

# GOLDEN PLAINS SHIRE COUNCIL PLAN 2013 - 2017

• Anakie • Bannaganie • Bannockburn • Barnnah Park • Batesford • Berringa • Berrybank  
• Cambrian Hill • Cape Clear • Corindhap • Cressy • Dereel • Durdidwarrah  
• Durham Lead • Enfield • Garibaldi • Gheringhap • Grenville • Haddon • Happy Valley  
• Hesse • Illabarook • Inverleigh • Lethbridge • Linton • Mannibadar • Maude • Meredith  
• Morrisons • Mount Mercer • Murgheboluc • Napoleons • Newtown • Nintingbool  
• Pigoreet • Pitfield • Pittong • Rokewood • Rokewood Junction • Ross Creek  
• Russells Bridge • Scarsdale • She Oaks • Shelford • Smythes Creek • Smythesdale  
• Springdallah • Staffordshire Reef • Steiglitz • Stonehaven • Sutherlands Creek • Teesdale  
• Wallinduc • Werneth • Willowvale • Wingeel



Effective 1 July 2016. Adopted 28 June 2016.  
Incorporating Strategic Resource Plan 2016 - 2020.





# 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 final year 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 coming 12 months.

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 20,544 (ERP 2014) 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 2.0% p.a. (2014) 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

<b>Location</b>	Western District	<b>Budgeted Operating Revenue</b>	\$42.6 million
<b>Area</b>	2,705 square km	<b>Budgeted Rates and Charges revenue</b>	\$20.4 million
<b>Est. resident population</b>	20,544 (2014)	<b>Sealed roads' length</b>	1027 kms
<b>Growth rate</b>	2.0% p.a. (2014)	<b>Unsealed roads' length</b>	731 kms
<b>No. of employees</b>	189 Equivalent Full time (EFT)	<b>Climate</b>	Cool winters and moderate summers
<b>No. of councillors</b>	7	<b>Annual average rainfall</b>	500-700 mm
<b>Electoral structure</b>	Un-subdivided municipality	<b>Average summer temp.</b>	25 degrees Celsius
<b>Rateable properties</b>	10,624	<b>Average winter temp.</b>	13 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.**

Bill relocated to the country hamlet of Haddon in 1981 to open a small business with his wife Lyn and two children. Bill has 22 years' experience as a Councillor (1991 to 1994 with Grenville) including two terms as Mayor. He is the longest serving President of Municipal Association of Victoria (MAV) in the modern era, elected in 2015 for a 4th two year term. Bill has also been a Director of the Australian Local Government Association (ALGA) since 2009 and Vice President since November 2014.

#### 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 is a small business owner in the Golden Plains shire, He is an active volunteer of 13 years with the SES, his young family of 6 children ensures his involvement within the community. His focus is on working together to achieve the best outcome possible for this Shire and it's ratepayers.

#### 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 2016-17

*Left to right:*

*Back row:*

**Jillian Evans**  
Director  
Community Services

**Richard Trigg**  
Director  
Corporate Services

*Front row:*

**Greg Anders**  
Director  
Assets & Amenity

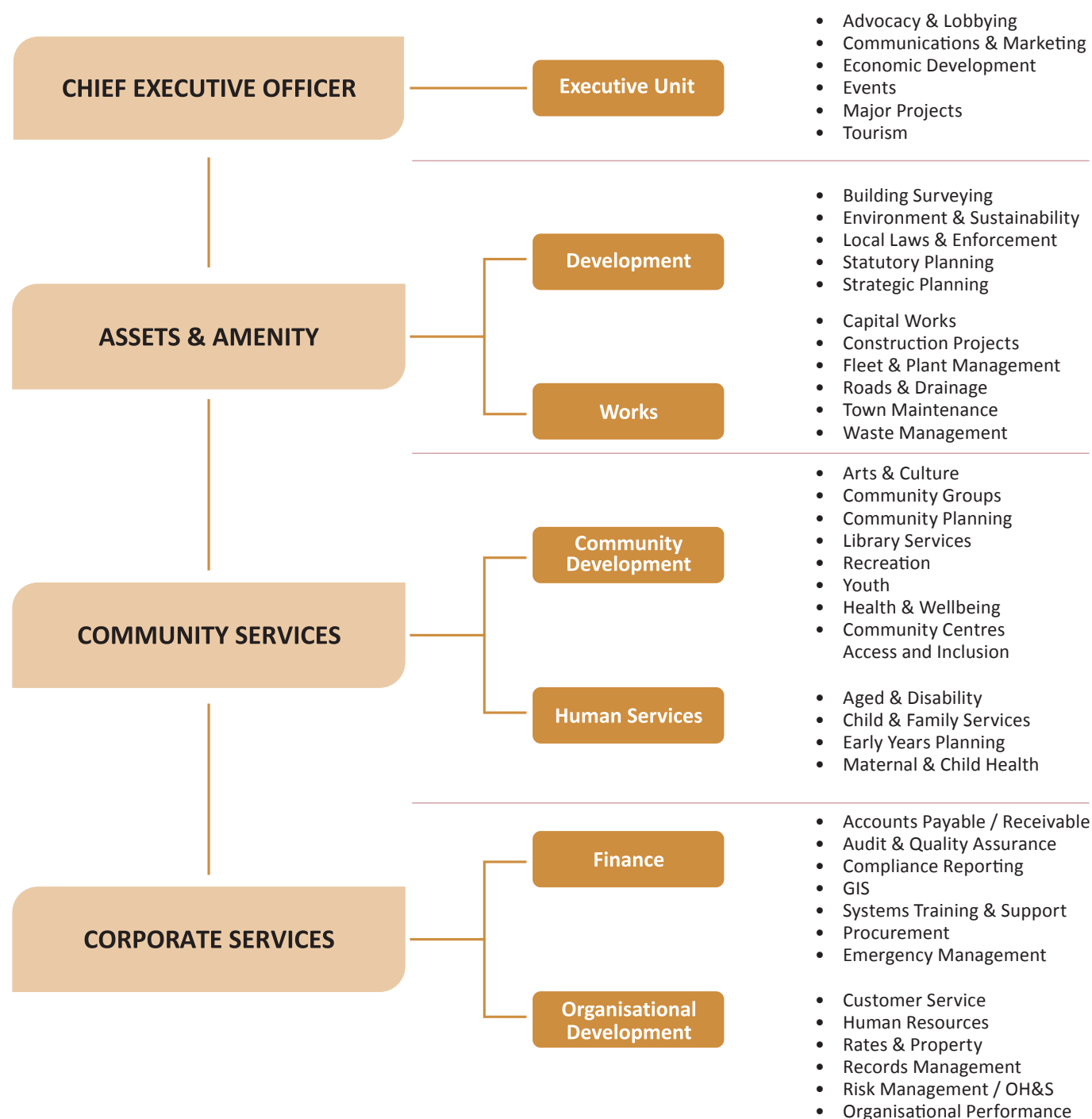
**Rod Nicholls PSM**  
Chief  
Executive Officer

**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 2016-17

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 2016-17

- |  |
|--|
| 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"><li>• Bannockburn Emergency Services Precinct.</li><li>• Municipal Emergency Resourcing Program.</li></ul> |
|--|

# 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 2016-17

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 2016-17

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 2016-17

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 2016-17

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                                   | 12. Community Engagement Strategy             |

## Strategic Actions 2016-17

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.

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 2016-17

- |  |
|--|
| 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 2016-17

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 2016-2020





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# 1. Strategic Resource Plan 2016-2020

The Strategic Resource Plan (SRP) has been developed to describe the resources, both financial and non-financial, required over the 4-year period 2016-17 to 2019-2020 to achieve the strategic objectives proposed in the Council Plan.

Six statements are used to provide supporting commentary; Comprehensive Income Statement, Balance Sheet, Statement of Cash Flows, Statement of Changes in Equity, Statement of Human Resources and Statement of Capital Works.

## 2. 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 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 the Council offices.

## 3. 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.

## 4. Assumptions and Projections

### 4.1. Sustainability

In addition to the Local Government Performance Reporting Indicators, Council uses a number of internal indicators to measure the demands on Council resources, both financial and non-financial.

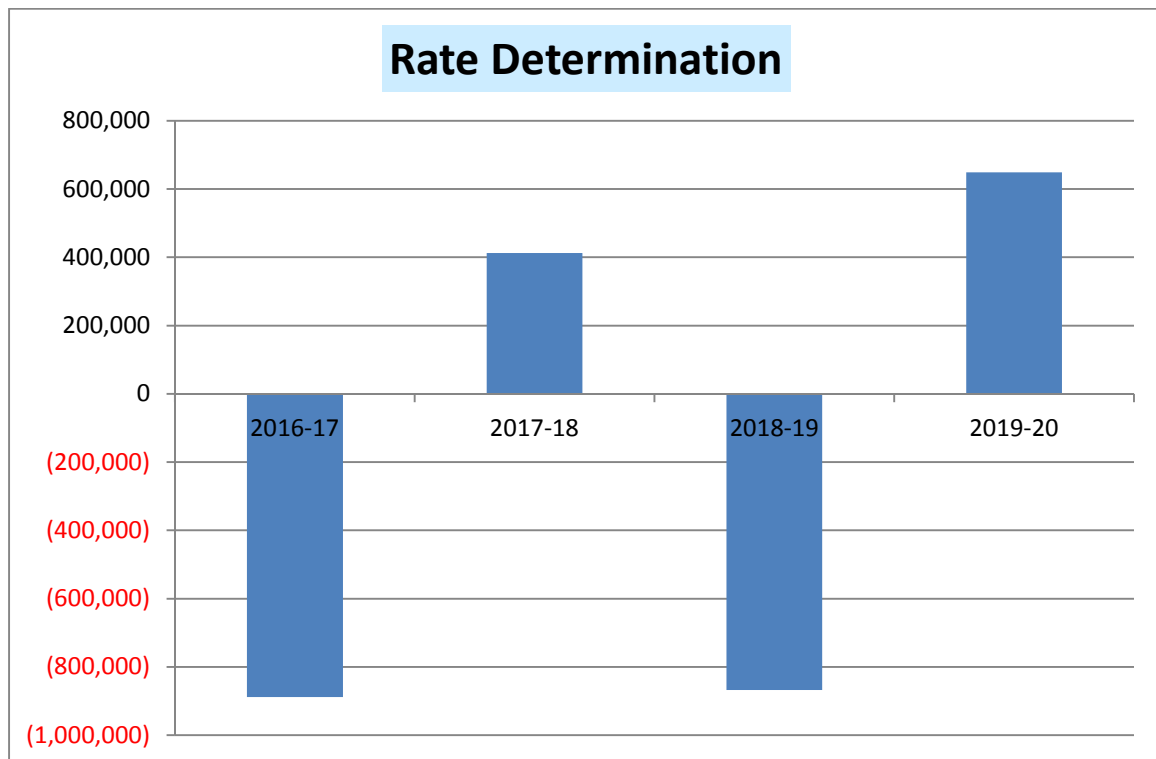
The following table describes the internal measures used by Golden Plains Shire:

