

GOLDEN PLAINS SHIRE COUNCIL PLAN 2013 - 2017



• Anakie • Bamganie • Bannockburn • Baranah Park • Batesford • Berringa • Berrybank
• Cambrian Hill • Cape Clear • Corindhap • Cressy • Dereel • Durdidwarrah
• Durham Lead • Enfield • Garibaldi • Gheringhap • Grenville • Haddon • Happy Valley
• Hesse • Ilbarook • Inverleigh • Lethbridge • Linton • Mannibadar • Maude • Meredith
• Morrisons • Mount Mercer • Murghoboluc • Napoleons • Newtown • Ninningbool
• Piggoort • Pitfield • Pitong • Rokewood • Rokewood Junction • Ross Creek
• Russells Bridge • Scarsdale • She Oaks • Shelford • Smythes Creek • Smythesdale
• Springdallah • Staffordshire Reef • Steiglitz • Stonehaven • Sutherlands Creek • Teesdale
• Wallinduc • Werneth • Willowdale • Wingeel



Effective 1 July 2015. Adopted 23 June 2015.
Incorporating Strategic Resource Plan 2015 - 2019.



Golden Plains Shire



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Golden Plains' 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.

Golden Plains' 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.

Golden Plains' 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.



From our Mayor



Cr Des Phelan
Mayor
Golden Plains Shire Council

On behalf of Golden Plains Shire Council, I am pleased to present the updated Council Plan for 2015-17. This document outlines Council's strategic commitment to achieve its 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.

Since 2013, Council has maintained a strong financial position based on a conservative approach to financial management. Challenges have included a growing population in townships such as Bannockburn, Inverleigh, Smythesdale and Lethbridge and the dispersed growth throughout the Shire as well as the changing needs of residents.

Council has met community expectations by investing in community infrastructure; buildings, facilities, footpaths, roads and trails; and delivering services across nine Key Result Areas (KRAs) listed in the forthcoming pages of this Plan.

- Citizen and Customer Service
- Civic Leadership
- Economic Development
- Environment and Land Use Planning
- Financial Management
- Human Support Services
- Recreation and Community Development
- Roads and Street Infrastructure
- Waste Management

The four year 2013-2017 Council Plan was first presented to the public in 2013 and, as we approach the mid-way point in the delivery of this Plan, it is fitting that we update it to reflect the work completed and the areas of focus for the next year.

Council will continue to undertake lobbying of State and Federal Government representatives to advocate for funds and support on behalf of our communities. Council will also continue to engage with the community and find new ways to consult and involve community members in decision making. This collaborative work will continue to improve the liveability, sustainability and productivity of our region.

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 to breathe.

With 20,151 (ERP 2013) residents across 56 communities and 16 townships, Golden Plains Shire has been one of the fastest growing municipalities in Victoria, with population growth now around 2.3% per annum.

New residents, including many young families, continue to enjoy a diverse range of lifestyle choices available in the Shire's welcoming communities.

Golden Plains Shire comprises 2,705 square kilometres between Victoria's two largest regional cities, Geelong and Ballarat. The Shire's close proximity to services available in neighbouring cities and convenient commuting distance to Melbourne and the Surfcoast adds to its appeal as a place to call home.

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

Golden Plains Shire is conveniently located close to export markets and welcomes investment and sustainable development. Strong population and economic growth render the region an attractive place to invest.

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

This thriving municipality has become renowned across Australia, and internationally, for the produce on offer at local eateries, cellar doors and the monthly Golden Plains Farmers' Market in Bannockburn.

The winemakers of the Moorabool Valley have continued the passion of the early settlers, incorporating skills from around the world and nurturing their vineyards to produce some of Australia's finest cool climate wines.

Despite strong growth in the north west and south east, the Shire's rural base and natural environment dominate the landscape. The natural beauty of the region still remains visible and accessible as does remnant townships and structures from the area's rich gold mining history.

The region has a vibrant arts and culture scene including iconic music festivals which are all helping to make Golden Plains an emerging tourism destination.

Facts and Figures

Location	Western District	Operating income	\$29.9 million
Area	2,705 square km	Rate revenue	\$16.7 million
Est. resident population	20,151 (June 2013)	Sealed roads' length	985 kms
Growth rate	3.5% for 2013-14	Unsealed roads' length	720 kms
No. of employees	203.6 Equivalent Full time (EFT)	Climate	Cool winters and moderate summers
No. of councillors	7	Annual average rainfall	500-750 mm
Electoral structure	Un-subdivided municipality	Average summer temp.	10 degrees Celsius
Rateable properties	10,530	Average winter temp.	25 degrees Celsius

Our Councillors



Councillors 2015-16

Left to right:

Back row:

Cr Bill McArthur

First elected
March 1996

Cr Helena Kirby

First elected
November 2008

Cr Andrew Cameron

First elected
November 2012

Cr Jenny Blake

First elected
March 1996

Front row:

Cr Nathan Hansford

First elected
November 2012

Mayor, 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 Bill McArthur

First elected: March 1996.

After relocating to the country hamlet of Haddon in 1981 to open a small business with his wife Lyn and two children, Bill discovered that he was well suited to the active community lifestyle for which Golden Plains Shire is renowned.

As a Councillor, Bill strives to represent the collective and influential voice of residents, community groups and businesses across Golden Plains responsibly, ethically and passionately.

Cr Helena Kirby

First elected: December 2008.

Helena is a resident and business owner in Rokewood. She is keen to represent the interests of the residents of Rokewood and district and to see that the communities within Golden Plains Shire are maintained and have access to future opportunities.

Cr Andrew Cameron

First elected: November 2012.

Andrew lives in Lethbridge on a property that has been in his family for 80 years. He operates a farming business in Lethbridge, Teesdale and Shelford. He also part owns and operates a small business in Golden Plains Shire. He appreciates the importance of ongoing needs for raising a young family in a semi-rural area and the benefits of infrastructure for the future of the region.

Cr Jenny Blake

First elected: March 1996.

Jenny is a disability advocate and a farmer who understands the financial challenges of primary production. She previously served as Mayor at Golden Plains Shire during 2008-10 and 2012-14. Her commitment is to work closely with all communities to improve infrastructure and services for all.

Cr Nathan Hansford

First elected: November 2012.

Nathan has a young family that ensures his involvement within the community. His focus is on working together to achieve the best outcome possible for this Shire.

Mayor, Cr Des Phelan

Re-elected: November 2012.

Des has lived and worked in Golden Plains Shire all his life. He previously served on the Grenville and Golden Plains Shire Council for 23 years, including five terms as Mayor. He has a strong association with organisations within the Shire and its communities.

Cr Greg Vaughan

Re-elected: November 2012.

Greg has previous experience as a Councillor with Golden Plains Shire, having also served on Corio Council as Shire President. His priority with this Council is the financial commitments of Council.

