



GOLDEN PLAINS SHIRE

COUNCIL PLAN

2017 - 2021

EFFECTIVE 1 JULY 2017. ADOPTED 27 JUNE 2017.
(INCORPORATING THE MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN)

UPDATE VERSION 25 JUNE 2019



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STATEMENT OF ACKNOWLEDGEMENT

Golden Plains Shire Council acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional Wadawurrung custodians of the lands on which Council is located and where we conduct our business. We pay our respects to Wadawurrung ancestors and Elders, past and present. Golden Plains Shire Council is committed to honouring Australian Aboriginal and Torres Strait Islander peoples' unique culture and their rich contribution to society.



ABOUT THE COUNCIL PLAN

Incorporating the Municipal Public Health and Wellbeing Plan

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

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

The Plan reflects feedback from our community and stakeholders as part of an extensive community consultation process that was an integral component of the planning process. The Council Plan sets out our vision for the future, our mission and priority objectives as the strategic

framework for Golden Plains Shire for the next four years and transparently outlines how that will be achieved. The Plan is grounded in our core values that will guide our organisation in all that we do. The Council Plan also includes our Strategic Resource Plan that sets out the resources required to achieve our strategic priorities and objectives over the next four years.

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



Council Plan Framework



WHAT OUR COMMUNITY TOLD US

The Council Plan 2017-2021 reflects the feedback from our community and stakeholders in response to an extensive community consultation process that was an integral component of the planning process.

The key issues and priorities identified by the community for action by Council include:

- Maintaining, improving and further developing our road network
- Improving access to transport and technology
- Improving community health and social infrastructure to support community health and wellbeing
- Longer term, evidence based community planning that recognises the Shire's changing demographic profile
- Improving community engagement and responsiveness and increasing citizen engagement
- Advocating to government and key stakeholders for the development of services and infrastructure
- Increasing efficiency and effectiveness – doing more with less
- Encouraging economic growth
- Protecting, valuing and caring for our natural environment and open spaces
- Balancing growth and development with protecting the rural nature of the Shire
- Developing partnerships and working with others to achieve outcomes
- Building community capacity and resilience
- Adapting to climate change



FROM THE MAYOR

Thank you for taking the time to read the 2017-2021 Council Plan – one of Golden Plains Shire Council's most important planning documents.

The Council Plan is a vital document that drives decision-making and planning over the four-year life of this Council. It sets the vision and guiding principles for our Strategic Resource Plan and annual Budget.

The community engagement process for the 2017-2021 Council Plan was one of the most thorough ever undertaken by Council. We made a commitment to residents that we would work harder to seek feedback on important issues, and this is a part of that commitment. To make sure we are heading in the right direction, we need to work with you, the community, to ensure the work we're doing reflects the community's priorities.

Over a six month period, residents in Golden Plains Shire had the opportunity to provide input and give feedback on key priorities prior to the development of this plan. The second phase of community consultation saw the establishment of a Community Reference Group with broad demographic and geographic representation. The Community Reference Group provided valuable feedback and review of the data collected and the draft plan.

Council is grateful to the 386 people who provided written and verbal feedback to Council; as well as the 27 members of the Community Reference Group.

Whether feedback was provided through our Shire-wide survey, town listening posts or at one of the five community workshops, it was carefully considered when the new Plan was drafted. One of the common themes of resident feedback was the importance of maintaining the rural feel and lifestyle of Golden Plains Shire. Residents also want to see growth and economic opportunities in the Shire, so Council will be considering how best to strike a balance between these two priorities – taking into account every one of our 16 townships and 56 communities.

Council would again like to sincerely thank all community members for their feedback and input – which formed the key themes and issues, and resulted in priority areas being identified.

As Mayor, I am proud to lead a Council committed to providing leadership to Golden Plains Shire, while being open and accountable to the community. Our agreed values for this Council Plan include honesty and integrity, leadership, accountability, adaptability and fairness.

I hope that you find this Council Plan is a reflection of these values and a reflection of our community priorities.

Cr Des Phelan – Mayor
27 June, 2017.



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

MEET YOUR COUNCIL

Members of your Council for Golden Plains Shire took their Oath of Office on Tuesday 8 November 2017 following the Victorian Electoral Commission's official declaration of the 2016 Local Government election results on 2 November.

At the same meeting, Councillors voted Cr Des Phelan to lead them as Mayor for the next year.

Cr David Evans

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

Cr Joanne Gilbert

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

Cr Nathan Hansford

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

Cr Helena Kirby

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

Cr Des Phelan

A farmer from Springdallah, Des has represented the community as Mayor for the last two years. Des is committed to enhancing opportunities for community consultation and keeping rates at a minimum whilst maintaining roads at optimal levels.

Cr Les Rowe

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

Cr Owen Sharkey

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



GOLDEN PLAINS SHIRE PROFILE

Golden Plains Shire is situated between two of Victoria's largest regional cities, Geelong and Ballarat, with a population of over 20,000 people across 56 vibrant rural communities.

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

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

Golden Plains also offers many opportunities for businesses, investment, sustainable development and employment, with more than 1,700 businesses in farming, retail and home-based businesses. In agriculture, the region has a strong tradition in wool and grain

production and is a leading producer of prime lambs. Intensive animal farming continues to increase and strengthen, with the production of goat dairy, beef, chicken and pork strong in Golden Plains, and marked growth in viticulture. Many of the producers and businesses of Golden Plains sell their produce at the monthly Council-run Golden Plains Farmers' Market, attracting visitors to the Shire from far and wide.

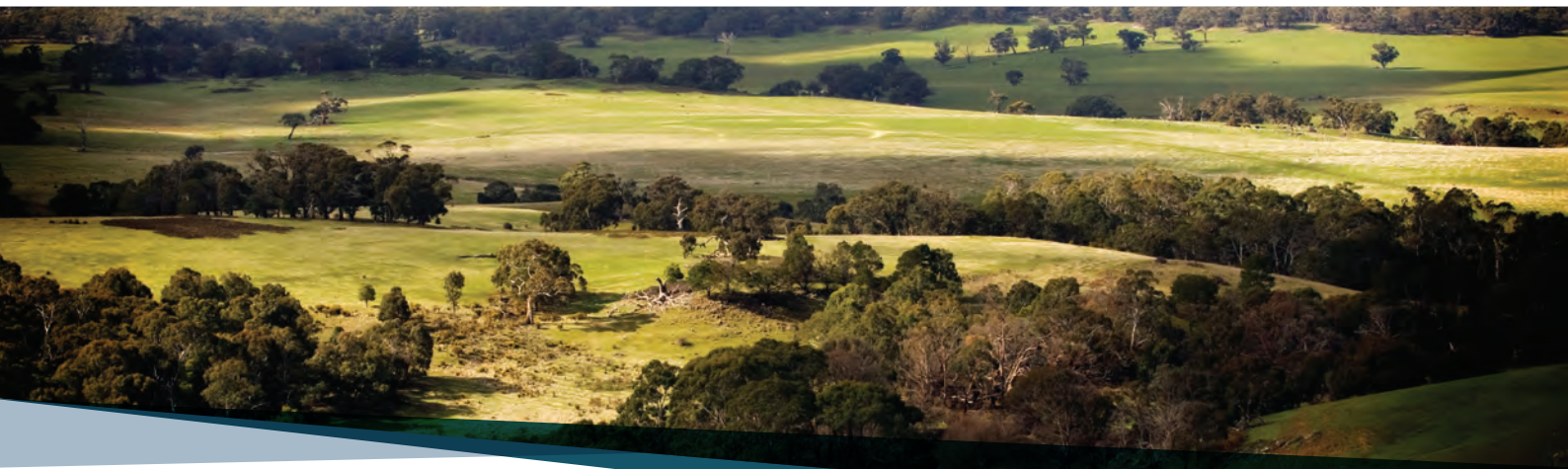
Golden Plains Shire is also one of the leading egg producers in Victoria, and is attracting new investment in free-range egg production in the Golden Plains Food Production Precinct—this is an area of land in the southern part of the Shire set to become one of Victoria's premier areas for intensive agriculture.

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

Looking to the future, Golden Plains Shire residents have shared their vision and priorities for the next 10-20 years. They identified the need to plan and manage the competing interests of a growing population

whilst maintaining the Shire's highly valued rural character, meet community service and infrastructure needs and maintain and improve the Shire's extensive road network.

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



VISION, MISSION & VALUES

Our vision

A healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships - **Our Community, Our Economy, and Our Pride.**

Our mission

We will achieve our vision through:

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

Our values

Honesty and Integrity

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

Leadership

We will demonstrate strong and collaborative community leadership.

Accountability

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

Adaptability

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

Fairness

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

OUR COMMITMENT TO COMMUNITY HEALTH & WELLBEING

This Council Plan incorporates our commitment to work in a coordinated and integrated way to support, protect and improve the health and wellbeing of our community members and the places they live, learn, work and play.

There are many aspects that contribute to an individual's health and wellbeing including access to quality education, stable employment and good working conditions, secure housing, freedom from violence, safe and sustainable natural and built environments, food affordability, respectful relationships, supportive social networks and services and opportunities to participate in community.

