

ATTACHMENTS

**Under Separate Cover
Ordinary Council Meeting**

6.00pm Tuesday 23 April 2019

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THE GOLDEN PLAINS SHIRE COUNCIL



BUDGET 2019-20

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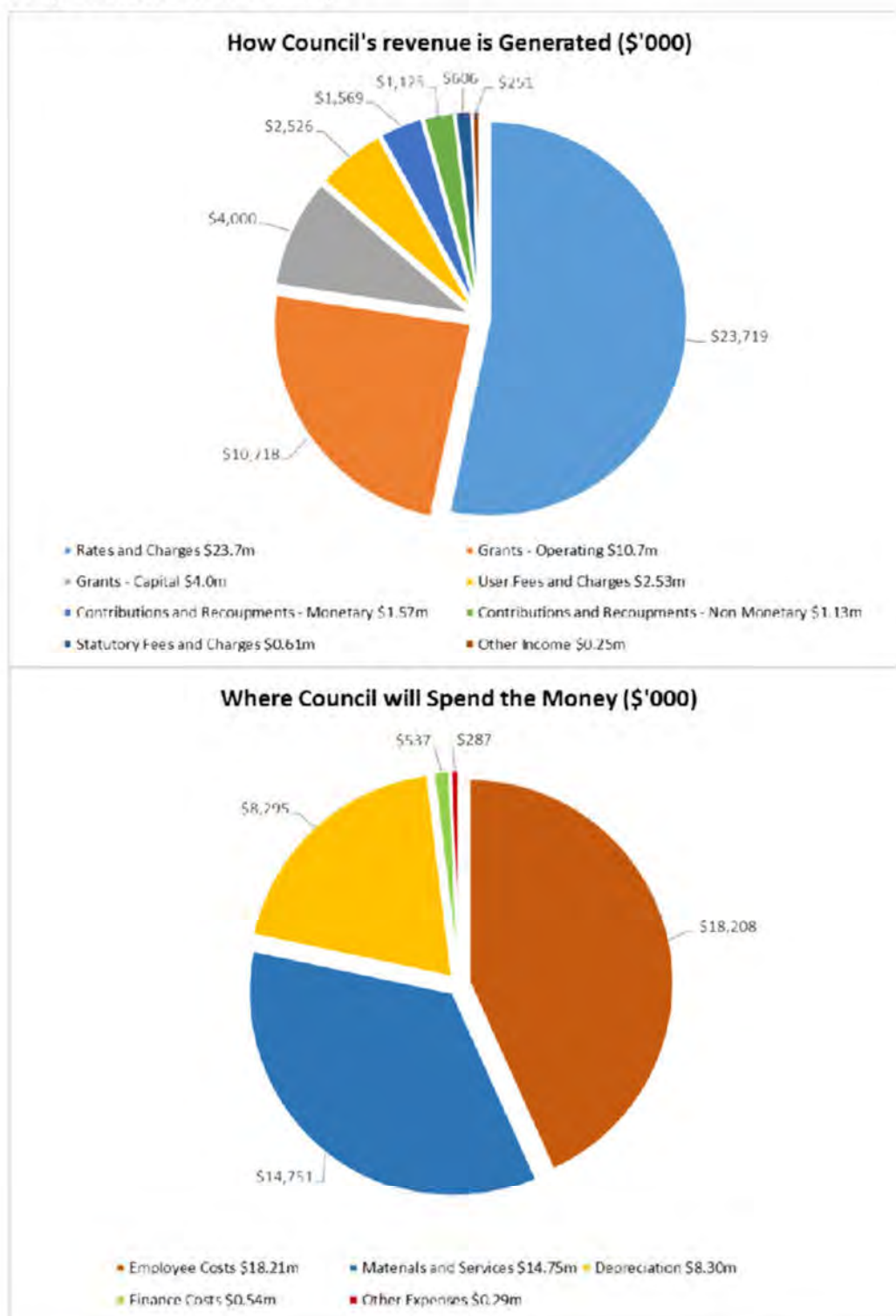
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This Budget has been prepared with reference to Chartered Accountants Australia and New Zealand "Victorian City Council Model Budget 2019-20" a best practice guide for reporting local government budgets in Victoria.

Council's 2019-20 Budget at a Glance

(Per Comprehensive Income Statement)



1 OVERVIEW

1.1 MAYOR'S INTRODUCTION

Dear Residents

I am pleased to present Council's 2019-20 Budget to you. This Budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, within the 2.5% rate increase mandated by the State Government.

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

- Continued capital investment in infrastructure assets with a focus on increasing renewal works.
- Waste management charges are based on achieving full cost recovery to ensure this service is sustainable for the long term. The proposed annual charges for 2019-20 are set to an overall increase of 2.5%.
- Existing fees and charges are increased in line with CPI or market levels.
- Investing additional operating expenditure in key maintenance activities to ensure adequate service levels are provided.
- Service levels to be maintained at 2018-19 levels with the aim to use less resources with an emphasis on innovation and efficiency.
- A projected surplus of \$2.4m, however, it should be noted that the adjusted underlying result is a deficit of \$2.3m after removing non-recurrent capital grants and capital contributions.

Highlights

- More than \$42m (\$42.1m) spent on the delivery of services to the Golden Plains community.
- \$18.7m investment in capital assets, including infrastructure, buildings, recreation, leisure and community facilities and plant machinery and equipment.
- Increased expenditure of \$1.7m allocated to assist in the maintenance of sealed and gravel roads, bridges, trees, drainage and footpaths.

Staying sustainable

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

Cr Owen Sharkey

Mayor – Golden Plains Shire Council

1.2 EXECUTIVE SUMMARY

Introduction

The 2019-20 Budget has been prepared based on the adopted principles within the 2017-2021 Council Plan and Strategic Resource Plan. The Budget seeks to maintain and improve services and infrastructure as well as deliver projects and services that are valued by our community, and do this within the 2.5% rate increase mandated by the State Government.

The Budget projects a surplus of \$2.4m for 2019-20, however, it should be noted that the adjusted underlying result is a deficit of \$2.3m after removing capital grants and capital contributions.

- Within the principles of the Council Plan, there have been some areas of increased focus for Council in the 2019-20 financial year. These include increased expenditure on infrastructure maintenance and renewal to ensure adequate service levels are maintained. Council has also ensured that all new initiatives have been evaluated against Council priorities and any savings identified have been re-directed into these priority areas.

Key things Council are funding

- Ongoing delivery of services to the Golden Plains community funded by a budget of \$42.1M. These services are summarised in Section 3 of the Budget.
- Continued investment in capital assets (\$18.7m). This consists of:
 - infrastructure totalling \$10.7m (including roads, bridges, footpaths and cycleways (\$8.0m), recreation, leisure and community facilities (\$2.1m), car parks (\$25k), parks, open space and streetscapes (\$632k));
 - buildings of \$4.9m;
 - Plant, machinery and equipment of \$1.6m (including computers and telecommunications (\$500k)); and
 - Land valued at \$1.5m.

The Statement of Capital Works can be found in Section 2 and further details on the capital works budget can be found in Section 4.5 of the Budget.

Strategic Objective 1: Promoting Healthy and Connected Communities

- Operating and maintaining six multi-use community centres across the Shire to provide spaces for communities to connect.
- Delivery of the new Supported Playgroup program which is funded by the State Government.

Strategic Objective 2: Enhancing Local Economies

- Ongoing focus on investment attraction, business support, tourism development, lobbying and advocacy and partnership.
- Promotion and delivery of the Golden Plains Farmers Market.

Strategic Objective 3: Maintaining Natural and Built Environments

- Increased expenditure of \$716k allocated to assist in the maintenance of sealed and gravel roads, bridges, trees, drainage and footpaths. This is the largest increase for many years.
- Increased focus on Asset Management systems and processes to assist in planning and resource allocation.

Strategic Objective 4: Delivering Good Governance and Leadership

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

1.3 BUDGET PREPARATION

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

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

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

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

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

1.4 LINKAGE TO THE COUNCIL PLAN

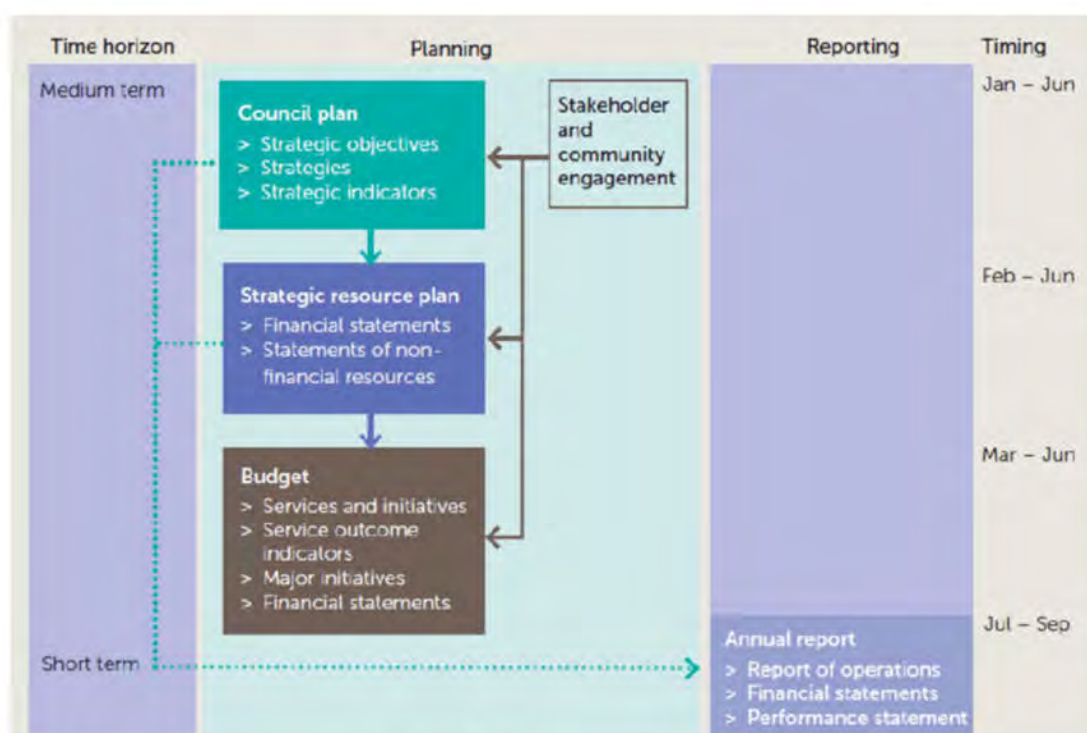
This section describes how the Annual Budget links to the achievement of the Council Plan within an overall planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term, medium term (Council Plan) and short term (Annual Budget)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

Planning and accountability framework

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

DRAFT BUDGET 2019-20

GOLDEN PLAINS SHIRE COUNCIL



Source: Department of Environment, Land, Water and Planning (formerly Department of Transport, Planning and Local Infrastructure)

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June following a general election and is reviewed each year in conjunction with the preparation of the Annual Budget process.

1.5 BUDGET INFLUENCES AND PRINCIPLES

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

Shire Profile

Golden Plains Shire is a rural municipality situated between two of Victoria's largest regional cities, Geelong and Ballarat, with a population of over 22,500 people across 56 vibrant rural communities.

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

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

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

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

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

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

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

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.

External Factors

Local Government Amendment (Fair Go Rates) Act 2015

- Local Government Amendment (Fair Go Rates) Act 2015 received Royal Assent on 2 December 2015. The Minister for Local Government has made a determination that the cap, which sets the maximum capped amount of rates and municipal charge revenue, will be an average 2.5% increase for the 2019-20 year.