Indicator	Best Practice \$'000	Council Target \$'000
Operating Surplus	>0	>5,000
Underlying Operating Result	>0	>0
Cash	>0	>5,000
Capital Expenditure		Balanced with operating surplus, depreciation and loans
Rate Determination Measure	>0	>0
Discretionary Retained Earnings	>\$1m	>\$2m
Working Capital (Liquidity) Ratio	>100%	>180%

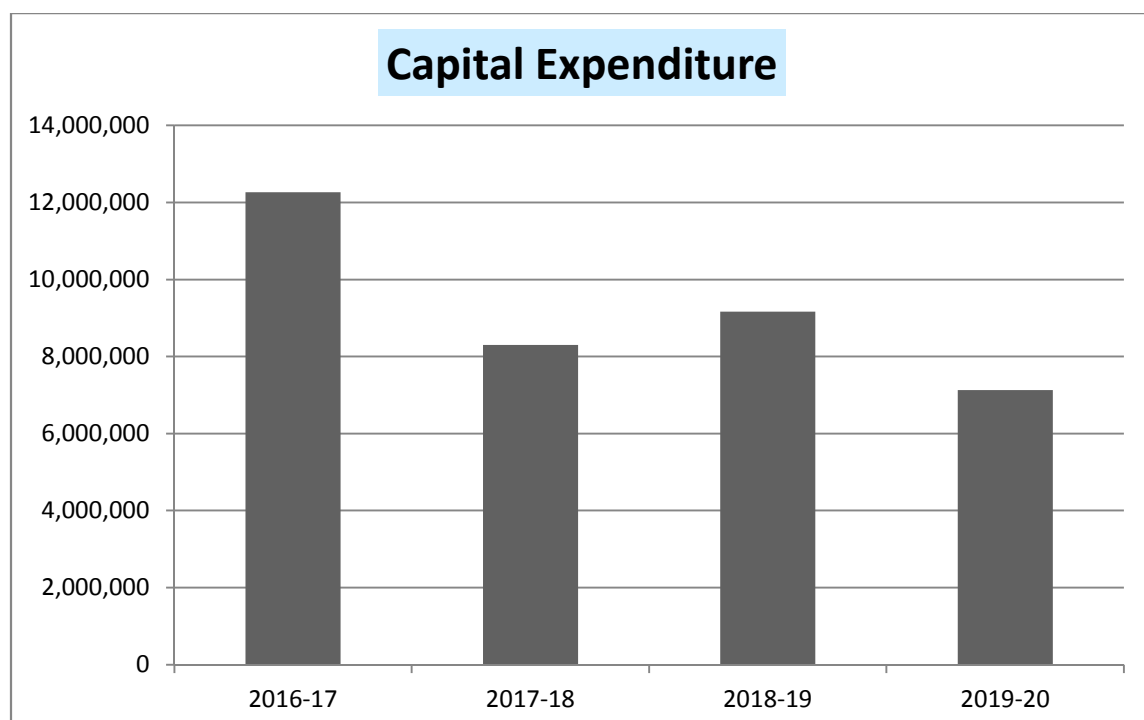
Council's sustainability will be challenged where results fall outside these indicators for an extended period.

The following six charts show the movement over four years of the internal/sustainability indicators described at 4.1.

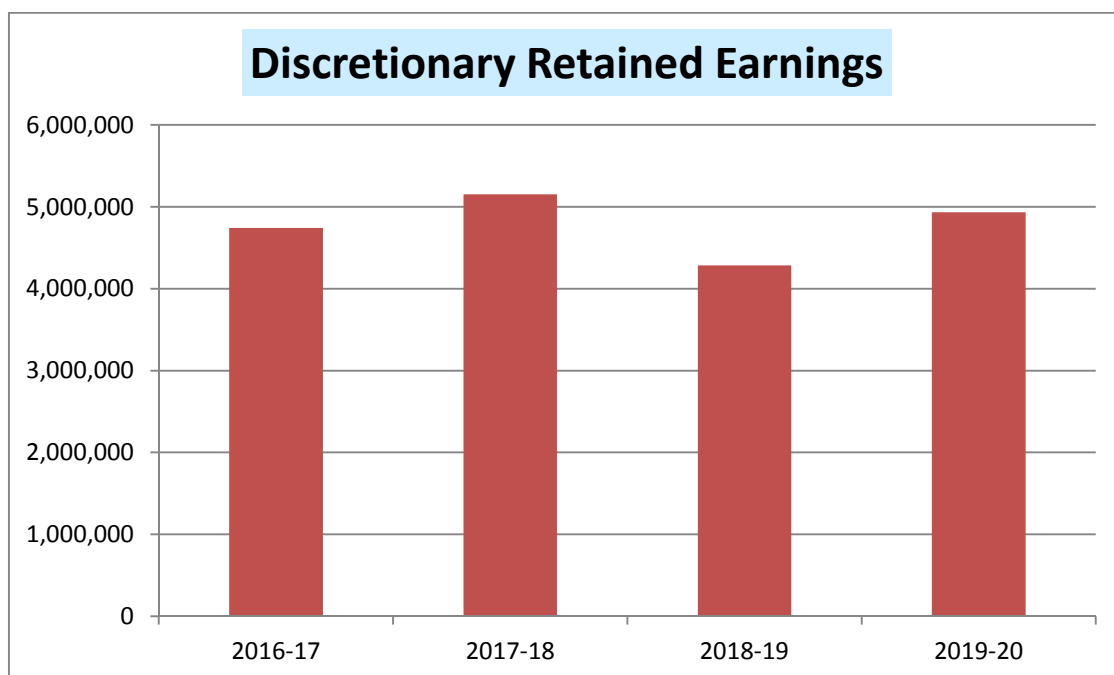
In this Plan, the desire to maintain a suitable cash balance has been achieved through reductions in capital expenditure on infrastructure.



Rate determination - measurability to fund Capital Expenditure (Capex) and debt repayment out of current year operating surplus. A negative Rate Determination result means capital is being funded from Retained Earnings. Target is to have a zero rate determination result.





