

# Golden Plains Shire Council Plan 2013 - 2017

**Adopted 26 February 2013  
Effective 1 July 2013  
Reviewed December 2013**

**Incorporating  
Strategic Resource Plan**





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# Our Vision - our Mission - our Values

## Our Vision

Golden Plains Shire offers a lifestyle and opportunities that foster social, economic and environmental wellbeing.

In partnership with the community we will provide strong leadership, encourage sustainable development and ensure quality services, to continue to improve the quality of life of residents.



## Our Mission

- We engage in long term financial planning and management to ensure sustainability of the municipality.
- We encourage, welcome and recognise the need to respond to the significant forecast population growth and the challenges it creates.
- We maintain and enhance the diversity and uniqueness of our communities, while encouraging and managing population growth and economic development.
- We maintain and develop a quality road system and secure adequate resources for the future.
- We aim for citizens to have fair access to recreation facilities, education, employment and human services, particularly youth and the aged.
- We accept individual diversity and we welcome and encourage participation in civic and community affairs.
- We market our municipality through open and effective communication.
- We respect the environment, our cultural significance and our heritage.
- We support and pursue the orderly and proper planning of land use and development based on strategic considerations as identified in the Municipal Strategic Statement.
- We support agricultural industry, sustainable practices and the right to farm.
- We provide municipal leadership that reflects local needs within a competitive and changing environment while considering government priorities.
- We foster successful relationships with other levels of government, agencies, non government organisations and the private sector.

## Our Values

### • Integrity in Leadership

We will strive to lead the community with integrity, reason and accountability whilst acknowledging Council's statutory obligations.

### • Equity and Access

We will treat our community, residents and ratepayers equitably by being fair in our decision making and ensure that we are approachable by the community.

### • Commitment

We are committed to excellence in management and teamwork, comprising the community, Council and staff.

### • Community

We recognise the uniqueness of our individual communities and will seek to work in partnership with them to enhance their sense of community spirit. We recognise the efforts and value the contributions of our volunteers.

### • Innovation

We are open to new ideas and will grasp opportunities with a vision to succeed.

## From our Mayor



It is with great pleasure that on behalf of Council I present Golden Plains Shire's Council Plan 2013 – 2017.

This document outlines the strategic direction of Golden Plains Shire Council; the Plan will guide and inform Council's decision making over the next four years, commencing July 2013, and has been prepared to help us achieve our vision to "provide strong leadership, encourage sustainable development and ensure quality services and to continue to improve the quality of life of residents" in Golden Plains Shire.

The rapid and dispersed growth and change across our Shire brings with it a set of challenges around sustaining our vibrant and connected communities. A key role for Council is to anticipate and respond to these challenges in our region. Through a conservative and responsible approach to financial management, Council remains in a strong fiscal position. This

financial position will continue to enable Council to deliver the broad range of services and infrastructure necessary to meet requirements and contemporary expectations of our growing and diverse population.

There is much to be confident and optimistic about as we look to the future in Golden Plains Shire. The June 2012 Community Satisfaction Survey results identified that community members believe our region and our Council are above State average in all result areas particularly in the areas of Community Consultation and Advocacy. Council's Overall Performance was well above the State average and has also shown annual improvement each of the past four years.

To further support the delivery of this Plan, Council will continue to undertake significant and dedicated lobbying of State and Federal Government representatives to advocate for funds and support on behalf of our communities.

Council has already welcomed the confirmation of significant funding for vital infrastructure from the State Government's Local Government Infrastructure Program and from the Federal Government's Roads To Recovery Program for important asset renewal and road network maintenance.

Council commends the 2013 – 2017 Plan to all of its community members and seeks their support in delivering this Plan through continued involvement, support, feedback and interest in the activities of Golden Plain Shire Council. We are confident that by working collaboratively we will continue to improve the liveability, sustainability and productivity of our region.

A handwritten signature in black ink, appearing to read 'Jenny Blake'.

**Mayor, Cr Jenny Blake**

## Shire profile

Golden Plains is the place to enjoy life as it should be.

In recent years, the region has experienced significant population growth as people discover the benefits of living in a semi-rural setting with plenty of space.

With 18,770 residents across 56 communities and 16 townships, Golden Plains is one of the fastest growing municipalities in Victoria, with population growth of around 2.8% per annum.

New residents, including many young families, continue to be attracted by the diverse range of lifestyle choices and our welcoming communities make it a place where you can enjoy a better quality of life.

Golden Plains Shire comprises 2,705 square kilometres between two of Victoria's largest regional cities, Geelong and Ballarat. The region's close proximity to services available in neighbouring regional cities and convenient commuting distance to

Melbourne and the Surfcoast adds to its appeal as a place to call home.