Fire Services Property Levy Act 2012

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

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

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

As at 30 June 2017, the triennial actuarial review of the Plan determined the LASF DB Plan as in a satisfactory financial position, fully funded and that a 'call' was not required. This Plan is managed by Vision Super and is exposed to fluctuations in the market. No 'call' is expected in the short term and no provision has been made in 2019-20.

Local Government Costs

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

These costs generally exceed other cost increases in the economy.

Household Waste Disposal

- In recent years the cost of disposing of household waste has increased significantly in Victoria. In 2015-16 Council introduced a new service to help combat these increases. These increased costs have resulted from landfill closures, increased cartage and disposal costs and increased compliance costs for landfill operators.
- The 'National Sword Policy' introduced by China severely restricted the exportation of recycled materials from Australia. As has been widely discussed this resulted in significant increases in the cost of disposing of recycled materials from 2018-19, resulting in an additional cost per household of \$60 p.a. The 2019-20 Budget and cost per household has been contained to CPI increases.

Interest Rates

- Fixed interest rates on new long-term borrowings are assumed to be 4.0% per annum.
- Interest rates for investments are assumed to be between 2.0% and 3.0% per annum.

Population Growth

- Future population growth from 2019 to 2036 is estimated to be 2.3% per annum.

Rates and Charges

- Total rates and charges of \$23.7m include rates, municipal charge, special charges and garbage charge, supplementary rates and interest on rates and charges.
- The interest rate on outstanding rates and charges (per the Penalty Interest Rates Act 1983) is assumed to be 10.0% per annum. The rate can be reviewed at any stage during the year by the Attorney-General and this will be the rate that Council uses in accordance with the Local Government Act 1989.
- 6.9% of rates and charges raised in 2019-20 have been budgeted to remain outstanding at 30 June 2020.

Grants

- The Federal Assistance Grants distributed via the Victoria Grants Commission is assumed to increase by 2.5% from the 2018-19 allocation.
- Operating grants have increased by 1.0% to \$10.7m.
- Capital grants have decreased by 25.1% to \$4.0m. Council received significant capital grants for bridge replacement for Coopers Bridge in 2018-19 that will not continue in 2019-20.

- Further detail on grant revenue is provided in Note 4 and 5 on page 32 and 33.

User Fees and Charges

- Some statutory fees and charges will increase and the level of income from these fees is generally assumed to increase by 2.5% as a result of growth in the level of activity.
- Most of Council's non-statutory fees and charges will increase by 2.5% in accordance with the Strategic Resource Plan.

Payables

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

Receivables

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

Economy

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

Internal Factors

Employee Costs

- The Victorian Wage Price index is forecast to be 2.5% in 2019-20. Council has negotiated a three year Enterprise Agreement (EA) that took affect from 1 July 2017.
- Total Employee costs are expected to increase by \$1.27m or 7.5% from the 2018-19 forecast. This increase includes the annual wage increase under the Enterprise Agreement which was a 1.87% increase in 2019-20. The 2018-19 forecast reflects a lower than budgeted position due to the timing between staff turnover and subsequently resourcing these vacancies.

Impact of 2018-19 year on 2019-20 Budget

- The 2018-19 forecast Balance Sheet becomes the starting point for the 2019-20 financial year; therefore this Statement holds the key to analysing the impact of last year's operations on the new Budget.
- The 2018-19 forecast as at 31 March 2019 remains consistent with the original Budget and any known material variance has been allowed for in the forecast. However, any subsequent movement to the forecast before 30 June 2019 will impact the opening Balance Sheet for 2019-20.
- Transactions occurring in the 2018-19 year will have an impact on the 2019-20 Budget. These include such items as closing cash balance, capital purchases and borrowings. These will impact opening cash balance, depreciation and interest respectively.

Councillor and Mayoral Allowances

- The Councillor and Mayoral allowances are set in accordance with the Local Government Act 1989. The base allowance set in December 2018 will remain in force until any change is gazetted by the Minister (usually in November each year).

Allowance	Annualised Thresholds From 1 July 2019
Councillor	\$22,494
Mayoral	\$67,477

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

Budget Principles

The Budget also takes into account the following principles:

- The financial result should be consistent with Council's Long Term Financial Plan, to ensure long-term sustainability
- All strategies contained within the Council Plan for the 2019-20 year should be funded in the Budget
- Rates and charges are levied in accordance with Council's Rating Strategy and in compliance with the Local Government Act 1
- Spending and rating policies should be consistent with a reasonable degree of stability in the level of the rates burden
- Council should have regard to the effect on future generations of decisions made
- Staffing levels should be in accordance with Council's Strategic Resource Plan
- Only one-off capital projects should be funded from any retained earnings balance
- Debt finance can be used where appropriate as per Council's Borrowing Policy
- Cash reserves should be maintained at appropriate levels
- Long-term assets should be managed to maximise community benefit
- Existing fees and charges should be increased in line with Council's Strategic Resource Plan or market forces
- New revenue sources should be identified wherever possible
- New initiatives or new employee proposals should be justified through a business case
- Council recognises that government grants are a crucial element of financial sustainability
- Council's Budget should take into account all of Council's other strategic plans
- Financial risks faced by Council should be managed having regard to economic circumstances

Legislative Requirements

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

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

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

The 2019-20 Budget, which is included in this report, is for the year 1 July 2019 to 30 June 2020 and is prepared in accordance with the Act and Regulations. The Budget includes financial statements being a Comprehensive Income Statement, Balance Sheet, and Statement of Changes in Equity, Statement of Cash Flows and a Statement of Capital Works. The Budget also includes a Statement of Human Resources.

These statements have been prepared for the year ended 30 June 2020 in accordance with Accounting Standards and other mandatory professional reporting requirements and in accordance with the Act and Regulations. It also includes detailed information about the rates and charges to be levied, the capital works program to be undertaken and other financial information, which Council requires in order to make an informed decision about the adoption of the Budget.

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

2 STATEMENTS

This section presents information in regard to the Financial Statements and Statement of Human Resources.

At the end of each financial year, Council is required to include in the Financial Statements in its Annual Report a comparison of actual income and expenditure compared with the income and expenditure in the Financial Statements in the Budget.

2.1 COMPREHENSIVE INCOME STATEMENT

For the four years ending 30 June 2023

	Note	Forecast 2018-19 \$'000	Budget 2019-20 \$'000	Strategic Resource Plan Projections		
				2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Operating Revenue						
Rates and Charges	1	22,928	23,719	24,711	25,662	26,645
Statutory fees and fines	2	616	606	599	615	630
User Fees	3	2,523	2,526	2,691	2,758	2,827
Grants - Operating	4	10,614	10,718	10,560	10,738	10,924
Grants - Capital	5	5,342	4,000	3,316	3,317	3,367
Contributions - monetary	6	1,570	1,569	1,195	1,209	1,226
Contributions - non-monetary	7	1,125	1,125	1,125	1,125	1,125
Net Gain/(Loss) on Disposal of Property, Infrastructure	8	81	-	-	-	-
Other Income	9	250	251	2,980	2,980	2,980
Total Income		45,049	44,514	47,177	48,404	49,724
Operating Expenditure						
Employee costs	10	(16,943)	(18,208)	(18,813)	(19,436)	(20,076)
Materials and Services	11	(13,003)	(14,751)	(12,493)	(12,800)	(13,107)
Bad & Doubtful Debts	12	(36)	(12)	(2)	(2)	(2)
Depreciation and amortisation	13	(8,080)	(8,295)	(8,458)	(8,600)	(8,808)
Borrowing Costs	14	(414)	(537)	(595)	(590)	(590)
Other Expenses	15	(266)	(275)	(272)	(279)	(586)
Total Expenses		(38,742)	(42,077)	(40,633)	(41,707)	(43,169)
Surplus / (Deficit) for the		6,307	2,438	6,544	6,697	6,555
Other comprehensive		-	-	-	-	-
Total comprehensive result		6,307	2,438	6,544	6,697	6,555

* Notes are included in Section 4.1, beginning on page 30

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GOLDEN PLAINS SHIRE COUNCIL

2.2 BALANCE SHEET

For the four years ending 30 June 2023

	Note	Forecast	Budget	Strategic Resource Plan Projections		
		2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Current Assets						
Cash and cash equivalents		12,142	6,849	7,646	10,749	9,710
Trade and Other Receivables		2,469	2,720	2,779	2,847	2,916
Inventories - Consumables		11	16	16	16	16
Non-current assets classified as held for sale		-	-	-	-	-
Other Assets		2,551	422	209	209	209
Total Current Assets	16	17,173	10,006	10,650	13,821	12,851
Non-Current Assets						
Investments in associates and joint ventures		740	740	740	740	740
Other non-current financial assets		342	1,293	2,258	3,239	4,235
Property, infrastructure, plant and equipment		446,463	457,783	462,268	464,667	471,071
Total Non-Current Assets	17	447,544	459,816	465,266	468,646	476,046
TOTAL ASSETS		464,718	469,822	475,916	482,467	488,897
Current Liabilities						
Trade and Other Payables		1,535	2,147	1,920	1,920	1,920
Trust Funds and Deposits		400	474	474	474	474
Provisions		3,028	3,199	3,384	3,568	3,738
Interest bearing loans and borrowings		2,635	113	34	0	815
Total Current Liabilities	18	7,598	5,934	5,812	5,962	6,947
Non-Current Liabilities						
Provisions		2,787	2,731	2,437	2,141	1,846
Interest bearing loans and borrowings		10,011	14,398	14,364	14,364	13,549
Total Non-Current Liabilities	19	12,798	17,129	16,801	16,505	15,395
TOTAL LIABILITIES		20,396	23,063	22,613	22,467	22,342
NET ASSETS		444,321	446,759	453,303	460,000	466,555
Equity						
Accumulated Surplus		187,556	189,950	196,494	203,191	109,746
Reserves		256,765	256,809	256,809	256,809	256,809
TOTAL EQUITY	20	444,321	446,759	453,303	460,000	466,555

* Notes are included in Section 4.2, beginning on page 39

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GOLDEN PLAINS SHIRE COUNCIL

2.3 STATEMENT OF CHANGES IN EQUITY

For the year ending 30 June 2020		Note	Accumulated		Revaluation	Other
			Total	Surplus	Reserve	Reserves
			\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year			444,321	187,556	253,052	3,713
Surplus/(deficit) for the year			2,438	2,438	-	-
Net asset revaluation increment/(decrement)			-	-	-	-
Transfers to other reserves			-	(44)	-	44
Transfers from other reserves			-	-	-	-
Balance at end of the financial year	20		446,759	189,950	253,052	3,757

For the year ending 30 June 2021		Note	Accumulated		Revaluation	Other
			Total	Surplus	Reserve	Reserves
			\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year			446,759	189,950	253,052	3,757
Surplus/(deficit) for the year			6,544	6,544	-	-
Net asset revaluation increment/(decrement)			-	-	-	-
Transfers to other reserves			-	-	-	-
Transfers from other reserves			-	-	-	-
Balance at end of the financial year			453,303	196,494	253,052	3,757

For the year ending 30 June 2022		Note	Accumulated		Revaluation	Other
			Total	Surplus	Reserve	Reserves
			\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year			453,303	196,494	253,052	3,757
Surplus/(deficit) for the year			6,706	6,706	-	-
Net asset revaluation increment/(decrement)			-	-	-	-
Transfers to other reserves			-	-	-	-
Transfers from other reserves			-	-	-	-
Balance at end of the financial year			460,000	203,191	253,052	3,757

For the year ending 30 June 2023		Note	Accumulated		Revaluation	Other
			Total	Surplus	Reserve	Reserves
			\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year			460,000	203,191	253,052	3,757
Surplus/(deficit) for the year			6,555	6,555	-	-
Net asset revaluation increment/(decrement)			-	-	-	-
Transfers to other reserves			-	-	-	-
Transfers from other reserves			-	-	-	-
Balance at end of the financial year			466,555	209,746	253,052	3,757

