



GOLDEN PLAINS SHIRE

COUNCIL PLAN

2017 - 2021

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

UPDATED VERSION 23 JUNE 2020



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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 Les Rowe, Cr Des Phelan, Cr Nathan Hansford, Cr David Evans.
Front row, Cr Helena Kirby, Cr Owen Sharkey and Cr Joanne Gilbert.*

MEET YOUR COUNCIL

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

During the Council term, three Mayors have represented Golden Plains Shire: Cr Des Phelan (2016/17), Cr Helena Kirby (2017/18) and Cr Owen Sharkey (2018/19 and 2019/20).

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



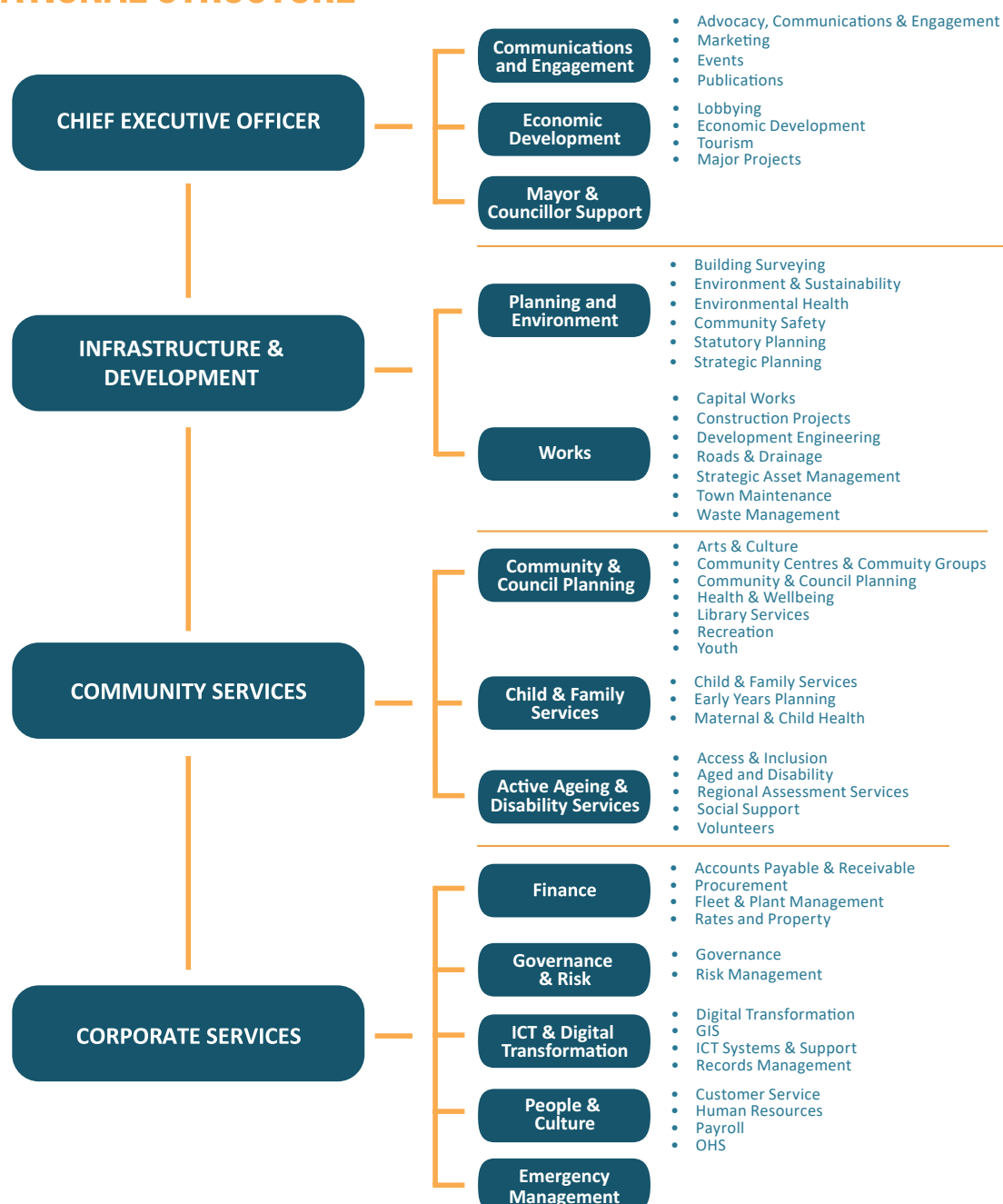
5. Family violence and gender equity

- 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.



Eric Braslis, Chief Executive Officer; Philippa O'Sullivan, Director Corporate Services;
Lisa Letic, Director Community Services; and Phil Josipovic, Director Infrastructure and Development.

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



Health and wellbeing priorities

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.

A group of diverse people, including men and women of various ages and ethnicities, are gathered around a table, looking at a document together. They are all smiling and appear to be engaged in a collaborative activity. The image is split diagonally, with the top right showing the people in a warm, indoor setting, and the bottom left showing a dark, abstract background with green circular patterns.

