053
At call deposits	5,010	1,257
Total cash and cash equivalents	17,271	13,358

**Notes to the Financial Report
For the Year Ended 30 June 2018**

	2018 \$'000	2017 \$'000
(b) Other financial assets		
Term deposits - current	-	-
Term deposits - non-current	1,933	1,377
Total other financial assets	1,933	1,377
Total financial assets	19,204	14,735

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Statutory Reserves (Note 8.1(b))	163	123
- Trust funds and deposits (Note 4.3)	289	204
Total restricted funds	452	327
Total unrestricted cash and cash equivalents	16,819	13,031

Intended allocations

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- Cash held to fund carried forward capital works	2,803	2,651
- Unspent grant funding - operational	350	708
- Long Service Leave Investment Account	1,500	1,500
Total funds subject to intended allocations	4,653	4,859

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets 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.

**Notes to the Financial Report
For the Year Ended 30 June 2018**

	2018 \$'000	2017 \$'000
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	1,404	1,489
Infringement debtors	163	100
Provision for doubtful debts - infringements	(74)	(50)
Other debtors	680	1,049
Provision for doubtful debts - other debtors	(58)	(3)
Net GST receivable	303	203
Total current trade and other receivables	2,418	2,788

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.

(i) Ageing of Receivables

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

Current (not yet due)	534	664
Past due by up to 30 days	12	327
Past due between 31 and 180 days	26	39
Past due between 181 and 365 days	58	2
Past due by more than 1 year	15	15
Total trade & other receivables	645	1,047

(ii) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$53,527 (2017: \$11,671) were impaired. The amount of the provision raised against these debtors was \$53,527 (2017: \$11,671). 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:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	54	12
Past due between 181 and 365 days	-	-
Past due by more than 1 year	-	-
Total trade & other receivables	54	12

**Notes to the Financial Report
For the Year Ended 30 June 2018**

4.2 Non-financial assets	2018	2017
(a) Inventories	\$'000	\$'000
Inventories held for distribution	11	18
Total inventories	11	18

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 assets

Prepayments	175	66
Accrued income	51	28
Total other assets	226	94

4.3 Payables

(a) Trade and other payables

Trade payables	2,619	2,346
Accrued expenses	950	948
Total trade and other payables	3,569	3,294

(b) Trust funds and deposits

Refundable deposits	289	204
Total trust funds and deposits	289	204

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, contract 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 2018

4.4 Interest-bearing liabilities

	2018 \$'000	2017 \$'000
Current		
Borrowings - secured	1,151	482
	1,151	482
Non-current		
Borrowings - secured	6,756	7,017
	6,756	7,017
Total	7,907	7,499
 Borrowings are secured by Council rates and charges	 7,907	 7,499

(a) The maturity profile for Council's borrowings is:

Not later than one year	1,151	482
Later than one year and not later than five years	6,606	6,867
Later than five years	150	150
	7,907	7,499

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.

4.5 Provisions

	Employee \$ '000	Landfill restoration \$ '000	Gravel Pit restoration \$ '000	Total \$ '000
2018				
Balance at beginning of the financial year	3,313	1,763	884	5,960
Additional provisions	1,229	-	79	1,308
Amounts used	(1,354)	(106)	-	(1,460)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	-	17	17
Balance at the end of the financial year	3,188	1,657	980	5,825
2017				
Balance at beginning of the financial year	3,066	-	954	4,020
Additional provisions	1,573	1,763	(50)	3,286
Amounts used	(1,326)	-	(38)	(1,364)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	-	18	18
Balance at the end of the financial year	3,313	1,763	884	5,960

**Notes to the Financial Report
For the Year Ended 30 June 2018**

	2018	2017
	\$'000	\$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Rostered days off	76	85
Annual leave	940	975
Long service leave	51	36
	1,067	1,096
Current provisions expected to be wholly settled after 12 months		
Annual leave	165	167
Long service leave	1,636	1,719
	1,801	1,886
Total current employee provisions	2,868	2,982
Non-current		
Long service leave	320	331
Total non-current employee provisions	320	331
Aggregate carrying amount of employee provisions:		
Current	2,868	2,982
Non-current	320	331
Total aggregate carrying amount of employee provisions	3,188	3,313

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

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

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. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. 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.