*Notes are included in Section 4.3, beginning on page 41

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2.4 STATEMENT OF CASH FLOWS

For the four years ending 30 June 2023	Note	Forecast	Budget	Strategic Resource Plan Projections		
		2018-19	2019-20	2020-21	2021-22	2022-23
		\$'000	\$'000	\$'000	\$'000	\$'000
Cash Flows From Operating Activities (Inclusive of GST where applicable)						
Receipts from Ratepayers		22,832	23,719	24,711	25,662	26,644
Grants		16,623	15,086	13,376	13,553	13,789
Interest Received		202	251	250	250	250
User Fees		2,985	3,176	3,290	3,387	3,454
Contributions and Recoupments		1,891	1,615	1,195	1,209	1,226
Payments to Employees		(17,720)	(18,036)	(18,783)	(19,436)	(20,077)
Payments to Suppliers		(16,136)	(14,161)	(12,998)	(13,312)	(13,985)
Net GST Refunded		939	983	840	835	890
Net cash provided by/(used in) Operating Activities	21	11,616	12,632	11,881	12,148	12,191
Cash Flows From Investing Activities (Net of GST)						
Payment for Land & Buildings		(5,999)	(6,380)	(3,411)	(2,339)	(5,191)
Payment for Infrastructure Assets		(7,903)	(7,943)	(5,327)	(6,280)	(7,189)
Payment for Plant & Machinery		(2,041)	(1,055)	(1,397)	(1,202)	(1,652)
Payment for Furniture & Equipment		(339)	(510)	(20)	(20)	(20)
Payment for Other Structures		(4,713)	(2,812)	(2,088)	(472)	(348)
Proceeds from Sale of Land		-	-	2,730	2,730	2,730
Proceeds from Sale of Assets		593	209	113	138	21
Net cash provided by/(used in) Investing Activities	22	(20,402)	(18,491)	(9,400)	(7,445)	(11,649)
Cash Flows From Financing Activities						
Interest Paid		(414)	(537)	(595)	(590)	(585)
Repayment of Borrowings		(259)	(2,635)	(123)	(29)	-
Proceeds from Loan		5,000	4,500	-	-	-
LGFV Sinking Fund		(785)	(951)	(966)	(981)	(996)
Non-Current Investment		-	-	-	-	-
Trust Funds		115	189	-	-	-
Net cash provided by/(used in) Financing Activities	23	3,657	566	(1,684)	(1,600)	(1,581)
Net Increase/(Decrease) in Cash and cash equivalents		(5,129)	(5,293)	797	3,103	(1,039)
Cash and cash equivalents at the beginning of the financial year		17,271	12,142	6,849	7,646	10,749
Cash and cash equivalents at the end of the financial year		12,142	6,849	7,646	10,749	9,710

* Notes are included in Section 4.4, beginning on page 43

2.5 STATEMENT OF CAPITAL WORKS

For the four years ending 30 June 2023

	Note	Forecast	Budget	Strategic Resource Plan Projections		
		2018-19	2019-20	2020-21	2021-22	2022-23
		\$'000	\$'000	\$'000	\$'000	\$'000
Property						
Land		45	-	-	-	1,200
Land improvements		-	1,500	-	-	-
Total land		45	1,500	-	-	1,200
Buildings – specialised		5,456	4,770	2,547	1,455	3,087
Buildings – unspecialised		436	110	864	884	904
Heritage buildings		-	-			
Building improvements		-	-			
Leasehold improvements		-	-			
Total buildings		5,892	4,880	3,411	2,339	3,991
Total property	24	5,937	6,380	3,411	2,339	5,191
Plant and equipment						
Heritage plant and equipment		-	-			
Plant, machinery and equipment		2,043	1,055	1,417	1,222	1,222
Fixtures, fittings and furniture		57	10			
Computers and telecommunications		282	500	251	167	143
Library books		-	-			
Total plant and equipment	24	2,382	1,565	1,668	1,389	1,365
Infrastructure						
Roads		4,478	6,175	3,262	5,391	5,524
Bridges		3,087	1,500	1,696	521	1,747
Footpaths and cycleways		338	368	285	285	285
Drainage		-	-	33	33	33
Recreational, leisure and community facilities		4,518	2,105	1,722	190	90
Waste management		-	-			
Parks, open space and streetscapes		205	582	115	115	115
Off street car parks		50	25	50	50	50
Other infrastructure		-	-			
Total infrastructure	24	12,676	10,755	7,163	6,585	7,844
Total capital works expenditure	24	20,995	18,700	12,242	10,313	14,400
Represented by:						
New asset expenditure	25	4,130	3,844	2,611	796	2,009
Asset renewal expenditure	26	7,561	4,267	6,049	6,718	7,937
Asset upgrade expenditure	27	4,239	10,589	3,561	2,778	4,433
Asset expansion expenditure	28	5,065	0	21	21	21
Total capital works expenditure		20,995	18,700	12,242	10,313	14,400

* Notes are included in Section 4.5, beginning on page 45

2.6 STATEMENT OF HUMAN RESOURCES

For the four years ending 30 June 2023

		Forecast	Budget	Strategic Resource Plan Projections		
	Note	2018-19	2019-20	2020-21	2021-22	2022-23
		\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure						
Employee costs – operating		16,940	18,207	18,813	19,436	20,077
Employee costs - capital		-	-	-	-	-
Total staff expenditure	10	16,940	18,207	18,813	19,436	20,077
		FTE	FTE	FTE	FTE	FTE
Staff numbers						
Employees		194	197	199	201	203
Total staff numbers	10	194	197	199	201	203

* Notes are included in Section 4.1, beginning on page 30

3 SERVICES, INITIATIVES AND SERVICE PERFORMANCE INDICATORS

This section provides a description of the services and initiatives to be funded in the Budget for the 2019-20 year and how these will contribute to achieving the strategic objectives specified in the Council Plan as set out in Section 1. It also includes a number of major initiatives and service performance outcome indicators.

Services for which there are prescribed performance indicators to be reported on in accordance with the Regulations are shown in **bold** and underlined in the following programs.

Strategic Objective 1: Promoting Healthy and Connected Communities

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

Service Area	Description of Services Provided	Expenditure /(Revenue) Net Cost \$'000
Maternal and Child Health	Enhance the health and development of children from birth until school age and their families by providing quality Maternal and Child Health Services across the shire. The service provides support to every family with a new born – municipality wide and offers Healthy Families and Supported Playgroup programs.	629 (332) 297
Children Services	Improve the health and wellbeing of families by increasing access to a range of quality universal and specialist children and family services.	432 (3) 429
Active Ageing & Disability Home & Community Care Program for Younger People (HACC PYP)	Provision of individual and group support services including assessment to enhance the health and wellbeing of our community members whose functional limitations affect their ability to manage day-to-day activities and need support to live independently at home and stay connected to the community. Wellness and Reablement are an essential part of our service delivery and promote independence, improved quality of life, and support a 'doing with' approach that delivers positive outcomes for clients, carers and communities. People who are eligible, include frail people under the age of 65, younger people with disabilities not eligible for the NDIS and carers.	388 (258) 130
Active Ageing and Disability - Commonwealth Home Support Program (CHSP)	Provision of individual and group support services including assessment to enhance the health and wellbeing of our community members whose functional limitations affect their ability to manage day-to-day activities and need support to live independently at home and stay connected to the community. Wellness and Reablement are an essential part of our service delivery and promote independence, improved quality of life, and support a 'doing with' approach that delivers positive outcomes for clients, carers and communities. To be eligible for the program, people must be 65 years of age and over.	1,435 (979) 456
Community Transport	The Golden Connections community transport service provides a flexible, responsive transport service for isolated residents to stay connected to services within the shire and beyond. Volunteers provide the transport service and eligibility is based on individual circumstances.	147 (6) 141

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Service Area	Description of Services Provided	Expenditure /(Revenue) Net Cost \$'000
Community Centres	Improving the health and wellbeing of Golden Plains Shire residents and facilitating the development of healthy vibrant communities. Providing opportunity to support and access a range of services and programs at Council managed facilities across the Shire.	1,203 (127) 1,076
Kindergartens	Early Years Management of five funded kindergartens and accompanying early learning facilities. Services at Meredith, Rokewood, Inverleigh and Teesdale also offer Pre Kindergarten programs to 3 year olds. Council works closely with Incorporated Volunteer Parent Committees (Advisory Groups) to deliver quality education and care programs.	1,002 (933) 69
Bannockburn Children Services	Management and operation of the integrated children's service at Bannockburn, incorporating childcare and funded Kindergarten programs. The service caters for children from 6 weeks and also operates before and after school care.	2,559 (2,461) 98
Family Day Care	Management of Family Day Care Service with contracted Educators operating throughout the Shire. Qualified educators provide education and care to between four and seven children per day and like childcare/ kindergartens are strictly regulated under National Regulation and Law. Some educators also provide before and after school care options for families.	333 (263) 70
Community Development	Supporting and strengthening local communities and local leadership through the development of Community Plans and Council's community grants program.	666 (6) 660
Health Promotion	Collaboratively working with community, government, health and wellbeing partners and agencies to support, protect and improve the health and wellbeing of residents.	627 (474) 153
Libraries	Providing an excellent fixed and mobile library service to residents of Golden Plains Shire through Council's participation in the Geelong Regional Library Corporation.	464 (1) 463
Arts and Culture	Facilitating the development of community arts and cultural development projects and creative industries in collaboration with local artists and communities. Arts and cultural is central to the quality of life and wellbeing of residents in Golden Plains Shire.	258 (5) 253
Youth Development	Working to improve the health and well Using community engagement and capacity building strategies to inform initiatives which support community mental health, social connection and build civic pride (initiatives designed to reduce 'mental health stigma') being of young people in Golden Plains Shire. To increase capacity and opportunity for young people to participate, increase skills, knowledge and leadership abilities and provide meaningful pathways into education, training and careers.	425 (71) 354
Recreation Planning	Working to develop a range of recreation facilities and services, with the aim to increase active living in our community. By identifying, supporting and applying for grant funding, strategically planning recreation service and facility provision, building capacity and supporting local leadership in facility management and providing participation and engagement opportunities.	614 (14) 600

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Service Area	Description of Services Provided	Expenditure /(Revenue) Net Cost \$'000
Recreation Construction	Construction of community facilities, including halls, paths and trails, recreation reserves and pavilions, sporting facilities and playgrounds	645 (1,515) (870)
Recreation Infrastructure maintenance	Undertaking general maintenance of all Council owned and controlled land (DELWP), buildings and facilities and supporting communities that undertake these activities on behalf of Council. Maintenance completed in line with programs and Committee of Management agreements and conditions. Work completed through a mixture of in-house resources and contractors. 37% of this budget relates to depreciation.	3,279 (62) 3,217
Volunteers	Supporting volunteers to best service their communities through recruitment and retention, capacity building, developing new programs and achieving best practice in volunteer management.	144 (2) 142