Our Senior Management



Senior Management Team 2015-16

Left to right:

Back row:

Jillian Evans
Director
Community Services

Richard Trigg
Director
Corporate Services

Front row:

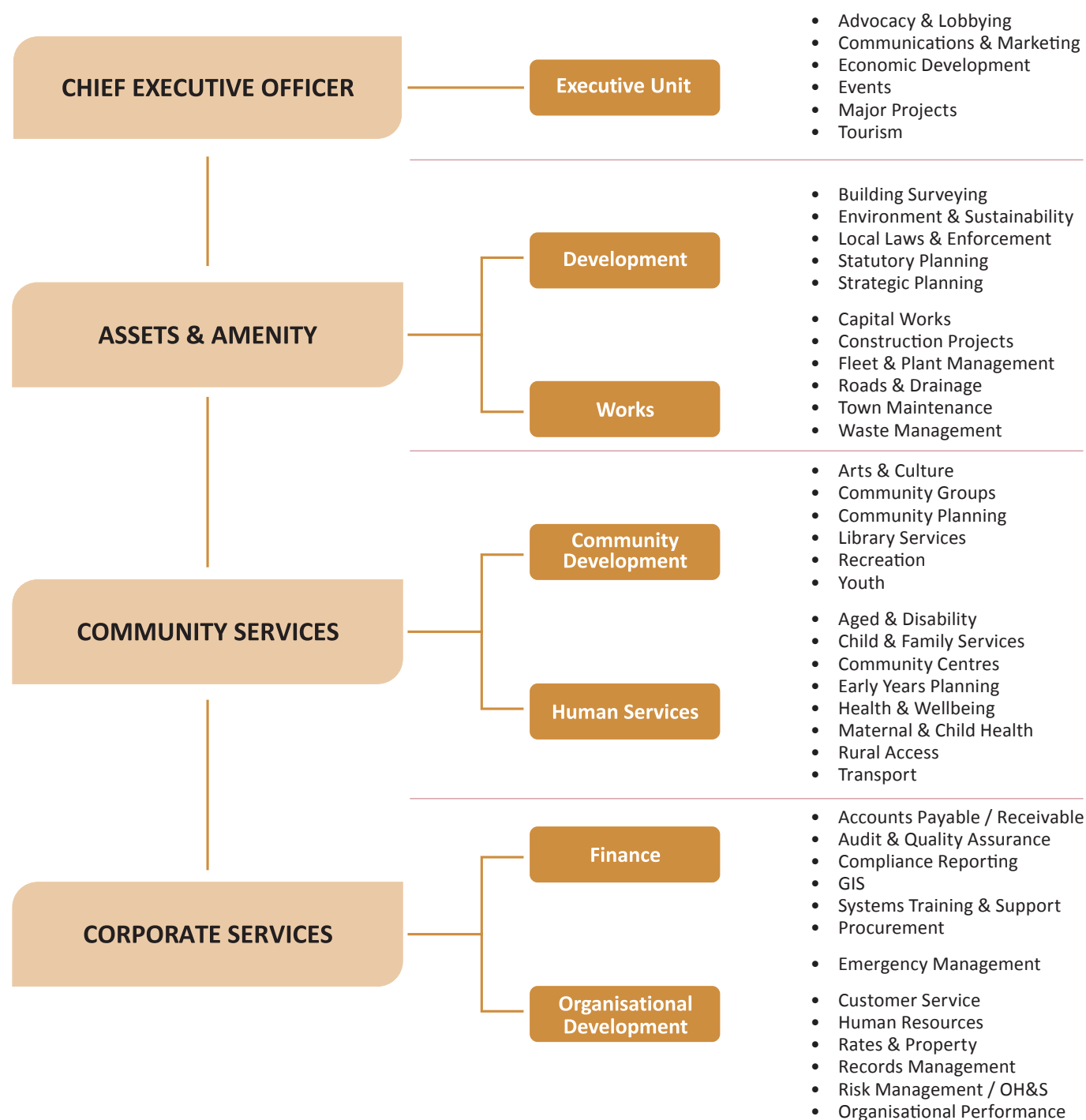
Greg Anders
Director
Assets & Amenity

Rod Nicholls PSM
Chief
Executive Officer

Mike Barrow
Manager
Executive Unit

Our Workplace

Organisational Structure



Key Result Area: Citizen and 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. Events, Communications & Marketing Strategy

Strategic Actions 2015-16

Regularly consult with communities.

Provide high quality point of contact customer service at Customer Service Centres by telephone and manage requests effectively.

Provide tailored and targeted communications and marketing actions aligned to the requirements and expectations of Shire residents, businesses and internal stakeholders.

Implement volunteer support programs.

Advocacy and Lobbying

- Develop an Advocacy and Lobbying Plan to advocate on behalf of the community with Members of Parliament and other key stakeholders.

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 Risk Insurance Audit score.

Key Strategic Plans

- | | |
|--|--|
| 1. Emergency Management Plan | 8. Community Engagement Strategy |
| 2. Municipal Fire Management Plan | 9. Organisational Development Strategy |
| 3. Risk Management Strategy | 10. Organisation Performance Framework |
| 4. Occupational Health and Safety Plan | 11. Recruitment and Retention Strategy |
| 5. Community Development Strategy | 12. Risk Management Strategy |
| 6. Municipal Public Health and Wellbeing Plan | 13. Records Management Strategy |
| 7. Events, Communications & Marketing Strategy | |

Strategic Actions 2015-16

- | |
|--|
| Implement Council's obligations within the Bushfires Royal Commission's recommendations. |
| Secure representation on Federal, State, regional and local government bodies. |
| Promote support to Council including professional development opportunities. |
| Facilitate and support community celebrations of important national events and days. |
| Consider community plan priorities when conducting Council planning activities and community grant allocation. |

Advocacy and Lobbying

- | |
|--|
| <ul style="list-style-type: none">• Bannockburn Emergency Services Precinct.• Municipal Emergency Resourcing Program. |
|--|

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
2. Events, Communications & Marketing Strategy

Strategic Actions 2015-16

Continue to develop the Golden Plains Food Production Precinct.
Facilitate natural gas connection to townships.
Attract investment in the Gheringhap Employment Precinct.
Facilitate development of Lethbridge Airport.
Facilitate Bannockburn Plaza redevelopment.
Facilitate development of Bannockburn Civic Heart.
Investigate the opportunity for the development of the aged care industry.
Further develop and enhance the Golden Plains Farmers' Market.
Partner with Arts & Culture in the development of the Golden Plains Arts Trail.
Provide facilitation support for community/township events.
Provide local small businesses with information on and access to business support services.

Advocacy and Lobbying

- Improved high speed broadband.
- Improved mobile phone coverage.
- Industrial development in the north west of the Shire.
- Major infrastructure project funding.
- Recognition and funding for Greater Geelong and Bellarine tourism region.

Key Result Area: Environment and 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. Domestic Animal Management Plan
3. Urban Design Frameworks and Structure Plans.
4. Environmental Strategy
5. Municipal Fire Management Plan
6. Rural Land Use Strategy
7. Residential Land Supply Plan

Strategic Actions 2015-16

Review the Municipal Strategic Statement.

Review the Greenhouse Action Plan.

Participate in State Government's Peri Urban Group of Rural Councils.

Participate in Regional Land Use Planning Groups.

Promote Council's Heritage Advisory Service.

Develop and implement a new Domestic Waste Water Management Plan.

Undertake compliance and enforcement for the Planning Scheme, Local Laws and Animal Control and Swimming Pools.

Develop a comprehensive Settlement Strategy for the north of the Shire.

Advocacy and Lobbying

- Protection of viable agricultural land for farming purposes.

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. Annual Budget
2. Ten Year Plan
3. Strategic Resource Plan
4. Rating Strategy
5. Procurement Strategy

Strategic Actions 2015-16

Acquire property within the municipality for future development.

Invest surplus funds to maximise return and minimise risk.