Victorian Public Health and Wellbeing Plan 2015-2019

Our commitment and priorities for health and wellbeing have been developed with regard to the Victorian Public Health and Wellbeing Plan 2015--2019 that sets out the long-term agenda for improving health and social outcomes in Victoria. The Plan sets high level strategic directions focused on prevention, health promotion and protection, and reducing inequalities in health and wellbeing. The priorities identified for 2015-2019 are:

- healthier eating and active living
- tobacco-free living
- reducing harmful alcohol and drug use
- improving mental health
- preventing violence and injury
- improving sexual and reproductive health

The Golden Plains Shire approach to health and wellbeing contributes to a broader Central Highlands Primary Care Partnership (CHPCP) approach that is focused on strengthening the region's capacity to address complex health and wellbeing issues. Our planning also aligns with the health and wellbeing priorities of the Geelong Region Alliance (G21). Both CHPCP and G21 identify 'healthier eating and active living' as the priority health and wellbeing issue for a regional approach moving forward.

Acknowledging the broader Victorian and regional context for community health and wellbeing, the Golden Plains Shire priorities for supporting, protecting and improving the health and wellbeing of our community are based on community needs and aspirations identified through consultation with our community and regional partners, together with an examination of local health and wellbeing

data that provides an evidence base around current issues and trends.

We support the notion that 'health and wellbeing is everyone's responsibility' and this is reflected in our approach to incorporating health and wellbeing matters as an integrated responsibility across all areas of Council activity.

We are committed to working collaboratively with our community, government, and our health and wellbeing partners and agencies to implement our priorities for supporting, protecting and improving the health and wellbeing of the Golden Plains community.

Sustainable improvements in health and wellbeing are best achieved when change is guided and owned by affected communities and interventions are tailored to local needs and circumstances.

The approaches we will take to deliver health benefits for all residents include:

Healthy and sustainable environments

including actions to mitigate the impacts of climate change that are recognised as presenting serious environmental, economic and health challenges

Place-based approaches

that focus on all of the key settings where people live, learn, work and play and recognise the importance of local integrated action

Person-centred approaches

including opportunities to strengthen the provision of integrated, preventive health services to individuals and families at all levels of the health care system.

Victorian Public Health and Wellbeing Plan 2015-2019 – Platforms for implementation

A detailed action plan will be developed outlining a range of actions that Golden Plains Shire and its key partners and stakeholders will undertake to achieve our identified health and wellbeing priorities, including a review and evaluation process to measure the success of our work.



HEALTH & WELLBEING PRIORITIES

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

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



1. Healthy eating and active living

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



2. Access to local health and community services

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



3. Healthy and sustainable environments

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



4. Connected communities

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



5. Family violence and gender equity

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



ORGANISATIONAL STRUCTURE





STRATEGIC DIRECTIONS & PRIORITIES

OUR STRATEGIC DIRECTIONS

Our objectives for the next four years are identified across four strategic directions that provide the framework for achieving our vision for the future:

1. Promoting healthy and connected communities

We are committed to creating a healthy, active and safe community that provides opportunities for all residents, especially young people and older residents, to connect and engage with their local community.

2. Enhancing local economies

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

3. Managing natural and built environments

We will work to promote and protect the natural environment and ensure that growth and change in the Shire will be managed for the benefit of all of the community.

4. Delivering good governance and leadership

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

OUR HEALTH AND WELLBEING PRIORITIES

Our health and wellbeing priorities underpin our strategic framework, objectives and strategies for implementation across the next four years.



1. Healthy eating and active living



2. Access to local health and community services



3. Healthy and sustainable environments



4. Connected communities



5. Family violence and gender equity

PROMOTING HEALTHY & CONNECTED COMMUNITIES



BACKGROUND

What our community told us is important

- Maintaining, improving and increasing utilisation of our sporting and community facilities
- Programs, activities and initiatives to promote and support community health and wellbeing
- Improved access to community and health services and facilities
- Further development of cycling and walking paths
- Supporting our local sporting and community groups
- Communicating, consulting and listening to the community
- Planning and advocating for community health services and social infrastructure
- Supporting our community events, markets and activities
- Improving access to community and public transport
- Supporting our young and older people.

What the research tells us about our Shire

- Lower crime rates and higher proportion of people feeling safe than the State average
- Lower incidence for some health conditions (diabetes) than for Victoria
- High level of volunteering across the Shire
- Lower vulnerability for early childhood development as measured by the Australian Early Development Index
- Limited access to health and other services
- Higher proportions of people smoking and who are obese than the State average
- High proportion of adults (57%) not eating enough fruit and vegetables
- Lower proportion of people undertaking physical activity on four or more days than for Victoria
- Limited public transport - only 2.4% of the population near public transport
- Potential impact of extreme weather events on community health and wellbeing and emergency services.

Sources: Golden Plains Health and Wellbeing Data Profile (Nov 2016); Draft Barwon South West Adaptation Plan-Golden Plains Shire



STRATEGIC DIRECTION

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

What we are going to do

- Acknowledge and celebrate Aboriginal people, culture and heritage.
- Strengthen and develop collaborative partnerships with others to improve health and wellbeing for all people in our community, with priorities including healthy eating, physical activity, healthy environments and health service provision.
- Facilitate increased and equitable access to local health and community services to meet the current and future needs of our community.
- Support and enable participation in physical activity, sport and recreation.
- Maintain and enhance community safety to enable people to feel safe and secure in their local communities, including a focus on preventing family violence.
- Build strong, vibrant communities that provide opportunities for all people to engage, connect and participate.
- Support, promote and deliver accessible and responsive programs for our young families and older residents.
- We commit to being a Child Safe organisation.

How we will go about it

- Provide and support programs, activities, and spaces to promote and encourage health and wellbeing for people of all ages and abilities.
- Develop a longer term vision and planning for an integrated approach to providing quality health and community services infrastructure.
- Support local sporting and community groups to provide participation and engagement opportunities and continue to encourage and value volunteering in our community.
- Provide and support contemporary and innovative community development programs initiatives and opportunities.
- Identify, facilitate and advocate for initiatives to increase access to public and community transport.
- Support people at all life stages and abilities to maximise their potential and participation in community life.
- Lobby, advocate and work with others to maintain and enhance the safety and security of all people across our community and proactively address family violence.
- Communicate, consult, and engage with our community to ensure the provision of responsive and effective services and to enable people to increase control over, and to improve, their wellbeing.
- Respect, celebrate and foster arts, culture and heritage across the Shire.
- Implement a range of activities and programs to support young people in our Shire to be healthy, resilient and empowered.
- Provide direct service planning, infrastructure, advocacy and resourcing across the child, family, aged & disability sectors.

How we will know if we are successful

- Increased healthy eating and active living
- Improved access to health and community services for people of all ages, abilities and localities within the Shire
- Increased community safety indicators
- Reduced prevalence of family violence
- Increased connection to culture and communities
- Increased community led action volunteering, participation in community groups and events
- Increase support and access to Council delivered, and independent provider, programs.

ENHANCING LOCAL ECONOMIES



BACKGROUND

What our community told us is important

- Encouraging business growth
- Creating local job opportunities with a focus on buying local
- Developing retail and community facilities and built infrastructure to support business development
- Improving the road network, access to transport and technology to support business and investment
- Promoting, supporting and encouraging the rural economy and tourism
- Streamlining planning and permit processes to facilitate business growth and investment
- Attracting, developing and promoting local markets, festivals and events
- Advocating for a vocational focus for the new secondary school, after school programs and activities for local secondary students.

What the research tells us about our Shire

- A projected population increase of 56% for the period 2015-2036
- Lower unemployment rate (3.6%) than the State average
- Higher proportion of people with vocational qualifications than the average for Victoria
- Lower median house price and higher percentage of affordable rental housing than Victoria
- Lack of local employment opportunities - 64% of people travelling out of the Shire for work
- Higher proportion of young people (14%) not employed or enrolled in education than the State average
- Higher proportion of people under mortgage stress than the average for Victoria
- Higher proportion of people not completing secondary or higher education than the State average
- Water security influenced by lower rainfall than the State average
- Climate change risk factors including the potential for increased household and industry expenses, decreased agricultural productivity, and a potential impact on future investment in agriculture.
- Higher proportion of young people not engaged in employment or education than the State average.

Sources: Golden Plains Health and Wellbeing Data Profile (Nov2016); Draft Barwon South West Adaptation Plan-Golden Plains Shire



STRATEGIC DIRECTION

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

What we are going to do

- Seek to establish Golden Plains as a location of choice to attract new business investment and facilitate business growth.
- Support and nurture local business development and economic growth to generate local employment opportunities.
- Work with regional and broader businesses and industry to develop our visitor economy as a key contributor to local economic sustainability.
- Engage Federal and State Government in supporting local business and local infrastructure.
- Facilitate, advocate and work with business, government, community, key stakeholders and groups to enhance our local economy.
- Support and encourage pathways for education, training and lifelong learning for our community especially for young people.

How we will go about it

- Implement a strategic approach to support, promote and grow our local business sector, attract new business investment, and build our visitor economy
- Promote and support the development and sustainability of our rural economy
- Promote and support innovative, environmentally sustainable and value adding approaches and solutions within our business, rural and visitor economies
- Advocate, facilitate and provide built, service, and technology infrastructure to support business and industry growth and development
- Promote and advocate for education, vocational and lifelong learning opportunities to support skill development and employment opportunities for people at all life stages
- Lobby, advocate, collaborate and develop strategic relationships with government, business, community and key stakeholders to facilitate local economic development and job creation
- Encourage greater investment in the Shire through creative industries, local events and festivals.

How we will know we are successful

- Growth in business investment
- Increased business engagement
- Growth in the visitor economy
- Key projects and initiatives funded
- Increased labour market participation
- Increased education attainment.