Major Initiatives

Service Area	Major Initiatives
Children Services	<ul style="list-style-type: none"> - Development of Municipal Early Years Plan - Undertake service user satisfaction survey
Active Aged & Disability	<ul style="list-style-type: none"> - Action Plan: Aged Care Quality Standards (effective 1 July 2019), to ensure understanding, implementation and compliance across service provision. - Action Plan: Aged Care Diversity Framework to guide the aged care sector to deliver respectful, inclusive and culturally safe care for all diverse groups
Community Development	<ul style="list-style-type: none"> - 2019-20 Community Grants Program
Health Promotion	<ul style="list-style-type: none"> - Provide eight Healthy Active Living Grants (HEAL) to incorporated, non for profit community groups. - Develop a longer term vision and planning for an integrated approach to providing quality health and community services infrastructure.
Arts & Culture	<ul style="list-style-type: none"> - Creative Wanderings- promoting professional arts/music/public art - Free space for Creatives - to increase activities by eliminating facility hire costs - Art Exhibitions – Spring in the Shire 2020 & My Home, Australia 2020
Youth Development	<ul style="list-style-type: none"> - Mayoral Youth Program - Youth Strategy 2020
Recreation Planning	<ul style="list-style-type: none"> - Active Golden Plains - Recreation Strategy 2020 – 2030
Recreation Construction	<ul style="list-style-type: none"> - Bannockburn Bowls Club Upgrade - Rokewood Oval Lighting Upgrade - Inverleight Netball Court Upgrade - Teesdale Turtle Bend Upgrade - Haddon Stadium Floor Upgrade - Lethbridge Lighting
Recreation Infrastructure maintenance	<ul style="list-style-type: none"> - Working with Committee of Management groups to identify priority maintenance projects. - Service Planning & Asset Rationalisation Review - Building Inspections and Condition Report

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Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	Participation in MCH key ages and stages visits (Percentage of children attending the MCH key ages and stages visits)	$\frac{\text{Number of children who attend the MCH service at least once (in the year)}}{\text{Number of children enrolled in the MCH service}} \times 100$
	Participation	Participation in MCH key ages and stages visits by Aboriginal children (Percentage of Aboriginal children attending the MCH key ages and stages visits)	$\frac{\text{Number of Aboriginal children who attend the MCH service at least once (in the year)}}{\text{Number of Aboriginal children enrolled in the MCH service}} \times 100$
Home and Community Care	Participation	Participation in HACC service (Percentage of the municipal target population that receive a HACC service)	$\frac{\text{Number of people that received a HACC service}}{\text{Municipal target population for HACC services}} \times 100$
	Participation	Participation in HACC service by CALD people (Percentage of the municipal target population in relation to CALD people that receive a HACC service)	$\frac{\text{Number of CALD people who receive a HACC service}}{\text{Municipal target population in relation to CALD people for HACC services}} \times 100$
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	$\frac{\text{Number of active library members}}{\text{Municipal population}} \times 100$

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Strategic Objective 2: Enhancing Local Economies

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

Service Area	Description of Services Provided	Expenditure /(Revenue) Net Cost \$'000
Investment Attraction & Business Support	This service facilitates and supports a diverse, resilient, prosperous and socially responsible economy. This is done by working with business, government and community partners, through attracting investment, supporting local business, lobbying and advocating for improved infrastructure and developing tourism.	350 (4) 346
Golden Plains Farmers' Market	To provide a genuine farmers' market experience for visitors and residents that strengthens opportunities for local growers and makers, supports the local economy and tourism and creates a vibrant community meeting place.	57 (35) 22

Major Initiatives

Service Area	Major Initiatives
Investment Attraction & Business Support	- Implement the Golden Plains Economic Development and Tourism Strategy 2017 - 2021

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Strategic Objective 3: Maintaining Natural and Built Environments

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

Service Area	Description of Services Provided	Expenditure /(Revenue) Net Cost \$'000
Major Projects	Planning and development of major projects, including halls, recreation reserves and pavilions and sporting facilities. Major land development projects undertaken by Council are also included in this program.	41 (0) 41
Land Use Planning	Undertake long term land use planning to meet the sustainable needs of current and future generations. To provide a range of statutory planning services to promote the fair, orderly and sustainable development of land within the Shire.	1,414 (695) 719
Community Safety	To implement local laws, school crossing supervision, fire protection, emergency management and animal control programs to ensure the safety of residents and visitors to the Shire.	1,047 (622) 425
Environment and Sustainability	To implement a range of sustainable strategies and environmental management programs to ensure the protection and enhancement of identified environmental assets.	533 (54) 479
Environmental Health	To protect and enhance the health of the public and the environment via a range of education and enforcement programs. To deliver services addressing domestic waste water management, food safety, immunisation and tobacco control regulations.	590 (275) 315
Building Services	To undertake a range of regulatory compliance actions to ensure a safe build environment for all Golden Plains Shire residents.	365 (96) 269
Sealed Roads Routine Maintenance	Routine maintenance of the Road Register sealed local road network. Council road maintenance crew activities related to upkeep and maintenance of Councils 987km of sealed road network. Provision of roadside slashing and guidepost spraying (Fire prevention) for the sealed road network.	1,976 (174) 1,802
Local Roads Resealing	Bituminous resealing of Council's local sealed road network. Council depreciation of the sealed road network. 97% of this budget relates to depreciation.	2,353 (2) 2,351
Local Roads Rehabilitation	Repairs of major and significant road failures (Hazardous) not identified in capital works improvement program. 77% of this budget relates to depreciation	1,813 (0) 1,813
Local Roads Improvements	Road design to allow Council to submit grant applications. Majority of budget relates to income from these grant applications.	158 (2,902) (2,744)
Gravel Roads Routine Maintenance	Routine maintenance of the Road Register gravel road network. Council road maintenance crew activities related to upkeep and maintenance of Councils 692km of gravel road network. There are 69km of formed and unmade roads not included on the road registers with minimal budget allocated to these roads.	1,208 (4) 1,204
Gravel Re-sheeting	Reconstruction of gravel roads by gravel re-sheeting programs conducted on Council's local gravel road network. 98% of this budget relates to depreciation	1,208 (1) 1,207

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Service Area	Description of Services Provided	Expenditure /(Revenue) Net Cost \$'000
Bridge Maintenance	General maintenance of Council's 138 bridges and major culverts. Maintenance activities are aligned to condition surveys and activities to keep assets safe and serviceable. Activities do not relate to asset improvement or upgrade. This budget includes income from grant funding applications. 44% of this budget relates to depreciation.	979 (201) 778
Tree Clearing	Tree clearing works on Council's local road network and managed land, to ensure community safety and in response to customer requests. Maintenance work is delivered via internal staff and contractors. Council receives over 400 customer requests per year for tree maintenance.	539 (2) 537
Gravel Pits	Operation of Council Sago gravel pit. This budget relates to the extraction and use of Sago gravel within the Shire in line with licence requirements. Sago gravel is used in Council road projects, gravel re-sheeting and general gravel road maintenance. 20% of this budget relates to depreciation.	257 (101) 156
Asset Management	Strategic Management of Council's significant asset base including but not limited to Roads, Bridges, footpaths, buildings, recreation reserves, drainage systems, parks and playgrounds. Etc.	560 (102) 458
Drainage Maintenance	Maintenance of Council's significant township and rural drainage assets. This includes pipe systems, open drains, discharge points, treatment wetlands and kerb & channel. The budget is split between urban and rural drainage projects. 16% of this budget relates to depreciation.	747 (28) 719
Private Works	Provision of private works services for residents, other Councils and developers. External parties can request Council to provide quotation to complete works on their behalf. These requests normally relate to works that have potential impact on existing Council assets. These requests are dependant on Council resource availability.	28 (11) 17
Line marking, Guideposts and Signs	Maintenance of line-marking, and delineation in the form of guideposts and signage across Council's local road network to Australian and VicRoads guidelines. This work includes maintenance and new signage as well as addressing customer requests.	293 (1) 292
Street Lighting	Provision of street lighting across Council's local road network. This includes power costs associated with running streetlights, installation of new streetlights and maintenance where required.	173 (1) 172
Township Maintenance	Provision of all township maintenance services including street beautification works, roadside, parkland and recreation facility grass cutting in accordance with Council policy. Tree planting and maintenance. Street furniture maintenance and replacement. General litter removal and removal of graffiti.	769 (5) 764
Bus Shelters	Provision and maintenance of bus shelters across the Shire in line with Council Policy.	12 (0) 12
Paths and Trails	Maintenance of Council's network of footpaths and trails. Council maintain paths constructed from concrete, asphalt and gravel including all signage, drains and bollards. 58% of this budget relates to depreciation.	285 (101) 184
Garbage Collections	Collection of domestic garbage and recyclables and disposal of garbage across the Shire. Management of ongoing shared services contracts including recycling, disposal and collection.	2,720 (3,031) (311)
Municipal Landfills	Operation of the Rokewood Transfer Station including sorting and appropriate recycling and disposal. Rehabilitation and environmental monitoring of Council's registered historic landfill sites.	262 (15) 247

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Service Area	Description of Services Provided	Expenditure /(Revenue) Net Cost \$'000
Litter Control	Control of general litter and illegal dumping that occurs across the Shire. Dumping is normally seen in remote areas of low traffic. Council investigate all dumping to identify sources. Dumped rubbish is collected and disposed of properly	62 (1) 61

Major Initiatives

Service Area	Major Initiatives
Development Services	<ul style="list-style-type: none"> - Undertake targeted planning scheme enforcement and compliance checks. - Implement the Northern Settlement Strategy. - Commence the process of developing new land use policy directions for the township of Teesdale. - Complete the development of a new structure plan for the township of Inverleigh. - Explore opportunities for the identification of new employment land within the Shire. - Implement Council's Domestic Animal Management Plan, with a specific focus on increasing rates of animal registration. - Develop Council's first comprehensive Climate Change Action Plan in consultation with community and stakeholders. - Implement Council's adopted Domestic Waste Water Management Plan. - Implement a targeted inspection program to ensure high levels of swimming pool barrier compliance.
Sealed Roads Routine Maintenance	<ul style="list-style-type: none"> - Road Management Practice Improvements (Systems, Policies and Community Engagement) - Road condition survey and revaluation program - Yearly fire prevention program of roadside slashing
Local Roads Resealing	<ul style="list-style-type: none"> - Road condition survey and revaluation program
Local Roads Rehabilitation	<ul style="list-style-type: none"> - Road condition survey and revaluation program
Local Roads Improvements	<ul style="list-style-type: none"> - Deliver the Roads to Recovery Funding Program - Delivery of Fixing Country Roads Program - Lobbying for Government and external road funding
Gravel Roads Routine Maintenance	<ul style="list-style-type: none"> - Road Management Practice Improvements (Systems, Policies and Community Engagement) - Road condition survey and revaluation program - Dust suppression additive trials
Gravel Re-sheeting	<ul style="list-style-type: none"> - Road condition survey and revaluation program
Bridge Maintenance	<ul style="list-style-type: none"> - Bridge condition survey and revaluation program - Lobbying for Government and external bridge funding - Obtaining contributions from other Councils where bridges are on Council boundaries
Tree Clearing	<ul style="list-style-type: none"> - Cypress Trees strategy, Meredith & Inverleigh Avenues of significance
Asset Management	<ul style="list-style-type: none"> - Road Management Practice Improvements (Systems, Policies and Community Engagement) - Service Planning & Asset Rationalisation Review - Building Inspections and Condition Report - Road and Bridge asset revaluation and condition assessment - Procurement of Asset management system
Line marking, Guideposts and Signs	<ul style="list-style-type: none"> - Managing road user safety through line marking and sign maintenance
Street Lighting	<ul style="list-style-type: none"> - Conversion of lighting to energy efficient systems where possible.