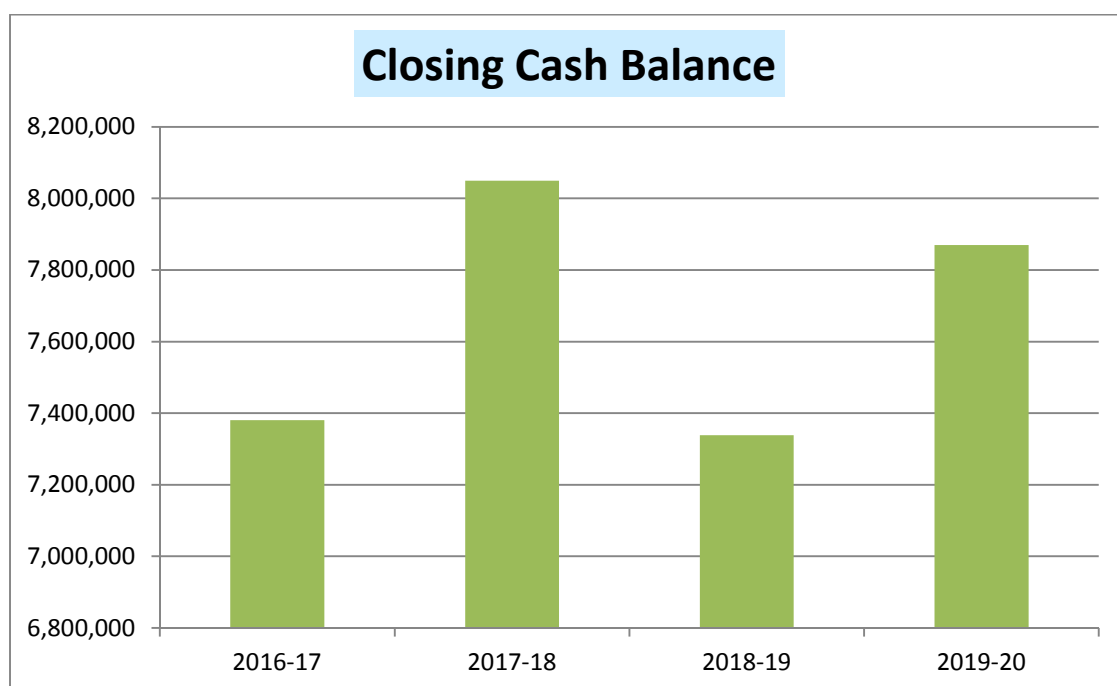


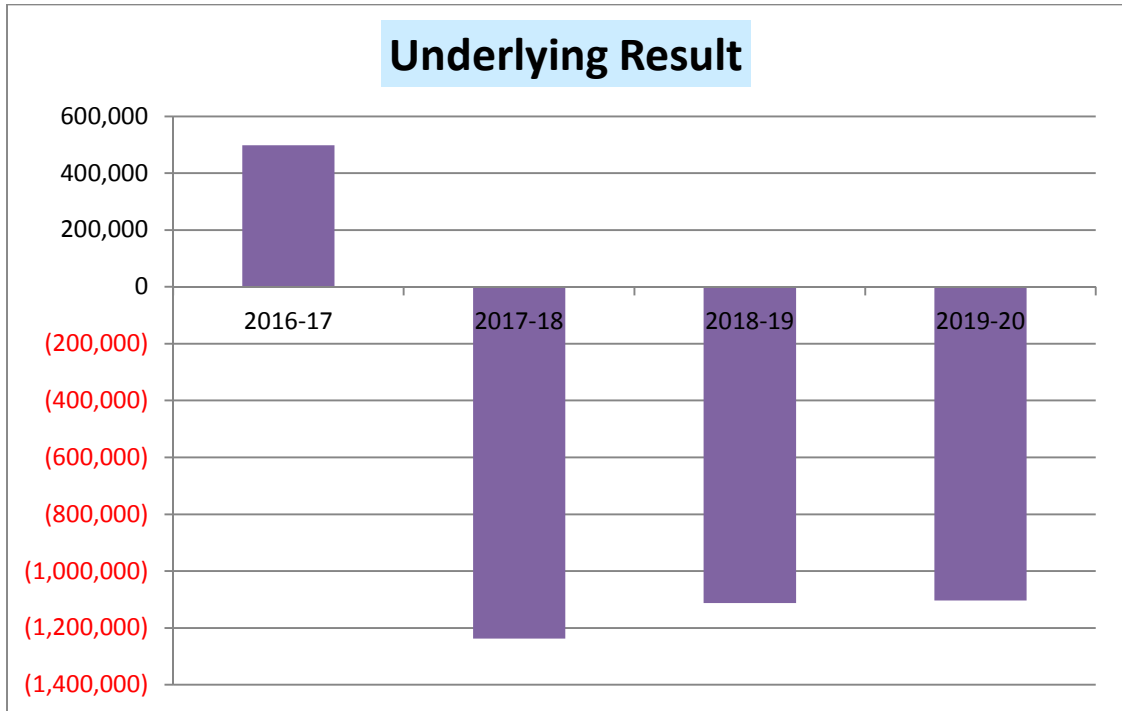
Retained earnings - allocates working capital between:

Discretionary Retained Earnings (for operating purposes) and Committed Retained Earnings (for specific purposes)

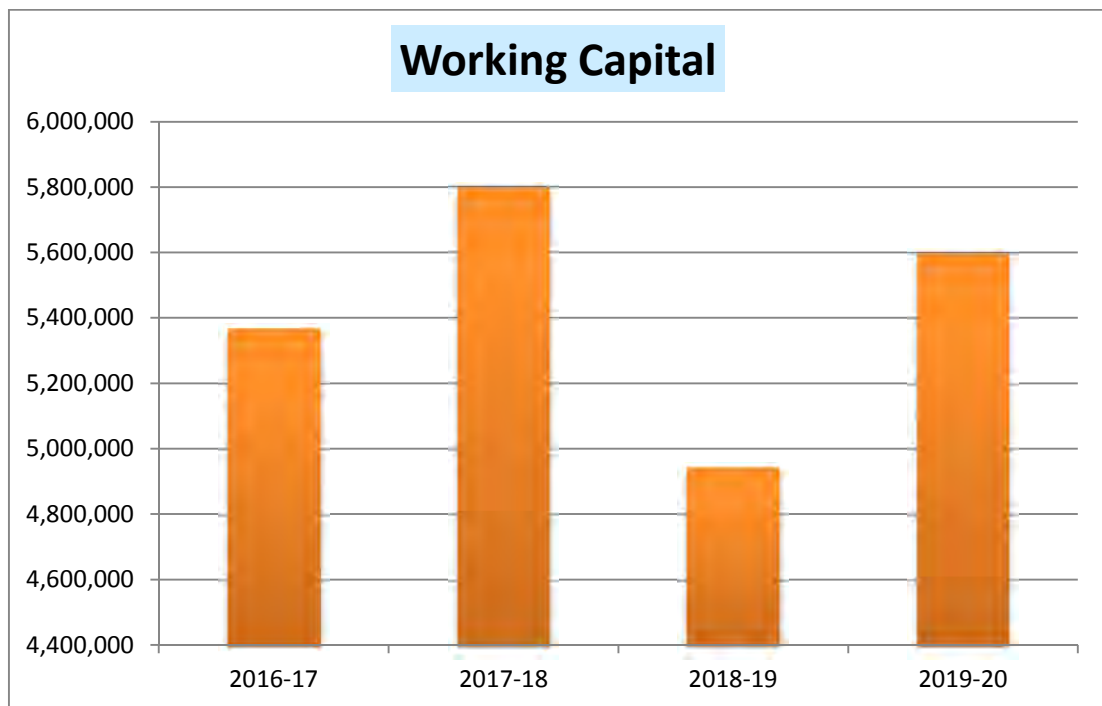
The target for Discretionary Retained Earnings should be:

General	> \$1m target
Bakers Lane	= \$1.5m
VGC funding in advance	= <u>\$2.6m</u>
Target	= \$5.1m





Underlying result - this measures the operating surplus or deficit from normal operations by excluding capital and one-off unusual items. A target of zero is used. Council cannot sustain ongoing deficits in the underlying result.



Working Capital - Measures the surplus of current assets from current liabilities. Determines the ability of Council to meet its commitments as and when they fall due. A target of \$6m is used. Working Capital is predominately represented by cash.

## 4.2. Operational

The following assumptions and projections have been applied to the financial statements in this Plan.

	2016-17	2017-18	2018-19	2019-20
<b>Income</b>				
Rates and Municipal Charge – annual increase set by Sate Government	2.5%	2.5%	2.5%	2.5%
User Fees – Statutory Fees are set by legislation. Non statutory fees as assumed to increase by:	2.5%	2.5%	2.5%	2.5%
Waste (Garbage) Service Fee – Based on cost recovery	\$246.50	\$252.50	\$252.50	\$252.50
Non-monetary assets – sub divisional roads handed to Council	\$1m	\$1m	\$1m	\$1m
<b>Expenses</b>				
Materials and supplies – assumed to increase by:	2.5%	2.5%	2.5%	2.5%
Employee Costs - New staff funded by rates	0	2	2	2
Employee Costs – Enterprise Agreement. The current EB ends on 30 June 2016. A new agreement will be negotiated for future years based on market forces.	3.7%	N/A	N/A	N/A

	2016-17	2017-18	2018-19	2019-20
<b>Other assumptions</b>				
Rate Debtors outstanding - percentage of rate revenue	7.44%	8%	8%	8%
New borrowings – to assist with capital projects	\$150k	\$450k	\$150k	\$150k
Total balance of borrowings at year end	\$7.49m	\$7.62m	\$5.59m	\$4.83m
Total Capital Cost of projects, plant and equipment pa	\$12.26m	\$8.31m	\$9.17m	\$7.13m
Cash balance of Sinking Fund to repay borrowings at end of 5-7 year loan period	\$1.373m	\$2.22m	\$1.25m	\$1.54m
Fixed rates on new borrowings per annum	4.42%	4.42%	4.42%	4.42%
Earnings on investments per annum	2.5%	2.5%	3.0%	3.0%
Population growth – Shire wide per annum	2.0%	2.0%	2.0%	2.0%

## 4.3. Cash position

Cash is a critical measure for sustainability. Council must be able to pay its commitments as and when they fall due, including fortnightly payroll and monthly trade suppliers.

Council also requires sufficient cash reserves to meet other commitments such as payments of long service leave and matching funding for infrastructure projects resulting from Government grants.

Cash is the major component in the Working Capital (Liquidity) ratio. The Council target for this ratio is 180%. The projected results in the Plan are:

	2016-17	2017-18	2018-19	2019-20
	%	%	%	%
Liquidity	217.4	220.5	201.2	215.4

## 4.4. Borrowings

Council has adopted the philosophy of borrowing for infrastructure projects and avoiding borrowings for operating purposes where possible.

Borrowings are made through the MAV Funding Vehicle which has been established to allow Councils to combine their borrowing power with other Councils and obtain more favorable interest rates. The loans are interest only for either a 5 or 7 year period and can be renewed at that time.

The current interest rate is 4.24%. The projected borrowings in this Plan are:

	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
New borrowings – to assist with capital projects	150	450	150	150

## 4.5. Capital Projects

Capital projects are more fully described further in this Plan. An analysis of the classification of projects is shown in this section.

An important element to sustainability is to maintain an adequate percentage of capital expenditure in the Renewal category otherwise the infrastructure is likely to deteriorate to a point where it cannot be maintained.