MANAGING THE NATURAL & BUILT ENVIRONMENT



BACKGROUND

What our community told us is important

- Maintaining and improving the road network
- Preserving and enhancing the natural environment and open space
- Pest, plant and animal management
- Roadside mowing and maintenance
- Supporting community and volunteer groups
- Waste and rubbish management, disposal and recycling
- Managing the level of housing development and density to protect the rural character of the Shire
- Fire prevention and bushfire management for community safety
- Maintaining our existing highly valued community facilities
- Planning for the development of new community infrastructure to meet current and future needs
- Promoting and educating the community on caring for our environment.

What the research tells us about our Shire

- Few households without a car
- Rich in biodiversity with a broad range of species of flora and fauna
- Lower rainfall than the Victorian average
- A number of settlements on the Victorian Bushfire Risk Register
- Limited access to public transport
- Climate change risk factors including impact on local and regional ecosystems and damage to Council assets.

Sources: Golden Plains Health and Wellbeing Data Profile (Nov2016); Draft Barwon South West Adaptation Plan-Golden Plains Shire



STRATEGIC DIRECTION

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

What we are going to do

- Plan, resource and strengthen Council and community capacity to effectively respond to current and future challenges related to the natural environment including climate change, water, biodiversity and emergency management.
- Aim to further reduce the volume of waste going to landfill and explore innovative waste management and resource recovery mechanisms through regional partnerships.
- Preserve and protect bio-diversity and native vegetation through effective land use planning.
- Protect Aboriginal cultural heritage in Golden Plains Shire.
- Manage the impact of population growth and reinforce township character through effective strategic land use planning.
- Develop clear policy on the effective management of the local road network and ensure community engagement in developing viable and sustainable solutions.
- Work with the community to plan and provide natural and built environments that create safe, accessible, inclusive and inviting public spaces, social infrastructure, open space and destinations for all.
- Work with fire management agencies and the community to manage and reduce the risk of fire with a view to protecting life and property while maintaining our natural environment.

How we will go about it

- Support and encourage community resilience to respond to a changing climate and the impact of natural disasters.
- Define a pathway to achieving carbon neutrality for Council operations.
- Encourage all landholders to more effectively manage the risk of pest and invasive plants across the municipality.
- Implement waste management and minimisation practices that are innovative, effective and reflect best practice.
- Promote and support innovative and environmentally sustainable management of water resources through strategic partnerships.
- Review the existing Road Strategy and Road Asset Management Plan in consultation with the community and continue to advocate for improvements to arterial roads and highways.
- Implement our Paths and Trails Strategy to increase safety, connectivity, and active transport networks within and between townships.
- Progressively review township structure plans and urban design frameworks to effectively manage growth, encourage diversity and maintain township character.
- Proactively support and encourage an increase in civic pride and build ownership of place.
- Invest in maintenance, renewal and improvement of community infrastructure and the local road network
- Implement the Municipal Fire Management Plan and fire related statutory controls.
- Work with the community and fire agencies to improve community preparedness and resilience.
- Identify and protect Aboriginal cultural heritage in planning and development proposals.

How we will know we are successful

- Increased environmental sustainability and quality
- Ensure that land use planning facilitates sustainable growth and maintains township character
- Recognition of Aboriginal Cultural Heritage in planning and development
- Ensure consistent delivery of the Roads Maintenance Program to adopted standards
- Improved and maintained community infrastructure and open space
- Improved walkability and travel connections
- Reduce fire impacts within the community.

DELIVERING GOOD GOVERNANCE & LEADERSHIP



Health and wellbeing priorities

BACKGROUND

What our community told us is important

- Consulting, engaging and listening to the community
- Transparent and open approach to decision making and reporting
- Financial management for sustainability and the efficient use of resources
- Reducing red tape and improving efficiency and responsiveness
- Advocating on behalf of the community – particularly for funding and grant opportunities
- Improved local representation and Councillor engagement with the community
- Integrated organisational approach by Council and monitoring of organisational performance
- Planning for the longer term based on an evidence based approach
- Honesty and integrity – ‘doing what you say you will do’
- Improving communication, customer service and responsiveness
- Governing for all with equitable resourcing across the Shire.

What the research tells us about our Shire

Community rated positive outcomes for Council performance

- Customer service is the highest rated area of Council performance
- Perceptions of community consultation by Council improved slightly in the past year.

Community rated areas for improvement

- Overall Council direction
- Making community decisions in the interest of the community
- Lobbying on behalf of the community
- Expensive rates
- Communication
- Financial management.

Source: Victorian Local Government Community Satisfaction Survey 2016



STRATEGIC DIRECTION

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

What we are going to do

- Increase trust, ensure open and transparent good governance and active engagement through Council planning and decision making in the long-term interests of the community.
- Encourage active community engagement, genuine and effective consultation and accountability through reporting of achievements – ‘doing what we say we will do’.
- Demonstrate leadership and partnership with the community through advocacy on key local issues.
- Demonstrate leadership on equal opportunity, gender equity, inclusion and wellbeing for all groups in the community, especially young people and older residents.

How we will go about it

- Develop a long-term (25-year) community plan outlining a future vision for Golden Plains Shire
- Continue long term financial planning that outlines the emerging challenges for the Shire
- Further develop and implement an advocacy framework in partnership with the community
- Maintain active regional partnerships with a focus on economic development, wellbeing, environmental sustainability and shared services
- Provide a consistent coordinated and innovative approach to communicating with the community
- Review decision making and governance processes and structures to improve transparency, accountability and progressively implement Council’s Community Engagement Strategy
- Build commitment to the organisational Customer Service Charter
- Work towards the application of ‘deliberative engagement’ processes
- Continue to implement Council’s commitment to equal employment opportunity and influencing broader access, inclusion and gender equity issues in our community
- The Golden Plains Community and Civic Centre will be a redevelopment of the Bannockburn Customer Service Centre to provide a suite of community, municipal and office spaces to meet the needs of community access to Council, Council governance processes and Council staff delivery of the key pillars of the Council Plan.
- Provide a workplace that facilitates the highest level of productivity and supports a healthy lifestyle for employees.

How we will know we are successful

- Improved community engagement
- Increased leadership in the area of family violence, gender equity and inclusion
- Improved community ratings for overall Council direction, leadership and advocacy
- Maintain financial sustainability
- Recognition of long term planning in Council decision making.



HOW THE PLAN WILL BE IMPLEMENTED

The Council Plan 2017-2021 has been developed in consultation with our community and key stakeholders and we are committed to working together to achieve our vision for the future.

Council will play a strong leadership role and work in a range of ways to deliver on the priorities and objectives outlined in the Plan including:

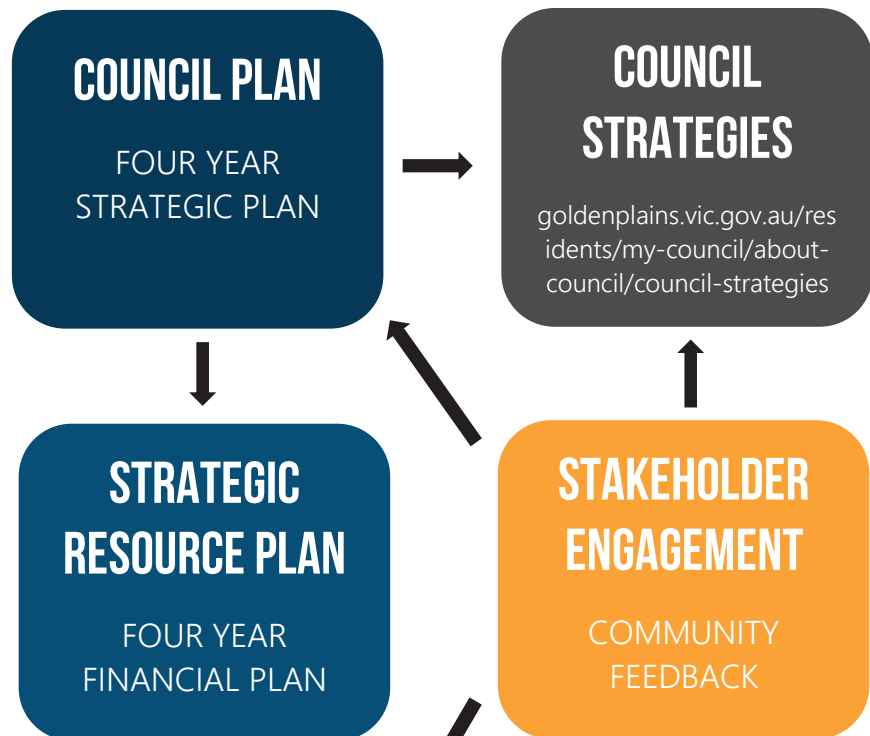
- **Leader** demonstrating strong leadership and leading by example
- **Service provider** facilitating and funding the provision of services
- **Deliverer** directly implementing services, projects or works
- **Advocate** making representation on behalf of our community
- **Partner** working with others to achieve outcomes
- **Facilitator** bringing stakeholders together
- **Funder** providing funds or other resources to deliver outcomes
- **Planner** planning to meet the needs and aspirations of our community now and into the future
- **Regulator** assuming regulatory responsibility across a range of areas
- **Listener** engaging with and listening to the community

Implementation of the Council Plan will be grounded in our commitment to working collaboratively and in partnership with others to achieve our objectives. We will continue to develop and strengthen our relationships with the community, government, key partners and other organisations to create a vibrant, prosperous and sustainable future for our Shire.