Key assumptions:

- discount rate	2.5%	2.4%
- inflation rate	3.9%	3.8%

	2018	2017
	\$'000	\$'000
(b) Landfill restoration		
Current	50	50
Non-current	1,607	1,713
	1,657	1,763

Council is obligated to restore closed Rokewood and Teesdale sites to a particular standard. The provision for landfill restoration has been calculated based on the present value of the expected cost 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.

**Notes to the Financial Report
For the Year Ended 30 June 2018**

	2018	2017
	\$'000	\$'000
(c) Gravel Pit restoration		
Current	60	60
Non-current	920	824
	980	884
Total current provisions	2,978	3,092
Total non-current provisions	2,847	2,868
Total provisions	5,825	5,960

4.6 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	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
2018					
Operating					
Waste Management	1,050	1,076	1,103	-	3,229
Cleaning contracts for council buildings	155	154	-	-	309
Suppliers	1,165	165	-	-	1,330
Total	2,370	1,395	1,103	-	4,868
Capital					
Buildings	711	-	-	-	711
Roads	56	-	-	-	56
Computer Software	83	-	-	-	83
Recreational, leisure and Community	267	-	-	-	267
Plant & Machinery	436	-	-	-	436
Total	1,553	-	-	-	1,553
2017					
Operating					
Waste Management	1,103	1,131	1,159	-	3,393
Cleaning contracts for council buildings	153	157	-	-	310
Suppliers	510	-	-	-	510
Total	1,766	1,288	1,159	-	4,213
Capital					
Buildings	15	-	-	-	15
Roads	43	-	-	-	43
Computer Software	69	-	-	-	69
Recreational, leisure and Community	15	-	-	-	15
Plant & Machinery	712	-	-	-	712
Total	854	-	-	-	854

**Notes to the Financial Report
For the Year Ended 30 June 2018**

Note 5 Assets we manage	2018	2017
5.1 Non current assets classified as held for sale	\$'000	\$'000
Cost of acquisition	-	322
Total non current assets classified as held for sale	-	322

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.

5.2 Property, infrastructure, plant and equipment

	At Fair Value 30 June 2017	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Transfers \$'000	At Fair Value 30 June 2018
Land	27,764	-	1	-	-	-	322	28,087
Buildings	29,784	570	-	-	(885)	-	696	30,165
Plant and Equipment	4,002	1,830	-	-	(1,000)	(350)	-	4,482
Infrastructure	367,754	7,137	190	(258)	(5,706)	-	203	369,320
Work in progress	1,313	535	-	-	-	-	(899)	949
Total	430,617	10,072	191	(258)	(7,591)	(350)	322	433,003

Summary of Work in Progress

Summary of Work in Progress				
	Opening WIP	Additions	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000
Buildings	1,023	249	(696)	576
Plant and Equipment	-	-	-	-
Infrastructure	290	286	(203)	373
Total	1,313	535	(899)	949

Notes to the Financial Report For the Year Ended 30 June 2018

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

**Notes to the Financial Report
For the Year Ended 30 June 2018**

(a) Property

	Land - specialised	Land - non specialised	Total 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 2017	4,331	23,433	27,764	2,918	38,150	3,625	44,693	1,023	73,480
Accumulated depreciation at 1 July 2017	-	-	-	(1,836)	(11,616)	(1,457)	(14,909)	-	(14,909)
	4,331	23,433	27,764	1,082	26,534	2,168	29,784	1,023	58,571
Movements in fair value									
Additions	-	-	-	-	536	34	570	249	819
Contributions	1	-	1	-	-	-	-	-	1
Transfers	-	322	322	-	696	-	696	(696)	322
	1	322	323	-	1,232	34	1,266	447	1,142
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	(56)	(750)	(79)	(885)	-	(885)
	-	-	-	(56)	(750)	(79)	(885)	-	(885)
At fair value 30 June 2018	4,332	23,755	28,087	2,918	39,382	3,659	45,959	576	74,622
Accumulated depreciation at 30 June 2018	-	-	-	(1,892)	(12,366)	(1,536)	(15,794)	-	(15,794)
	4,332	23,755	28,087	1,026	27,016	2,123	30,165	576	58,828