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Township Maintenance	<ul style="list-style-type: none"> - Working with Committee of Management groups - Working with Community Coordinators to achieve community plan outcomes
Paths and Trails	<ul style="list-style-type: none"> - Council Paths & Trails Strategy
Garbage Collections	<ul style="list-style-type: none"> - Education - Review waste management strategy - Participate in the regional waste and resource recovery groups Participate in the regional waste and resource recovery groups
Municipal Landfills	<ul style="list-style-type: none"> - Management of Governments new e-Waste policy

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were upheld in favour of the Council)	$\frac{\text{Number of VCAT decisions that did not set aside Council's decision in relation to a planning application}}{\text{Number of VCAT decisions in relation to planning applications}} \times 100$
Animal Management	Health and safety	Animal management prosecutions (Number of successful animal management prosecutions)	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	$\frac{\text{Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up}}{\text{Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises}} \times 100$
Roads	Satisfaction	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill (Percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)	$\frac{\text{Weight of recyclables and green organics collected from kerbside bins}}{\text{Weight of garbage, recyclables and green organics collected from kerbside bins}} \times 100$

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Strategic Objective 4: Delivering Good Governance and Leadership

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

Service Area	Description of Services and Initiatives	Expenditure /(Revenue) Net Cost \$'000
Communications and Marketing	Articulate clearly Council initiatives, strategies, benefits and services to internal and external stakeholders through communication channels including corporate publications, traditional and digital media and online.	734 (3) 731
Customer Service Centres	Operation of customer service centres to provide bases from which Council can deliver services.	583 (4) 579
Governance	Governance is the process of decision making and the process by which decisions are implemented. This program aims to strengthen Council's decision making capacity and identifies key areas of advocacy that Council will focus on in the 2018-19 financial year.	718 (12) 706
Elections	Maintenance of voters' rolls in readiness for 2020 election.	17 (1) 16
Meetings	Conduct Council meetings, committee meetings, workshops and other meetings of Council with management.	33 (0) 33
Corporate Planning	Maintenance of an integrated approach to corporate planning, financial planning, budgeting and resource allocation and the maintenance and measurement of organisational performance and promotion of cultural change to meet customer service needs.	1,282 (23) 1,259
Emergency Management	This service ensures Council staff are prepared and our resources are ready to assist before, during and after an emergency.	132 (123) 9
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.	337 (3) 334
General revenue	Levying of rates and charges, managing and collecting interest on rates, receipt of Victoria Grants Commission general purpose grant, managing investments to maximise interest and accounting for subdivisions handed to Council.	3 (27,983) (27,980)
Property and Rating	Management of Council's rating system, including levying rates and charges, outstanding interest and valuing all rateable properties.	678 (496) 182
Corporate Reporting and Budgeting	Preparation of Council's Annual Budget, annual financial statements, Strategic Resource Plan, and other statutory returns in accordance with statutory requirements.	365 (5) 360
Procurement and Contract Management	Develop and maintain documented standards for procurement governance and procurement process which result in value for money outcomes and minimal procurement risk. Also, develop the contract management capacity of Council.	379 (4) 375
Records Management	This service supports the recordkeeping functions of Capture, Control, Storage, Access, Disposal and Operational Management according to the standards outlined by the Public Record Office Victoria.	305 (2) 302

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Service Area	Description of Services and Initiatives	Expenditure /(Revenue) Net Cost \$'000
Borrowings	Effective management of Council borrowings.	537 (0) 537
Plant Replacement	Management and replacement of Council's plant and equipment in accordance with the plant replacement schedule.	128 (84) 44

Major Initiatives

Service Area	Major Initiatives
Communications & Marketing	<ul style="list-style-type: none"> - Develop a Golden Plains e-Gazette, online alternating monthly with the printed publication - International Women's Day 2020 Campaign to promote local women and their achievements
Customer Service Centres	<ul style="list-style-type: none"> - Undertake a community satisfaction survey - Implement customer service strategy action plan
Emergency Management	<ul style="list-style-type: none"> - Maintenance of neighbourhood safer places - Develop an animal welfare in emergencies plan - Conduct multi-agency emergency management meetings - Promote safer emergency practices by the community - Contribution to Barwon Flood warning management
Risk Management and OH&S	<ul style="list-style-type: none"> - Implement MAV Workcare OTTSMS Plan - Staff Flu Vaccinations - Implement council's Risk Management Strategy action plan and Occupational Health and Safety plan
Records Management	<ul style="list-style-type: none"> - Implementation of a corporate Digitisation Plan for greater accessibility to corporate records.
Digital Transformation	<ul style="list-style-type: none"> - Creation of the Digital Transformation Strategy covering the 4 pillars: Data and Information Reform, Digital Opportunity, Technology Reform and Capability Uplift

Service Performance Outcome Indicators

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

Performance Statement

The service performance indicators detailed in the preceding pages will be reported on within the Performance Statement which is prepared at the end of the year as required by section 132 of the Act and included in the 2019-20 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in section 5.2) and sustainable capacity, which are not included in this Budget report. The full set of prescribed performance indicators are audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. The major initiatives detailed in the preceding pages will be reported in the Annual Report in the form of a statement of progress in the report of operations.

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4 BUDGET ANALYSIS

4.1 ANALYSIS OF COMPREHENSIVE INCOME STATEMENT

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

Adjusted Underlying Result

Council's budgeted surplus for 2019-20 is \$2.4m, however this 'headline' figure can be misleading. The 'adjusted underlying result' of (\$2.3m) deficit more accurately represents the true financial performance of Council in a 'normal' year.

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

	Forecast 2018-19 \$'000	Budget 2019-20 \$'000	Projection 2020-21 \$'000	Projection 2021-22 \$'000	Projection 2022-23 \$'000
Total Comprehensive Result	6,307	2,438	6,544	6,697	6,555
*Non-recurrent grants used to fund capital expenditure	(4,758)	(3,133)	(2,100)	(2,101)	(2,151)
Non-monetary asset contributions	(1,125)	(1,125)	(1,125)	(1,125)	(1,125)
Other contributions to fund capital expenditure	-	(510)	(2,930)	(2,930)	(2,930)
Adjusted Underlying Result	(424)	(2,330)	(389)	(541)	(349)

* excludes \$867k Roads to Recovery capital recurrent grant

When preparing the 2019-20 budget a key objective identified was to increase the standard of infrastructure assets to meet the increasing demands of our growing population. The level of investment in capital renewal projects and level of maintenance of infrastructure has been increased to ensure adequate services are maintained. As a result, the underlying deficit is below Council's financial sustainability thresholds. These levels of expenditure will reduce to normal levels in outer years. As this deficit is for one year only, the long term financial sustainability of the Council will not be impacted.

Income

Note 1: Rates and Charges (\$791k increase)

Council must raise income each year sufficient for the purpose of good governance, administration, maintenance of physical infrastructure and provision of appropriate goods and services for the community.

However, with the introduction of the State Government Rate Capping legislation in 2015, councils are now unable to determine the level of rate increase and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year. The Minister has set the cap on general rates and municipal charges at 2.5% for 2019-20. Other service charges (e.g. garbage charges) are to be calculated on a 'full cost recovery' basis.

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

- Municipal charge of \$300 on all properties
- 90% differential rate for farms over 40 hectares and intensive farms
- No discount for farms of 2 to 40 hectares (unless intensive farm)
- General rate applicable to non-farm, non-developable land in the Farm Zone
- Non-Farm Vacant Land rate of 200% of the general rate
- Business rate of 100% of the general rate
- Growth area differential rate on properties covered by the Bannockburn Urban Design Framework, Township Structure Plans, Township Zones, Low Density Residential Zones and Rural Living Zones as identified in the Golden Plains Planning Scheme and
- General rate applicable to all other properties

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In 2019-20, the average capped increase per assessment is 2.5%. The following table provides a summary of how this increase is calculated, according to the formula prescribed by the State Government.

Forecast Annualised Rate Revenue at 30 June 2019	\$19,924,849
Forecast Number of Assessments at 30 June 2019	11,076
Forecast Base Average Rate 2018-19 per assessment	\$1,798.92
Budget Rate Revenue 2019-20	\$20,422,971
Capped Average Rate 2019-20 per assessment	\$1,843.89
Average Capped Increase 2019-20	2.5%

The rates and charges, together with supplementary rate revenue, derived from a growth in the rate base, will generate \$23.7m (\$22.9m 2018-19).

Further detailed information concerning Rates and Charges can be found in Section 5.4 Rating Information and Section 6.1 Appendices.

Note 2: Statutory Fees and Fines (\$10k decrease)

Statutory fees and fines represent 1.4% of total income. A detailed listing of individual fees and fines is contained in section 6.2 on page 92.

Details of total fees and fines contained in the Budget follow.

Statutory Fees and Fines	18/19 Forecast \$'000	19/20 Budget \$'000
Planning and Building Fees	476	462
Animal Infringement Fines	70	80
Land Information Certificate Fees	24	28
Drainage Information Fees	30	25
Subdivision Supervision Fees	15	10
Other Fees and Fines	1	1
Total Statutory Fees and Fines	616	606

Note 3: User Fees (\$3k increase)

User fees represent 5.7% of total income. A detailed listing of individual fees is contained in section 6.2 on page 92.

Details of total fees contained in the Budget follow.

User Fees	18/19 Forecast \$'000	19/20 Budget \$'000
Bannockburn Child Care	845	903
Animal Registration Charges	400	405
Kindergarten Cluster	288	263
Septic Tank Fees	139	160
Gravel Cartage Levy	150	150
Home and Community Care Fees	174	140
Subdivision Supervision Fees	130	100
Food and Health Fees	76	88
Bannockburn Cultural Centre Fees	44	44
Rents and Leases	41	40
Fire Hazard Eradication Fees	40	40
Bannockburn Family Services Centre Fees	32	32
Farmers Market Fees	30	30
Smythesdale Business Hub Fees	30	30
Other	27	21
Community Protection Fees	18	19
Planning and Building Fees	17	19
Northern Community Centre Fees	13	13

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User Fees	18/19 Forecast \$'000	19/20 Budget \$'000
Road Opening Permit Fees	12	12
Tip Fees	8	8
Community Bus Hire Charges	3	3
Animal Fees and Fines	2	2
Local Laws Infringement Fines	2	2
Meredith Community Hub Fees	1	1
User Fees Total	2,523	2,526

Note 4: Grants - Operating (\$104k increase)

Operating grants comprise 24.1% of the total income. The Budget provides for \$10.7m in operating grants, representing an increase of \$104k from the 2018-19 forecast.

The Budget allows for a Victoria Grants Commission (VGC) allocation of \$5.9m, which represents a 2.5% increase from the 2018-19 allocation. A complete listing of total budgeted grants is shown below.

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

Operating Grant Funding Types and Source

	18/19 Forecast \$'000	19/20 Budget \$'000
Recurrent - Commonwealth Government		
General Purpose Grants (VGC)	3,643	3,744
Local Road Funding (VGC)	2,102	2,124
Commonwealth Home Support Program	951	893
Recurrent - State Government		
Children Services	2,001	1,817
Kindergarten	695	660
Health Promotion	469	472
Maternal & Child Health	276	276
Age & Disability Services	131	193
Emergency Management	120	120
Youth Development	67	66
Environment Management	51	51
Other	50	43
Community Protection	40	42
Public Health	18	17
Total Recurrent Grants	10,614	10,718
Non-recurrent - State Government		
Recreation	-	200
Total Non-recurrent Grants	-	200
Total Operating Grant Funding	10,614	10,718

Note 5: Capital Grant Grant (\$1.34m decrease)

The Budget provides for \$4.0m in capital grants representing a decrease of \$1.3m or 25.1% from 2018-19 forecast. Capital grants comprise 9.0% of the total income. Capital grants are utilised to deliver Capital projects.

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

Capital Grant Funding Types and Source

	18/19 Forecast \$'000	19/20 Budget \$'000
Recurrent - Commonwealth Government		
Roads to Recovery	585	867
Recurrent - State Government		
Roads	6	-
Total Recurrent Grants	591	867
Non-Recurrent - Commonwealth Government		
Bridges	604	-
Non-Recurrent - State Government		
Roads	1,442	2,033
Recreation, Leisure and Community	3,309	1,000
Footpath	-	100
Total Non-Recurrent Grants	4,751	3,133
Total Capital Grant Funding	5,342	4,000

Note 6: Contributions - Monetary (\$1k decrease)

The Budget provides for \$1.6m monetary contributions, representing a decrease of \$1k from the 2018-19 forecast. Monetary Contributions comprise 3.5% of total income.