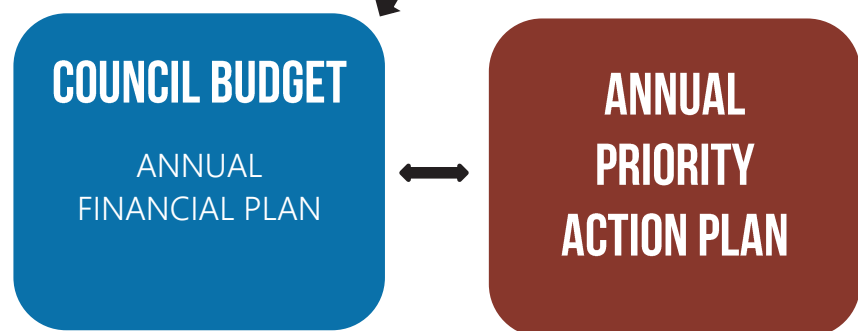
The Council Plan 2017-2021 will be reviewed annually for achievement against objectives and to ensure that it continues to reflect the priorities of Council and our community. We will measure our success based on indicators determined for each of our priority objectives and report against these in our Annual Report at the end of year.



MEDIUM TERM PLANNING



SHORT TERM PLANNING



ACCOUNTABILITY



GOLDEN PLAINS SHIRE COUNCIL

STRATEGIC RESOURCE PLAN

2019 – 2023



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1. Strategic Resource Plan 2019-2023

The Strategic Resource Plan (SRP) has been developed to describe the resources, both financial and non-financial, required over the 4-year period 2019-20 to 2022-2023 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

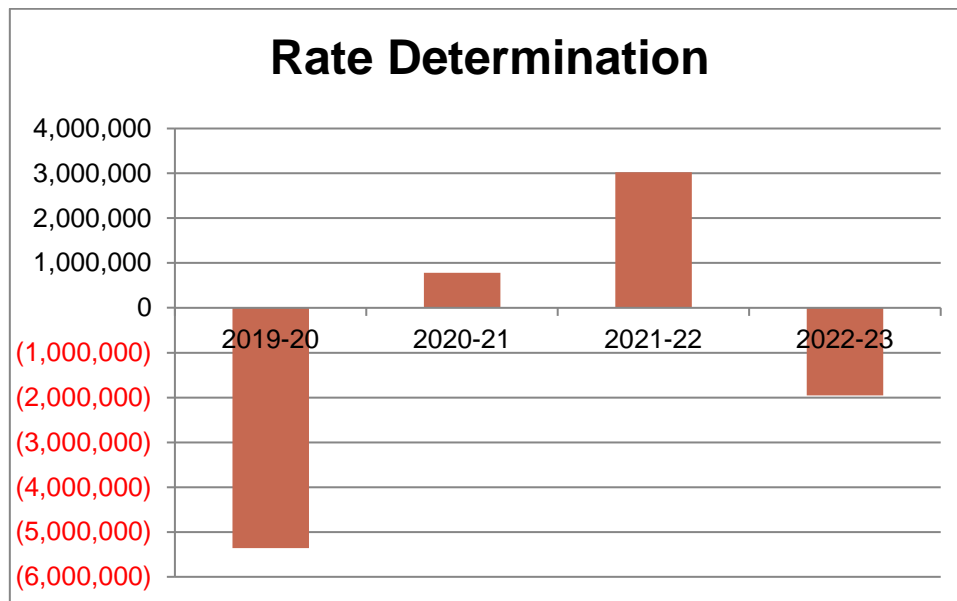
In addition to the Local Government Performance Reporting Indicators, Council uses a number of internal indicators to measure the demands on Council resources, both financial and non-financial.

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%

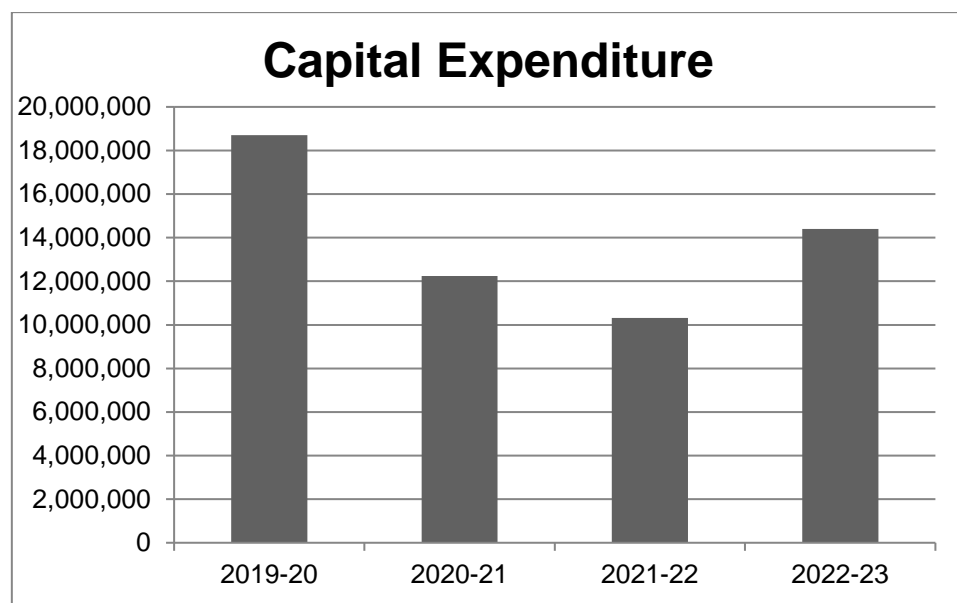
Council's sustainability will be challenged where results fall outside these indicators for an extended period.

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

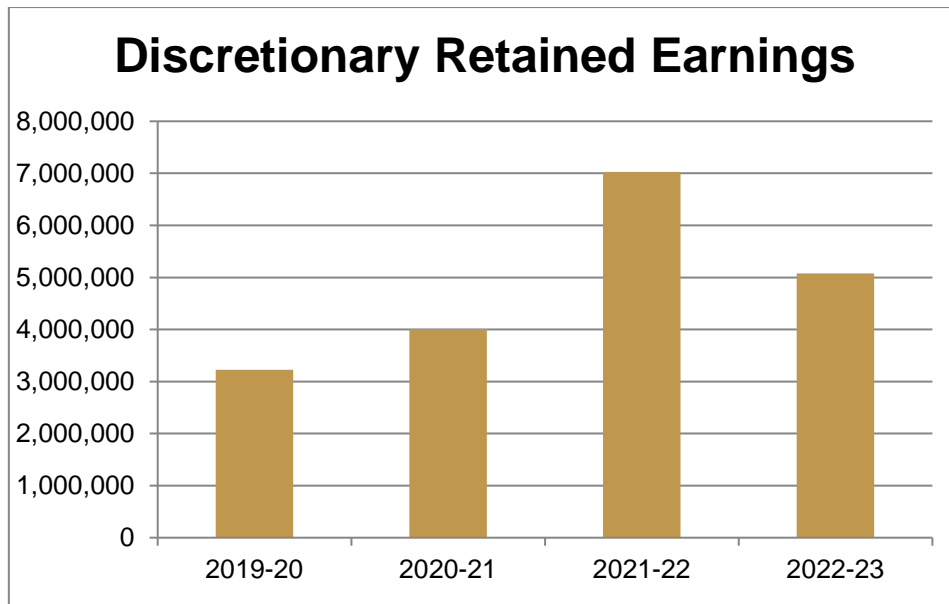


Rate determination - measurability to fund Capital Expenditure (Capex) and debt repayment out of current year operating surplus. A negative Rate Determination result means capital is being funded from Retained Earnings. Target is to have a zero rate determination result.

The chart shows a combined deficit of \$3.3m over the four years. This includes a \$2.38m repayment of Councils interest only borrowings in 2019-20.



Capital expenditure has generally reduced apart from some specific programs. These are detailed in Section 7.7 to 7.10.



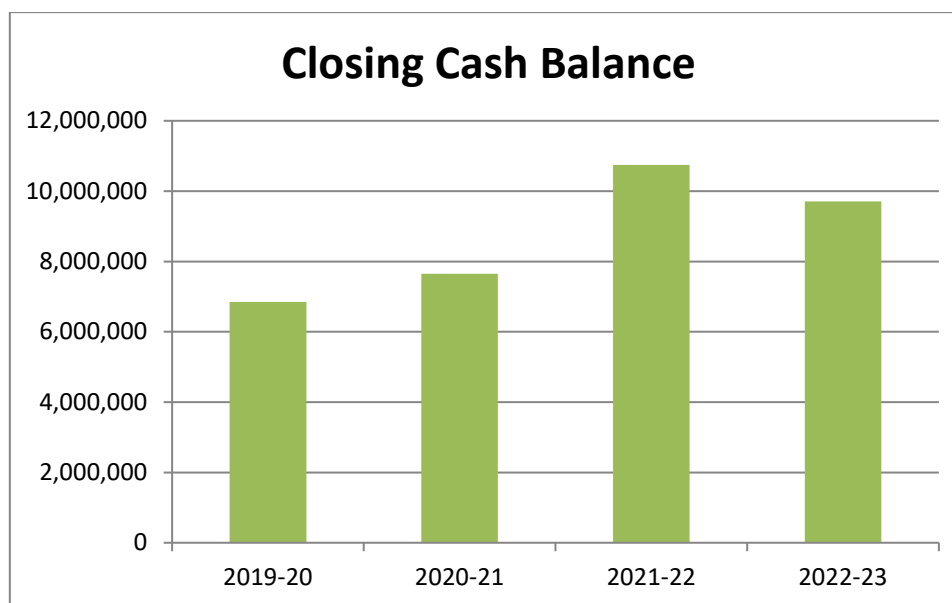
Retained earnings - allocates working capital between:

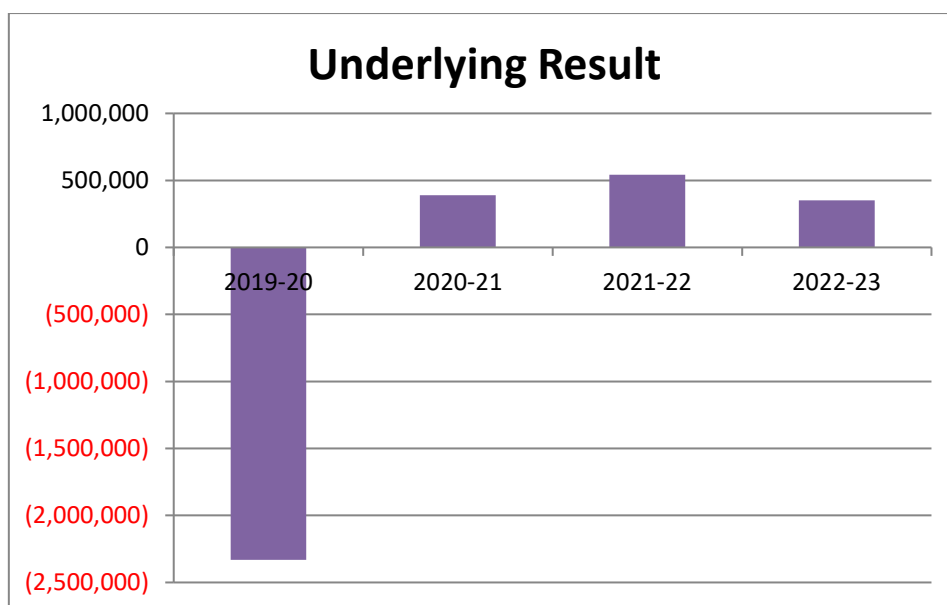
Discretionary Retained Earnings (for operating purposes) and Committed Retained Earnings (for specific purposes)

The target for Discretionary Retained Earnings should be:

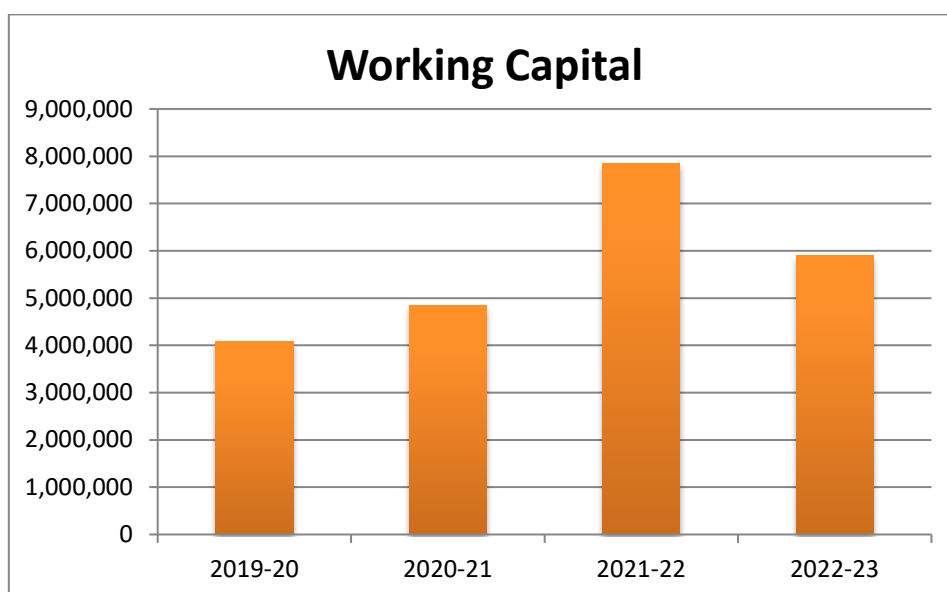
General	> \$1m target
Target	> <u>\$2.0m</u>

It should be noted that the discretionary retained earnings balance in the chart, assumes \$2.7m of Federal Assistance Grants are received in advance each year, which is consistent with recent practise.





Underlying result - this measures the operating surplus or deficit from normal operations by excluding capital grants and one-off unusual items. A target of zero is used. The net result over four years is a deficit of \$0.9m, which has the effect of reducing retained earnings and ongoing deficits are not sustainable in the long term. It must be noted that this four year deficit excludes \$8.1m of proceeds from the sale of land as this is not considered an 'usual' business activity.



Working Capital - Measures the surplus of current assets over current liabilities. It determines the ability of Council to meet its commitments as and when they fall due. Working Capital is predominately represented by cash. A target ratio of more than 180% is used (refer to section 4.3 for more information)

4.2. Operational

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

	2019-20	2020-21	2021-22	2022-23
Income				
Rates and Municipal Charge – annual increase set by State Government	2.5%	2.25%	2.25%	2.25%
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 increase – Based on cost recovery	2.5%	2.5%	2.5%	2.5%
Non-monetary assets – sub divisional roads handed to Council	\$1.125m	\$1.125m	\$1.125m	\$1.125m
Expenses				
Materials and supplies – assumed to increase by:	2.5%	2.5%	2.5%	2.5%
Employee Costs - Number of New staff funded by rates	2	2	2	2
Employee Costs – Enterprise Agreement increase.	1.87%	1.69%	1.69%	1.69%

	2019-20	2020-21	2021-22	2022-23
Other assumptions				
Rate Debtors outstanding - percentage of rate revenue	11.4%	11.2%	11.1%	10.9%
** New borrowings – to assist with capital projects	\$4.00m	0	0	0
Total balance of borrowings at year end	\$14.51m	\$14.39m	\$14.36m	\$14.36m
Total Capital Works	\$18.70m	\$12.24m	\$10.31m	\$14.40m
Cash balance of Sinking Fund to repay borrowings at end of each period	\$1.29m	\$2.26m	\$3.24m	\$4.23m
Fixed rates on new borrowings per annum	4.0%	4.0%	4.0%	4.0%
Earnings on investments per annum	2.5%	2.5%	2.5%	2.5%
Population growth – Shire wide per annum	2.5%	2.5%	2.5%	2.5%

** Refer to Section 4.4 for more information

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:

	2019-20	2020-21	2021-22	2022-23
Liquidity	169%	183%	232%	185%

4.4. Borrowings

Council has adopted a Borrowing Policy which includes 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 5-10 year period and can be renewed at that time.

The current projected interest rate is 4.0%. The projected borrowings in this Plan are:

	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
New borrowings – to assist with capital projects	4,500	0	0	0

A total of \$9.5m will be borrowed to fund the construction phase of the redevelopment of the existing customer service centre located at 2 Pope Street, Bannockburn.

Golden Plains Shire Council is focused on providing quality customer service and achieving efficiencies for residents. As part of these efforts, the SRP allocates \$5m in 2018-19 to begin construction and a further \$4.5m in 2019-20 to complete construction. This project follows an extensive community engagement and consultation process that was undertaken during 2017-18.

This building, the Golden Plains Community and Civic Centre, is one aspect of a broader Civic Precinct including the Bannockburn Family Services Centre, planned for the site in future. This will enable Council to deliver community services from this site for many years to come.

Council has made this decision for a number of reasons, including the need to provide more modern and welcoming public areas, improve efficiencies in our operations, and provide improved access and transparency around monthly Council meetings. This is in response to recent community feedback.

The existing facility is around 40 years old, together with the historic Council Chambers in Bannockburn, presents a number of building compliance and safety issues, resulting in increased spending on building maintenance. In addition, the customer service areas are outdated and do not provide privacy for residents to discuss sensitive issues such as planning matters.

The redeveloped facility will have an increased focus on the availability of dedicated community space within the central building and relieve the congested office space which is currently supplemented by a number of portable buildings.

4.5. Capital Projects

Capital projects are more fully described later 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.

	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
New asset expenditure	3,844	2,611	796	2,009
Asset renewal expenditure	4,267	5,876	6,545	7,764
Asset upgrade expenditure	10,589	3,734	2,951	4,605
Asset expansion expenditure	0	21	21	21
Total capital works expenditure	18,700	12,242	10,313	14,400

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 (recurrent and non-recurrent) for capital projects. Not all opportunities will become available to Council or be adopted by Council.

	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Roads to Recovery	867	1,216	1,217	1,217
Fix Country Roads	2,033			
Regional Development Victoria		500	500	500
Regional Development Victoria		400	400	400
Country Football Netball	250	200	200	200
Federal Bridge Replacement	0	500	500	550
Footpaths and Trails (Various)	100	100	100	100
Bannockburn Bowls Upgrade	250			
Bannockburn Oval Lighting	500			
Other		400	400	400
Total capital grant funding	4,000	3,316	3,317	3,367

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.

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

Statutory Fees and Fines	Planning and Building fees Animal Registration fees
User Fees	Childcare fees HACC fees Septic Tank fees
Grants - Operating	Commonwealth Home Support Program HACC Program for Younger People VGC recurrent funding from State Government Long Day Care Kindergartens
Grants – Capital	refer to section 4.6
Contributions	Gravel sales Developer contributions Public open space contributions Private works Motor vehicle recoupments Windfarm revenue

Bakers Lane – The profit making land development at Teesdale is completed to Stage 3. It is assumed that stage 4 will commence in the 2019-20 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

It is assumed the principles within Council's current rating strategy are implemented through to the 2022-23 financial year. These are:

- A municipal charge on all properties increasing to \$300;
- 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 53%-58% of income received by Council annually. Planning for future rate increases is therefore an important component of the Strategic Resource Planning process.