Business is booming and growth continues to create attractive investment opportunities and new jobs. While the Shire has a strong tradition of producing wool and grain, intensive animal farming of poultry and pigs is increasing.

Golden Plains is conveniently located close to markets and welcomes investment and sustainable development. Strong population and economic growth make Golden Plains an attractive place to invest.

As a popular destination for family fun, food and wine connoisseurs and for those seeking adventure in the great outdoors, Golden Plains also has it all for the perfect day trip experience.

Golden Plains has become renowned across Australia and internationally for its produce that can be experienced at local eateries, cellar doors and the Golden Plains Farmers' Market.

The winemakers of the Moorabool Valley have continued the passion of the early settlers, incorporated skills from around the world and nurtured their vineyards to produce some of Australia's most sought after and awarded cool climate wines.

Despite rapid growth in the north west and south east of Golden Plains, the Shire's rural base and natural environment dominate the landscape. The stunning natural beauty of the region still remains visible and accessible, as do remnant townships and structures from the rich gold mining history. The region also has a vibrant arts and culture scene including iconic music festivals, which all make Golden Plains an attractive tourism destination.

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

## Our numbers

<b>Location:</b>	Golden Plains Shire is the gateway to the Central Highlands region and Western District with easy access to Melbourne, Ballarat and Geelong.
<b>Area:</b>	2,705 square kilometres
<b>Estimated population:</b>	18,770
<b>Growth rate:</b>	2.8%
<b>Number of employees:</b>	147.82 EFT
<b>Number of Councillors:</b>	7
<b>Electoral structure:</b>	Un-subdivided municipality from December 2008
<b>Rateable properties:</b>	10,044
<b>Operating income:</b>	\$39.8 million
<b>Rate revenue:</b>	\$12.3 million
<b>Length of sealed local roads:</b>	971 kms
<b>Length of unsealed local roads:</b>	726 kms
<b>Climate:</b>	Cool winters and moderate summers
<b>Annual average rainfall:</b>	500-750 mm
<b>Average winter temp:</b>	10 degrees Celsius
<b>Average summer temp:</b>	25 degrees Celsius

## Our Councillors



Mayor, Cr Jenny Blake  
First elected March 1996



Cr Bill McArthur  
First elected March 1996



Cr Helena Kirby  
First elected November 2008



Cr Andrew Cameron  
First elected November 2012



Cr Des Phelan  
Re-elected November 2012  
First elected 1996-2002



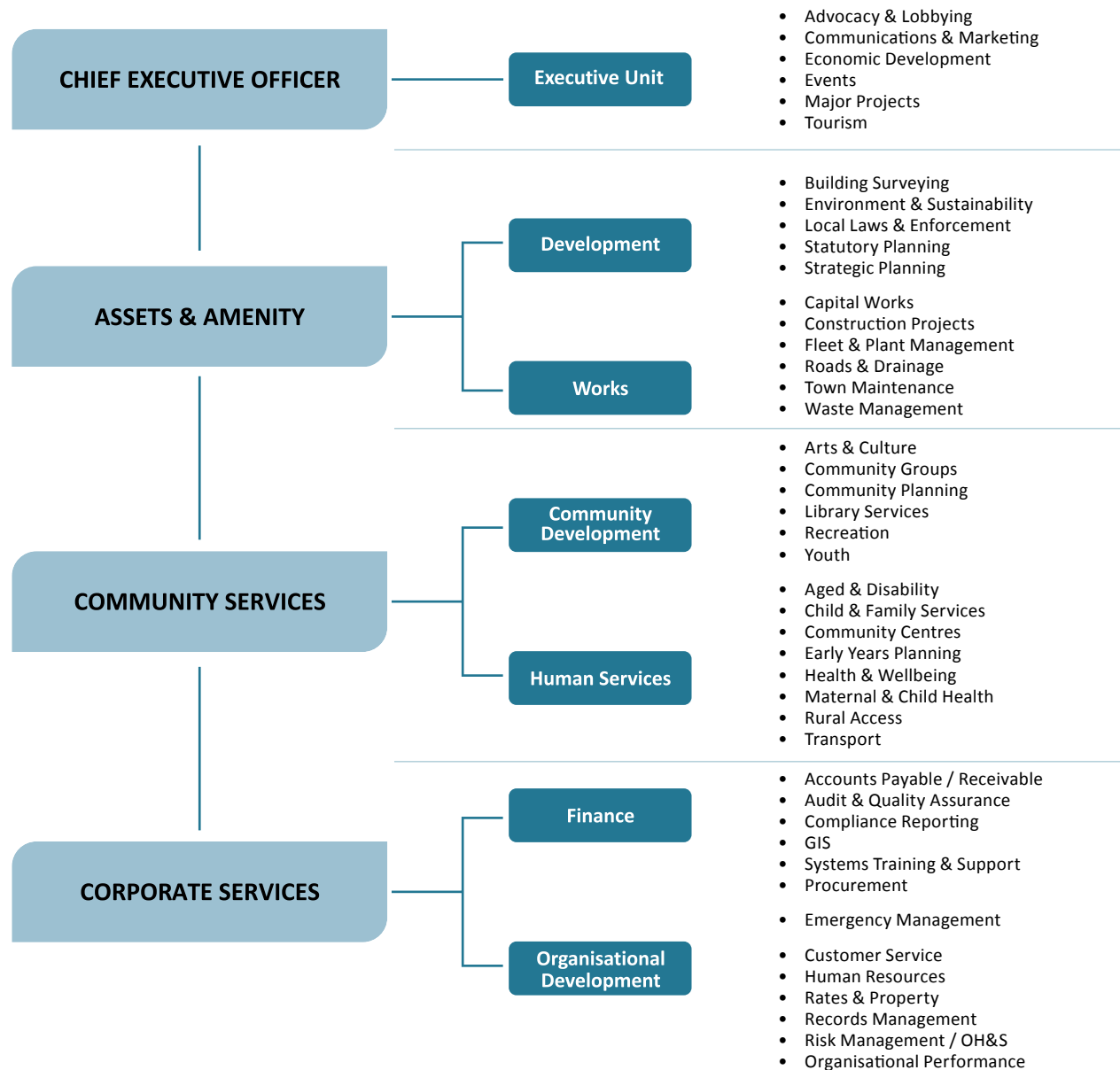
Cr Greg Vaughan APM JP  
Re-elected November 2012  
First elected 1996-1998