Maintain accurate property and valuation records, including supplementary valuations.

Preparation and auditing of financial statements.

Implement Council's Procurement Policy and Procurement Strategy to ensure best value outcomes for the Shire.

Advocacy and Lobbying

- Resources for a developing municipality.
- Equitable share of State and Federal taxes.
- Cost shifting by State and Federal Governments.
- Minimising the effects of the defined benefits scheme.

Key Result Area: Human Support Services

Strategic Objective

To provide a range of sustainable human support services that maintain or enhance the wellbeing and quality of life of Golden Plains Shire 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 Early Years Plan
2. Ageing Well in Golden Plains
3. Access and Inclusion Plan
4. Early Years Infrastructure Plan

Strategic Actions 2015-16

Facilitate the development of a network of community health providers.

Facilitate the Health Planning Network in Golden Plains Shire.

Establish services at the Meredith Early Learning Centre.

Complete Stage 2 development of the Smythesdale Well.

Manage the planning and delivery of Council's Kindergarten, Long Day Care, Family Day Care and Occasional Child Care services.

Provide enhanced Maternal and Child Health home visiting services for families who are isolated or at risk.

Provide support and advice to local Playgroups, including the 'Playgroup Plus' health promotion program.

Enhance the service planning and delivery relationships with district nursing, community health and disability service providers in Ballarat and Geelong.

Undertake emergency relief and recovery services as necessary.

Provide a range of Home and Community Care Services to older residents and people with disabilities to enable them to remain in their own homes.

Continue to provide community transport through a network of volunteer drivers.

Advocacy and Lobbying

- Public transport needs in the Shire.
- Co-location of schools with community facilities.
- Health and community service needs.
- Secondary and post compulsory education and support provision.
- Continuation of Federal funding for universal access to 15 hours of kindergarten.

Key Result Area: Recreation and 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 townships through Town Place Plans.
- To identify and respond to community needs and provide opportunities to enable people in the 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 | 7. Paths and Trails Strategy |
| 2. Community Development Strategy | 8. Youth Development Strategy |
| 3. Open Space Strategy | 9. Access and Inclusion Plan |
| 4. Arts and Culture Strategy | 10. Geelong Regional Library Corporation Plan |
| 5. Bannockburn Community Infrastructure Development Plan | 11. Ageing Well Strategy |
| 6. Recreation Strategy | |

Strategic Actions 2015-16

Implement Community Grants program.

Develop Northern Equestrian Centre as a state centre.

Review volunteer committees including S86 Committees of Management.

Facilitate development of Bannockburn Civic Heart community and recreation facilities.

Facilitate the development of Community Plans in towns across the Shire, including Bannockburn.

Provide seed funding for the implementation of local projects identified in community plans.

Develop volunteer policies, procedures, newsletters and promotional material to encourage recruitment and retention of volunteers.

Establish an online community portal to increase community participation and capacity.

Support the development of young people in the Shire.

Deliver the annual Arts Trail event.

Participate in the management of the Geelong Regional Library Corporation.

Develop volunteer policies, procedures, newsletters and promotion material to encourage recruitment and retention of volunteers.

Improve organisational community engagement processes.

Advocacy and Lobbying

- Regional youth service providers to service the Golden Plains Shire.
- Increased funding for library services.
- Increased funding for recreation and community infrastructure development.
- Secondary and post compulsory education and support provision.

Key Result Area: Roads and 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 roads and streets (Council controlled) and footpaths above 54.

Key Strategic Plans

1. Road Strategy
2. Road Management Plan
3. Asset Management Improvement Strategy
4. Stormwater Management Plan

Strategic Actions 2015-16

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|--|
| Advocate for continuation of the Regional TIRES (Timber Impacted Roads Evaluation Study) funding program. |
| Participate in regional roads groups. |
| Implement bridge replacement program. |
| Support the development of the Ballarat Western Link project. |
| Implement routine pavement maintenance, patching and resealing for the sealed road network. |
| Implement cyclical re-sheeting and routing maintenance grading of gravel roads. |
| Implement bridge and culvert reconstruction, replacement or maintenance. |
| Implement maintenance of drainage systems. |
| Implement maintenance on all footpaths and joint-use paths located on road reserves with constructed roads. |
| Implement restoration program for Council utilised gravel pits and former landfill sites. |
| Support small township restoration and development through safety clearing of road side trees, maintenance of avenues of honour, streetscape beatification tree planting, grass mowing and parks and reserves maintenance. |
| Implement maintenance of Ballarat – Skipton Rail Trail. |

Advocacy and Lobbying

- Regional Transport Plans.
- Increased VicRoads expenditure on maintenance of the main road network.
- Duplication of Midland Highway between Geelong and Bannockburn.
- Overtaking lanes and safe turning lanes on the Colac-Ballarat Road and the Hamilton and Midland Highways.
- TIRES (Timber Impacted Roads Evaluation Study) funding.
- Advocate for duplication of the Glenelg Highway between Ballarat and Smythesdale.

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 Plans

1. Waste Management Strategy

Strategic Actions 2015-16

Review the Waste Management Strategy.

Implement a new garbage collection service that is highly focused on sustainability and recycling.

Investigate opportunities for transfer stations within the Shire.

Participate in the Regional Waste Management Group.

Advocacy and Lobbying

- Local projects funded by the State Landfill Levy.
- Ballarat's Regional Landfill compliance with the planning scheme and EPA licences.

Strategies and Strategic Plans

1. Access and Inclusion Plan
2. Ageing Well Strategy
3. Annual Budget
4. Arts and Culture Strategy
5. Asset Management Improvement Strategy
6. Bannockburn Community Infrastructure Development Plan
7. Community Development Strategy
8. Community Engagement Strategy
9. Customer Service Strategy
10. Domestic Animal Management Plan
11. Early Years Infrastructure Plan
12. Economic Development Strategy
13. Emergency Management Plan
14. Environment Strategy
15. Events, Communications and Marketing Strategy
16. Geelong Regional Library Corporation Plan
17. Municipal Early Years Plan
18. Municipal Fire Management Plan
19. Municipal Public Health and Wellbeing Plan
20. Municipal Strategic Statement
21. Occupational Health and Safety Plan
22. Open Space Strategy
23. Organisation Performance Framework
24. Organisational Development Strategy
25. Paths and Trails Strategy
26. Procurement Strategy
27. Rating Strategy
28. Records Management Strategy
29. Recreation Strategy
30. Recruitment and Retention Strategy
31. Residential Land Supply Plan
32. Risk Management Strategy
33. Road Management Plan
34. Road Strategy
35. Rural Land Use Supply
36. Stormwater Management Plan
37. Strategic Resource Plan
38. Ten Year Plan
39. Urban Design Frameworks and Structure Plan
40. Waste Strategy
41. Youth Development Strategy



Strategic Actions 2013 - 2017

Key Result Area: Citizen and Customer Service

Strategic 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 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 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 and Land Use Planning

Strategic 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 Greenhouse Action Plan	✓	✓	✓	✓
Implement 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 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	✓	✓	✓	✓

Key Result Area: Human Support Services

Strategic 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 and Community Development

Strategic 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 and Streets Infrastructure

Strategic 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	✓	✓	✓	✓

Key Result Area: Waste Management

Strategic 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 the Smythesdale Landfill for compliance with planning scheme and EPA licences	✓	✓	✓	✓
Participate in the Regional Waste Management Group	✓	✓	✓	✓