**Notes to the Financial Report
For the Year Ended 30 June 2018**

(b) Plant and Equipment

	Plant machinery and equipment \$'000	Fixtures fittings and furniture \$'000	Total plant and equipment \$'000
At fair value 1 July 2017	6,636	2,331	8,967
Accumulated depreciation at 1 July 2017	(3,186)	(1,777)	(4,965)
	3,448	554	4,002
Movements in fair value			
Additions	1,675	155	1,830
Disposal	(1,029)	(102)	(1,131)
	646	53	699
Movements in accumulated depreciation			
Depreciation and amortisation	(770)	(230)	(1,000)
Accumulated depreciation of disposals	678	103	781
	(92)	(127)	(219)
At fair value 30 June 2018	7,282	2,384	9,666
Accumulated depreciation at 30 June 2018	(3,280)	(1,904)	(5,184)
	4,002	480	4,482

**Notes to the Financial Report
For the Year Ended 30 June 2018**

(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 2017	404,444	34,693	13,011	6,090	7,014	1,331	881	979	290	468,733
Accumulated depreciation at 1 July 2017	(76,870)	(16,988)	(1,428)	(2,203)	(2,089)	(350)	(713)	(48)	-	(100,689)
	327,574	17,705	11,583	3,887	4,925	981	168	931	290	368,044
Movements in fair value										
Additions	5,503	552	136	35	724	60	-	127	286	7,423
Contributions	137	-	53	-	-	-	-	-	-	190
Revaluation	(26)	(157)	(150)	(35)	-	-	110	-	-	(258)
Transfers	6	-	-	-	111	86	-	-	(203)	-
	5,620	395	39	-	835	146	110	127	83	7,355
Movements in accumulated depreciation										
Depreciation and amortisation	(4,530)	(397)	(161)	(123)	(370)	(60)	(44)	(21)	-	(5,706)
	(4,530)	(397)	(161)	(123)	(370)	(60)	(44)	(21)	-	(5,706)
At fair value 30 June 2018	410,064	35,088	13,050	6,090	7,849	1,477	991	1,106	373	476,088
Accumulated depreciation at 30 June 2018	(81,400)	(17,385)	(1,589)	(2,326)	(2,459)	(410)	(757)	(69)	-	(106,395)
	328,664	17,703	11,461	3,764	5,390	1,067	234	1,037	373	369,693

Notes to the Financial Report For the Year Ended 30 June 2018

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.

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 below and are consistent with the prior year unless otherwise stated.

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 Stephen Davey AAPI registration no 63379. 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.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2018 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Land	-	-	4,332	Jun-16
Specialised land	-	23,433	322	Jun-16
Heritage Buildings	-	-	1,026	Jun-16
Non - Specialised Buildings	-	-	2,123	Jun-16
Specialised Buildings	-	-	27,016	Jun-16
Total	-	23,433	34,819	

Notes to the Financial Report For the Year Ended 30 June 2018

Valuation of infrastructure

Valuation of Roads, Bridges, Footpaths and Drainage infrastructure assets have been determined in accordance with an independent valuation undertaken by Mr Peter Moloney MIE (Aust).

Valuation of Recreational leisure and community, Park open space and streetscapes and Offstreet carpark infrastructure assets have been undertaken by Mr Stephen Davey AAPI registered Certified Practising Valuer as a part of land and buildings valuation as at 30 June 2016.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on 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 2018 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Roads	-	-	328,664	Jun-18
Bridges	-	-	17,703	Jun-18
Footpaths and cycleways	-	-	11,461	Jun-18
Drainage	-	-	3,764	Jun-18
Recreational, leisure and community facilities	-	-	5,390	Jun-16
Parks, open space and streetscapes	-	-	1,067	Jun-16
Off street car parks	-	-	1,037	Jun-18
Gravel Pit	-	-	234	Jun-18
Total	-	-	369,320	

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 \$0.64 and \$147.30 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. 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 depreciated 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.