Cr Nathan Hansford  
First elected November 2012

# Our Workplace

## Organisational Structure





## Our Senior Management



**Richard Trigg**  
*Director  
Corporate  
Services*



**Jillian Evans**  
*Director  
Community  
Services*



**Rod Nicholls**  
*Chief Executive  
Officer*



**Greg Anders**  
*Director  
Assets &  
Amenity*



**Mike Barrow**  
*Manager  
Executive  
Unit*



## Key Result Area: Citizen & Customer Service

### Strategic Objective

To foster a culture across the organisation which addresses the needs of the community through communication and the provision of excellent customer service.

### Strategic Indicator

- Improve the Community Satisfaction Survey rating for customer service above 73.
- Improve the percentage of Customer Service requests completed within timelines.
- Decrease the number of lost time days per annum.

### Key Strategic Plans

1. Customer Service Strategy
2. Communications and Marketing Strategy
3. Strategic Resource Plan

### Business Plan Actions 2013-2017

Actions	2013-14	2014-15	2015-16	2016-17
Implement Customer Service Strategy	R	✓	✓	✓
Improve community satisfaction rating	✓	✓	✓	✓
Regularly consult with our communities	✓	✓	✓	✓
Implement Communications and Marketing Strategy	✓	R	✓	✓
Implement volunteer support programs	✓	✓	✓	✓

R – Review of Strategy in this financial year

## Key Result Area: Civic Leadership

### Strategic Objective

To enhance Council's decision making capacity by strengthening the governance and advocacy of Council.

### Strategic Indicator

- Improve the Community Satisfaction Survey rating for advocacy above 60.
- Improve the Community Satisfaction Survey rating for community consultation above 62.
- Improve the Risk Insurance Audit score.

### Key Strategic Plans

1. Emergency Management Plan
2. Municipal Fire Management Plan
3. Risk Management Strategy
4. Community Development Strategy
5. Municipal Public Health and Wellbeing Plan

### Business Plan Actions 2013-2017

Actions	2013-14	2014-15	2015*16	2016-17
Implement Emergency Management Plan	✓	✓	✓	✓
Implement Municipal Fire Management Plan	✓	✓	✓	✓
Implement Council's obligations within the Bushfires Royal Commission's recommendations	✓	✓	✓	✓
Implement Risk Management Strategy	✓	✓	✓	✓
Regularly lobby Members of Parliament and senior bureaucrats on key local and strategic issues	✓	✓	✓	✓
Secure representation on national, state, regional and local Government bodies	✓	✓	✓	✓
Participate in relevant regional and state planning	✓	✓	✓	✓
Continue to work in the interests of a cohesive Council and maintain a good working relationship among Councillors, officers and the community	✓	✓	✓	✓
Promote opportunities for Councillor professional development	✓	✓	✓	✓
Facilitate and support community celebrations of important national events and days	✓	✓	✓	✓
Consider community plan priorities when conducting Council planning activities and community grant allocation	✓	✓	✓	✓
Advocate for natural gas infrastructure	✓	✓	✓	✓
Advocate for public health and wellbeing	✓	✓	✓	✓
Advocate for an emergency services precinct in the Bannockburn township	✓	✓	✓	✓

## Key Result Area: Economic Development

### Strategic Objective

To facilitate the growth of the local economy particularly in township development and rural based industries.