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

	18/19 Forecast \$'000	19/20 Budget \$'000
Monetary		
Berrybank-Teesdale Turtle Upgrade	-	220
Barwon Park Bridge Deck Replacement	-	200
Wind Farm Income	214	219
Debt Collection Recoupment	170	170
Developer Community Contributions	250	130
Public Open Space Contributions	250	140
Gravel Sales	50	100
Motor Vehicle Recoupments	93	95
Bannockburn Bowls Upgrade	-	90
Bannockburn South West Precinct	60	-
Access & Inclusion Projects	50	-
Family Day Care Administration & Carer Levy	47	43
Contribution to Revaluation	41	-
Telecommunications Towers Income	40	42
Sale of Waste Bins	40	32

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Monetary	18/19 Forecast \$'000	19/20 Budget \$'000
Rate Recovery Sale of Land Income	142	-
Panel Hearing Reimbursement	20	20
Contributions for Private Works	25	10
Inverleigh Kindergarten Refurbishment	12	10
Inclusion Support Subsidy	12	8
Recycling Contribution	-	8
Other	15	6
Farmers Market Sponsorship	5	5
Scrap Metal - Rokewood Transfer Station	7	5
Standpipe Water Sales	12	4
Valuation Fee Recoupments	3	4
Economic Development Strategy Contribution	3	3
Auction Revenue - Animal Control	5	2
Spring In The Shire Income	2	2
Pensioner Claim - Administration Fees	1	1
Stock Call Out Recoupments	1	1
Recoups Telephone and Photocopying	1	-
Monetary Total	1,570	1,569

Note 7: Contributions - Non-Monetary (no change)

The Budget provides for \$1,125m non-monetary (assets) contributions, representing 2.5% of total income.

Contributions - Non-Monetary	18/19 Forecast \$'000	19/20 Budget \$'000
Subdivisional Assets Handed to Council	1,125	1,125
Total Contributions - Non-Monetary	1,125	1,125

Note 8: Net Gain on Disposal of Property, Plant and Equipment (\$81k decrease)

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

Net Gain on Disposal of Property, Plant and Equipment	18/19 Forecast \$'000	19/20 Budget \$'000
Information Communications Technology	2	-
Plant and Machinery	274	84
Motor Vehicles	317	125
Total Proceeds from Sale of Assets	593	209
Information Communications Technology	-	-
Plant and Machinery	274	84
Motor Vehicles	239	125
Total Written Down Value of Assets Sold	512	209
Net Gain on Disposal	81	-

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Note 9: Other Income (\$1k increase)

Other income includes interest on investments. Interest on investments has been based on short term deposit rates ranging from 2% to 3%. The budget of \$251k comprises only 0.6% of total income.

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Expenditure

Note 10: Employee Costs (\$1.27m increase)

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

Employee costs are budgeted to increase from the 2018-19 forecast by \$1.3m, or 7.5%, to \$18.2m. This increase includes the annual wage increase under the Enterprise Agreement which was a 1.87% increase in 2019-20. The 2018-19 forecast is also lower than budget due to the timing of staff turnover and recruitment of the vacant roles.

The reconciliation below compares budgeted Full Time Equivalent (FTE) employee numbers and employee costs from the 2018-19 budget to the 2019-20 budget.

Reconciliation from 2018-19 Budget

Description	FTE	\$'000	% Increase
2018-19 Budget - Employee Benefits	203.65	18,178	
Change in FTE	(6.71)	(313)	(1.7)
EA increase		340	1.87
Other		3	0.2
Total Increase / (Decrease)	(6.71)	30	0.2
2019-20 Budget – Employee Benefits	196.94	18,208	

Budget per Dept. and Type		Comprises		
Department	Budget 2019-20 \$'000	Permanent Full Time \$'000	Permanent Part Time \$'000	Casual \$'000
Community Services	7,437	3,610	3,371	456
Assets and Amenity	6,535	6,021	434	80
Corporate Services	3,405	2,869	536	-
Executive	831	831	-	-
Total	18,208	13,331	4,341	536

FTE per Dept. and Type		Comprises		
Department	Budget FTE 2019-20	Permanent Full Time	Permanent Part Time	Casual
Community Services	85.84	38.15	41.47	6.22
Assets and Amenity	69.66	64.02	4.64	1.00
Corporate Services	34.44	27.42	7.02	-
Executive	7.00	7.00	-	-
Total	196.94	136.59	53.13	7.22

Note 11: Materials and Services (\$1.75m increase)

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

Operating materials and services are budgeted to increase by \$1.8m, or 13.4% to \$14.8m.

Materials and Services	18/19 Forecast \$'000	19/20 Budget \$'000
Projects and Services	2,161	2,560
Garbage Operations	2,160	2,652
General Maintenance	1,742	1,909
Community Facility Projects	1,153	1,328
Contractors and Consultants	1,266	1,654
Vehicle and Machinery	821	888
Building Maintenance	555	642
IT Operations	795	566
Other	384	398
Cleaning	313	385
Training	293	307
Utilities	275	308
Telecommunications	268	252
Insurance	224	247
Debt Collection	170	170
Legal Fees	35	66
Printing and Stationery	239	214
Advertising	106	150
Gravel Pit Operations	41	51
Total Materials and Services	13,003	14,751

*Other category contains the following corporate memberships

Organisation	18/19 Forecast \$'000	19/20 Budget \$'000
G21	44	45
MAV	23	23
Peri-Urban Group of Councils	15	16
Central Highlands Councils Victoria	13	13
Regional Tourism	11	11
Committee for Ballarat	4	4
Rural Councils Victoria	3	3
LG Pro	1	1
Timber Towns	-	1
Total Corporate Memberships	114	117

Note 12: Bad and Doubtful debts (\$48k decrease)

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

Note 13: Depreciation and Amortisation (\$215k increase)

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

Depreciation by Class of Asset	18/19 Forecast \$'000	19/20 Budget \$'000
Buildings Specialised	857	789
Buildings Unspecialised	103	216
Buildings Heritage	56	57
Information Communications Technology	200	168
Furniture and Equipment	61	50
Plant and Machinery	805	761
Roads	4,658	4,876
Footpaths	170	166
Bridges	408	432
Drainage	126	122
Recreation, Leisure & Community	510	514
Parks, Open Spaces & Streetscapes	59	68
Car Parks	23	25
Gravel Pit Rehabilitation	44	50
Total Depreciation Expense	8,080	8,295

Note 14: Borrowing Costs (\$123k increase)

Finance Costs relate to the interest paid on Council borrowings. The ratio of finance costs as a percentage of income indicates that less than 0.3% of income is required to service debt. The increase of \$123k is primarily the result of new borrowings required to fund new capital projects.

Note 15: Other Expenses (\$9k increase)

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

4.2 ANALYSIS OF BALANCE SHEET

This section of the Budget analyses the expected financial position of Council at the end of the 2019-20 financial year.

Note 16: Current assets (\$7.2m decrease)

- Cash assets will decrease by \$5.3m
- Receivables will increase by \$251k
- Other assets will decrease by \$2.1m

Note 17: Non-current assets (\$12.3m increase)

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

- An increase in property, infrastructure plant and equipment by \$11.3m, comprised of the capital works program (\$18.7m), less depreciation and amortisation (\$8.3m) and disposal of assets (\$0.2m) plus the receipt of gifted assets (\$1.1m).
- An increase in the sinking fund investment by \$951k to meet LGFV obligations. In November 2014, Council borrowed a total of \$6.2m via the Local Government Funding Vehicle (LGFV). These borrowings are funded by a five year interest only Bond. As Council has a history of borrowing under a 'principal and interest' structure and this is considered the most appropriate method of borrowing, an investment account has been established to hold funds equivalent to the principle amounts that would have otherwise been repaid. This will ensure there are sufficient funds to repay/refinance the Bond when it matures.

Movements in Non-Current Assets

Description	Balance 1 July 2019 \$'000	Additions \$'000	Handed to Council \$'000	WDV of Disposals \$'000	Depreciation \$'000	Balance 30 June 2020 \$'000
Land	23,799	1,500	-	-	-	25,299
Buildings Specialised	31,615	4,770	-	-	(789)	35,597
Buildings Unspecialised	3,405	110	0	0	(216)	3,299
Heritage Buildings	969	0	0	0	(57)	913
Parks, Open Spaces etc.	3,997	582	0	0	(68)	4,511
Recreation, Leisure & Community	6,614	2,105	0	0	(514)	8,205
Car Park	1,065	25	0	0	(25)	1,065
Furniture & Equip	195	10	0	0	(50)	155
Plant & Machinery	4,657	1,055	0	(209)	(761)	4,741
Roads	329,625	6,175	1,125	0	(4,876)	332,049
Bridges	20,622	1,500	0	0	(432)	21,690
Footpaths	11,410	368	0	0	(166)	11,612
Drainage	3,603	0	0	0	(122)	3,481
Information Comm Technology	363	500	0	0	(168)	695
Gravel Pit	190	0	0	0	(50)	140
Land Under Roads	4,333	0	0	0	0	4,333
Invest In Association	740	0	0	0	0	740
Sinking Fund	342	951	0	0	0	1,293
Total	447,544	19,651	1,125	(209)	(8,295)	459,816

Note 18: Current liabilities (\$1.7m decrease)

- Current liabilities represent obligations Council must pay within the next year
- The current liability for interest-bearing liabilities as at 30 June 2020 will decrease by \$2.5m
- The provision for employee benefits as at 30 June 2020 represents Council's liability to pay employees annual leave and long service leave

Note 19: Non-current liabilities (\$4.3m increase)

- Non-current liabilities represent obligations Council must pay beyond the next year
- The non-current liability provision for employment benefits will increase by \$5k. This represents the Council's provision for long service leave (non-current)
- Interest bearing liabilities increase by \$4.4m which is the net result of new borrowings and repayments of loans taken out in prior years
- Gravel pit rehabilitation provision decreases by \$60k in line with anticipated works

4.3 ANALYSIS OF STATEMENT OF CHANGES IN EQUITY

Note 20: Equity (\$2.4m increase)

Total equity of \$446.8m will always equal net assets and is made up of the following components:

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

The total Equity is represented by:

Equity	18/19 Forecast \$'000	19/20 Budget \$'000
Discretionary reserves	9,090	3,544
Committed reserves	485	529
Non-current assets less non-current liabilities	434,746	442,686
Total Equity	444,321	446,759

Retained Earnings

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

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

As at 30 June 2020, Council will have discretionary funds available of \$3.5m and \$529k in committed funds.