R – Review of Strategy in this financial year

Strategic Resource Plan 2015-2019

The Strategic Resource Plan (SRP) has been developed to describe the resources, both financial and non-financial, required over the 4-year period 2015-16 to 2018-19 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	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	Best practice \$'000	GPS Target \$'000	Traffic Light
Operating Surplus	2,242	3,856	4,325	3,954	>0	>5,000	
Underlying Operating Result	(522)	(234)	1,085	1,014	>0	>0	
Cash & investments	3,133	1,622	3,464	5,559	>0	>5,000	
Cash Flow from Operations	8,455	10,062	10,078	9,724		>6,000	
Capital Expenditure	9,380	13,310	15,885	10,116		Depends on grants	
Liquidity	146%	108%	142%	179%	>100%	>180%	
Dependence on Rates	50.3%	49.2%	52.6%	54.1%	>64%	>64%	
Employee Numbers (EFT)	203	206	209	212	<208	<208	
Rate Determination	(368)	(1,769)	1,732	1,999	>0	>0	

Appraisal of Future Performance (continued)

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

Indicator	2015-16 \$'000	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	Best practice \$'000	GPS Target \$'000	Traffic Light
Retained Earnings (discretionary)	1,378	(305)	1,426	3,425	>1,000	>2,000	
Level of Borrowings	39.1%	42.3%	60.0%	55.3%	<60%	<30%	

Item	2015-16 %	2016-17 %	2017-18 %	2018-19 %
Rates and Charges – average increase per assessment	5.26	6.5	6.5	5.0
Municipal Charge	\$225	\$225	\$225	\$225
Grants and Subsidies	0-2.5	0-2.5	0-2.5	0-2.5
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	2.5	2.5	2.5	2.5
Employee Costs – number of new staff per year	3.0 EFT	2.5 EFT	3.0 EFT	2.5 EFT
Wage Increase – EB Agreement	3.7	3.7	3.0	3.0

No account has been made for the impact of rate capping until the details are known. The affect will be incorporated into the 2016 revision.

Rating Strategy

The existing rating strategy comprises the following key elements:

- A municipal charge on all properties increasing to \$225;
- 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.

Comprehensive Income Statement

For the four years ended 30 June 2019.

	2016 \$	2017 \$	2018 \$	2019 \$
Operating Revenue				
Rates and Charges	19,375,103	20,852,875	22,413,476	23,712,505
Grants - operating (recurrent)	8,870,460	8,992,295	9,236,626	9,459,041
Grants - operating (non-recurrent)	899,000	2,112,000	65,000	65,000
Grants - capital (recurrent)	1,902,420	950,210	950,210	950,210
Grants - capital (non-recurrent)	1,599,000	2,925,000	2,075,000	1,775,000
Contributions and Recoupments	2,382,496	2,344,899	2,587,652	2,403,397
User Fees and Charges	3,105,300	3,185,647	3,315,286	3,397,948
Other Income	350,000	350,000	350,000	350,000
Net Gain/(Loss) on Disposal of Property, Infrastructure,	2,000	656,682	1,576,037	1,707,374
Total Operating Revenue	38,485,779	42,369,608	42,569,287	43,820,475
Operating Expenditure				
Materials and Services	(11,386,202)	(13,031,419)	(11,266,234)	(11,720,670)
Employee Benefits	(17,010,199)	(17,412,956)	(18,446,826)	(19,487,851)
Depreciation	(7,224,679)	(7,393,114)	(7,597,751)	(7,715,806)
Finance Costs	(368,395)	(415,140)	(665,816)	(668,030)
Other Expenses	(253,788)	(260,217)	(266,654)	(273,339)
Bad Debts	(500)	(515)	(528)	(541)
Total Operating Expenditure	(36,243,763)	(38,513,361)	(38,243,809)	(39,866,237)
Surplus/(Deficit) from Operations	2,242,016	3,856,247	4,325,478	3,954,238
Other comprehensive income				
<i>Items that may be reclassified to surplus or deficit in future periods</i>				
Net assets revaluation increment / (decrement)				
Share of other comprehensive income of associates and joint ventures				
Total comprehensive result	2,242,016	3,856,247	4,325,478	3,954,238

Balance Sheet

For the four years ended 30 June 2019.

	2016 \$	2017 \$	2018 \$	2019 \$
Assets				
<i>Current Assets</i>				
Cash and cash equivalents	3,133,907	1,622,093	3,464,475	5,559,433
Trade and Other Receivables	3,423,000	3,537,920	3,681,495	3,801,005
Inventories - Consumables	18,700	18,700	18,700	18,700
Land Held for Re-sale	322,272	268,560	139,651	-
Other Assets	42,000	42,000	42,000	42,000
Total Current Assets	6,939,879	5,489,273	7,346,321	9,421,138
<i>Non-Current Assets</i>				
Investment in Associate	830,100	830,100	830,100	830,100
Land	23,194,606	24,194,606	25,194,606	26,194,606
Buildings	33,032,778	35,568,300	42,927,800	45,072,100
Furniture & Equipment	503,752	298,265	732,807	434,144
Plant & Machinery	4,917,342	7,700,340	9,703,210	12,064,300
Infrastructure	346,847,454	345,854,899	343,743,344	341,364,961
Other Structures	9,579,591	10,245,632	9,733,608	9,205,392
Work in Progress	95,000	95,000	95,000	95,000
Land Under Roads	587,911	587,911	587,911	587,911
Gravel Pit Rehabilitation	49,987	34,987	19,987	12,987
Sinking Fund Investment	848,532	1,697,651	2,546,770	1,000
Total Non-Current Assets	420,487,053	427,107,691	436,115,143	435,862,501
TOTAL ASSETS	427,426,932	432,596,964	443,461,464	445,283,639
Liabilities				
<i>Current Liabilities</i>				
Trade and Other Payables	1,737,000	1,737,000	1,737,000	1,737,000
Trust Funds and Deposits	155,000	155,000	155,000	155,000
Employee Benefits	2,613,751	2,693,751	2,773,751	2,853,751
Interest-Bearing Liabilities	238,770	462,207	507,672	510,721
Provision for Rehabilitation of Gravel Pit	15,000	15,000	15,000	7,799
Total Current Liabilities	4,759,521	5,062,958	5,188,423	5,264,271
<i>Non-Current Liabilities</i>				
Employee Benefits	508,454	508,454	508,454	508,454
Interest-Bearing Liabilities	7,341,294	8,366,642	14,795,199	12,595,067
Provision for Rehabilitation of Gravel Pit	62,081	47,081	32,081	24,302
Total Non-Current Liabilities	7,911,829	8,922,177	15,335,734	13,127,823
TOTAL LIABILITIES	12,671,350	13,985,135	20,524,157	18,392,094
NET ASSETS	414,755,582	418,611,829	422,937,307	426,891,545

Balance Sheet (continued)

For the four years ended 30 June 2019.

	2016 \$	2017 \$	2018 \$	2019 \$
Equity				
Accumulated Surplus	414,755,582	418,611,829	422,937,307	426,891,545
Reserves	-			
TOTAL EQUITY	414,755,582	418,611,829	422,937,307	426,891,545
Reconciliation				
Total Equity	412,513,566	414,755,582	418,611,829	422,937,307
Surplus/(Deficit)	2,242,016	3,856,247	4,325,478	3,954,238
TOTAL EQUITY	414,755,582	418,611,829	422,937,307	426,891,545

Statement of Changes in Equity

For the four years ended 30 June 2019.