	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
New asset expenditure	4,306	2,894	3,729	2,216
Asset renewal expenditure	4,527	3,657	4,008	3,485
Asset expansion expenditure	100	-	-	-
Asset upgrade expenditure	3,329	1,754	1,432	1,432
<b>Total capital works expenditure</b>	<b>12,261</b>	<b>8,305</b>	<b>9,169</b>	<b>7,133</b>

## 4.6. Grants

Council relies on State and Federal grants to provide support for capital projects. Below is a summary of the projected grant opportunities:

	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
Roads to Recovery	3,135	950	950	950
Regional Development Victoria	-	500	500	500
Regional Development Victoria	200			
Sport & Recreation Victoria	67	200	200	200
Country Football Netball	-	100	100	100
Sport & Recreation Victoria	650	650		
National Stronger Regions Fund	1,910			
Sustainability Victoria	140		140	
Country Fire Authority	2	2	2	2
Sport & Recreation Victoria	400	400	400	400
<b>Total capital grant funding</b>	<b>6,504</b>	<b>2,802</b>	<b>2,292</b>	<b>2,152</b>



## 4.7. General Information

Fire Service Levy – Council is required to collect the State Government levy through a charge on the rates notice. These amounts are not included in the financial reports as there is no impact on Council finances.

Food Production Precinct – This project includes the construction by Barwon Water of a pipeline to the Lethbridge farming area. Council auspiced the Government funding and the amounts are paid to Barwon Water to construct the pipeline.

The funds received and paid out for each year are:

	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
Completion of Stage 1	796	-	-	-
Stage 2	-	-	-	3,440

The Comprehensive Income Statement includes categories of revenue which comprise the following major sources:

Grants Operating	HACC Food Production Precinct grant VGC recurrent funding from Sate Government Long Day Care Kindergartens
Contributions	Special Charge scheme (roundabout) Gravel sales Private works Motor vehicle recoupments Windfarm revenue
User Fees	Planning and Building fees Childcare fees HACC fees Animal Registration fees

Bakers Lane – The profit making land development at Teesdale is completed to Stage 3. It is assumed that stage 4 will not commence until the 2020-21 year.

Defined Benefit Superannuation – Some long standing employees are members of the DBS Fund. This fund is affected by fluctuations in the world economy and a top up payment has been required previously. The current liquidity of the fund is strong and therefore no provision has been made for a top-up payment in the life of this Plan. This situation is constantly reviewed by the Fund Managers and may change in the future.

## 5. 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.

### Rating context

Rates and charges are an important source of revenue, accounting for approximately 50% of income received by Council annually. Planning for future rate increases is therefore an important component of the Strategic Resource Planning process.

In 2005, it was identified that Council's low level of rate income was becoming unsustainable and that Council had to make a conscious decision to improve its financial position. To ensure this action did not have a detrimental impact on Council services it was important to increase the unsustainably low rate base and to decrease Council's reliance on government funding.

Golden Plains Shire also faced, and continues to face, the following challenges:

- High population growth;
- Increased demand for new services;
- A history of significant dependence on grants, contributions and recoupments;
- Substantial challenges associated with provision and renewal of roads, paths, and community and recreation facilities;
- Supporting community based Committees of Management that currently manage the vast majority of community and recreation facilities on Council and Crown land;
- Although increasing, still a comparatively low rating revenue base. Rates and charges comprise 47.9% of income, compared to a projected state average in 2015-16 of 61.9%;
- Managing the competing interests of rural and urban communities; and
- Maintaining the extensive road network of over 1,800 km.

### Rating structure

Council has established a rating structure which is comprised of three key elements. These are:

- Property values, which form the central basis of rating under the Local Government Act 1989
- A 'user pays' component to reflect usage of certain services provided by Council
- A fixed municipal charge per property to cover some of the administrative costs of the Council.

Striking a proper balance between these elements provides equity in the distribution of the rate burden across residents.

Council makes two further distinctions within the property value component of rates based on the purpose for which the property is used and whether it is located within a defined geographic growth area.

Having reviewed the various valuation bases for determining the property value component of rates, Council has determined to apply a Capital Improved Value (CIV) basis on the grounds that it provides the most equitable distribution of rates across the municipality. There are currently no plans to change that basis, but Council does review its rating structure every four years.

The existing rating structure comprises ten differential rates. These are defined in detail in The Annual Budget. A brief summary is as follows:

**Residential** – Base rate (cents per dollar of Capital Improved Value, CIV);

**Business** - 100% of residential rate;

**Farm** – 90% of residential rate;

**Vacant Land** – 200% of residential rate; and

**Non Developable Vacant Land** – 100% of residential rate.

A slightly higher 'growth' rate is applied to each of these five classifications for properties located within a defined growth area, making ten in total. These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the Act. Council also levies a municipal charge and a garbage collection charge as allowed under the Act. A brief explanation of each rating component is provided as follows.

**General Rates:** General rates are calculated by multiplying the "rate in the dollar" by the property's capital improved value.

**Growth Differentials:** Growth differentials are applied to properties in defined geographic growth areas. Growth differentials are calculated in the same manner as general rates but the rate in the dollar is slightly higher. This revenue partially funds Council's strategic planning function.

**Municipal Charge:** The municipal charge is used to collect a portion of revenue not linked to property value, but paid equally by all ratepayers. The charge is applied pursuant to s.159 of the Local Government Act and is intended to cover some of the administrative costs of Council.

The municipal charge is a flat charge, irrespective of the valuation of a property. For lower valued properties, it means that the total rates as a percentage of the property's CIV is higher when compared to higher valued properties. Its function is to ensure that low valued properties pay a fair share of the total rates burden. If Council did not apply a municipal charge the general rate would rise and the rates on higher valued properties would increase substantially. This would be contrary to Council's responsibility to provide a fair and equitable system of rating.

**Garbage Charge:** The garbage charge is levied on a full cost recovery basis to cover the kerbside collection of household waste and recycling.

When comparing the rates and charges in Golden Plains Shire with those of other Councils, the municipal charge should be included in the calculation. There is a misconception in the community that when the municipal charge is taken into account Golden Plains is a high rating council. That is not the case. The 2015-16 Victorian Local Government Rates Survey shows that Council was ranked 38 out of 79 Councils in relation to the level of rates and charges per assessment in Victoria.

Detailed analysis of the rates to be determined for the year is contained in Appendix 6 'Rates and Charges Statutory Disclosures' of the Budget.

Council has adopted a formal *Rating Strategy* that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used.

### **Fire Services Property Levy**

From 1 July 2013 a new fire levy was introduced and applies to all private property owners – including persons and organisations that do not currently pay council rates, such as churches, charities, private schools and RSL's. Council properties will also be subject to the fire levy. Under the Fire Services Property Levy Act 2012, introduced as a result of recommendations by the Victorian Bushfires Royal Commission (VBRC), the Fire Services Property Levy (FSPL) is collected by Council on behalf of the State government, to fund the operations of the MFB and CFA, hence Council does not recognise any income and this levy is not included in any rating calculation or comparison.

However, it is important to note that this charge will appear on annual and quarterly rate notices.

## 6. Appraisal of Future Performance

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

Indicator	Measure	Note	Budget 2016-17	SRP Projections			Trend +/-
				2017-18	2018-19	2019-20	
Operating position							
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	1.3%	-3.4%	-2.9%	-2.6%	-
Liquidity							
Working Capital	Current assets / current liabilities	2	217.4%	220.5%	201.2%	215.4%	o
Unrestricted cash	Unrestricted cash / current liabilities		147.2%	154.9%	138.0%	149.7%	o
Obligations							
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	36.6%	35.8%	25.2%	21.0%	+
Loans and borrowings	Interest and principal repayments / rate revenue		5.5%	7.0%	7.0%	6.2%	+
Indebtedness	Non-current liabilities / own source revenue		34.5%	32.8%	24.1%	21.1%	+
Asset renewal	Asset renewal expenditure / depreciation	4	61.3%	48.6%	52.4%	44.9%	-
Stability							
Rates concentration	Rate revenue / adjusted underlying revenue	5	53.8%	58.4%	58.8%	54.6%	o
Rates effort	Rate revenue / property values (CIV)		0.5%	0.5%	0.5%	0.5%	o
Efficiency							
Expenditure level	Total expenditure / no. of assessments		\$4	\$3	\$4	\$4	o
Expenditure level	Specific purpose grants expended / Specific purpose grants received		100.0%	100.0%	100.0%	100.0%	o
Revenue level	Residential rate revenue / No. of residential assessments		\$1,801	\$1,844	\$1,940	\$2,018	+
Workforce turnover	No. of resignations & terminations / average no. of staff		13.0%	13.0%	13.0%	13.0%	o

Key to Forecast Trend:

- + Forecasts improvement in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecasts deterioration in Council's financial performance/financial position indicator

## Notes to Indicators

**1 Adjusted underlying result** – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives.

**2 Working Capital** – The proportion of current liabilities represented by current assets. Although, working capital is forecast to decrease slightly in 2018-19, the balance remains strong.

**3 Debt compared to rates** - Trend indicates Council's is decreasing its level of debt against its annual rate revenue. This has arisen in part as a result of lower capital expenditure over the life of the Plan.

**4 Asset renewal** - This percentage indicates the extent of Council renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

**5 Rates concentration** - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Trend indicates Council will become less reliant on government funding and increase its sustainability by increasing its levels of own sourced income.