	2018 \$'000	2017 \$'000
Reconciliation of specialised land		
Land under roads	-	-
Parks and reserves	-	-
Infrastructure assets	(368)	2,248
Total specialised land	(368)	2,248

Notes to the Financial Report For the Year Ended 30 June 2018

	2018 \$'000	2017 \$'000
5.3 Investments in associates		
(a) Investments in associates		
Investments in associates accounted for by the equity method are:		
- Equity in Geelong Regional Library (GRL)	740	740
Geelong Regional Library (GRL)		
<i>Background</i>		
Council share of the net equity in GRL is 6.23% (6.23% 2017). The GRL Board is comprised of seven representatives from four member Councils. Golden Plains Shire Council has one representative on the GRL Board.		
Fair value of Council's investment in Geelong Regional Library	<u>740</u>	<u>740</u>
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	740	793
Reported surplus(deficit) for year	-	(53)
Council's share of accumulated surplus(deficit) at end of year	<u>740</u>	<u>740</u>
Council's share of expenditure commitments		
Operating commitments	417	405
Council's share of expenditure commitments	<u>417</u>	<u>405</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.

Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

Notes to the Financial Report For the Year Ended 30 June 2018

	2018 No.	2017 No.
Note 6 People and relationships		
6.1 Council and key management remuneration		
(a) Related Parties		
<i>Parent entity</i>		
Golden Plains Shire Council		
<i>Subsidiaries and Associates</i>		
(b) Key Management Personnel		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
Councillors		
Helena Kirby		
Des Phelan		
David Evans		
Joanne Gilbert		
Nathan Hansford		
Les Rowe		
Owen Sharkey		
Chief Executive Officer and other Key Management Personnel		
Rod Nicholls (1/7/17 - 12/12/17)		
Eric Braslis		
Richard Trigg		
Jillian Evans		
Greg Anders		
Mike Barrow (1/7/17 - 2/3/18)		
Total Number of Councillors	7	11
Total Chief Executive Officer and other Key Management Personnel	6	5
Total Key Management Personnel	13	16

**Notes to the Financial Report
For the Year Ended 30 June 2018**

(c) Remuneration of Key Management Personnel	\$'000	\$'000
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Total remuneration of key management personnel was as follows:

Short-term benefits	1,185	1,175
Long-term benefits	20	-
Post employment benefits	79	-
Termination benefits	-	-
Total	1,284	1,175

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	No.	No.
\$1 - \$9,999	-	4
\$10,000 - \$19,999	-	4
\$20,000 - \$29,999	5	2
\$30,000 - \$39,999	1	-
\$40,000 - \$59,999	1	-
\$60,000 - \$69,999	-	1
\$110,000 - \$119,999	2	-
\$130,000 - \$139,999	-	1
\$140,000 - \$149,999	1	-
\$160,000 - \$169,999	1	-
\$170,000 - \$179,999	1	1
\$180,000 - \$189,999	-	1
\$190,000 - \$199,999	-	1
\$260,000 - \$269,999	1	-
\$290,000 - \$299,999	-	1
	13	16

6.2 Related party disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties.

Rokewood Takeaway - Cr H Kirby

These transactions were undertaken on commercial terms..

2018	2017
\$	\$

-	163
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(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

-	-
---	---

(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 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:

-	-
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Notes to the Financial Report For the Year Ended 30 June 2018

Note 7 Managing uncertainties

7.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of note and, if quantifiable, are measured at nominal value. Contingent assets and contingent liabilities are presented inclusive of GST receivable or payable respectively.

(a) Contingent assets

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 Sustainability & 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.

(b) Contingent liabilities

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.

(c) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

7.2 Change in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2018 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Financial Instruments - Disclosures (AASB 7) (applies 2018/19)

This Standard requires entities to provide disclosures in their financial statements that enable users to evaluate: (a) the significance of financial instruments for the entity's financial position and performance; and (b) the nature and extent of risks arising from financial instruments to which the entity is exposed.

Financial Instruments (AASB 9) (applies 2018/19)

The key changes include the simplified requirements for the classification and measurement of financial assets, a new hedging accounting model and a revised impairment loss model to recognise impairment losses earlier, as opposed to the current approach that recognises impairment only when incurred.

Notes to the Financial Report For the Year Ended 30 June 2018

Revenue from contracts with customers (AASB 15) (applies 2019/20 for LG sector)

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)

This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.

Leases (AASB 16) (applies 2019/20)

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)

This standard replaces AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable to not-for-profit entity to further its objectives.

7.3 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.

Notes to the Financial Report For the Year Ended 30 June 2018

(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 / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure 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 1989*. 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.