	Total \$	Accumulated Surplus \$	Revaluation Reserve \$	Other Reserves \$
2016				
Balance at beginning of the financial year	412,513,566	164,636,932	247,159,072	717,562
Surplus/(deficit) for the year	2,242,016	2,242,016		
Net asset revaluation increment /(decrement)	-			
Transfers to other reserves	-	(40,000)		40,000
Transfers to other reserves	-			
Balance at end of the financial year	414,755,582	166,838,948	247,159,072	757,562
2017				
Balance at beginning of the financial year	414,755,582	166,838,948	247,159,072	757,562
Surplus/(deficit) for the year	3,856,247	3,856,247	-	-
Net asset revaluation increment /(decrement)	-			
Transfers to other reserves	-			
Transfers to other reserves	-			
Balance at end of the financial year	418,611,829	170,695,195	247,159,072	757,562
2018				
Balance at beginning of the financial year	418,611,829	170,695,195	247,159,072	757,562
Surplus/(deficit) for the year	4,325,478	4,325,478		
Net asset revaluation increment /(decrement)				
Transfers to other reserves				
Transfers to other reserves				
Balance at end of the financial year	422,937,307	175,020,673	247,159,072	757,562
2019				
Balance at beginning of the financial year	422,937,307	175,020,673	247,159,072	757,562
Surplus/(deficit) for the year	3,954,238	3,954,238		
Net asset revaluation increment /(decrement)				
Transfers to other reserves				
Transfers to other reserves				
Balance at end of the financial year	426,891,545	178,974,911	247,159,072	757,562

Statement of Cash Flows

For the four years ended 30 June 2019.

	2016 Inflows/ (outflows) \$	2017 Inflows/ (outflows) \$	2018 Inflows/ (outflows) \$	2019 Inflows/ (outflows) \$
Cash Inflow from Operating Activities				
Receipts from Ratepayers	19,211,826	20,852,000	22,413,000	23,712,000
Grants	13,198,402	14,979,000	12,326,000	12,249,000
Interest Received	385,950	350,000	350,000	350,000
User Fees	3,158,316	3,185,647	3,315,286	3,397,948
Contributions-monetary	1,542,888	971,748	1,209,352	1,019,750
Payments to Employees	(16,536,168)	(17,412,956)	(18,446,826)	(19,487,851)
Material and Services	(13,063,598)	(12,784,419)	(11,266,234)	(11,720,670)
Net GST Refunded / Payment	557,728	(79,017)	177,680	203,529
Net cash provided by/(used in) Operating Activities	8,455,344	10,062,003	10,078,258	9,723,706
Cash Outflow from Investing Activities				
Payment for Land & Buildings	(140,000)	(3,480,000)	(8,330,000)	(3,130,000)
Payment for Infrastructure Assets	(4,194,420)	(4,868,000)	(3,863,000)	(3,658,779)
Payment for Plant & Machinery	(2,175,240)	(3,055,000)	(2,283,000)	(2,645,000)
Payment for Furniture & Equipment	(223,350)	(227,000)	(879,000)	(153,000)
Payment for Other Structures	(2,647,000)	(1,680,000)	(530,000)	(530,000)
Proceeds from Sale of Land		656,682	1,576,037	1,707,374
Proceeds from Sale of Assets	1,089,900	1,114,000	1,114,000	1,100,000
Net cash provided by/(used in) Investing Activities	(8,290,110)	(11,539,318)	(13,194,963)	(7,309,405)
Cash Inflow from Financing Activities				
Finance Costs	(368,395)	(415,140)	(665,816)	(668,030)
Repayment of Borrowings	(809,281)	(76,263)	(446,296)	(2,317,401)
Proceeds from Borrowings	650,000	1,306,023	6,920,318	120,318
LGFV Sinking Fund	(509,119)	(849,119)	(849,119)	2,545,770
Trust Funds	15,000	-	-	-
Net cash provided by/(used in) Financing Activities	(1,021,795)	(34,499)	4,959,087	(319,343)
Net Increase/(Decrease) in Cash and cash equivalents	(856,561)	(1,511,814)	1,842,382	2,094,958
Cash and cash equivalents at the beginning of the financial year	3,990,468	3,133,907	1,622,093	3,464,475
Cash and cash equivalents at the end of the financial year	3,133,907	1,622,093	3,464,475	5,559,433

Statement of Capital Works

For the four years ended 30 June 2019.

	2016 \$	2017 \$	2018 \$	2019 \$
Buildings				
06088 RDV Project - The Well Extension	30,000			
06089 Major Rec Facilities Renewal	60,000	60,000	60,000	60,000
09059 Depot Infrastructure Upgrade	50,000			
06088 Disability Action Plan		20,000	20,000	20,000
Civic Heart Project - additions		300,000		
Customer Service Redevelopment		500,000	5,500,000	1,000,000
Unspecified Grant Project 400/500		500,000	500,000	500,000
RDV Grant Project 200/300		300,000		300,000
SRV Major Grant Project 650/1.3		1,300,000		
SRV Minor Grant Project 200/500		500,000	500,000	500,000
Living Libraries Grant Project 500/1.0			1,000,000	
RDV Grant Project 500/750			750,000	750,000
Total buildings	140,000	3,480,000	8,330,000	3,130,000
Furniture and equipment				
04063 Cricket Pitch Covers	22,000			
07006 Computer Hardware	146,350	201,000	164,000	102,000
07007 Computer Software	55,000	16,000	705,000	41,000
Other Furniture & Equipment Projects		10,000	10,000	10,000
Total furniture and equipment	223,350	227,000	879,000	153,000
Infrastructure				
04064 Bannockburn Storm Water Drainage Improvements	45,000	33,000	33,000	33,000
09001 Local Roads Resealing	850,000	1,035,000	1,035,000	1,035,000
09007 Local Roads Improvements (Roads to Recovery)	1,900,420	950,000	950,000	950,000
09008 Local Roads Improvements	280,000	300,000	300,000	300,000
09009 Gravel Resheeting - Local Roads	205,000	205,000	205,000	205,000
09025 Open Space Implementation	150,000	250,000	250,000	250,000
09037 Fire Access Track	2,000	2,000	2,000	2,000
09043 Periodic Footpath Maintenance	27,000	31,000	31,000	31,000
09044 Periodic Bridge Rehabilitation	150,000	150,000	153,000	156,000
09060 Pitfield-Cressy Road Bridge Replacement	600,000			
09061 Meredith-Steiglitz Road Bridge (Coopers Bridge)	30,000			
LG Infrastructure Program		546,000	546,000	546,000
Transfer Stations		150,000	150,000	150,000

Statement of Capital Works (continued)

For the four years ended 30 June 2019.