## 7. Financial and Non-Financial Resources

### 7.1. Comprehensive Income Statement

	Budget	SRP Projections		
	2016-17	2017-18	2018-19	2019-20
	\$'000	\$'000	\$'000	\$'000
<b>Operating Revenue</b>				
Rates and Charges	20,427	21,296	22,165	23,061
Statutory fees and fines	298	298	298	298
User Fees	2,908	3,039	3,123	3,208
Grants - Operating	9,948	9,397	9,652	13,312
Grants - Capital	6,504	3,302	2,792	2,152
Contributions - monetary	1,232	1,512	1,539	1,409
Contributions - non-monetary assets	1,000	1,000	1,000	1,000
Net Gain/(Loss) on Disposal of Property, Infrastructure,	-	-	-	-
Other Income	300	300	300	300
<b>Total Operating Revenue</b>	<b>42,618</b>	<b>40,145</b>	<b>40,870</b>	<b>44,740</b>
<b>Operating Expenditure</b>				
Employee costs	(17,608)	(18,247)	(18,976)	(19,731)
Materials and Services	(11,846)	(11,340)	(11,602)	(15,350)
Bad & Doubtful Debts	(1)	(1)	(1)	(1)
Depreciation and amortisation	(7,380)	(7,517)	(7,652)	(7,760)
Borrowing Costs	(357)	(359)	(338)	(222)
Other Expenses	(253)	(259)	(266)	(273)
<b>Total Operating Expenditure</b>	<b>(37,445)</b>	<b>(37,724)</b>	<b>(38,834)</b>	<b>(43,336)</b>
<b>Surplus / (Deficit) from Operations</b>	<b>5,173</b>	<b>2,421</b>	<b>2,036</b>	<b>1,404</b>
<b>Other comprehensive income</b>				
<b>Total comprehensive result</b>	<b>5,173</b>	<b>2,421</b>	<b>2,036</b>	<b>1,404</b>

## 7.2. Balance Sheet

	Budget	SRP Projections		
	2016-17	2017-18	2018-19	2019-20
	\$'000	\$'000	\$'000	\$'000
<b>Current Assets</b>				
Cash and cash equivalents	7,400	8,108	7,412	7,948
Trade and Other Receivables	2,203	2,282	2,362	2,445
Inventories - Consumables	20	20	20	20
Land Held for Re-sale	322	161	0	0
Other Assets	51	51	51	51
<b>Total Current Assets</b>	<b>9,996</b>	<b>10,622</b>	<b>9,845</b>	<b>10,464</b>
<b>Non-Current Assets</b>				
Investment in Associate	830	830	830	830
Property, infrastructure, plant & equipment	431,901	433,067	434,900	434,710
Sinking Fund Investment	1,373	2,222	1,245	1,544
<b>Total Non-Current Assets</b>	<b>434,104</b>	<b>436,118</b>	<b>436,975</b>	<b>437,084</b>
<b>Total Assets</b>	<b>444,100</b>	<b>446,740</b>	<b>446,820</b>	<b>447,548</b>
<b>Current Liabilities</b>				
Trade and Other Payables	1,737	1,737	1,737	1,737
Trust Funds and Deposits	140	140	140	140
Provisions	2,469	2,549	2,629	2,709
Interest-Bearing Loans and Borrowings	251	390	386	271
<b>Total Current Liabilities</b>	<b>4,598</b>	<b>4,817</b>	<b>4,893</b>	<b>4,858</b>
<b>Non-Current Liabilities</b>				
Provisions	1,329	1,329	1,329	1,329
Interest-Bearing Loans and Borrowings	7,234	7,234	5,203	4,561
<b>Total Non-Current Liabilities</b>	<b>8,563</b>	<b>8,563</b>	<b>6,531</b>	<b>5,890</b>
<b>Total Liabilities</b>	<b>13,160</b>	<b>13,380</b>	<b>11,424</b>	<b>10,748</b>
<b>Net Assets</b>	<b>430,940</b>	<b>433,360</b>	<b>435,396</b>	<b>436,800</b>
<b>Equity</b>				
Accumulated Surplus	178,501	180,921	182,957	184,361
Reserves	252,439	252,439	252,439	252,439
<b>Total Equity</b>	<b>430,940</b>	<b>433,360</b>	<b>435,396</b>	<b>436,800</b>
<b>Reconciliation:</b>				
Total Equity at start	425,767	430,940	433,360	435,396
Surplus/(Deficit) for year	5,173	2,421	2,036	1,404
<b>Total Equity at end</b>	<b>430,940</b>	<b>433,360</b>	<b>435,396</b>	<b>436,800</b>

### 7.3. Statement of Changes in Equity

For the year ending 30 June 2017

	<b>Total \$'000</b>	<b>Accumulated Surplus \$'000</b>	<b>Revaluation Reserve \$'000</b>	<b>Other Reserves \$'000</b>
Balance at beginning of the financial year	425,767	173,343	249,147	3,277
Surplus/(deficit) for the year	5,173	5,173	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	(15)	-	15
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>430,940</b>	<b>178,501</b>	<b>249,147</b>	<b>3,292</b>

For the year ending 30 June 2018

	<b>Total \$'000</b>	<b>Accumulated Surplus \$'000</b>	<b>Revaluation Reserve \$'000</b>	<b>Other Reserves \$'000</b>
Balance at beginning of the financial year	430,940	178,501	249,147	3,292
Surplus/(deficit) for the year	2,421	2,421	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>433,360</b>	<b>180,921</b>	<b>249,147</b>	<b>3,292</b>

For the year ending 30 June 2019

	<b>Total \$'000</b>	<b>Accumulated Surplus \$'000</b>	<b>Revaluation Reserve \$'000</b>	<b>Other Reserves \$'000</b>
Balance at beginning of the financial year	433,360	180,921	249,147	3,292
Surplus/(deficit) for the year	2,036	2,036	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>435,396</b>	<b>182,957</b>	<b>249,147</b>	<b>3,292</b>

For the year ending 30 June 2020

	<b>Total \$'000</b>	<b>Accumulated Surplus \$'000</b>	<b>Revaluation Reserve \$'000</b>	<b>Other Reserves \$'000</b>
Balance at beginning of the financial year	435,396	182,957	249,147	3,292
Surplus/(deficit) for the year	1,404	1,404	-	-
Net asset revaluation increment/(decrement)	-	-	-	-
Transfers to other reserves	-	-	-	-
Transfers from other reserves	-	-	-	-
<b>Balance at end of the financial year</b>	<b>436,800</b>	<b>184,361</b>	<b>249,147</b>	<b>3,292</b>

## 7.4. Statement of Cash Flows

	Budget 2016-17 \$'000	SRP Projections		
		2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
<b>Cash flows from operating activities (Inclusive of GST where applicable)</b>				
Rates and charges	20,345	21,216	22,085	22,978
Statutory fees and fines	303	298	298	298
User Fees	2,949	3,039	3,123	3,208
Grants - operating	10,197	9,397	9,652	13,312
Grants - capital	6,667	3,302	2,792	2,152
Contributions - monetary	1,241	1,512	1,539	1,409
Interest Received	300	300	300	300
Net GST Refunded	835	199	174	164
Employee cost	(17,701)	(18,327)	(19,056)	(19,811)
Material and services	(13,039)	(11,438)	(11,706)	(15,622)
<b>Net cash provided by/(used in) Operating Activities</b>	<b>12,096</b>	<b>9,498</b>	<b>9,202</b>	<b>8,389</b>
<b>Cash flows from investing activities (Net of GST)</b>				
Payments for property, infrastructure, plant and equipment	(12,263)	(8,305)	(9,169)	(7,133)
Proceeds from Sale of Assets	495	551	668	558
<b>Net cash provided by/(used in) Investing Activities</b>	<b>(11,768)</b>	<b>(7,754)</b>	<b>(8,501)</b>	<b>(6,575)</b>
<b>Cash flows from financing activities</b>				
Finance costs	(357)	(359)	(338)	(222)
Proceeds from Borrowings	150	450	150	150
Repayment of Borrowings	(245)	(277)	(2,186)	(906)
LGFV Sinking Fund	(524)	(849)	977	(299)
Trust Funds	(9)	-	-	-
<b>Net cash provided by/(used in) Financing Activities</b>	<b>(984)</b>	<b>(1,036)</b>	<b>(1,397)</b>	<b>(1,277)</b>
<b>Net Increase/(Decrease) in cash and cash equivalents</b>	<b>(656)</b>	<b>708</b>	<b>(696)</b>	<b>536</b>
Cash and cash equivalents at the beginning of the financial year	8,056	7,400	8,108	7,412
<b>Cash and cash equivalents at the end of the financial year</b>	<b>7,400</b>	<b>8,108</b>	<b>7,412</b>	<b>7,948</b>

## 7.5. Statement of Capital Works

	Budget 2016-17 \$'000	SRP Projections		
		2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
<b>Property</b>				
Land	-	-	-	-
Land improvements	-	-	-	-
<b>Total land</b>	-	-	-	-
Buildings - Specialised	580	446	1,370	80
Buildings - Unspecialised	4,095	2,900	2,050	2,350
Heritage buildings	-	-	-	-
Building improvements	20	-	-	-
Leasehold improvements	-	-	-	-
<b>Total buildings</b>	<b>4,695</b>	<b>3,346</b>	<b>3,420</b>	<b>2,430</b>
<b>Total property</b>	<b>4,695</b>	<b>3,346</b>	<b>3,420</b>	<b>2,430</b>
<b>Plant and equipment</b>				
Heritage plant and equipment	-	-	-	-
Plant, machinery and equipment	1,378	1,389	1,822	1,298
Fixtures, fittings and furniture	25	10	10	10
Computers and telecommunications	145	156	432	118
Library books	-	-	-	-
<b>Total plant and equipment</b>	<b>1,547</b>	<b>1,555</b>	<b>2,264</b>	<b>1,426</b>
<b>Infrastructure</b>				
Roads	4,710	2,387	2,493	2,285
Bridges	150	150	150	150
Footpaths and cycle-ways	27	27	27	27
Drainage	33	33	33	33
Recreational, leisure and community facilities	640	555	530	530
Waste management	-	-	-	-
Parks, open space and streetscapes	337	250	250	250
Off street car parks	120	-	-	-
Other infrastructure	2	2	2	2
<b>Total infrastructure</b>	<b>6,019</b>	<b>3,404</b>	<b>3,485</b>	<b>3,277</b>
<b>Total capital works expenditure</b>	<b>12,261</b>	<b>8,305</b>	<b>9,169</b>	<b>7,133</b>
<b>Represented by:</b>				
New asset expenditure	4,306	2,894	3,729	2,216
Asset renewal expenditure	4,527	3,657	4,008	3,485
Asset expansion expenditure	100	-	-	-
Asset upgrade expenditure	3,329	1,754	1,432	1,432
<b>Total capital works expenditure</b>	<b>12,261</b>	<b>8,305</b>	<b>9,169</b>	<b>7,133</b>