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:

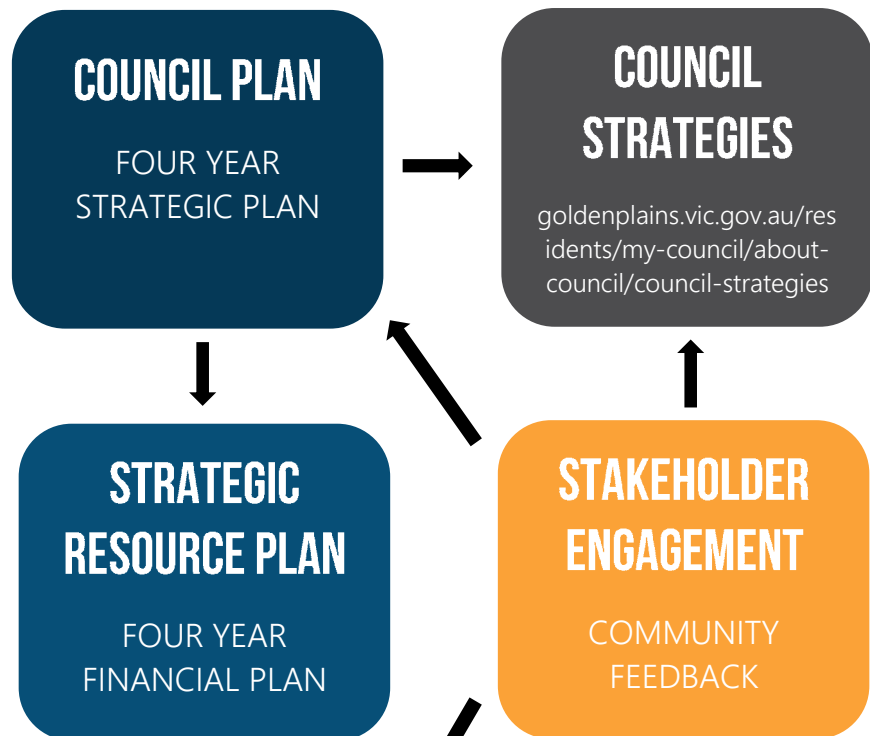
- **Leader** demonstrating strong leadership and leading by example
- **Service provider** facilitating and funding the provision of services
- **Deliverer** directly implementing services, projects or works
- **Advocate** making representation on behalf of our community
- **Partner** working with others 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.

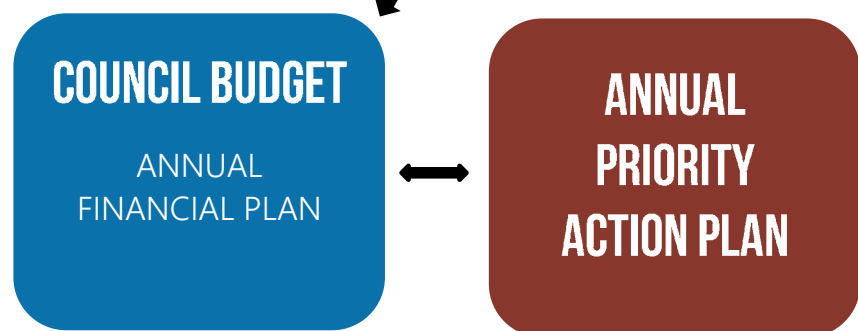
The Council Plan 2017-2021 will be reviewed annually for achievement against objectives and to ensure that it continues to reflect the priorities of Council and our community. We will measure our success based on indicators determined for each of our priority objectives and report against these in our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



MEDIUM TERM PLANNING



SHORT TERM PLANNING



ACCOUNTABILITY



GOLDEN PLAINS SHIRE COUNCIL

STRATEGIC RESOURCE PLAN

2020–2024



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1. Strategic Resource Plan 2020-2024

The Strategic Resource Plan (SRP) has been developed to describe the resources, both financial and non- financial, required over the 4-year period 2020-21 to 2023-2024 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

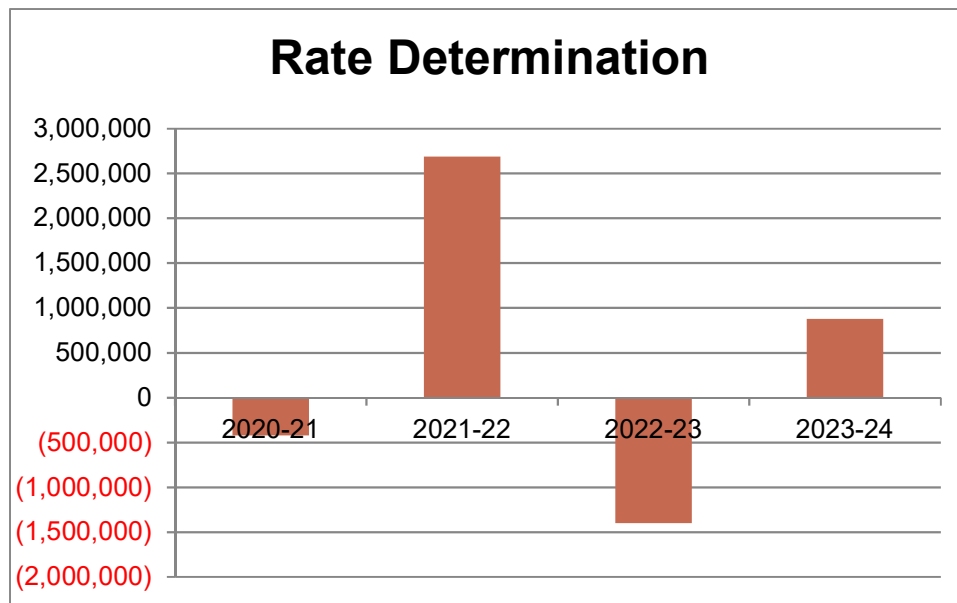
In addition to the Local Government Performance Reporting Indicators, Council uses a number of internal indicators to measure the demands on Council resources, both financial and non-financial.