	2016 \$	2017 \$	2018 \$	2019 \$
Roadworks - Somerset Estate		103,000	208,000	
Bakers Lane Stage 4 Development Works		1,113,000		
Total Infrastructure	4,239,420	4,868,000	3,863,000	3,658,000
Other structures				
04003 Woody Yaloak BMX Upgrade	50,000			
04006 Dereel Skate Park Upgrade	100,000			
04009 Open Space Strategy Implementation	30,000			
04021 Refurbishment of Playgrounds	50,000	40,000	40,000	40,000
04022 Resurfacing of Tennis Courts	190,000	90,000	90,000	90,000
04024 Fencing	5,000			
04026 Bannockburn Soccer Pavilion	650,000			
04038 Bannockburn Public Toilet Sewerage Connection	22,000			
04071 Bannockburn Civic Heart	1,150,000	1,150,000		
04078 Russell Street, Meredith Car Park Upgrade	50,000			
04081 Scarsdale Public Toilet - Septic Installation	25,000			
04082 Telemetry of Sports Ovals	10,000			
04083 Smythesdale Major Sports Oval Works (CFNP)	220,000			
Country Football Netball Grants Program 100/400		400,000	400,000	400,000
06016 Woody Yaloak EC Car Park Expansion	50,000			
Total other structures	2,602,000	1,680,000	530,000	530,000
Plant and equipment				
08000 Vehicle Purchase - Mayor	40,750	37,000	37,000	37,000
08001 Car Changeover - Building Control	37,000	37,000	37,000	37,000
08003 Vehicle Purchase - Community Protection	78,000	78,000	78,000	78,000
08008 Vehicle Purchase - Maternal & Child Health	56,000	60,000	60,000	60,000
08012 Bus Changeover - Community Transport	50,000	50,000	70,000	50,000
08013 Vehicle Purchases	944,840	988,000	988,000	988,000
08014 Ute Purchases	189,800	416,000	416,000	416,000
08015 Vehicle Purchase - Aged & Disability Services	90,350	34,000	34,000	34,000
08016 Health Promotion Vehicle	35,350	34,000	34,000	34,000
08024 Case 521D 4WD Loader (P316)	190,000			
08025 Billy Goate Walk Behind Vacuum	4,800			
08026 Vehicle Purchase - Environmental Health	35,350	34,000	34,000	34,000
08031 John Deere Mower (P360)	39,000			

Statement of Capital Works (continued)

For the four years ended 30 June 2019.

	2016 \$	2017 \$	2018 \$	2019 \$
08032 Kubota ZD21Mower (P361)	27,000			
08033 Kubota ZD 21 Mower (P409)	27,000			
08039 Hino Truck UD - Tipper (P352)	190,000			
08054 Isuzu Crane Truck (P337)	130,000			
08056 Ryan Tracaire Aerator (P355)	10,000			
Heavy Plant Replacement		1,287,000	495,000	877,000
Total plant and equipment	2,175,240	3,055,000	2,283,000	2,645,000
Total capital works expenditure	9,380,010	13,310,000	15,885,000	10,116,000
Land and Buildings	140,000	3,480,000	8,330,000	3,130,000
Furniture & Equipment	223,350	227,000	879,000	153,000
Plant & Machinery	2,175,240	3,055,000	2,283,000	2,645,000
Other Structures	2,602,000	1,680,000	530,000	530,000
Infrastructure	4,239,420	4,868,000	3,863,000	3,658,000
Total	9,380,010	13,310,000	15,885,000	10,116,000
New	2,214,300	6,248,500	9,629,500	3,557,500
Renewal	5,034,500	5,670,500	4,864,500	5,167,500
Upgrade	2,081,210	1,391,000	1,391,000	1,391,000
Expansion	50,000	-	-	-
Total	9,380,010	13,310,000	15,885,000	10,116,000

Statement of Human Resources

For the four years ended 30 June 2019.

	2016 \$	2017 \$	2018 \$	2019 \$
Staff expenditure				
Employee costs - operating	17,010,000	17,413,000	18,447,000	19,488,000
Employee costs - capital	-	-	-	-
Total staff expenditure	17,010,000	17,413,000	18,447,000	19,488,000
	FTE	FTE	FTE	FTE
Staff numbers				
Employees	203.6	206.5	209.5	212.0
Total staff numbers	203.6	206.5	209.5	212.0

Summary of Planned Capital Works

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
2016									
Buildings									
06088 RDV Project - The Well Extension	30,000	30,000						30,000	
06089 Major Rec Facilities Renewal	60,000		60,000					60,000	
09059 Depot Infrastructure Upgrade	50,000	50,000						50,000	
Total buildings	140,000	80,000	60,000	-	-	-	-	140,000	-
Furniture and equipment									
04063 Cricket Pitch Covers	22,000	22,000						22,000	
07006 Computer Hardware	146,350	17,800	102,550	26,000				146,350	
07007 Computer Software	55,000	55,000						55,000	
Total furniture and equipment	223,350	94,800	102,550	26,000	-	-	-	223,350	-
Infrastructure									
04064 Bannockburn Storm Water Drainage Improvements	45,000	22,500	22,500					45,000	
09001 Local Roads Resealing	850,000		850,000					850,000	
09007 Local Roads Improvements (Roads to Recovery)	1,900,420		950,210	950,210		1,900,420			
09008 Local Roads Improvements	280,000		140,000	140,000				280,000	
09009 Gravel Resheeting - Local Roads	205,000		205,000					205,000	

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
09025 Open Space Implementation	150,000	150,000						150,000	
09037 Fire Access Track	2,000		2,000			2,000			
09043 Periodic Footpath Maintenance	27,000		27,000					27,000	
09044 Periodic Bridge Rehabilitation	150,000		150,000					150,000	
09060 Pitfield-Cressy Road Bridge Replacement	600,000			600,000		300,000		300,000	
09061 Meredith-Steiglitz Road Bridge (Coopers Bridge)	30,000			30,000				30,000	
Total Infrastructure	4,239,420	172,500	2,346,710	1,720,210	-	2,202,420	-	2,037,000	-
Other structures									
04003 Woody Yaloak BMX Upgrade	50,000			50,000		33,000		17,000	
04006 Dereel Skate Park Upgrade	100,000			100,000		66,000		34,000	
04009 Open Space Strategy Implementation	30,000	30,000						30,000	
04021 Refurbishment of Playgrounds	50,000		50,000					50,000	
04022 Resurfacing of Tennis Courts	190,000		190,000					190,000	
04024 Fencing	5,000	5,000						5,000	

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
04026 Bannockburn Soccer Pavilion	650,000	650,000				100,000		400,000	150,000
04038 Bannockburn Public Toilet Sewerage Connection	22,000	22,000						22,000	
04071 Bannockburn Civic Heart	1,150,000	1,150,000				1,000,000		150,000	
04078 Russell Street, Meredith Car Park Upgrade	50,000			50,000				50,000	
04081 Scarsdale Public Toilet - Septic Installation	25,000			25,000				25,000	
04082 Telemetry of Sports Ovals	10,000	10,000						10,000	
04083 Smythesdale Major Sports Oval Works (CFNP)	220,000		110,000	110,000		100,000		120,000	
06016 Woody Yaloak EC Car Park Expansion	50,000				50,000			50,000	
Total other structures	2,602,000	1,867,000	350,000	335,000	50,000	1,299,000	-	1,153,000	150,000
Plant and equipment									
08000 Vehicle Purchase - Mayor	40,750		40,750					40,750	
08001 Car Changeover - Building Control	37,000		37,000					37,000	
08003 Vehicle Purchase - Community Protection	78,000		78,000					78,000	
08008 Vehicle Purchase - Maternal & Child Health	56,000		56,000					56,000	