## 7.6. Statement of Human Resources

	Budget	SRP Projections		
	2016-17 \$'000	2017-18 \$'000	2018-19 \$'000	2019-20 \$'000
<b>Staff expenditure</b>				
Employee costs - operating	17,608	18,247	18,976	19,731
Employee costs - capital	-	-	-	-
<b>Total staff expenditure</b>	<b>17,608</b>	<b>18,247</b>	<b>18,976</b>	<b>19,731</b>
	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>	<b>FTE</b>
<b>Staff numbers</b>				
Employees	203	205	207	209
<b>Total staff numbers</b>	<b>203</b>	<b>205</b>	<b>207</b>	<b>209</b>

### 7.7. Summary of Planned Capital Works - for the year 2016-17

Capital Works Area	Project Cost 2016-17 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
<b>Building specialised</b>									
06059 Disability Action Plan (Inverleigh Toilet DDA Compliant)	20	-	-	20	-	-	-	20	-
06089 Major Rec Facilities Renewal	60	-	60	-	-	-	-	60	-
06112 Construction of Transfer Station	290	290	-	-	-	140	-	150	-
06114 Bannockburn Public Toilet (High Street) Upgrade	25	-	25	-	-	-	-	25	-
06117 Smythesdale Gardens Public Toilet - Upgrade	60	-	-	60	-	-	-	60	-
06039 Bannockburn CSC Major Maintenance	145	-	75	70	-	-	-	145	-
<b>Total building specialised</b>	<b>600</b>	<b>290</b>	<b>160</b>	<b>150</b>	<b>-</b>	<b>140</b>	<b>-</b>	<b>460</b>	<b>-</b>
<b>Building unspecialised</b>									
04085 Bannockburn Civic Heart (SRV Major)	1,300	1,300	-	-	-	650	-	650	-
04086 Bannockburn Civic Heart (NSRF)	1,910	1,910	-	-	-	1,910	-	-	-
06100 Teesdale Turtle Bend	300	-	-	300	-	200	-	100	-
06085 Environment Strategy	30	30	-	-	-	-	-	30	-
06120 HACC Portable	55	55	-	-	-	-	-	55	-
06121 SRV Sports Facility Upgrades	500	-	-	500	-	400	-	100	-
<b>Total building unspecialised</b>	<b>4,095</b>	<b>3,295</b>	<b>-</b>	<b>800</b>	<b>-</b>	<b>3,160</b>	<b>-</b>	<b>935</b>	<b>-</b>
<b>Car park</b>									
04095 Ross Creek Reserve Car Park Upgrade	120	-	-	120	-	-	-	120	-
<b>Total car park</b>	<b>120</b>	<b>-</b>	<b>-</b>	<b>120</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120</b>	<b>-</b>
<b>Furniture &amp; equipment</b>									
04063 Cricket Pitch Covers	25	25	-	-	-	-	-	25	-
07006 Computer Hardware	104	-	104	-	-	-	-	104	-

Capital Works Area	Project Cost 2016-17 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
07007 Computer Software	41	41	-	-	-	-	-	41	-
<b>Total furniture &amp; equipment</b>	<b>169</b>	<b>66</b>	<b>104</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>169</b>	<b>-</b>
<b>Infrastructure</b>									
09001 Local Roads Resealing	850	-	850	-	-	-	-	850	-
09007 Local Roads Improvements (Roads to Recovery)	3,135	-	1,156	1,979	-	3,135	-	-	-
09008 Local Roads Improvements	280	-	-	280	-	-	-	280	-
09009 Gravel Resheeting - Local Roads	205	-	205	-	-	-	-	205	-
09013 Somerset Estate Road Infrastructure	240	240	-	-	-	-	-	240	-
09025 Footpath and Trails	250	250	-	-	-	-	-	250	-
09037 Fire Access Track	2	-	2	-	-	2	-	-	-
09043 Periodic Footpath Maintenance	27	-	27	-	-	-	-	27	-
09044 Periodic Bridge Rehabilitation	150	-	150	-	-	-	-	150	-
<b>Total infrastructure</b>	<b>5,139</b>	<b>490</b>	<b>2,390</b>	<b>2,259</b>	<b>-</b>	<b>3,137</b>	<b>-</b>	<b>2,002</b>	<b>-</b>
<b>Parks, open spaces &amp; streetscapes</b>									
04021 Refurbishment of Playgrounds	40	-	40	-	-	-	-	40	-
04024 Fencing	2	2	-	-	-	-	-	2	-
04009 Open Space Strategy Implementation	45	45	-	-	-	-	-	45	-
<b>Total parks, open spaces &amp; streetscapes</b>	<b>87</b>	<b>47</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>87</b>	<b>-</b>
<b>Drainage</b>									
04064 Bannockburn Storm Water Drainage Improvements	33	33	-	-	-	-	-	33	-
<b>Total drainage</b>	<b>33</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33</b>	<b>-</b>
<b>Plant &amp; machinery</b>									
08012 Bus Changeover - Community Transport	50	-	50	-	-	-	-	50	-
08014 Ute Purchases (11)	259	-	259	-	-	-	-	259	-

Capital Works Area	Project Cost 2016-17 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
08048 Flocon Truck - Hino 1227 (P334)	190	-	190	-	-	-	-	190	-
08061 Isuzu GIGA Tipper (P345)	195	-	195	-	-	-	-	195	-
08063 Tandem Tipper (P353)	195	-	195	-	-	-	-	195	-
08068 John Deere Mower (P328)	95	-	95	-	-	-	-	95	-
08078 Super Dog Trailer (P346)	75	75	-	-	-	-	-	75	-
08096 Kubota ZD331P R O Mower (P322)	27	-	27	-	-	-	-	27	-
08097 Kubota ZD331P Mower (P359)	27	-	27	-	-	-	-	27	-
08109 Caterpillar 928 4WD Loader (P315)	250	-	250	-	-	-	-	250	-
08110 Mower - Leigh River	15	-	15	-	-	-	-	15	-
<b>Total plant &amp; machinery</b>	<b>1,378</b>	<b>75</b>	<b>1,303</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,378</b>	<b>-</b>
<b>Recreational, leisure &amp; community</b>									
03454 Bannockburn Cricket Nets (SRV Minor)	100	-	-	-	100	67	3	30	-
04022 Resurfacing of Tennis Courts	90	-	90	-	-	-	-	90	-
04082 Telemetry of Sports Ovals	10	10	-	-	-	-	-	10	-
04083 Smythesdale Major Sports Oval Works	400	-	400	-	-	-	-	250	150
04094 Harrison Reserve, Enfield Upgrade	40	-	40	-	-	-	-	40	-
<b>Total recreational, leisure &amp; community</b>	<b>640</b>	<b>10</b>	<b>530</b>	<b>-</b>	<b>100</b>	<b>67</b>	<b>3</b>	<b>420</b>	<b>150</b>
<b>Total</b>	<b>12,261</b>	<b>4,306</b>	<b>4,527</b>	<b>3,329</b>	<b>100</b>	<b>6,504</b>	<b>3</b>	<b>5,604</b>	<b>150</b>

### 7.8. Summary of Planned Capital Works - for the year 2017-18

Capital Works Area	Project Cost 2017-18 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
<b>Building specialised</b>									
06059 Disability Action Plan	20	-	-	20	-	-	-	20	-
06089 Major Rec Facilities Renewal	60	-	60	-	-	-	-	60	-
06113 Vic Park Bannockburn Toilet Upgrade	25	-	-	25	-	-	-	25	-
06115 Smythesdale Well upgrade	38	-	-	38	-	-	-	38	-
06116 Smythesdale Gardens sewer connection	43	-	43	-	-	-	-	43	-
06118 Lethbridge Lake Toilet Upgrade	60	-	-	60	-	-	-	60	-
06119 Ross Creek Reserve Toilet	200	-	-	200	-	-	-	200	-
Small projects in future years	300	-	300	-	-	-	-	300	-
<b>Total building specialised</b>	<b>746</b>	<b>-</b>	<b>403</b>	<b>343</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>746</b>	<b>-</b>
<b>Building unspecialised</b>									
Civic Heart Project	300	300	-	-	-	-	-	-	300
Other Unspecified 400/500	500	-	-	500	-	200	-	150	150
SRV Major 650/1.3 Project	1,300	1,300	-	-	-	650	-	650	-
SRV Minor 200/500 Project	500	500	-	-	-	400	-	100	-
<b>Total building unspecialised</b>	<b>2,600</b>	<b>2,100</b>	<b>-</b>	<b>500</b>	<b>-</b>	<b>1,250</b>	<b>-</b>	<b>900</b>	<b>450</b>
<b>Furniture &amp; equipment</b>									
07000 Councillors' Computers	2	-	2	-	-	-	-	2	-
07006 Computer Hardware	136	-	136	-	-	-	-	137	-
07007 Computer Software	16	16	-	-	-	-	-	16	-
07029 Aged & Disability Minor Equipment	1	-	1	-	-	-	-	1	-
Office Furniture & Equipment	10	-	10	-	-	-	-	10	-
<b>Total furniture &amp; equipment</b>	<b>165</b>	<b>16</b>	<b>149</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>166</b>	<b>-</b>