(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. 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
- 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 7.1(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.

Notes to the Financial Report For the Year Ended 30 June 2018

(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 7.1(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 4.4.

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 2.5%.

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.

7.4 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.

AASB 13 defines fair value as 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. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

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.

Notes to the Financial Report For the Year Ended 30 June 2018

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. 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.

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.

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.

7.5 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 2018

Note 8 Other matters

8.1 Reserves	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
2018			
Property			
Land	9,484	-	9,484
Land Under Roads	165	-	165
Buildings	8,858	-	8,858
	18,507	-	18,507
Infrastructure			
Roads	220,503	(26)	220,477
Bridges	10,184	(157)	10,027
Footpaths and cycleways	2,997	(150)	2,847
Drainage	1,190	(35)	1,155
Offstreet car parks	37	-	37
	234,911	(368)	234,543
Total asset revaluation reserves	253,418	(368)	253,050
2017			
Property			
Land	9,484	-	9,484
Land Under Roads	165	-	165
Buildings	8,858	-	8,858
	18,507	-	18,507
Infrastructure			
Roads	217,778	2,725	220,503
Bridges	10,500	(316)	10,184
Footpaths and cycleways	2,992	5	2,997
Drainage	1,356	(166)	1,190
Offstreet car parks	37	-	37
	232,663	2,248	234,911
Total asset revaluation reserves	251,170	2,248	253,418

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 2018**

	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) Other reserves				
2018				
Recreation Lands	-	71	(71)	-
Unexpended project reserve	3,361	3,228	(3,359)	3,230
LSL Investment Reserve	330	-	(10)	320
Developer Contribution reserve	123	197	(157)	163
Quarry Levy	64	128	(192)	-
Total Other reserves	3,878	3,624	(3,789)	3,713
2017				
Recreation Lands	-	104	(104)	-
Unexpended project reserve	2,862	3,359	(2,860)	3,361
LSL Investment Reserve	400	-	(70)	330
Developer Contribution reserve	106	133	(116)	123
Quarry Levy	-	92	(28)	64
Total Other reserves	3,368	3,688	(3,178)	3,878

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 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.

**Notes to the Financial Report
For the Year Ended 30 June 2018**

	2018	2017
	\$'000	\$'000
8.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	6,023	4,833
Depreciation/amortisation	7,591	7,265
(Profit)/loss on acquisition/disposal of property, infrastructure, plant and equipment	(154)	(99)
Contributions - Non-monetary assets	(192)	(657)
Gravel Pit / Landfill re-measurement adjustment	(109)	50
Finance cost	334	350
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	370	(60)
(Increase)/decrease in accrued income	(23)	32
(Increase)/decrease in prepayments	(109)	(27)
Increase/(decrease) in trade payables	276	189
Increase/(decrease) in accrued expenses	(2)	193
(Increase)/decrease in other assets	-	53
(Increase)/decrease in inventories	7	(6)
Increase/(decrease) in trust funds	85	(43)
Increase/(decrease) in provisions	(135)	1,940
Net cash provided by/(used in) operating activities	13,962	14,013

Notes to the Financial Report For the Year Ended 30 June 2018

8.3 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 categories, Vision MySuper/Vision Super Saver, receive 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 2018, this was 9.5% as required under Superannuation Guarantee legislation).

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 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.

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.

As at 30 June 2017, a full triennial actuarial investigation was completed. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 103.1%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns 6.5% pa
Salary information 3.5% pa
Price inflation (CPI) 2.5% pa.

Vision Super has advised that the estimated VBI at 30 June 2018 was 106%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2017 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 2018

Employer contributions

Regular contributions

On the basis of the results of the 2017 triennial 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 2018, this rate was 9.5% of members' salaries (9.5% in 2016/2017). This rate will increase in line with any increases in the SG contribution rate. 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 the 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 purposes of SPS 160 and the 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.

2017 triennial actuarial investigation surplus amounts

The Fund's triennial investigation as at 30 June 2017 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$69.8 million
- A total service liability surplus of \$193.5 million.
- A discounted accrued benefits surplus of \$228.8 million.

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 2017. Council was notified of the 30 June 2017 VBI during August 2017.

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 2017.

The discounted accrued benefit 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 2017.