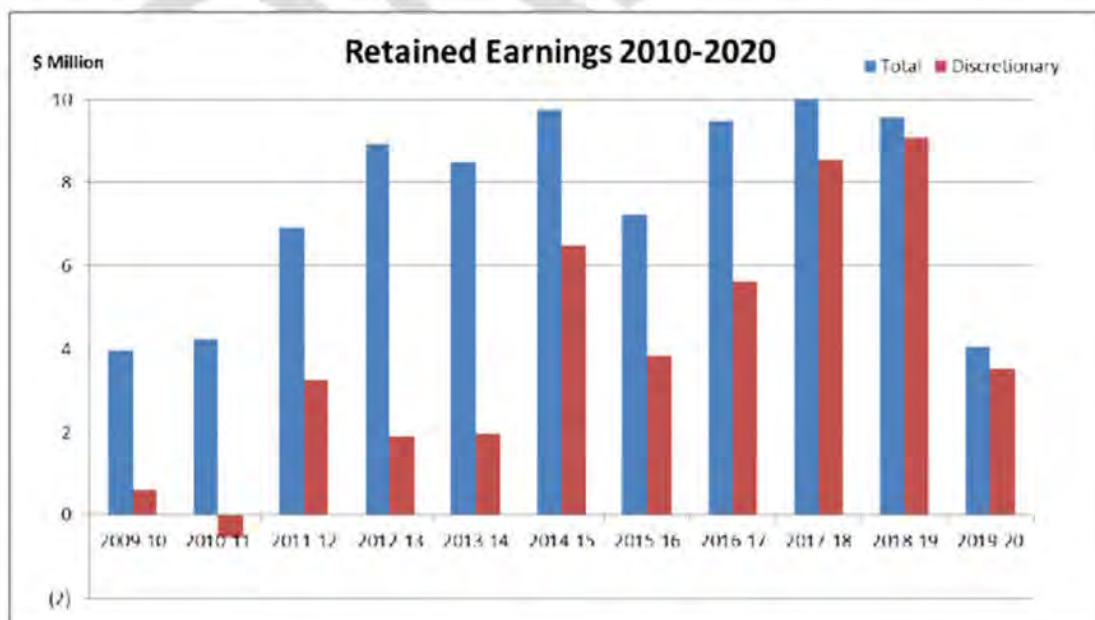
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	Opening Balance 1-Jul-19 \$'000	Net Movements \$'000	Closing Balance 30-Jun-20 \$'000
Discretionary			
General Appropriations	4,343	(4,021)	322
Bakers Lane	1,525	(1,525)	-
VGC Grant Received in Advance	2,873	-	2,873
Rokewood Pavillion Funds	310	-	310
Communications Tower Funds	39	-	39
Sub-total Discretionary	9,090	(5,546)	3,544
Committed			
Recreational Lands [^]	-	40	40
Developer Contributions	165	-	165
Employee Entitlements (non-current)	320	4	324
Quarry Levy [^]	-	-	-
Sub-total Committed	485	44	529
Total Retained Earnings	9,575	(5,502)	4,073
Non-Current Assets and Liabilities	434,746	7,940	442,686
Total Equity	444,321	2,438	446,759

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

The following graph demonstrates the movement in retained earnings since 2009 and the level of discretionary funds.



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4.4 ANALYSIS OF STATEMENT OF CASH FLOWS

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

The cash balance at year end is budgeted to decrease by \$5.3m to \$6.4m.

Note 21: Operating activities (\$12.6 cash inflow)

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

- Receipts from ratepayers of \$23.7m
- Grants of \$15.0m to fund operating expenses and capital works
- User fees \$3.2m
- Contributions and recoupments of \$1.6m
- Payments to employees \$18.0m and
- Payments to suppliers \$14.2m

Reconciliation of Surplus to Net Cash Inflow from Operations

	\$'000
Surplus for Period	2,438
Depreciation	8,295
Net Gain on Disposals	0
Subdivisions - Roads Handed to Council	(1,125)
Borrowing Costs	537
Decrease/(Increase) in Receivables	(251)
Increase/(Decrease) in Operating Creditors and Provisions	2,738
Net Cash Inflow from Operations	12,632

Note 22: Investing activities (\$18.5m cash outflow)

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

Note 23: Financing activities (\$566k cash inflow)

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

The net inflow of \$566k includes the receipt of new borrowings undertaken during the year \$4.5m, as well as the repayment of the principal component of borrowings \$2.6m, interest expenditure \$537k and payment to LGFV sinking fund of \$951k.

Restricted and unrestricted cash and investments

Cash and cash equivalents held by Council are restricted in part and not fully available for Council's operations. The budgeted cash flow statement indicates that Council is estimating at 30 June 2020 it will have cash and cash equivalents of \$6.5m, which has been restricted as shown in the following table.

	Forecast 2018-19 \$'000	Budget 2019-20 \$'000
Total Cash and Cash Equivalents	12,142	6,849
Restricted cash and investments		
-Statutory Reserves	165	165
-Discretionary Reserves	320	324
Unrestricted Cash and Cash Equivalents	11,657	6,360

Statutory Reserves (\$165k)

These funds must be applied for specified statutory purposes in accordance with various legislative requirements. While these funds earn interest revenues for Council, the funds are not available for other purposes. During the 2019-20 year \$270k is budgeted to be transferred to and \$230k from Statutory Reserves.

Discretionary Reserves (\$324k)

These funds are shown as discretionary reserves, although not restricted by a statutory requirement, Council has made decisions regarding the future use of these funds and unless there is a Council resolution these funds should be used for those earmarked purposes. During the 2019-20 year \$4k is budgeted to be transferred to Discretionary Reserves. The decisions about future use of these funds has been reflected in Council's Strategic Resource Plan and any changes in future use of the funds will be made in the context of the future funding requirements set out in the plan.

Unrestricted Cash and Cash Equivalents (\$6.4m)

It should be noted that \$2.9m relates to Federal Assistance Grant received in advance.

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

4.5 ANALYSIS OF STATEMENT OF CAPITAL WORKS

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

New assets are assets that did not previously exist prior to 1 July 2019. New assets will result in increased operating costs, maintenance costs and capital renewal in the future.

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

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

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

The following is a commentary on the major capital works and how they are funded in 2019-20.

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Note 24: Capital Expenditure Funding Sources

Capital Works Area	Project Cost 2019-20 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
Building Specialised										
Smythesdale Well Being Centre Upgrade	80	-	-	80	-	-	-	80	-	-
Golden Plains Community & Civic Centre	4,500	-	-	4,500	-	-	-	-	-	4,500
Bannockburn Heart	150	-	-	150	-	-	-	150	-	-
Disability Action Plan (Toilet DDA Compliant)	40	-	-	40	-	-	-	40	-	-
Building Specialised Total	4,770	-	-	4,770	-	-	-	270	-	4,500
Building Unspecialised										
Linton Depot Refurbishment	60	-	60	-	-	-	-	60	-	-
Shelford Depot Refurbishment	50	-	50	-	-	-	-	50	-	-
Building Unspecialised Total	110	-	110	-	-	-	-	110	-	-
Car Park										
Bannockburn Soccer Car Park	25	25	-	-	-	-	-	25	-	-
Car Park Total	25	25	-	-	-	-	-	25	-	-
Environmental Initiatives										
Environmental Initiatives	50	50	-	-	-	-	-	50	-	-
Environmental Initiatives Total	50	50	-	-	-	-	-	50	-	-
Furniture & Equipment										
Aged & Disability Minor Equipment	10	10	-	-	-	-	-	10	-	-
Furniture & Equipment Total	10	10	-	-	-	-	-	10	-	-

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Capital Works Area	Project Cost 2019-20 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
Information Communications Technology										
Computer Hardware	300	-	300	-	-	-	-	300	-	-
Computer Software	200	200	-	-	-	-	-	200	-	-
Asset Management Software System	-	-	-	-	-	-	-	-	-	-
Information Communications Technology Total	50	-	-	50	-	-	-	50	-	-
Infrastructure										
Future Design Work	100	100	-	-	-	-	-	100	-	-
Roads										
Local Roads Resealing	1,150	-	1,150	-	-	-	-	1,150	-	-
Local Roads Improvements	1,100	-	-	1,100	-	-	-	1,100	-	-
Rural Road Renewal Trial	100	-	100	-	-	-	-	100	-	-
Barwon Park Road Widening	100	-	-	100	-	-	-	100	-	-
Barwon Park Road Bridge Deck Replacement	400	-	-	400	-	-	200	200	-	-
Local Roads Gravel Resheeting	600	-	600	-	-	-	-	600	-	-
Linton-Mannibadar Road (R2R & FCR)	1,400	-	-	1,400	-	1,400	-	-	-	-
Cressy - Pitfield Road Widening (R2R & FCR)	1,200	-	600	600	-	1,200	-	-	-	-
Footpaths										
Footpaths & Trails	300	300	-	-	-	100	-	200	-	-
Fire Access Track	8	-	8	-	-	-	-	8	-	-
Periodic Footpath Maintenance	60	-	60	-	-	-	-	60	-	-
Bridges										
Bridge Rehabilitation - Coopers Bridge	1,100	1,100	-	-	-	300	-	800	-	-
Kerb & Channel										
Kerb & Channel - Milton Street	425	425	-	-	-	-	-	425	-	-
Infrastructure Total	8,043	1,925	2,518	3,600	-	3,000	200	4,843	-	-
Land										
Teesdale Bakers Lane Stage 4A	1,500	1,500	-	-	-	-	-	-	1,500	-
Land Total	1,500	1,500	-	-	-	-	-	-	1,500	-

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Capital Works Area	Project Cost 2019-20 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
Parks, Open Spaces & Streetscapes										
Open Space Strategy Implementation	45	-	-	45	-	-	-	45	-	-
Inverleigh Streetscape Upgrade	60	-	-	60	-	-	-	60	-	-
Bannockburn Streetscape Upgrade	75	-	-	75	-	-	-	75	-	-
Teesdale Turtle Bend Upgrade	220	-	-	220	-	-	220	-	-	-
Refurbishment of Playgrounds	142	-	142	-	-	-	-	42	100	-
Shire Beautification	40	-	40	-	-	-	-	40	-	-
Parks, Open Spaces & Streetscapes Total	582	-	182	400	-	-	220	262	100	-
Recreational, Leisure & Community										
Resurfacing of Tennis Courts	90	-	90	-	-	-	-	90	-	-
World Game - Bannockburn Soccer Pitch	34	34	-	-	-	-	-	34	-	-
Major Rec Facilities Renewal	72	-	72	-	-	-	-	72	-	-
Sports Oval Irrigation Upgrades	30	-	30	-	-	-	-	30	-	-
Bannockburn Bowls Upgrade	614.4	-	-	614.4	-	250	90	274.4	-	-
Inverleigh Netball Courts Upgrade	450	-	-	450	-	250	-	200	-	-
Hard Wicket Replacement Program	75	-	75	-	-	-	-	75	-	-
Tennis Lighting Power Upgrade - Teesdale	15	-	-	15	-	-	-	15	-	-
Lethbridge Lighting Install	100	-	-	100	-	-	-	100	-	-
Bannockburn Oval Lighting Upgrade	575	-	-	575	-	500	-	75	-	-
Recreational, Leisure & Community Total	2,055.4	34	267	1,754.4	-	1,000	90	965.4	-	-

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Capital Works Area	Project Cost 2019-20 \$'000	Asset expenditure types				Funding sources				
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Retained Earnings \$'000	Borrowings \$'000
Plant & Machinery										
Light Plant										
Vehicle Purchase - Community Protection	65	-	65	-	-	-	-	65	-	-
Vehicle Purchases	180	-	180	-	-	-	-	180	-	-
Ute Purchases	170	-	170	-	-	-	-	170	-	-
Heavy Plant										
4WD Loader (P315) replacing CAT 928GZ	255	-	255	-	-	-	-	255	-	-
Crane Truck (P338) Replacing Isuzu FRR500	160	-	160	-	-	-	-	160	-	-
Gang Mower (P434) Replacing Jacobson	60	-	60	-	-	-	-	60	-	-
Pintal hooks & Refurb on Dogs (P346 P354 P367 P368 P423)	65	-	-	65	-	-	-	65	-	-
Behind Site Hut (Linton Depot)	100	100	-	-	-	-	-	100	-	-
Plant & Machinery Total	1,055	100	890	65	-	-	-	1,055	-	-
Capital Total	18,700.4	3,844	4,267	10,589.4	-	4,000	510	8,090.4	1,600	4,500
Operating Capital										
Irrigation Upgrade - Rokewood Rec Reserve	90	90	-	-	-	-	-	90	-	-
Rokewood Oval Lighting Upgrade	285	-	-	285	-	170	-	115	-	-
Operating Capital Total	375	90	-	285	-	170	-	205	-	-
TOTAL	19,075.4	3,934	4,267	10,874.4	-	4,170	510	8,295.4	1,600	4,500

Note 25: New Assets (\$3.8m expenditure)**Infrastructure (\$3.4m expenditure)**

- Future design work \$100k
- Footpaths and trails \$300k
- Bridge rehabilitation \$1.1m
- Kerb & Channel Miton Street \$425k
- Teesdale Bakers Lane Stage 4 \$1.5m

Plant and Machinery (\$110k expenditure)

- Replacement of 1 community protection vehicle \$65k
- Replacement of 5 fleet vehicles \$180k
- Furniture & equipment \$10k
- Behind site hut – Linton depot \$100k

Other (\$309k expenditure)

- Car park \$25k
- Environmental initiatives \$50k
- Computer software \$200k
- Bannockburn Soccer Pitch \$34k

Note 26: Capital Renewal (\$4.2m expenditure)**Buildings (\$110k expenditure)**

- Linton Depot refurbishment \$60k
- Shelford Depot refurbishment \$50k

Plant and Machinery (\$890k expenditure)

This expenditure of \$890k is consistent with Council's plant and machinery replacement schedule. The major items of plant to be changed are a 4WD loader, crane truck and gang mower.