Capital Works Area	Project Cost 2017-18 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
<b>Infrastructure</b>									
09001 Local Roads Resealing	850	-	850	-	-	-	-	850	-
09008 Local Roads Improvements	280	-		280	-	-	-	280	-
09009 Gravel Resheeting - Local Roads	205	-	205	-	-	-	-	205	-
09037 Fire Access Track	2	-	2	-	-	2	-	-	-
09043 Periodic Footpath/kerb Maintenance	27	-	27	-	-	-	-	27	-
09044 Periodic Bridge Rehabilitation	150	-	150	-	-	-	-	150	-
Local Roads Improvements (Roads to Recovery)	950	-	352	598	-	950	-	-	-
Roadworks - Somerset Estate	103	103	-	-	-	-	-	103	-
<b>Total infrastructure</b>	<b>2,567</b>	<b>103</b>	<b>1,586</b>	<b>878</b>	<b>-</b>	<b>952</b>	<b>-</b>	<b>1,615</b>	<b>-</b>
<b>Parks, open spaces &amp; streetscapes</b>									
04021 Refurbishment of Playgrounds	40	-	40	-	-	-	-	40	-
09025 Open Space Implementation	250	250	-	-	-	-	-	250	-
<b>Total parks, open spaces &amp; streetscapes</b>	<b>290</b>	<b>250</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>290</b>	<b>-</b>
<b>Drainage</b>									
04064 Bannockburn Storm Water Drainage Improvements	33	-	-	33	-	-	-	33	-
<b>Total drainage</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33</b>	<b>-</b>
<b>Plant &amp; machinery</b>									
08013 Vehicle Purchases (Changeover)	650	-	650	-	-	-	-	-	-
08014 Ute Purchases (changeover)	280	-	280	-	-	-	-	-	-
Funding Sources for Plant	-	-	-	-	-	-	-	1,389	-
Plant Replacement (per plant replacement schedule)	459	-	459	-	-	-	-	-	-
<b>Total plant &amp; machinery</b>	<b>1,389</b>	<b>-</b>	<b>1,389</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,389</b>	<b>-</b>

Capital Works Area	Project Cost 2017-18 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
<b>Recreational, leisure &amp; community</b>									
Country Football & Netball Program 100/400	400	400	-	-	-	100	-	300	-
04063 Cricket Pitch Covers Years 2 & 3	25	25	-	-	-	-	-	25	-
04022 Resurfacing of Tennis Courts	90	-	90	-	-	-	-	90	-
<b>Total recreational, leisure &amp; community</b>	<b>515</b>	<b>425</b>	<b>90</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>415</b>	<b>-</b>
<b>Total</b>	<b>8,305</b>	<b>2,894</b>	<b>3,657</b>	<b>1,754</b>	<b>-</b>	<b>2,302</b>	<b>-</b>	<b>5,554</b>	<b>450</b>

### 7.9. Summary of Planned Capital Works - for the year 2018-19

Capital Works Area	Project Cost 2018-19 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
<b>Building specialised</b>									
06059 Disability Action Plan	20	-	-	20	-	-	-	20	-
06089 Major Rec Facilities Renewal	60	-	60	-	-	-	-	60	-
Living Libraries 500/1.0	1,000	1,000	-	-	-	500	-	500	-
06112 Transfer Stations	290	290	-	-	-	140	-	150	-
<b>Total building specialised</b>	<b>1,370</b>	<b>1,290</b>	<b>60</b>	<b>20</b>	<b>-</b>	<b>640</b>	<b>-</b>	<b>730</b>	<b>-</b>
<b>Building unspecialised</b>									
Other Unspecified 400/500	500	-	-	500	-	400	-	100	-
RDV 500/750 Project	750	750	-	-	-	500	-	100	150
SRV Minor 200/500 Project	500	500	-	-	-	200	-	300	-
Small projects in future years	300	-	300	-	-	-	-	300	-
<b>Total building unspecialised</b>	<b>2,050</b>	<b>1,250</b>	<b>300</b>	<b>500</b>	<b>-</b>	<b>1,100</b>	<b>-</b>	<b>800</b>	<b>150</b>
<b>Furniture &amp; equipment</b>									
07000 Councillors' Computers	2	-	2	-	-	-	-	2	-
07006 Computer Hardware	98	-	98	-	-	-	-	98	-
07007 Computer Software	331	331	-	-	-	-	-	331	-
07029 Aged & Disability Minor Equipment	1	-	1	-	-	-	-	1	-
Office Furniture & Equipment	10	-	10	-	-	-	-	10	-
<b>Total furniture &amp; equipment</b>	<b>442</b>	<b>331</b>	<b>111</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>442</b>	<b>-</b>
<b>Infrastructure</b>									
09001 Local Roads Resealing	850	-	850	-	-	-	-	850	-
09008 Local Roads Improvements	280	-	-	280	-	-	-	280	-
09009 Gravel Resheeting - Local Roads	205	-	205	-	-	-	-	205	-
09025 Open Space Implementation	-	-	-	-	-	-	-	-	-
09037 Fire Access Track	2	-	2	-	-	2	-	-	-
09043 Periodic Footpath/kerb Maintenance	27	-	27	-	-	-	-	27	-
09044 Periodic Bridge Rehabilitation	150	-	150	-	-	-	-	150	-

Capital Works Area	Project Cost 2018-19 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
Local Roads Improvements (Roads to Recovery)	950	-	352	598	-	950	-	-	-
Roadworks - Somerset Estate	208	208	-	-	-	-	-	208	-
<b>Total infrastructure</b>	<b>2,672</b>	<b>208</b>	<b>1,586</b>	<b>878</b>	<b>-</b>	<b>952</b>	<b>-</b>	<b>1,720</b>	<b>-</b>
<b>Parks, open spaces &amp; streetscapes</b>									
04021 Refurbishment of Playgrounds	40	-	40	-	-	-	-	40	-
09025 Open Space Implementation	250	250	-	-	-	-	-	250	-
<b>Total parks, open spaces &amp; streetscapes</b>	<b>290</b>	<b>250</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>290</b>	<b>-</b>
<b>Drainage</b>									
04064 Bannockburn Storm Water Drainage Improvements	33	-	-	33	-	-	-	33	-
<b>Total drainage</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33</b>	<b>-</b>
<b>Plant &amp; machinery</b>									
08012 Bus Changeover - Community Transport	50	-	50	-	-	-	-	-	-
08013 Vehicle Purchases (Changeover)	650	-	650	-	-	-	-	-	-
08014 Ute Purchases (changeover)	280	-	280	-	-	-	-	-	-
Funding Sources for Plant	-	-	-	-	-	-	-	1,822	-
Plant Replacement (per plant replacement schedule)	842	-	842	-	-	-	-	-	-
<b>Total plant &amp; machinery</b>	<b>1,822</b>	<b>-</b>	<b>1,822</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,822</b>	<b>-</b>
<b>Recreational, leisure &amp; community</b>									
Country Football & Netball Program 100/400	400	400	-	-	-	100	-	300	-
04022 Resurfacing of Tennis Courts	90	-	90	-	-	-	-	90	-
<b>Total recreational, leisure &amp; community</b>	<b>490</b>	<b>400</b>	<b>90</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>390</b>	<b>-</b>
<b>Total</b>	<b>9,169</b>	<b>3,729</b>	<b>4,009</b>	<b>1,431</b>	<b>-</b>	<b>2,792</b>	<b>-</b>	<b>6,227</b>	<b>150</b>

### 7.10. Summary of Planned Capital Works - for the year 2019-20

Capital Works Area	Project Cost 2019-20 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
<b>Building specialised</b>									
06059 Disability Action Plan	20	-	-	20	-	-	-	20	-
06089 Major Rec Facilities Renewal	60	-	60	-	-	-	-	60	-
<b>Total building specialised</b>	<b>80</b>	<b>-</b>	<b>60</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>80</b>	<b>-</b>
<b>Building unspecialised</b>									
Other Unspecified 400/500	500	-	-	500	-	400	-	100	-
RDV 200/300 Project every 2 years	300	300	-	-	-	200	-	100	-
RDV 500/750 Project	750	750	-	-	-	500	-	100	150
SRV Minor 200/500 Project	500	500	-	-	-	200	-	300	-
Small projects in future years	300	-	300	-	-	-	-	300	-
<b>Total building unspecialised</b>	<b>2,350</b>	<b>1,550</b>	<b>300</b>	<b>500</b>	<b>-</b>	<b>1,300</b>	<b>-</b>	<b>900</b>	<b>150</b>
<b>Furniture &amp; equipment</b>									
07000 Councillors' Computers	2	-	2	-	-	-	-	2	-
07006 Computer Hardware	99	-	99	-	-	-	-	99	-
07007 Computer Software	16	16	-	-	-	-	-	16	-
07029 Aged & Disability Minor Equipment	1	-	1	-	-	-	-	1	-
Office Furniture & Equipment	10	-	10	-	-	-	-	10	-
<b>Total furniture &amp; equipment</b>	<b>128</b>	<b>16</b>	<b>112</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>128</b>	<b>-</b>
<b>Infrastructure</b>									
09001 Local Roads Resealing	850	-	850	-	-	-	-	850	-
09008 Local Roads Improvements	280	-	-	280	-	-	-	280	-
09009 Gravel Resheeting - Local Roads	205	-	205	-	-	-	-	205	-
09037 Fire Access Track	2	-	2	-	-	2	-	-	-