2018 interim actuarial investigation

An interim actuarial investigation will be conducted for the Fund's position as at 30 June 2018. It is anticipated that this actuarial investigation will be completed in December 2018.

PERFORMANCE STATEMENT

For the year ended 30 June 2018



Certification of the Performance Statement

In my opinion, the accompanying Performance Statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.



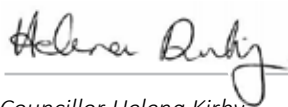
Richard Trigg FCPA
Principal Accounting Officer
Dated: 11 September 2018

In our opinion, the accompanying Performance Statement of the Golden Plains Shire Council for the year ended 30 June 2018 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

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 2014 to certify this Performance Statement in its final form.



Councillor Helena Kirby
Mayor
Dated: 11 September 2018



Councillor Nathan Hansford
Deputy Mayor
Dated: 11 September 2018



Eric Braslis
Chief Executive Officer
Dated: 11 September 2018

Independent Auditor's Report

To the Councillors of Golden Plains Shire Council

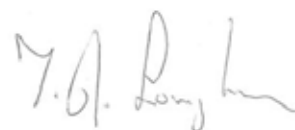
Opinion	<p>I have audited the accompanying performance statement of Golden Plains Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2018 • sustainable capacity indicators for the year ended 30 June 2018 • service performance indicators for the year ended 30 June 2018 • financial performance indicators for the year ended 30 June 2018 • other information and • the certification of the performance statement. <p>In my opinion, the performance statement of Golden Plains Shire Council in respect of the year ended 30 June 2018 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<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>. I and my staff 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 and 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>
Councillors' responsibilities for the performance statement	<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 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, 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.</p>

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 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.



MELBOURNE
12 September 2018

Tim Loughnan
as delegate for the Auditor-General of Victoria



*"Bunjil's Lookout",
Tony Buckley, 2017*

We encourage you to visit Golden Plains and taste, see and explore all it has to offer. Who knows? Perhaps you'll decide to stay.



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 22,480 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.

Sustainable Capacity Indicators

Service/indicator/measure	Results				Material Variations
	2015	2016	2017	2018	
Population					
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,916.03	\$1,773.80	\$1,758.40	\$1,657.34	
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$19,061.33	\$19,094.48	\$19,636.96	\$18,012.28	This indicator will always be quite high for Golden Plains, due to its extensive road network and relatively low population.
Population density per length of road [Municipal population / Kilometres of local roads]	11.19	12.09	12.74	13.12	This indicator will always be quite low for Golden Plains, due to its extensive road network and low population.
Own-source revenue					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,288.02	\$1,109.90	\$1,107.07	\$1,132.16	
Recurrent grants					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$559.24	\$423.86	\$709.93	\$529.58	The 2016-17 result was abnormally large due to the early receipt of Federal Assistance Grants resulting in 18 months of funding being accounted for.
Disadvantage					
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	8.00	8.00	8.00	8.00	
Animal management					
Health and safety					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	2*	1*	2*	5	A large number of dog attacks were recorded during the year which were followed by prosecutions.

* These figures have been corrected to exclude prosecutions relating to unpaid fines.

Service Performance Indicators

Service/indicator/measure	Results				Material Variations
	2015	2016	2017	2018	
Food safety Health and safety <i>Critical and major non-compliance notifications</i> [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	76.00%	95.45%	94.12%	100.00%	All 33 critical and major non-compliance notifications were followed up.
Governance Satisfaction <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	45.00	44.00	48.00	51.00	Council is committed to improving its community consultation and engagement practices. It is believed this indicator has been positively impacted by the adoption of an updated Community Engagement Strategy and new Community Engagement Action Plan in 2017.
Home and community care Participation <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100 Participation <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	17.99%	17.74%	n/a	n/a	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Libraries Participation <i>Active library members</i> [Number of active library members / Municipal population] x100	12.76%	13.32%	12.68%	12.10%	Indicator does not capture other library activity for example children and youth programs, digital literacy programs and literary events, the use of public internet PCs, using facilities such as meeting rooms or study areas, or using services such as wifi, or in library use of collections.