### Strategic Indicator

Improve the Community Satisfaction Survey rating for business, community development and tourism above 64

### Key Strategic Plans

#### 1. Economic Development Strategy

#### Business Plan Actions 2013-2017

Actions	2013-14	2014-15	2015-16	2016-17
Implement Economic Development Strategy	✓	✓	✓	✓
Assess and plan for impact of growth of neighbouring municipalities on Golden Plains Shire	✓	✓	✓	✓
Implement Council decisions with respect to the South East Land Use Planning Review	✓	✓	✓	✓
Advocate for funding for sewerage of small towns	✓	✓	✓	✓
Investigate opportunities for industrial development in the north west of the Shire	✓	✓	✓	✓
Advocate for alternative water supplies for economic development	✓	✓	✓	✓
Advocate for improved potable water supply	✓	✓	✓	✓
Advocate to State Government on water re-use issues	✓	✓	✓	✓
Advocate for improved energy infrastructure	✓	✓	✓	✓
Advocate for improved telecommunications and for improved cooperation with NBN	✓	✓	✓	✓
Advocate for distributed energy infrastructure to reduce greenhouse emissions	✓	✓	✓	✓



## Key Result Area: Environment & Land Use Planning

### Strategic Objective

Encourage and facilitate sustainable land use and development and protect and enhance the natural environment.

### Strategic Indicator

- Improve the Community Satisfaction Survey rating for town planning policy and approvals above 62.
- Complete 90% of all Planning Permit applications within 60 business days.
- Ensure immunisation rate for all age groups is above the State average.

### Key Strategic Plans

1. Municipal Strategic Statement
2. Environment Strategy
3. Heritage Study

### Business Plan Actions 2013-2017

Actions	2013-14	2014-15	2015-16	2016-17
Implement the Environment Strategy	✓	✓	✓	R
Implement the Urban Design Framework plans	✓	✓	✓	✓
Implement the Residential Land Supply Plan	✓	✓	✓	✓
Review the Municipal Strategic Statement	✓	✓		
Review the Greenhouse Action Plan	✓	✓	✓	✓
Implement the Heritage Study	✓	✓	✓	✓
Participate in the State Government's Peri Urban group of rural councils	✓	✓	✓	✓
Participate in the G21 Regional Growth Plan	✓	✓	✓	✓
Participate in the Central Highlands Regional Growth Plan*	✓	✓	✓	✓

R – Review of Strategy in this financial year

## Key Result Area: Financial Management

### Strategic Objective

To ensure the efficient and effective allocation of resources through sound financial planning and management, that secures the long-term financial viability of the municipality.

### Strategic Indicator

- Improve the financial health of the organisation in accordance with the long term financial strategy and annual budget targets.
- Achieve the budgeted underlying result.
- Achieve a working capital ratio in excess of 120%.

### Key Strategic Plans

1. Strategic Resource Plan
2. Rating (Revenue) Strategy
3. Ten Year Financial Plan

### Business Plan Actions 2013-2017

Actions	2013-14	2014-15	2015-16	2016-17
Implement Strategic Resource Plan	✓	✓	✓	✓
Support peak bodies to advocate for an equitable share of state and federal taxes	✓	✓	✓	✓
Implement Rating (Revenue) Strategy	✓	✓	✓	R
Implement 10 year financial plan	✓	✓	✓	✓
Acquire property within the municipality for future development	✓	✓	✓	✓
Monitor and respond to the financial impact on Council of the price of carbon	✓	✓	✓	✓
Advocate and support peak bodies on minimising the effects of the defined benefits *	✓	✓	✓	✓

R – Review of Strategy in this financial year

## Key Result Area: Human Support Services

### Strategic Objective

Provide a range of sustainable human support services that maintain or enhance the well-being and quality of life of Golden Plains' residents.

### Strategic Indicator

- Improve the Community Satisfaction Survey rating for family support services above 67.
- Improve the Community Satisfaction Survey rating for elderly support services above 67.
- Achieve 80% occupancy rate for the Long Day Care Centre.
- Achieve 80% of the HACC Funding and Service Agreement targets.