Infrastructure (\$2.5m expenditure)

- The reseal program is budgeted for \$1.15m; the following page contains detailed information about the planned program for the year
- The renewal component of the Roads to Recovery funding program of \$866k is continuing and includes general local road improvements as identified by Council (refer to page 54 for full program details)
- Gravel re-sheeting on local roads will be funded to an amount of \$600k
- Cressy-Pitfield road widening \$600k
- Rural Road renewal trial \$100k
- Periodic footpath maintenance is \$68k

Computer hardware (\$300k expenditure)**Recreation, Leisure & Community (\$267k expenditure)**

- Resurfacing of tennis courts \$90k
- Major rec facilities renewal \$72k
- Sports oval irrigation upgrades \$30k
- Hard wicket replacement program \$75k

Parks, Open Spaces & Streetscapes (\$182k expenditure)

- Refurbishment of playgrounds \$142k
- Shire beautification \$40k

Note 26: Capital Renewal (\$4.3m expenditure)**Note 27: Capital Upgrade (\$10.6m expenditure)****Buildings (\$4.7m expenditure)**

- Smythesdale Well Being Centre upgrade \$80k
- Golden Plains Community & Civic Centre \$4.5m
- Bannockburn Heart \$150k
- Disability Action Plan \$40k

Infrastructure (\$3.6m expenditure)

- Local roads improvements \$1.1m
- Barwon Park Road widening \$100k
- Barwon Park Road Bridge Deck replacement \$400k
- Linton-Mannibadar Road \$1.4m
- Cressy-Pittfield Road widening \$600k

Parks, Open Spaces & Streetscapes (\$1.7m expenditure)

- Bannockburn Bowls upgrade \$614k
- Inverleigh Netball Courts upgrade \$450k
- Teesdale tennis lighting power upgrade \$15k
- Lethbridge lighting install \$100k
- Bannockburn Oval lighting upgrade \$575k

Plant & Machinery (\$65k expenditure)

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Reseal Program

Capital Renewal includes the following road reseal projects totalling \$1.25m.

ID	Road Name	Datum	From Desc.	To Desc.	Length	Width	Area	Total \$'000
4179	Barwon Park Road (Final Seal)	Hamilton Highway	Start	Morgan Road	2080	7	14560	87
1853	Gumley Road	Dereel - Mt Mercer Road	4.88 Grahams Road	Wurrook Road	745	4.5	3352.5	20
1854	Gumley Road (Final Seal)	Dereel - Mt Mercer Road	Wurrook Road	Change	1405	4.5	6322.5	38
1855	Gumley Road (Final Seal)	Dereel - Mt Mercer Road	Change	Pave Change	1030	4.5	4635	28
1856	Gumley Road (Final Seal)	Dereel - Mt Mercer Road	Pave Change	Change	1670	4.5	7515	45
3114	Gumley Road (Final Seal)	Dereel - Mt Mercer Road	Change	Pave Change	960	4.5	4320	26
3113	Gumley Road (Final Seal)	Dereel - Mt Mercer Road	Pave Change	Pave Change	240	4.5	1080	7
1857	Gumley Road (Final Seal)	Dereel - Mt Mercer Road	Pave Change	Change	670	4.5	3015	17
1858	Gumley Road (Final Seal)	Dereel - Mt Mercer Road	Change	Change	1830	4.5	8235	45
1859	Gumley Road (Final Seal)	Dereel - Mt Mercer Road	Change	Rokewood Shelford Road	1050	4.5	4725	26
678	Burnside Road	Bannockburn	Change	2.57 Glen Avon Drive	1735	7	12145	67
1423	Thompson Road	Steiglitz Road	Steiglitz Road	Seal Change	654	6	3924	22
1422	Thompson Road	Steiglitz Road	Seal Change	Bridge	531	6	3186	18
4600	Thompson Road	Steiglitz Road	Seal Change	Hargreaves Road	1670	6	10020	55
1011	Lloyds Lane	Scotchmans Lead Road	Buninyong Napoleons Road	Change	720	7	5040	28
1972	Lloyds Lane	Scotchmans Lead Road	Change	Hoveys Road	1127	7	7889	43
1973	Lloyds Lane	Scotchmans Lead Road	Hoveys Road	2.45 Hampsons Road	643	8	5144	28
853	Haddon School Road	Racecourse Road	Racecourse Road	100km Sign	730	7	5110	28
854	Haddon School Road	Racecourse Road	100km Sign	McLauchlan Road	830	7	5810	32
855	Haddon School Road	Racecourse Road	McLauchlan Road	2.25 Blackberry	817	7	5719	31
1865	Haddon School Road	Racecourse Road	2.25 Blackberry	Wilsons Road	1016	7	7112	39
4550	Werneth Road	Colac - Ballarat Road	Colac Ballarat Road	Seal Change	270	8.5	2295	13
4549	Werneth Road	Colac - Ballarat Road	Seal Change	Seal Change	965	5	4825	27
1476	Werneth Road	Colac - Ballarat Road	Seal Change	Pitfield Cressy Road	1955	5	9775	54
714	Old Station Road	Cape Clear - Rokewood Road	Cape Clear Rokewood Road	Scotts Road	1910	5	9550	53
715	Old Station Road	Cape Clear - Rokewood Road	Scotts Road	Change	1050	5	5250	29

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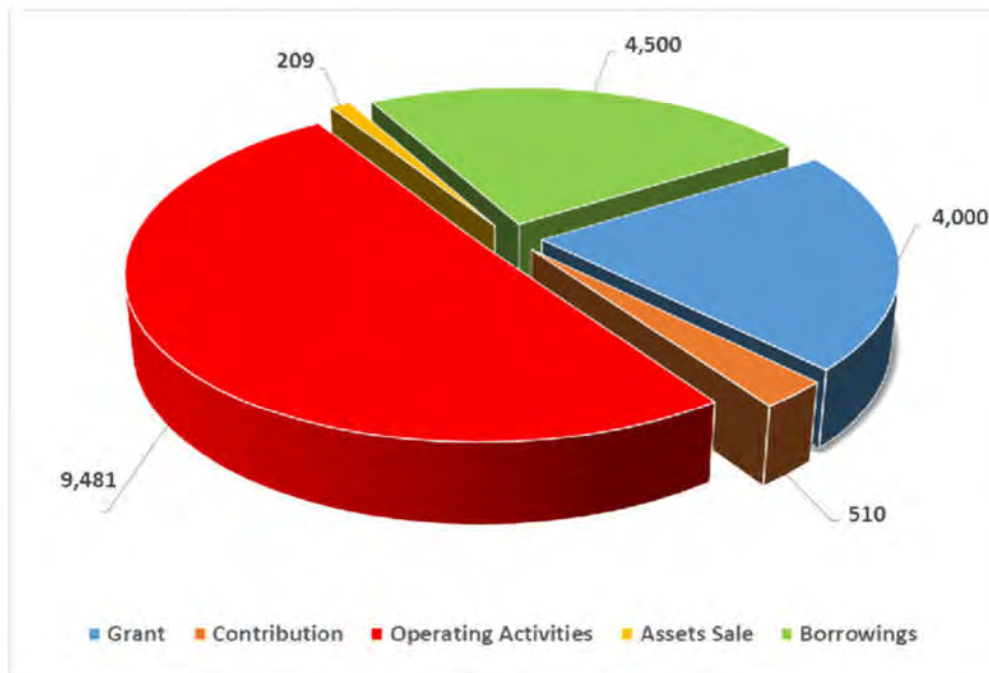
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ID	Road Name	Datum	From Desc.	To Desc.	Length	Width	Area	Total \$'000
1284	Cressy Shelford Road	Rokewood - Shelford Road	Mt Gow Road	Change	1310	6.8	8908	49
1496	Willowvale Road	Lismore - Pittong Road	Brindleys Lane	5.54 Brindleys	1872	6	11232	62
1497	Willowvale Road	Lismore - Pittong Road	Change	Change	1095	6	6570	36
1354	Slate Quarry Road	Ballan - Meredith Road	Whinray	Change	2040	6.5	13260	73
1355	Slate Quarry Road	Ballan - Meredith Road	Change	Change	1143	6.5	7429.5	41
1714	Dann Road	Clyde Road	Clyde Road	Lowndes Road	1005	5.5	5527.5	30
2256	Stevenson Road	Midland Highway	Midland Highway	Bend Left	1190	6.8	8092	45
501	Stevenson Road	Midland Highway	Bend Left	Lowndes Road	265	6.8	1802	10
Total								1250

Footpaths and Trails

New Assets includes the following Footpath and Trails projects totalling \$254k.

Priority	Township	Location	Length	Description	Budget \$'000
1	Bannockburn	Byron Street (Pope Street to Milton Street)	210m	2.5m wide concrete path along north-west side of Byron Street	108
2	Scarsdale	Pittfield Scarsdale Road (Carlyle Street to School)	1,300m	Rehabilitation of 1.5m wide asphalt path along east side of Pittfield Scarsdale Road	70
3	Smythesdale	Becker Street (Outside School)	100m	Rehabilitation of 2m wide asphalt shared path west side of Becker Street	22
4	Rokewood	Aitchison Street (Gibb Street & McMillan)	220m	1.5m wide concrete path along north side of Aitchison Street	54
Total					254

Capital Expenditure Funding Sources \$'000**Borrowings**

\$4.5m will also be borrowed to fund the commencement of the Golden Plains Community and Civic Centre redevelopment.

Grants

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

Grants for Capital Works	18/19 Forecast \$'000	19/20 Budget \$'000
Roads to Recovery	585	867
Fix In Country Road	499	2,033
Bannockburn Bowls Upgrade	-	250
Oval Lighting Upgrade	230	500
Inverleigh Netball Courts Upgrade	-	250
TAC Footpath	-	100
Tall Tree Road Upgrade	943	-
Bannockburn Heart	1,290	-
Smythesdale Courthouse Upgrade	9	-
Smythesdale Regional Skate Park Upgrade	100	-

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World Game (Bannockburn) Funding	250	-
Grants for Capital Works	18/19 Forecast \$'000	19/20 Budget \$'000
Wall BridgeRenewal	304	-
Inverleigh Sporting Complex Upgrade	500	
Batesford Playspace (SRV)	5	-
Golden Lake Road Bridge Grant	300	-
E-waste Shed Rokewood Transfer Station	99	-
Bannockburn Victoria Park Court Upgrade	100	-
Haddon Stadium Floor Replacement	125	-
Fire Access Road	7	-
Total Grants	5,345	4,000

Proceeds from the Sale of Non-Current Assets

Proceeds from the sale of non-current assets totals \$209k and includes the trade-in of motor vehicles and plant items.