Golden Plains Shire 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 53% (2019-20) of income;
- 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.

One of the challenges of our legislated rating system is high population growth. Properties in growth townships with increasing property values will continue to pay much higher rate increases than properties in other areas of Golden Plains. This means properties in growth townships typically experience rate increases much higher than the average rate cap. As a result, other areas of Golden Plains experience rate decreases. In an effort to make this system fairer, Council proposes to decrease total rate revenue (which is distributed using property values) and increase the revenue raised from the fixed municipal charge. Council proposes to increase the municipal charge from \$225 to \$300. This approach will ensure that all ratepayers contribute a higher minimum amount and less revenue will be contributed from a property valuation based rating system.

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. 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 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	Forecast 2018-19	Budget 2019-20	SRP Projections			Trend +/o/-
					2020-21	2021-22	2022-23	
Efficiency								
Expenditure level	Total expenditure / No. of assessments		\$3,498	\$3,769	\$3,585	\$3,625	\$3,697	+
Revenue level	Residential rate revenue / No. of residential assessments		\$1,981	\$2,045	\$2,083	\$2,129	\$2,175	+
Workforce turnover	No. of resignations & terminations / Average no. of staff		13.9%	13.9%	13.9%	13.9%	13.9%	o
Liquidity								
Working Capital	Current assets / Current liabilities	1	226.0%	168.6%	183.3%	231.8%	185.0%	+
Unrestricted cash	Unrestricted cash / Current liabilities		153.0%	107.0%	121.0%	170.0%	130.9%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / Rate revenue	2	55.2%	61.2%	58.3%	56.0%	53.9%	o
Loans and borrowings	Interest and principal repayments / Rate revenue		2.9%	13.4%	2.9%	2.4%	2.2%	o
Indebtedness	Non-current liabilities / Own source revenue		55.1%	71.4%	61.9%	58.5%	52.7%	o
Asset renewal	Asset renewal expenditure / Depreciation	3	93.6%	51.4%	71.5%	78.1%	90.1%	o
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	4	1.1%	-5.9%	0.9%	1.3%	0.8%	+
Stability								
Rates concentration	Rate revenue / Adjusted underlying revenue	5	58.5%	59.7%	60.2%	60.7%	61.2%	o
Rates effort	Rate revenue / Property values (CIV)		0.5%	0.4%	0.4%	0.4%	0.4%	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

** 2019-20 is impacted by a \$2.38m repayment of debt financed through the MAV's Local Government Funding Vehicle.

Notes to Indicators

1 Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to remain at sustainable levels during the period of the Council Plan

2 Loans and Borrowings compared to rates – This ratio is forecast to increase in 2019-20 due to the second tranche of loans required to deliver the Golden Plains Community and Civic Centre. This ratio does not take into account the cash invested in Councils sinking fund to meet future loan obligations.

3 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.

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

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's on-going services. Current ratio, while still comparatively low, indicates that Council's reliance on government funding has diminished over recent years and this balance is expected to remain steady over the term of the Council Plan. It will be very difficult to improve this ratio within a rate capping environment.

7. Financial and Non-Financial Resources

7.1. Comprehensive Income Statement

For the four years ending 30 June
2023

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

7.2. Balance Sheet

For the four years ending 30 June 2023	Note	Forecast 2018-19 \$'000	Budget 2019-20 \$'000	Strategic Resource Plan Projections		
				2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Current Assets						
Cash and cash equivalents		12,142	6,849	7,646	10,749	9,710
Trade and Other Receivables		2,469	2,720	2,779	2,847	2,916
Inventories - Consumables		11	16	16	16	16
Non-current assets classified as held for sale		0	0	0	0	0
Other Assets		2,551	422	209	209	209
Total Current Assets	16	17,173	10,006	10,650	13,821	12,851
Non-Current Assets						
Investments in associates and joint		740	740	740	740	740
Other non-current financial assets		342	1,293	2,258	3,239	4,235
Property, infrastructure, plant and equipment		446,463	457,783	462,268	464,667	471,071
Total Non-Current Assets	17	447,544	458,816	465,266	468,646	476,046
TOTAL ASSETS		464,718	469,822	475,916	482,467	488,897
Current Liabilities						
Trade and Other Payables		1,535	2,147	1,920	1,920	1,920
Trust Funds and Deposits		400	474	474	474	474
Provisions		3,028	3,199	3,384	3,568	3,738
Interest bearing loans and borrowings		2,635	113	34	0	815
Total Current Liabilities	18	7,598	5,934	5,811	5,962	6,947
Non-Current Liabilities						
Provisions		2,787	2,731	2,437	2,141	1,846
Interest bearing loans and borrowings		10,011	14,398	14,364	14,364	13,549
Total Non-Current Liabilities	19	12,798	17,129	16,801	16,505	15,395
TOTAL LIABILITIES		20,396	23,063	22,613	22,467	22,342
NET ASSETS		444,321	446,759	453,303	460,000	466,555
Equity						
Accumulated Surplus		187,556	189,950	196,494	203,191	209,746
Reserves		256,765	256,809	256,809	256,809	256,809
TOTAL EQUITY	20	442,321	446,759	453,303	460,000	466,555

7.3. Statement of Changes in Equity

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

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

For the year ending 30 June 2022	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		453,303	196,494	253,052	3,757
Surplus/(deficit) for the year		6,697	6,697	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	-	-	-
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		460,000	203,191	253,052	3,757

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

7.4. Statement of Cash Flows

For the four years ending 30 June 2023

	Note	Forecast 2018-19 \$'000	Budget 2019-20 \$'000	Strategic Resource Plan Projections		
				2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Cash Flows From Operating Activities (Inclusive of GST where applicable)						
Rates and charges		22,832	23,719	24,711	25,662	26,644
Grants – Operating		11,344	11,086	10,060	10,237	10,473
Grants - Capital		5,279	4,000	3,316	3,316	3,316
Interest Received		202	251	250	250	250
Statutory fees and fines		615	606	599	615	630
User Fees		2,370	2,570	2,691	2,772	2,824
Contributions and Recoupments - monetary		1,891	1,615	1,195	1,209	1,226
Employee Costs		(17,720)	(18,036)	(18,783)	(19,436)	(20,077)
Materials and services		(16,136)	(14,161)	(12,998)	(13,312)	(13,985)
Net GST Refund (payment)		939	983	840	835	890
Net cash provided by/(used in) Operating Activities	21	11,616	12,632	11,881	12,148	12,191
Cash Flows From Investing Activities (Net of GST)						
Payments for property, infrastructure, plant and equipment		(20,995)	(18,700)	(12,243)	(10,313)	(14,400)
Proceeds from sale of property, infrastructure, plant and equipment		593	209	2,843	2,868	2,751
Other financial assets		-	-	-	-	-
Net cash provided by/(used in) Investing Activities	22	(20,402)	(18,491)	(9,400)	(7,445)	(11,649)
Cash Flows From Financing Activities						
Interest Paid		(414)	(537)	(595)	(590)	(585)
Repayment of Borrowings		(259)	(2,635)	(123)	(29)	0
Proceeds from Borrowings		5,000	4,500	0	0	0
LGFV Sinking Fund		(785)	(951)	(966)	(981)	(996)
Non-Current Investment		0	0	0	0	0
Trust Funds		115	189	0	0	0
Net cash provided by/(used in) Financing Activities	23	3,657	566	(1,684)	(1,600)	(1,581)
Net Increase/(Decrease) in Cash and cash		(5,129)	(5,293)	797	3,103	(1,039)
Cash and cash equivalents at the beginning of the financial year		17,271	12,142	6,849	7,646	10,749
Cash and cash equivalents at the end of the financial year		12,142	6,849	7,646	10,749	9,710

7.5. Statement of Capital Works

For the four years ending 30 June 2023	Note	Forecast	Budget	Strategic Resource Plan Projections		
		2018-19 \$'000	2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000
Property						
Land		45	-	-	-	1,200
Land improvements		-	1,500	-	-	-
Total land		45	1,500	-	-	1,200
Buildings – specialised		5,456	4,770	2,547	1,455	3,087
Buildings – unspecialised		436	110	864	884	904
Heritage buildings		-	-	-	-	-
Building improvements		-	-	-	-	-
Leasehold improvements		-	-	-	-	-
Total buildings		5,892	4,808	3,411	2,339	3,991
Total Property	24	5,937	6,380	3,411	2,339	5,191
Plant and equipment						
Heritage plant and equipment		-	-	-	-	-
Plant, machinery and equipment		2,043	1,055	1,417	1,222	1,222
Fixtures, fittings and furniture		57	10	-	-	-
Computers and telecommunications		282	500	251	167	143
Library books		-	-	-	-	-
Total plant and equipment	24	2,382	1,565	1,668	1,389	1,365
Infrastructure						
Roads		4,478	6,175	3,262	5,391	5,524
Bridges		3,087	1,500	1,696	521	1,747
Footpaths and cycleways		338	368	285	285	285
Drainage		-	-	33	33	33
Recreational, leisure and community facilities		4,518	2,105	1,722	190	90
Waste management		-	-	-	-	-
Parks, open space and streetscapes		205	582	115	115	115
Off street car parks		50	25	50	50	50
Other infrastructure		-	-	-	-	-
Total infrastructure	24	12,676	10,755	7,163	6,585	7,844
Total capital works expenditure	24	20,995	18,700	12,242	10,313	14,400
Represented by:						
New asset expenditure	25	4,130	3,844	2,611	796	2,009
Asset renewal expenditure	26	7,561	4,267	6,049	6,718	7,937
Asset upgrade expenditure	27	4,239	10,589	3,561	2,778	4,433
Asset expansion expenditure	28	5,065	0	21	21	21
Total capital works expenditure		20,995	18,700	12,242	10,313	14,400