### Key Strategic Plans

1. Municipal Public Health and Wellbeing Plan
2. Municipal Early Years Plan
3. Early Years Infrastructure Plan
4. Ageing Well in Golden Plains
5. Access and Inclusion Plan

### Business Plan Actions 2013-2017

Actions	2013-14	2014-15	2015-16	2016-17
Implement Municipal Public Health and Wellbeing Plan	✓	✓	✓	✓
Implement Early Years Plan	✓	✓	✓	✓
Implement Early Years Infrastructure Plan	✓	✓	✓	✓
Implement Access and Inclusion Plan	✓	✓	✓	✓
Implement Ageing Well in Golden Plains Strategy	✓	✓	✓	R
Monitor and advocate for public transport needs in the Shire	✓	✓	✓	✓
Support co-location of schools with other community facilities	✓	✓	✓	✓
Facilitate the development of a network of community health centres	✓	✓	✓	✓
Facilitate development of child care options	✓	✓	✓	✓
Facilitate the Golden Plains Health Planning Network	✓	✓	✓	✓
Advocate for future health and community services needs and facilitation of partnerships	✓	✓	✓	✓
Advocate for the urgent need for secondary education provision within the Shire	✓	✓	✓	✓
Advocate for post compulsory education and support service delivery into the Shire	✓	✓	✓	✓

R – Review of Strategy in this financial year

## Key Result Area: Recreation & Community Development

### Strategic Objective

To facilitate the provision of a range of recreation facilities across the Shire and assist the community committees to best service their communities and to continue to enhance our townships through Town Place Plans.

To identify and respond to community needs and provide opportunities to enable people in our community to be supported and involved.

### Strategic Indicator

- Improve the Community Satisfaction Survey rating for recreational facilities above 70.
- Increase the number of people living in the Shire who feel a strong sense of being part of their community (CIV rating).
- Increase in the number of young people engaged in community activities.

### Key Strategic Plans

1. Municipal Public Health and Wellbeing Plan
2. Community Development Strategy
3. Arts and Culture Strategy
4. Recreation Strategy
5. Youth Development Strategy
6. Bannockburn Community and Recreation Infrastructure Development Plan
7. Open Space Strategy
8. Paths and Trails Strategy
9. Geelong Regional Library Corporation Plan

### Business Plan Actions 2013-2017

Actions	2013-14	2014-15	2015-16	2016-17
Implement Youth Development Strategy	R	✓	✓	✓
Implement the recommendations of Open Space Plan, including Paths and Trails Strategy	✓	✓	✓	✓
Implement Arts and Culture Strategy	✓	✓	R	✓
Implement Community Development Strategy	✓	✓	✓	✓
Implement Town Place Plans	✓	✓	✓	✓
Implement the Bannockburn Community & Recreation Infrastructure Development Plan	✓	✓	✓	✓
Implement Recreation Strategy	R	✓	✓	✓
Implement Community Grants program	✓	✓	✓	✓
Develop Northern Equestrian Centre as a state centre	✓	✓	✓	✓
Implement the Sustainable Futures for Recreation Facilities study	✓	✓	✓	✓

R – Review of Strategy in this financial year



## Key Result Area: Roads & Streets Infrastructure

### Strategic Objective

To maintain and enhance the road network at a level that adequately satisfies transportation needs.

### Strategic Indicator

- Maintain the Moloney Asset Management System Rating for our local roads.
- Improve the Community Satisfaction rating for local streets (Council controlled roads) and footpaths above 54.

### Key Strategic Plan

1. Road Strategy
2. Asset Management Improvement Strategy

### Business Plan Actions 2013-2017

Actions	2013-14	2014-15	2015-16	2016-17
Implement Road Strategy	✓	R	✓	✓
Advocate for the State Government to adopt and implement the Regional Transport Plans	✓	✓	✓	✓
Advocate for overtaking lanes on the Hamilton Highway and the Midland Highway	✓	✓	✓	✓
Advocate for overtaking lanes on the Colac-Ballarat Road	✓	✓	✓	✓
Advocate for safe turning lanes on highways and main roads and development of a priority list	✓	✓	✓	✓
Advocate for duplication of the Midland Highway between Geelong and Bannockburn	✓	✓	✓	✓
Advocate for duplication of the Glenelg Highway between Ballarat and Smythesdale	✓	✓	✓	✓
Implement Asset Management Improvement Strategy	✓	R	✓	✓
Advocate for continuation of the Regional TIRES (Timber Impacted Roads Evaluation Study) funding program	✓	✓	✓	✓
Participate in regional roads groups	✓	✓	✓	✓
Advocate for continuation of the Country Roads and Bridges program and the Roads to Recovery program	✓	✓	✓	✓
Implement bridge replacement program	✓	✓	✓	
Support the development of the Ballarat Western Link project	✓	✓	✓	✓
Advocate for increased VicRoads expenditure on maintenance of the main road network	✓	✓	✓	✓
Advocate for the transport related recommendations within the Transition to Grain report	✓	✓	✓	✓

R – Review of Strategy in this financial year

## Key Result Area: Waste Management

### Strategic Objective

Continue to provide the current satisfactory garbage bin and recycling bin collection disposal service.