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
08012 Bus Changeover - Community Transport	50,000		50,000					50,000	
08013 Vehicle Purchases	944,840		944,840					944,840	
08014 Ute Purchases	189,800		189,800					189,800	
08015 Vehicle Purchase - Aged & Disability Services	90,350		90,350					90,350	
08016 Health Promotion Vehicle	35,350		35,350					35,350	
08024 Case 521D 4WD Loader (P316)	190,000		190,000					190,000	
08025 Billy Goate Walk Behind Vacuum	4,800		4,800					4,800	
08026 Vehicle Purchase - Environmental Health	35,350		35,350					35,350	
08031 John Deere Mower (P360)	39,000		39,000					39,000	
08032 Kubota ZD21Mower (P361)	27,000		27,000					27,000	
08033 Kubota ZD 21 Mower (P409)	27,000		27,000					27,000	
08039 Hino Truck UD - Tipper (P352)	190,000		190,000					190,000	
08054 Isuzu Crane Truck (P337)	130,000		130,000					130,000	
08056 Ryan Tracaire Aerator (P355)	10,000		10,000					10,000	

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources				
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$	
Cost index increase										
Total plant and equipment	2,175,240	-	2,175,240	-	-	-	-	2,175,240	-	
Total capital works expenditure	9,380,010	2,214,300	5,034,500	2,081,210	50,000	3,501,420	-	5,728,590	150,000	

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
2017									
Buildings									
06088 Disability Action Plan	20,000	20,000						20,000	
Civic Heart Project - additions	300,000	300,000						300,000	
Customer Service Redevelopment - Stage 1	500,000	500,000							500,000
Unspecified Grant Project 400/500	500,000	500,000				400,000		50,000	50,000
RDV Grant Project 200/300	300,000	300,000				200,000		50,000	50,000
SRV Major Grant Project 650/1.3	1,300,000	1,300,000				650,000		600,000	50,000
SRV Minor Grant Project 200/500	500,000	500,000				200,000		300,000	
06089 Major Rec Facilities Renewal	60,000		60,000					60,000	
Total buildings	3,480,000	3,420,000	60,000	-	-	1,450,000	-	1,380,000	650,000
Furniture and equipment									
Other Furniture & Equipment Projects	10,000	10,000						10,000	
07006 Computer Hardware	201,000	20,000	161,000	20,000				201,000	
07007 Computer Software	16,000	16,000						16,000	
Total furniture and equipment	227,000	46,000	161,000	20,000	-	-	-	227,000	-

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
Infrastructure									
04064 Bannockburn Storm Water Drainage Improvements	33,000	16,500	16,500					33,000	
Bakers Lane Stage 4 Development Works	1,113,000	1,113,000						1,113,000	
09001 Local Roads Resealing	1,035,000		1,035,000					1,035,000	
09007 Local Roads Improvements (Roads to Recovery)	950,000		475,000	475,000		950,000			
09008 Local Roads Improvements	300,000		150,000	150,000				300,000	
09009 Gravel Resheeting - Local Roads	205,000		205,000					205,000	
09025 Open Space Implementation	250,000	250,000						250,000	
09037 Fire Access Track	2,000		2,000			2,000			
09043 Periodic Footpath Maintenance	31,000		31,000					31,000	
09044 Periodic Bridge Rehabilitation	150,000		150,000					150,000	
LG Infrastructure Program	546,000			546,000		546,000		-	
Transfer Stations Stage 1	150,000	150,000						150,000	
Roadworks - Sumerset Estate	103,000	103,000		-				103,000	
Total Infrastructure	4,868,000	1,632,500	2,064,500	1,171,000	-	1,498,000	-	3,370,000	-

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
Other structures									
04021 Refurbishment of Playgrounds	40,000		40,000					40,000	
04022 Resurfacing of Tennis Courts	90,000		90,000					90,000	
04071 Bannockburn Civic Heart	1,150,000	1,150,000				1,000,000		150,000	
Country Football Netball Grants Program 100/400	400,000		200,000	200,000		100,000		300,000	
Total other structures	1,680,000	1,150,000	330,000	200,000	-	1,100,000	-	580,000	-
Plant and equipment									
08000 Vehicle Purchase - Mayor	37,000		37,000					37,000	
08001 Car Changeover - Building Control	37,000		37,000					37,000	
08003 Vehicle Purchase - Community Protection	78,000		78,000					78,000	
08008 Vehicle Purchase - Maternal & Child Health	60,000		60,000					60,000	
08012 Bus Changeover - Community Transport	50,000		50,000					50,000	
08013 Vehicle Purchases	988,000		988,000					988,000	
08014 Ute Purchases	416,000		416,000					416,000	
08015 Vehicle Purchase - Aged & Disability Services	34,000		34,000					34,000	

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
08016 Health Promotion Vehicle	34,000		34,000					34,000	
08026 Vehicle Purchase - Environmental Health	34,000		34,000					34,000	
Heavy Plant Replacement	1,287,000		1,287,000					1,287,000	
Total plant and equipment	3,055,000	-	3,055,000	-	-	-	-	3,055,000	-
Total capital works expenditure	13,310,000	6,248,500	5,670,500	1,391,000	-	4,048,000	-	8,612,000	650,000

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
2018									
Buildings									
06088 Disability Action Plan	20,000	20,000						20,000	
Customer Service Redevelopment - Stage 2	5,500,000	5,500,000							5,500,000
Unspecified Grant Project 400/500	500,000	500,000				400,000		50,000	50,000
Living Libraries Grant Project 500/1.0	1,000,000	1,000,000				500,000		200,000	300,000
RDV Grant Project 200/300									
RDV Grant Project 500/750	750,000	750,000				500,000		200,000	50,000
SRV Major Grant Project 650/1.3									
SRV Minor Grant Project 200/500	500,000	500,000				200,000		250,000	50,000
06089 Major Rec Facilities Renewal	60,000		60,000					60,000	
Total buildings	8,330,000	8,270,000	60,000	-	-	1,600,000	-	780,000	5,950,000
Furniture and equipment									
Other Furniture & Equipment Projects	10,000	10,000						10,000	
07006 Computer Hardware	164,000	20,000	124,000	20,000				164,000	
07007 Computer Software	705,000	705,000						705,000	
Total furniture and equipment	879,000	735,000	124,000	20,000	-	-	-	879,000	-

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
Infrastructure									
04064 Bannockburn Storm Water Drainage Improvements	33,000	16,500	16,500					33,000	
09001 Local Roads Resealing	1,035,000		1,035,000					1,035,000	
09007 Local Roads Improvements (Roads to Recovery)	950,000		475,000	475,000		950,000			
09008 Local Roads Improvements	300,000		150,000	150,000				300,000	
09009 Gravel Resheeting - Local Roads	205,000		205,000					205,000	
09025 Open Space Implementation	250,000	250,000						250,000	
09037 Fire Access Track	2,000		2,000			2,000			
09043 Periodic Footpath Maintenance	31,000		31,000					31,000	
09044 Periodic Bridge Rehabilitation	153,000		153,000					153,000	
LG Infrastructure Program	546,000			546,000		546,000		-	
Transfer Stations	150,000	150,000						150,000	
Roadworks - Somerset Estate	208,000	208,000		-				208,000	
Total Infrastructure	3,863,000	624,500	2,067,500	1,171,000	-	1,498,000	-	2,365,000	-