Service Performance Indicators

Service/indicator/measure	Results				Material Variations
	2015	2016	2017	2018	
Maternal and child health Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 Participation <i>Participation in the MCH service by Aboriginal children</i> [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	79.26%	81.58%	80.29%	86.34%	Council's MCH staff are extremely active in following up families and ensuring each visit delivers significant benefit. This focus has seen participation continue to grow. Council's MCH staff are extremely active in following up families and ensuring each visit delivers significant benefit. This focus has seen participation continue to grow.
Roads Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	45.00	44.00	38.00	47.00	Council continues to implement its maintenance and reseal program.
Statutory Planning Decision making <i>Council planning decisions upheld at VCAT</i> [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%	100.00%	100.00%	100.00%	
Waste Collection Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	22.83%	39.83%	40.65%	40.81%	The changes to service frequency in 2015-16 has resulted in a substantial reduction of waste to landfill and increase in recycling collected. Council does not currently provide a green waste service.

Financial Performance Indicators

Dimension/indicator/measure	Results				Forecast Figures			Material Variations
	2015	2016	2017	2018	2019	2020	2021	2022
Efficiency								
Expenditure level								
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,936.30	\$3,513.48	\$3,612.18	\$3,438.54	\$3,577.17	\$3,655.77	\$3,718.59	\$3,782.28
Revenue level								
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,737.38	\$1,741.54	\$1,824.45	\$1,896.58	\$1,998.45	\$2,050.57	\$2,105.01	\$2,158.97
Workforce turnover								
<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] x100	9.37%	11.84%	12.96%	16.27%	13.89%	13.89%	13.89%	13.89%
Liquidity								
Working capital								
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	283.57%	218.93%	234.41%	249.48%	201.30%	212.85%	210.40%	248.18%
Unrestricted cash								
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	180.22%	113.94%	136.75%	163.53%	108.83%	124.65%	122.33%	161.73%
Obligations								
Loans and borrowings								
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	42.67%	38.78%	36.42%	36.95%	55.30%	61.92%	59.89%	58.25%
								Loans and borrowings will increase in 2018-19 and 2019-20 due to new borrowings to fund the development of the Golden Plains Community and Civic Centre.

Financial Performance Indicators

Dimension/indicator/measure	Results				Forecast Figures				Material Variations
	2015	2016	2017	2018	2019	2020	2021	2022	
<i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	4.33%	3.45%	3.26%	2.69%	2.95%	13.81%	2.93%	2.52%	Council is currently utilising interest only loans within the MAV Local Government Funding Vehicle. An investment fund has been established to meet the future principle repayments. The first major principle repayment is scheduled for 2019-20.
<i>Indebtedness</i> <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	32.97%	37.65%	40.72%	37.73%	46.59%	60.93%	57.03%	53.06%	Non-current liabilities will increase in 2018-19 and 2019-20 due to new borrowings to fund the development of the Golden Plains Community and Civic Centre.
<i>Asset renewal</i> <i>Asset renewal compared to depreciation</i> [Asset renewal expenses / Asset depreciation] x100	73.76%	84.54%	71.40%	75.35%	72.46%	77.24%	79.26%	51.77%	2015-16 and 2016-17 renewal was positively impacted by a total of an additional \$3.8m in additional Roads to Recovery funding.
<i>Operating position</i> <i>Adjusted underlying result</i> <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	11.12%	-3.48%	6.85%	5.04%	0.85%	0.37%	1.95%	4.04%	The 2016-17 and 2017-18 results are higher than forecast due to the early receipt of Federal Assistance Grants.
<i>Stability</i> <i>Rates concentration</i> <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	40.96%	54.85%	49.74%	54.54%	57.93%	58.41%	58.00%	57.24%	The 2016-17 result was lower due to the early receipt of Federal Assistance Grants.
<i>Rates effort</i> <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.48%	0.50%	0.50%	0.50%	0.49%	0.49%	0.50%	0.51%	This figure should continue to be approximately 0.50% as the Shire grows

Other Information



"Bush Pea Flowers"
Lisa G Hunter, 2017

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 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

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).

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the Council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2014* 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 strategic resource plan on 26 June 2018 and which forms part of the Council Plan. The strategic resource plan 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. The strategic resource plan can be obtained by contacting Council.



"Old Library"
Tony Buckley, 2017



GOLDEN PLAINS SHIRE COUNCIL

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Linton Customer Service Centre

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