### Strategic Indicator

Improve the Waste Management Community Satisfaction Survey rating above 76.

### Key Strategic Plan

1. Waste Management Strategy

#### Business Plan Actions 2013-2017

Actions	2013-14	2014-15	2015-16	2016-17
Review the Waste Management Strategy	✓	✓		
Implement the Waste Management Strategy		✓	✓	✓
Advocate for local projects funded by the State Landfill Levy	✓	✓	✓	✓
Investigate alternate waste disposal systems to divert waste water to re-use schemes	✓	✓	✓	✓
Monitor Ballarat's Regional Landfill and advocate for compliance with the planning scheme and EPA licences	✓	✓	✓	✓
Participate in the Regional Waste Management Group	✓	✓	✓	✓

# Strategies

1. Access and Inclusion Plan
2. Ageing Well in Golden Plains
3. Asset Management Improvement Strategy
4. Bannockburn Community Infrastructure Development Plan
5. Communications and Marketing Strategy
6. Community Development Strategy
7. Customer Service Strategy
8. Early Years Infrastructure Plan
9. Economic Development Strategy
10. Emergency Management Plan
11. Environment Strategy
12. Geelong Regional Library Corporation Plan
13. Heritage Study
14. Municipal Early Years Plan
15. Municipal Fire Management Plan
16. Municipal Public Health and Wellbeing Plan
17. Municipal Strategic Statement
18. Open Space Strategy
19. Paths and Trails Strategy
20. Rating (Revenue) Strategy
21. Recreation Strategy
22. Risk Management Strategy
23. Road Strategy
24. Strategic Resource Plan
25. Ten Year Financial Plan
26. Waste Management Strategy
27. Youth Development Strategy

# STRATEGIC RESOURCE PLAN 2013-2017

The Strategic Resource Plan (SRP) has been developed to describe the resources, both financial and non-financial, required over the

4-year period 2013-14 to 2016-17 to achieve the strategic objectives proposed in the Council Plan. Four standard statements are used to

provide supporting commentary; Income Statement, Balance Sheet, Statement of Cash Flows and Statement of Capital Works.

## LEGISLATIVE FRAMEWORK

Section 126 of the Local Government Act 1989 requires Council to review the SRP during preparation of the Council Plan and adopt the SRP by 30 June annually.

The SRP must include the standard financial statements and statements describing the non-financial resources required to achieve the objectives outlined in the Council

Plan in respect of at least the next 4 years. A copy of the SRP must be available for public inspection at Council offices.

## PRINCIPLES OF SOUND FINANCIAL MANAGEMENT

Section 136 of the Act requires Council 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 the Council.

## APPRAISAL OF FUTURE PERFORMANCE

The following table summarises the key financial results for the next four years as set out in the Plan.

Indicator	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	Best practice \$'000	GPS Target \$'000	Traffic Light
Operating Surplus	4,739	1,744	4,013	4,916	>0	>5,000	
Underlying Operating Result	311	618	1,493	1,553	>0	>0	
Cash & investments	6,380	5,229	4,147	6,147	>0	>5,000	
Cash Flow from Operations	9,943	6,815	9,254	9,931		>6,000	
Capital Expenditure	9,663	9,828	12,668	10,883		Depends on grants	
Liquidity	173%	148%	123%	148%	>110%	>120%	
Dependence on Rates	48.7%	47.1%	55.6%	57.0%	>64%	>64%	
Employee Numbers (EFT)	148	152	154	157	<208	<208	
Rate Determination	1,725	-1,151	-1,081	1,999	>0	>0	



Indicator	2013-14 \$'000	2014-15 \$'000	2015-16 \$'000	2016-17 \$'000	Best practice \$'000	GPS Target \$'000	Traffic Light
Retained Earnings (discretionary)	1,147	-4	-1,086	913	>1,000	>2,000	
Level of Borrowings	38.3%	41.3%	45.9%	47.9%	<60%	<30%	