Capital Works Area	Project Cost 2019-20 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
09043 Periodic Footpath/kerb Maintenance	27	-	27	-	-	-	-	27	-
09044 Periodic Bridge Rehabilitation	150	-	150	-	-	-	-	150	-
Local Roads Improvements (Roads to Recovery)	950	-	352	598	-	950	-	-	-
<b>Total infrastructure</b>	<b>2,464</b>	<b>-</b>	<b>1,586</b>	<b>878</b>	<b>-</b>	<b>952</b>	<b>-</b>	<b>1,512</b>	<b>-</b>
<b>Parks, open spaces &amp; streetscapes</b>									
04021 Refurbishment of Playgrounds	40	-	40	-	-	-	-	40	-
09025 Open Space Implementation	250	250	-	-	-	-	-	250	-
<b>Total parks, open spaces &amp; streetscapes</b>	<b>290</b>	<b>250</b>	<b>40</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>290</b>	<b>-</b>
<b>Drainage</b>									
04064 Bannockburn Storm Water Drainage Improvements	33	-	-	33	-	-	-	33	-
<b>Total drainage</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33</b>	<b>-</b>
<b>Plant &amp; machinery</b>									
08013 Vehicle Purchases (Changeover)	650	-	650	-	-	-	-	-	-
08014 Ute Purchases (changeover)	280	-	280	-	-	-	-	-	-
Funding Sources for Plant	-	-	-	-	-	-	-	1,298	-
Plant Replacement (per plant replacement schedule)	368	-	368	-	-	-	-	-	-
	-	-	-	-	-	-	-	-	-
<b>Total plant &amp; machinery</b>	<b>1,298</b>	<b>-</b>	<b>1,298</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,298</b>	<b>-</b>
<b>Recreational, leisure &amp; community</b>									
Country Football & Netball Program 100/400	400	400	-	-	-	100	-	300	-
04022 Resurfacing of Tennis Courts	90	-	90	-	-	-	-	90	-
<b>Total recreational, leisure &amp; community</b>	<b>490</b>	<b>400</b>	<b>90</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>390</b>	<b>-</b>
<b>Total</b>	<b>7,133</b>	<b>2,216</b>	<b>3,486</b>	<b>1,431</b>	<b>-</b>	<b>2,352</b>	<b>-</b>	<b>4,631</b>	<b>150</b>

## 8. Summary of Planned Human Resources

### 8.1. Expenditure per department

	Budget	SRP	SRP	SRP
	2016-17	2017-18	2018-19	2019-20
Department	\$'000	\$'000	\$'000	\$'000
<b>Community Services</b>				
Permanent full time	3,235	3,352	3,486	3,625
Permanent part time	3,218	3,334	3,467	3,606
Other	659	683	710	738
<b>Total Community Services</b>	<b>7,112</b>	<b>7,369</b>	<b>7,663</b>	<b>7,969</b>
<b>Corporate Services</b>				
Permanent full time	2,536	2,628	2,732	2,841
Permanent part time	479	496	516	537
<b>Total Corporate Services</b>	<b>3,015</b>	<b>3,124</b>	<b>3,248</b>	<b>3,378</b>
<b>Executive</b>				
Permanent full time	662	686	713	742
Permanent part time	91	94	98	101
<b>Total Executive Services</b>	<b>753</b>	<b>780</b>	<b>811</b>	<b>843</b>
<b>Governance</b>				
Permanent full time	649	672	699	727
Permanent part time	45	47	48	50
<b>Total Governance Services</b>	<b>694</b>	<b>719</b>	<b>747</b>	<b>777</b>
<b>Assets and Amenity</b>				
Permanent full time	5,603	5,805	6,037	6,278
Permanent part time	433	449	467	485
<b>Total Assets and Amenity</b>	<b>6,036</b>	<b>6,254</b>	<b>6,504</b>	<b>6,763</b>

## 8.2. FTE per Department

	Budgeted	SRP	SRP	SRP
Department	2016-17	2017-18	2018-19	2019-20
<b>Community Services</b>				
Permanent full time	34.5	35.5	35.5	36.5
Permanent part time	44.9	44.9	44.9	44.9
Other	9.5	9.5	9.5	9.5
<b>Total Community Services</b>	<b>88.9</b>	<b>89.9</b>	<b>89.9</b>	<b>90.9</b>
<b>Corporate Services</b>				
Permanent full time	26.0	26.0	27.0	27.0
Permanent part time	6.7	6.7	6.7	6.7
<b>Total Corporate Services</b>	<b>32.7</b>	<b>32.7</b>	<b>33.7</b>	<b>33.7</b>
<b>Executive</b>				
Permanent full time	7.0	7.0	8.0	8.0
Permanent part time	1.2	1.2	1.2	1.2
<b>Total Executive Services</b>	<b>8.2</b>	<b>8.2</b>	<b>9.2</b>	<b>9.2</b>
<b>Governance</b>				
Permanent full time	4.0	4.0	4.0	4.0
Permanent part time	0.6	0.6	0.6	0.6
<b>Total Governance Services</b>	<b>4.6</b>	<b>4.6</b>	<b>4.6</b>	<b>4.6</b>
<b>Assets and Amenity</b>				
Permanent full time	62.4	63.4	63.4	64.4
Permanent part time	6.1	6.1	6.1	6.1
<b>Total Assets and Amenity</b>	<b>68.5</b>	<b>69.5</b>	<b>69.5</b>	<b>70.5</b>

## 9. GLOSSARY

	Definition
Ad Valorem Rates	Rates based on the valuation of a property as opposed to a flat charge.
Capital Expenditure	The purchase or construction of assets that are expected to have a life of more than 1 year.
Capital Grants	Grants that are paid to fund projects of a capital nature, including capital expenditure on Council owned land and operating expenditure of a capital nature on Crown land.
Cash	Includes cash on hand and highly liquid investments.
Contracts and Materials	Includes payments to third parties for goods received and services rendered.
Contributions and Recoupments	Includes income for works performed by Council on behalf of third parties, contributions from community groups towards the construction or upgrade of community assets, contributions either in cash or in kind from developers, and minor recoups of some operating expenditure.
Council Plan	An annual plan containing Council's strategic objectives, strategic indicators and business plan strategies for the next 4 years.
CPI	Consumer Price Index, being a measure of the movement of prices in the economy over time.
Current Assets	Assets that are expected to be consumed or converted into cash within 1 year such as stock on hand, debtors, cash and investments.
Current Liabilities	Amounts owed to third parties by the Council that are expected to be settled within 1 year, such as trust funds, sundry creditors, and annual leave accrued.
Debt Servicing	The interest expense of borrowings.
Depreciation	The systematic allocation of the net cost of a long-term asset over its useful life. Depreciation is an annual operating expense; therefore it is the process of expensing long-term costs.
Employee Costs	Wages and salaries paid to employees plus labour on-costs such as superannuation, WorkCover premium, annual leave, long service leave and Fringe Benefits Tax.
Grants	Includes granted assets (usually cash) received from third parties such as Government Departments towards the cost of programs and capital expenditure.
LGFV	Local Government Funding Vehicle is a project the MAV has undertaken on behalf of all Victorian Councils. It is expected to provide significant savings to the sector by raising funds via the Bond market.
MAV	Municipal Association of Victoria – the main industry body representing Victorian Councils.
Non-Current Assets	Assets with a useful life of more than 1 year, such as land, buildings, plant and machinery, furniture and equipment, and infrastructure.
Non-Current Liabilities	Amounts owed to third parties by the Council that are not expected to be settled within 1 year, such as long-term loans.
Operating Expenditure	Expenditure on Materials and Services, employee costs, depreciation and debt servicing.
Income	Income received from rates and charges, grants and subsidies, contributions and recoupments, user fees, interest on investments and net gain/(loss) on disposal.
Overheads	Includes postage, vehicle operating costs, telephone, information technology, accounts payable, accounts receivable, depot operating costs, furniture and equipment, cleaning, lighting, heating, printing and stationery, office building maintenance, word processing, and insurance.
Own Source Revenue	Revenue, plus profit on sales, less grants.
Rate-in-the-dollar	The ad-valorem rates on an individual property divided by the total valuation of the property.
Rates and Charges	Rates and Charges consists of general rates, municipal charge, garbage charge and State Landfill Levy charge (including Supplementary assessments)
Retained Earnings	The accumulated surpluses from prior accounting periods represented by working capital or net current assets (current assets less current liabilities).

	Definition
Strategic Resource Plan	Council's Strategic Resource Plan that sets out Council's long-term financial strategy for a four-year period. This document forms part of the Council Plan.
Supplementary Rates	Rates levied on properties during the year as a result of new building works, land subdivisions, or land consolidations.
"The Act"	Unless otherwise stated, the Local Government Act 1989.
Underlying Result from Operations	The annual operating surplus or deficit in a 'normal' year. It excludes major 'one-off' items that distort the true financial performance of the Council.
VGC	Victoria Grants Commission – a body charged with the allocation of federal untied grants to Victorian Councils.
WDV of Assets Sold	The Written Down Value of an asset is an operating expense. It represents the undepreciated net cost of a long-term asset at the time it is sold. In the case of land sales, it represents the cost of land sold.
Working Capital	A measure of short-term liquidity represented by current assets less current liabilities.