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
Other structures									
04021 Refurbishment of Playgrounds	40,000		40,000					40,000	
04022 Resurfacing of Tennis Courts	90,000		90,000					90,000	
Country Football Netball Grants Program 100/400	400,000		200,000	200,000		100,000		300,000	
Total other structures	530,000	-	330,000	200,000	-	100,000	-	430,000	-
Plant and equipment									
08000 Vehicle Purchase - Mayor	37,000		37,000					37,000	
08001 Car Changeover - Building Control	37,000		37,000					37,000	
08003 Vehicle Purchase - Community Protection	78,000		78,000					78,000	
08008 Vehicle Purchase - Maternal & Child Health	60,000		60,000					60,000	
08012 Bus Changeover - Community Transport	70,000		70,000					70,000	
08013 Vehicle Purchases	988,000		988,000					988,000	
08014 Ute Purchases	416,000		416,000					416,000	
08015 Vehicle Purchase - Aged & Disability Services	34,000		34,000					34,000	
08016 Health Promotion Vehicle	34,000		34,000					34,000	

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
08026 Vehicle Purchase - Environmental Health	34,000		34,000					34,000	
Heavy Plant Replacement	495,000		495,000					495,000	
Total plant and equipment	2,283,000	-	2,283,000	-	-	-	-	2,283,000	-
Total capital works expenditure	15,885,000	9,629,500	4,864,500	1,391,000	-	3,198,000	-	6,737,000	5,950,000

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
2019									
Buildings									
06088 Disability Action Plan	20,000	20,000						20,000	
Customer Service Redevelopment - Stage 3	1,000,000	1,000,000							1,000,000
Unspecified Grant Project 400/500	500,000	500,000				400,000		50,000	50,000
RDV Grant Project 200/300	300,000	300,000				200,000		100,000	
RDV Grant Project 500/750	750,000	750,000				500,000		200,000	50,000
SRV Major Grant Project 650/1.3									
SRV Minor Grant Project 200/500	500,000	500,000				200,000		250,000	50,000
06089 Major Rec Facilities Renewal	60,000		60,000					60,000	
Total buildings	3,130,000	3,070,000	60,000	-	-	1,300,000	-	680,000	1,150,000
Furniture and equipment									
Other Furniture & Equipment Projects	10,000	10,000						10,000	
07006 Computer Hardware	102,000	20,000	62,000	20,000				102,000	
07007 Computer Software	41,000	41,000						41,000	
Total furniture and equipment	153,000	71,000	62,000	20,000	-	-	-	153,000	-

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
Infrastructure									
04064 Bannockburn Storm Water Drainage Improvements	33,000	16,500	16,500					33,000	
09001 Local Roads Resealing	1,035,000		1,035,000					1,035,000	
09007 Local Roads Improvements (Roads to Recovery)	950,000		475,000	475,000		950,000			
09008 Local Roads Improvements	300,000		150,000	150,000				300,000	
09009 Gravel Resheeting - Local Roads	205,000		205,000					205,000	
09025 Open Space Implementation	250,000	250,000						250,000	
09037 Fire Access Track	2,000		2,000			2,000			
09043 Periodic Footpath Maintenance	31,000		31,000					31,000	
09044 Periodic Bridge Rehabilitation	156,000		156,000					156,000	
LG Infrastructure Program	546,000			546,000		546,000		-	
Transfer Stations Stage 2	150,000	150,000						150,000	
Total Infrastructure	3,658,000	416,500	2,070,500	1,171,000	-	1,498,000	-	2,160,000	-
Other structures									
04021 Refurbishment of Playgrounds	40,000		40,000					40,000	
04022 Resurfacing of Tennis Courts	90,000		90,000					90,000	

Summary of Planned Capital Works (continued)

For the four years ended 30 June 2019.

Capital Works Area	Project Cost \$	Asset expenditure types				Funding sources			
		New \$	Renewal \$	Upgrade \$	Expansion \$	Grants \$	Contribution \$	Council Cash \$	Borrowings \$
Country Football Netball Grants Program 100/400	400,000		200,000	200,000		100,000		300,000	
Total other structures	530,000	-	330,000	200,000	-	100,000	-	430,000	-
Plant and equipment									
08000 Vehicle Purchase - Mayor	37,000		37,000					37,000	
08001 Car Changeover - Building Control	37,000		37,000					37,000	
08003 Vehicle Purchase - Community Protection	78,000		78,000					78,000	
08008 Vehicle Purchase - Maternal & Child Health	60,000		60,000					60,000	
08012 Bus Changeover - Community Transport	50,000		50,000					50,000	
08013 Vehicle Purchases	988,000		988,000					988,000	
08014 Ute Purchases	416,000		416,000					416,000	
08015 Vehicle Purchase - Aged & Disability Services	34,000		34,000					34,000	
08016 Health Promotion Vehicle	34,000		34,000					34,000	
08026 Vehicle Purchase - Environmental Health	34,000		34,000					34,000	
Heavy Plant Replacement	877,000		877,000					877,000	
Total plant and equipment	2,645,000	-	2,645,000	-	-	-	-	2,645,000	-
Total capital works expenditure	10,116,000	3,557,500	5,167,500	1,391,000	-	2,898,000	-	6,068,000	1,150,000

Summary of Planned Human Resources

For the four years ended 30 June 2019.

Directorate	2016 \$	2017 \$	2018 \$	2019 \$
Community Services				
Permanent full time	3,031,564	3,113,264	3,297,733	3,484,349
Permanent part time	4,047,700	4,143,630	4,389,762	4,637,345
Total Community Services	7,079,264	7,256,895	7,687,495	8,121,694
Corporate Services				
Permanent full time	2,576,203	2,637,259	2,793,912	2,951,489
Permanent part time	307,401	314,686	333,379	352,181
Total Corporate Services	2,883,604	2,951,945	3,127,291	3,303,670
Executive				
Permanent full time	622,404	637,155	675,002	713,072
Permanent part time	91,807	93,983	99,565	105,181
Total Executive	714,211	731,138	774,567	818,253
Governance				
Permanent full time	630,060	644,992	683,305	721,843
Permanent part time	54,791	56,090	59,421	62,773
Total Governance	684,851	701,082	742,726	784,616
Assets and Amenity				
Permanent full time	5,316,231	5,442,226	5,765,494	6,090,668
Permanent part time	322,038	329,670	349,253	368,951
Total Assets and Amenity	5,638,269	5,771,896	6,114,747	6,459,618

Summary of Planned Human Resources (continued)

For the four years ended 30 June 2019.

Directorate	FTE	FTE	FTE	FTE
Community Services				
Permanent full time	33.5	34.5	35.5	35.5
Permanent part time	57.4	57.4	57.4	57.4
Total Community Services	90.9	91.9	92.9	92.9
Corporate Services				
Permanent full time	28.0	28.5	28.5	29.5
Permanent part time	4.7	4.7	4.7	4.7
Total Corporate Services	32.7	33.2	33.2	34.2
Executive				
Permanent full time	7.0	7.0	7.0	8.0
Permanent part time	1.2	1.2	1.2	1.2
Total Executive	8.2	8.2	8.2	9.2
Governance				
Permanent full time	4.0	4.0	4.0	4.0
Permanent part time	0.8	0.8	0.8	0.8
Total Governance	4.8	4.8	4.8	4.8
Assets and Amenity				
Permanent full time	62.1	63.1	65.1	65.6
Permanent part time	4.9	4.9	4.9	4.9
Total Assets and Amenity	67.0	68.0	70.0	70.5