The general influences affecting all operating revenue and expenditure include the following:

Item	2013-14 %	2014-15 %	2015-16 %	2016-17 %
Rates and Charges – average increase per assessment	6.03	7.87	7.62	7.41
Municipal Charge	\$200	\$250	\$250	\$250
Grants and Subsidies	2.5	2.5	2.5	2.5
Contributions and Recoupments	2.5	2.5	2.5	2.5
Income from User Fees	2.5	2.5	2.5	2.5
Contracts and Materials	3.0	3.0	3.0	3.0
Employee Costs – number of new staff per year	4.0 EFT	2.5 EFT	3.0 EFT	2.5 EFT
Wage Increase – EB Agreement	3.8	3.7	3.7	3.7

## RATING STRATEGY

The existing rating strategy comprises the following key elements:

- A municipal charge on all properties increasing to \$250;
- No discount for farms of 2 to 40 hectares (excluding legitimate intensive agriculture);
- 90% differential rate for farms over 40 hectares and intensive farm;
- General rate applicable to non farm, non developable land in the Farming Zone (as zoned within the Golden Plains Planning Scheme);
- 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 zoned in the Golden Plains Planning Scheme; and
- General rate applicable to all other properties.

## BORROWING STRATEGY

Borrowings are forecast to increase in 2013-14 with borrowings of \$1.840m to fund the prior year payment of the defined benefit fund shortfalls.

	Budget 2013-14 \$'000	Plan 2014-15 \$'000	Plan 2015-16 \$'000	Plan 2016-17 \$'000
New Loans	1,990	2,030	2,400	2,150
Total Loan Principal Repaid	650	783	736	878
Total Loan Interest	375	397	402	499
Total Loan Balance	6,375	7,638	9,302	10,574

## FINANCIAL STATEMENTS

### Standard Income Statement

	Budget 2013-14 \$'000	Plan 2014-15 \$'000	Plan 2015-16 \$'000	Plan 2016-17 \$'000
<b>Operating Revenue</b>				
Rates and Charges	16,665	18,502	20,253	22,075
Grants and Subsidies	9,046	9,150	9,390	9,440
Contributions and Recoupments	1,059	936	1,024	984
User Fees and Charges	2,238	2,292	2,351	2,410
Other Revenue	451	451	451	451
Total Operating Revenue	29,459	31,331	33,469	35,360
<b>Operating Expenditure</b>				
Materials and Services	9,538	10,060	10,187	10,724
Employee Benefits	13,921	14,790	15,753	16,728
Finance Costs 2013-14	21	-	-	-
Depreciation	5,050	5,219	5,379	5,595
Other Expenses	242	248	254	261
Bad Debts	-	-	-	-
Total Operating Expenditure	28,772	30,317	31,573	33,308
Income from Operations	686	1,015	1,895	2,052

	Budget 2013-14 \$'000	Plan 2014-15 \$'000	Plan 2015-16 \$'000	Plan 2016-17 \$'000
<b>Other Income (Expense)</b>				
Capital Grants	4,634	7,148	2,199	1,650
Capital Contributions	220	220	220	220
Assets Handed to Council	550	550	550	550
Food Security Project Expenses	-1,000	-6,792	-449	-
Land Sales Gain - Bakers Lane	-	-	-	943
Finance Costs 2014-2023	-354	-397	-402	-499
Gain/(Loss) on Fixed Assets	3	-	-	-
Total Other Income (Expense)	4,053	729	2,118	2,864
Net Income	4,739	1,744	4,013	4,916

#### Standard Balance Sheet

	Budget 2013-14 \$'000	Plan 2014-15 \$'000	Plan 2015-16 \$'000	Plan 2016-17 \$'000
<b>Current Assets</b>				
Cash and Cash Equivalents	6,279	5,135	4,081	5,858
Receivables - Rates	667	740	810	883
Other Debtors	1,271	1,271	1,271	1,271
Inventories	25	25	25	25
Land Held for Resale	322	322	322	215
Other Current Assets	60	60	60	60
Total Current Assets	8,624	7,553	6,569	8,312
<b>Property and Equipment</b>				
Fixed Asset	258,352	266,290	276,998	285,731
Accumulated Depreciation	-67,808	-71,619	-75,602	-79,825
Total Property and Equipment	190,544	194,671	201,396	205,906
<b>Other Assets</b>				
Land	19,160	19,160	19,160	19,160
Land Under Roads	192	192	192	192