7.6. Statement of Human Resources

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

7.7. 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/ Retained Earnings \$'000	Borrowings \$'000
Building Specialised									
Smythesdale Well Being Centre Upgrade	80	-	-	80	-	-	-	80	-
Golden Plains Community & Civic Centre	4,500	-	-	4,500	-	-	-	-	4,500
Bannockburn Heart	150	-	-	150	-	-	-	150	-
Disability Action Plan (Toilet DDA Compliant)	40	-	-	40	-	-	-	40	-
Total Building Specialised	4,770	-	-	4,770	-	-	-	270	4,500
Building Unspecialised									
Linton Depot Refurbishment	60	-	60	-	-	-	-	60	-
Shelford Depot Refurbishment	50	-	50	-	-	-	-	50	-
Total Building Unspecialised	110	-	110	-	-	-	-	110	-
Plant Machinery and Equipment									
Community Protection Vehicles	65	-	65	-	-	-	-	65	-
Fleet Vehicles	180	-	180	-	-	-	-	180	-
Utes	170	-	170	-	-	-	-	170	-
Heavy Plant and Machinery	640	100	475	65	-	-	-	640	-
Aged & Disability Minor Equipment	10	10	-	-	-	-	-	10	-
Total Plant Machinery and Equipment	1,065	110	890	65	-	-	-	1,065	-
Computers and telecommunications									
Computer Hardware	300	-	300	-	-	-	-	300	-
Computer Software	200	200	-	-	-	-	-	200	-
Total Computers and telecommunications	500	200	300	-	-	-	-	500	-
Infrastructure									
Future Design Work	100	100	-	-	-	-	-	100	-
Local Roads Resealing	1,150	-	1,150	-	-	-	-	1,150	-

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/ Retained Earnings \$'000	Borrowings \$'000
Local Roads Improvements (Roads to Recovery)	1,100	-	-	1,100	-	-	-	1,100	-
Rural Road Renewal Trial	100	-	100	-	-	-	-	100	-
Barwon Park Road Widening	100	-	-	100	-	-	-	100	-
Barwon Park Road Bridge Deck Replacement	400	-	-	400	-	-	200	200	-
Gravel Resheeting - Local Roads	600	-	600	-	-	-	-	600	-
Linton-Mannibadar Road (R2R & FCR)	1,400	-	-	1,400	-	1,400	-	-	-
Cressy-Pitfield Road Widening (R2R & FCR)	1,200	-	600	600	-	1,200	-	-	-
Footpaths & Trails	300	300	-	-	-	100	-	200	-
Fire Access Track	8	-	8	-	-	-	-	8	-
Periodic Footpath Maintenance	60	-	60	-	-	-	-	60	-
Bridge Rehabilitation (Coopers Bridge)	1,100	1,100	-	-	-	300	-	800	-
Kerb & Channel Milton Street	425	425	-	-	-	-	-	425	-
Teesdale Bakers Lane Stage 4A	1,500	1,500	-	-	-	-	-	1,500	-
Infrastructure Total	9,543	3,425	2,518	3,600	-	3,000	200	6,343	-
Car Park									
Bannockburn Soccer Car Park	25	25	-	-	-	-	-	25	-
Car Park Total	25	25	-	-	-	-	-	25	-
Parks, Open Spaces & Streetscapes									
Open Space Strategy Implementation	45	-	-	45	-	-	-	45	-
Inverleigh Streetscape Upgrade	60	-	-	60	-	-	-	60	-
Bannockburn Streetscape Upgrade	75	-	-	75	-	-	-	75	-
Teesdale Turtle Bend Upgrade	220	-	-	220	-	-	220	-	-
Refurbishment of Playgrounds	142	-	142	-	-	-	-	142	-
Shire Beautification	40	-	40	-	-	-	-	40	-
Total Parks, Open Spaces & Streetscapes	582	-	182	400	-	-	220	362	-
Recreational, Leisure & Community									

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/ Retained Earnings \$'000	Borrowings \$'000
Resurfacing of Tennis Courts	90	-	90	-	-	-	-	90	-
World Game – Bannockburn Soccer Pitch	34	34	-	-	-	-	-	34	-
Major Rec Facilities Renewal	72	-	72	-	-	-	-	72	-
Sports Oval Irrigation Upgrades	30	-	30	-	-	-	-	30	-
Bannockburn Bowls Upgrade	614	-	-	614	-	250	90	274	-
Inverleigh Netball Courts Upgrade	450	-	-	450	-	250	-	200	-
Hard Wicket Replacement Program	75	-	75	-	-	-	-	75	-
Tennis Lighting Power Upgrade - Teesdale	15	-	-	15	-	-	-	15	-
Lethbridge Lighting Install	100	-	-	100	-	-	-	100	-
Bannockburn Oval Lighting Upgrade	575	-	-	575	-	-	-	75	-
Environmental Initiatives	50	50	-	-	-	-	-	50	-
Total Recreation, Leisure & Community	2,105	84	267	1,754	-	500	90	1,015	-
Total Capital Works Expenditure	18,700	3,844	4,267	10,589	-	4,000	510	9,690	4,500

7.8. Summary of Planned Capital Works - for the year 2020-21

Capital Works Area	Project Cost 2020-21 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
Building Specialised									
Disability Action Plan	21	-	-	-	21	-	-	21	-
Federal Funded Projects (400/500)	528	528	-	-	-	400	-	128	-
Majors SRV	-	-	-	-	-	-	-	-	-
Female Friendly Facilities	770	-	-	770	-	500	-	270	-
Living Libraries	1,125	1,125	-	-	-	760	-	375	-
Small projects in future years	103	-	103	-	-	-	-	103	-
Total Building Specialised	2,547	1,650	103	770	21	1,650	-	897	-
Building Unspecialised									
Major Rec Facilities Renewal	62	-	62	-	-	-	-	62	-
Regional Development Victoria funded project	792	-	-	792	-	500	-	292	-
Other reserve projects	10	-	-	10	-	-	-	10	-
Total Building Unspecialised	864	-	62	802	-	500	-	364	-
Plant, Machinery and Equipment									
Community protection Vehicles	-	-	-	-	-	-	-	-	-
Community Buses	110	-	110	-	-	-	-	110	-
Fleet Vehicles	412	-	412	-	-	-	-	412	-
Utes	280	-	280	-	-	-	-	280	-
Heavy Plant and Machinery	595	-	595	-	-	-	-	595	-
Aged & Disability Minor Equipment	10	-	10	-	-	-	-	10	-
Office Furniture & Equipment & other equip	10	-	10	-	-	-	-	10	-
Total Plant, Machinery and Equipment	1,417	-	1,417	-	-	-	-	1,417	-
Computers and Telecommunications									
Councillors' Computers	12	-	12	-	-	-	-	12	-
Computer Hardware	215	-	215	-	-	-	-	215	-

Capital Works Area	Project Cost 2020-21 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
Computer Software	24	-	24	-	-	-	-	24	-
Total Computers and Telecommunications	251	-	251	-	-	-	-	251	-
Infrastructure									
Future drainage works	33	-	-	33	-	-	-	33	-
Local Roads Resealing	940	-	940	-	-	-	-	940	-
Local Roads Improvements	309	-	-	309	-	-	-	309	-
Gravel Resheeting - Local Roads	331	-	331	-	-	-	-	331	-
Footpaths and Trails	250	250	-	-	-	100	-	150	-
Fire Access Track	5	5	-	-	-	5	-	-	-
Periodic Footpath/kerb Maintenance	30	-	30	-	-	-	-	30	-
Periodic Bridge Rehabilitation	496	-	496	-	-	-	-	496	-
Local Roads Improvements (Roads to Recovery)	1,333	-	467	866	-	1,333	-	-	-
Bridge Replacement	1,200		1,200			500	-	700	
Future car park projects	50	-	-	50	-	-	-	50	-
Additional Infrastructure Renewal	350	-	350	-	-	-	-	350	-
Infrastructure Total	5,326	255	3,813	1,258	-	1,938	-	3,388	-
Parks, Open Spaces & Streetscapes									
Refurbishment of Playgrounds	40	-	40	-	-	-	-	40	-
Open Space Strategy Implementation	45	-	-	45	-	-	-	45	-
Sports Oval Irrigation	30	-	-	30	-	-	-	30	-
Total Parks, Open Spaces & Streetscapes	115	-	40	75	-	-	-	115	-
Recreational, Leisure & Community									
Country Football & Netball Program x 2	328	328	-	-	-	100	-	228	-
Minors	769	-	-	769	-	500		269	
World Game Soccer	375	375	-	-	-	250		125	

Capital Works Area	Project Cost 2020-21 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
Cypress Tree replacement program	100	-	100	-	-	-	-	100	-
Skate Park	60	-	-	60	-	40	-	20	-
Resurfacing of Tennis Courts	90	-	90	-	-	-	-	90	-
Total Recreational, Leisure & Community	1,722	703	190	829	-	890	-	832	0
TOTAL	12,242	2,611	5,876	3,734	21	4,978	-	7,264	0

7.9. Summary of Planned Capital Works - for the year 2021-22

Capital Works Area	Project Cost 2021-22 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
Building Specialised									
Disability Action Plan	21	-	-	-	21	-	-	21	-
Federal Funded Projects	541	541	-	-	-	400	-	141	-
Family Friendly Facilities	790	-	-	790	-	500	-	290	-
Small projects in future years	103	-	103	-	-	-	-	103	-
Total Building Specialised	948	541	103	790	21	900	-	555	-
Building Unspecialised									
Major Rec Facilities Renewal	62	-	62	-	-	-	-	62	-
Regional Development Victoria funded project	812	-	-	812	-	500	-	312	-
Other reserve projects	10	-	10	-	-	-	-	10	-
Total Building Unspecialised	884	-	72	812	-	500	-	384	-
Plant, Machinery and Equipment									
Community protection Vehicles	82	-	82	-	-	-	-	82	-
Community Buses	50	-	50	-	-	-	-	50	-
Fleet Vehicles	636	-	636	-	-	-	-	636	-
Utes	118	-	118	-	-	-	-	118	-
Heavy Plant and Machinery	316	-	316	-	-	-	-	316	-
Aged & Disability Minor Equipment	10	-	10	-	-	-	-	10	-
Office Furniture & Equipment & other equip	10	-	10	-	-	-	-	10	-
Total Plant, Machinery and Equipment	1,222	-	1,222	-	-	-	-	1,222	-
Computers and Telecommunications									
Councillors' Computers	2	-	2	-	-	-	-	2	-

Capital Works Area	Project Cost 2021-22 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
Computer Hardware	128	-	128	-	-	-	-	128	-
Computer Software	38	-	38	-	-	-	-	38	-
Total Computers and Telecommunications	167	-	167	-	-	-	-	167	-
Infrastructure									
Future drainage works	33	-	-	33	-	-	-	33	-
Local Roads Resealing	987	-	987	-	-	-	-	987	-
Local Roads Improvements	324	-	-	324	-	-	-	324	-
Gravel Resheeting - Local Roads	347	-	347	-	-	-	-	347	-
Footpaths and Trails	250	250	-	-	-	100	-	150	-
Fire Access Track	5	5	-	-	-	5	-	-	-
Periodic Footpath/kerb Maintenance	30	-	30	-	-	-	-	30	-
Periodic Bridge Rehabilitation	521	-	521	-	-	-	-	521	-
Local Roads Improvements (Roads to Recovery)	1,333	-	1,333	866	-	1,333	-	-	-
Future car park projects	50	-	-	50	-	-	-	50	-
Additional Infrastructure Renewal	2,400	-	2,400	-	-	-	-	2,400	-
Infrastructure Total	6,280	255	4,752	1,274	-	1,438	-	4,842	-
Parks, Open Spaces & Streetscapes									
Refurbishment of Playgrounds	40	-	40	-	-	-	-	40	-
Open Space Strategy Implementation	45	-	-	45	-	-	-	45	-
Sports Oval Irrigation	30	-	-	30	-	-	-	30	-
Total Parks, Open Spaces & Streetscapes	115	-	40	75	-	-	-	115	-
Recreational, Leisure & Community									
Country Football & Netball Program x 2	336	336	-	-	-	100	-	236	-

Capital Works Area	Project Cost 2021-22 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
Sport and Recreation Victoria projects x 2	788	-	-	788	-	500	-	288	-
Cypress Tree replacement program	100	-	100	-	-	-	-	100	-
Resurfacing of Tennis Courts	90	-	90	-	-	-	-	90	-
Total Recreational, Leisure & Community	1,314	336	190	788	-	600	-	714	-
Total	10,313	796	6,545	2,951	21	2,838	-	7,475	-

7.10 Summary of Planned Capital Works - for the year 2022-23

Capital Works Area	Project Cost 2022-23 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
Building Specialised									
Disability Action Plan	21	-	-	-	21	-	-	21	-
Federally Funded Project	554	554	-	-	-	400	-	154	-
Funded Project (Sport and Recreation Victoria)	1,600	-	-	1,600	-	800	-	800	-
Female Friendly Facilities	809	-	-	809	-	500	-	309	-
Small projects in future years	103	-	103	-	-	-	-	103	-
Total Building Specialised	3,087	554	103	2,409	21	1,700	-	1,387	-
Building Unspecialised									
Major Rec Facilities Renewal	62	-	62	-	-	-	-	62	-
Regional Development Victoria funded project	832	-	-	832	-	500	-	332	-
Future small Hall projects	10	-	10	-	-	-	-	10	-
Total Building Unspecialised	904	-	72	832	-	500	-	404	-
Plant, Machinery and Equipment									
Community protection Vehicles	82	-	82	-	-	-	-	82	-
Community Buses	50	-	50	-	-	-	-	50	-
Fleet Vehicles	636	-	636	-	-	-	-	63	-
Utes	118	-	118	-	-	-	-	118	-
Heavy Plant and Machinery	316	-	316	-	-	-	-	316	-
Aged & Disability Minor Equipment	10	-	10	-	-	-	-	10	-
Office Furniture & Equipment & other equip	10	-	10	-	-	-	-	10	-
Total Plant, Machinery and Equipment	1,222	-	1,222	-	-	-	-	1,222	-
Computers and Telecommunications									

Capital Works Area	Project Cost 2022-23 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
Councillors' Computers	2	-	2	-	-	-	-	2	-
Computer Hardware	116	-	116	-	-	-	-	116	-
Computer Software	25	-	25	-	-	-	-	25	-
Total Computers and Telecommunications	143	-	143	-	-	-	-	143	-
Infrastructure									
Future drainage works	33	-	-	33	-	-	-	33	-
Local Roads Resealing	1,036	-	1,036	-	-	-	-	1,036	-
Local Roads Improvements	340	-	-	340	-	-	-	340	-
Gravel Resheeting - Local Roads	365	-	365	-	-	-	-	365	-
Footpaths and Trails	250	250	-	-	-	100	-	150	-
Fire Access Track	5	5	-	-	-	5	-	-	-
Periodic Footpath/kerb Maintenance	30	-	30	-	-	-	-	30	-
Periodic Bridge Rehabilitation	547	-	547	-	-	-	-	547	-
Local Roads Improvements (Roads to Recovery)	1,333	-	467	866	-	1,333	-	-	-
Future car park projects	50	-	-	50	-	-	-	50	-
Additional Infrastructure Renewal	2,450	-	2,450	-	-	-	-	2,450	-
Future Bridge Renewal	1,200		1,200			550		650	
Infrastructure Total	7,639	255	6,095	1,289	-	1,988	-	5,651	-
Parks, Open Spaces & Streetscapes									
Refurbishment of Playgrounds	40	-	40	-	-	-	-	40	-
Open Space Strategy Implementation	45	-	-	45	-	-	-	45	-
Sports Oval Irrigation	30	-	-	30	-	-	-	30	-
Total Parks, Open Spaces & Streetscapes	115	-	40	75	-	-	-	115	-
Recreational, Leisure & Community									
Country Football & Netball Program x 2	344	344	-	-	-	100	-	244	-

Capital Works Area	Project Cost 2022-23 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
Sport and Recreation Victoria projects x 2	808	-	-	808	-	500	-	308	-
Cypress Tree replacement program	-	-	-	-	-	-	-	-	-
Resurfacing of Tennis Courts	90	-	90	-	-	-	-	90	-
Total Recreational, Leisure & Community	1,242	344	90	808	-	600	-	642	-
Total	14,400	2,009	7,764	4,605	21	4,188	-	10,212	-

8. Summary of Planned Human Resources

8.1. Expenditure per department

	Budget	SRP	SRP	SRP
	2019-20	2020-21	2021-22	2022-23
Department	\$'000	\$'000	\$'000	\$'000
Community Services				
Permanent full time	3,610	3,910	4,233	4,533
Permanent part time	3,371	3,371	3,370	3,370
Other	456	456	456	456
Total Community Services	7,437	7,737	8,059	8,359
Corporate Services				
Permanent full time	2,869	3,174	3,174	3,174
Permanent part time	536	536	536	536
Other	0	0	0	0
Total Corporate Services	3,405	3,690	3,690	3,690
Executive				
Permanent full time	831	831	831	831
Permanent part time	0	0	0	0
Total Executive Services	831	831	831	831
Assets and Amenity				
Permanent full time	6,021	6,021	6,321	6,662
Permanent part time	434	434	434	434
Other	80	80	80	80
Total Assets and Amenity	6,535	6,535	6,835	7,176

8.2. FTE per Department

	Budgeted	SRP	SRP	SRP
Department	2019-20	2020-21	2021-22	2022-23
Community Services				
Permanent full time	38.15	39.15	39.15	40.15
Permanent part time	41.47	41.47	41.47	41.47
Other	6.22	6.22	6.22	6.22
Total Community Services	85.84	86.59	86.59	87.59
Corporate Services				
Permanent full time	27.42	28.42	29.42	29.42
Permanent part time	7.02	7.02	7.02	7.02
Other	0.00	0.00	0.00	0.00
Total Corporate Services	34.44	35.44	36.44	36.44
Executive				
Permanent full time	7.00	7.00	7.00	7.00
Permanent part time	0.00	0.00	0.00	0.00
Total Executive Services	7.00	7.00	7.00	7.00
Assets and Amenity				
Permanent full time	64.02	64.02	65.02	66.02
Permanent part time	4.64	4.64	4.64	4.64
Other	1.00	1.00	1.00	1.00
Total Assets and Amenity	69.66	69.66	70.66	71.66

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.