	Budget 2013-14 \$'000	Plan 2014-15 \$'000	Plan 2015-16 \$'000	Plan 2016-17 \$'000
Investments in Associates	767	767	767	767
Total Other Assets	20,119	20,119	20,119	20,119
Total	219,287	222,343	228,084	234,337
<b>Current Liabilities</b>				
Payables	1,905	1,905	1,905	1,905
Employee Benefits	2,181	2,261	2,341	2,421
Trust Funds	200	200	200	200
Current Portion of Long Term Debt	688	726	868	1,086
Provision for Rehabilitation Gravel Pit	15	15	15	15
Total Current Liabilities	4,989	5,107	5,329	5,627
<b>Non-Current Liabilities</b>				
Employee Benefits NC	464	464	464	464
Provision - Rehabilitation Gravel Pit	68	53	38	23
Interest Bearing Liabilities	5,703	6,913	8,434	9,488
Total Non-Current Liabilities	6,235	7,430	8,936	9,975
<b>Equity</b>				
Accumulated Surplus	208,063	209,806	213,819	218,735
Total Equity	208,063	209,806	213,819	218,735
Total	219,287	222,343	228,084	234,337



## Standard Statement of Cash Flows

	Budget 2013-14 \$'000	Plan 2014-15 \$'000	Plan 2015-16 \$'000	Plan 2016-17 \$'000
<b>Cash Flows from Operating Activities</b>				
Operating Revenues	29,459	31,331	33,469	35,360
Change in Receivables	-105	-73	-70	-73
Cash Received from Customers	29,354	31,258	33,399	35,287
Operating Expenses	23,723	25,098	26,195	27,713
Cash from Capital Grants	-4,634	-7,148	-2,199	-1,650
Cash from Capital Contributions	-220	-220	-220	-220
Cash from Food Security Project Expenses	1,000	6,792	449	-
Change in Land Held for Resale	-	-	-	-107
Change in Employee Benefits	-92	-80	-80	-80
Change in DB Superfund Liability	84	-	-	-
Cash Paid to Supplies and Employees	19,861	24,442	24,145	25,656
Total Cash Flows from Operating Activities	9,493	6,816	9,254	9,631
<b>Cash Flows from Investment Activities</b>				
Cash from(for) Assets Handed to Council	550	550	550	550
Cash from(for) Land Sales Gain - Bakers Lane	-	-	-	943
Cash from(for) Gain/ (Loss) on Fixed Assets	947	1,032	1,114	1,328
Change in Fixed Asset	-10,214	-10,378	-13,218	-11,433
Change in Gravel Pit Prov	-15	-15	-15	-15

	Budget 2013-14 \$'000	Plan 2014-15 \$'000	Plan 2015-16 \$'000	Plan 2016-17 \$'000
Total Cash Flows from Investment Activities	-8,732	-8,811	-11,569	-8,627
<b>Cash Flows from Financing Activities</b>				
Cash from(for) Interest Expense	-354	-397	-402	-499
Change in NC Employee Benefits	31	-	-	-
Change in Borrowings	1,186	1,247	1,664	1,272
Total Cash Flows from Financing Activities	863	850	1,262	773
Net Increase (Decrease) in Cash	1,624	-1,145	-1,053	1,777
Cash at Beginning of Period	4,655	6,279	5,135	4,081
Cash at End of Period	6,279	5,134	4,082	5,858

## Standard Statement of Capital Works

Capital Works Class	Budget 13-14 \$'000	SRP 14-15 \$'000	SRP 15-16 \$'000	SRP 16-17 \$'000
Land & Buildings	2,959	2,030	5,480	5,080
Furniture & Equipment	218	363	903	226
Plant & Machinery	1,805	2,417	2,569	3,020
Other Structures	1,378	1,098	780	130
Infrastructure	3,855	4,470	3,486	2,977
<b>Total Capital Expenditure</b>	<b>10,215</b>	<b>10,378</b>	<b>13,218</b>	<b>11,433</b>

Nature of Capital Works				
Renewal	4,434	4,003	4,074	4,146
Upgrade	1,951	2,211	1,958	1,962
New Assets	3,830	4,164	7,186	5,325
<b>Total Capital Works</b>	<b>10,215</b>	<b>10,378</b>	<b>13,218</b>	<b>11,433</b>

## Statement of Non-Financial Resources

Equivalent Full Time	Budget 13-14	SRP 14-15	SRP 15-16	SRP 16-17
Employee Costs (\$'000)	13,921	14,789	15,753	16,727
Employee numbers (EFT)	148	152	154	158
EFT per 1,000 residents	7.8	7.9	7.8	7.7
<b>Employee Numbers</b>				
Part Time	46	47	48	49
Full Time	102	105	106	109
<b>Total</b>	<b>148</b>	<b>152</b>	<b>154</b>	<b>158</b>