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%

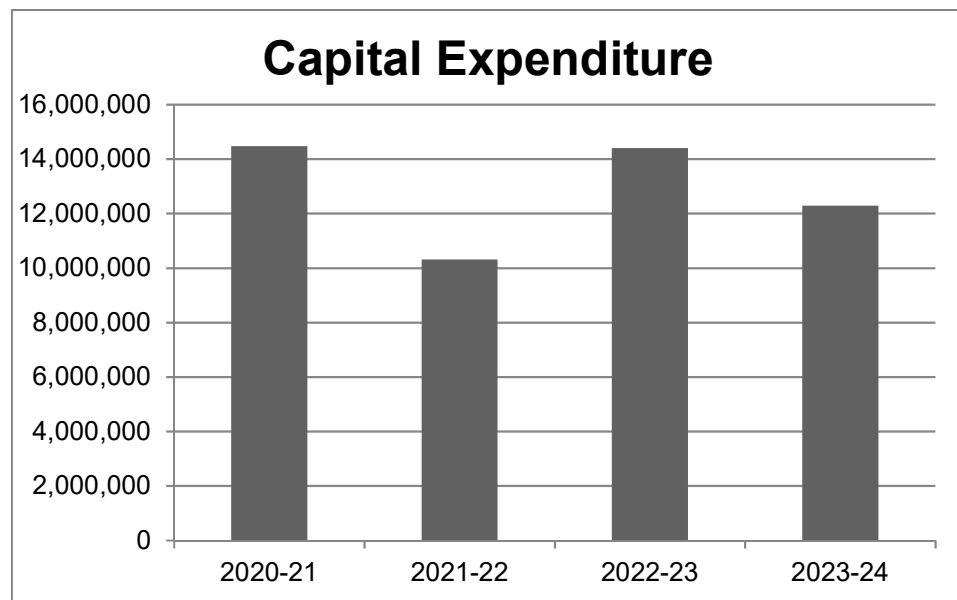
Council's sustainability will be challenged where results fall outside these indicators for an extended period.

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

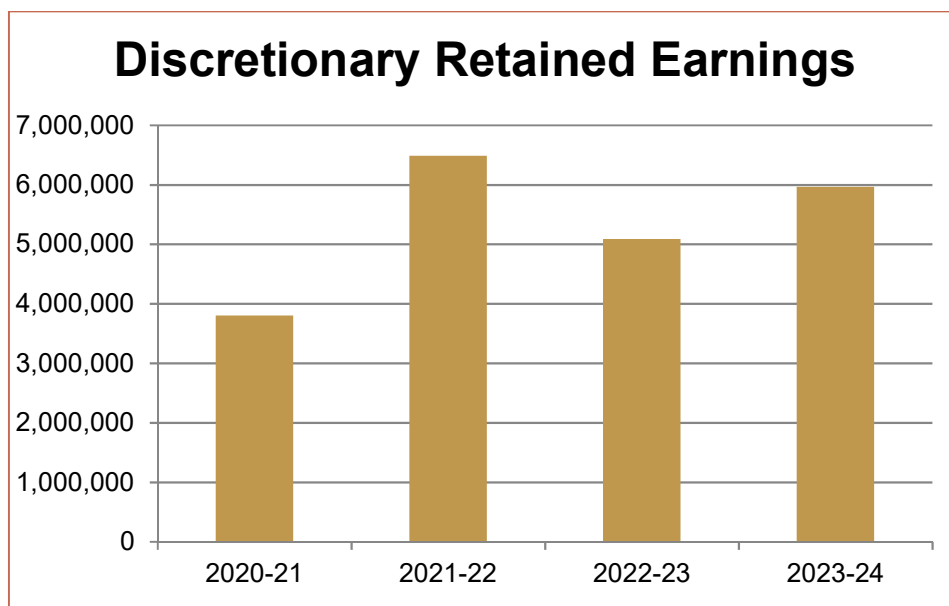


Rate determination - measurability to fund Capital Expenditure (Capex) and debt repayment out of current year operating surplus. A negative Rate Determination result means capital is being funded from Retained Earnings. Target is to have a zero rate determination result.

The chart shows a combined surplus of \$1.7m over the four years. This includes a \$2.3m repayment of Councils interest only borrowings over the four years.



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



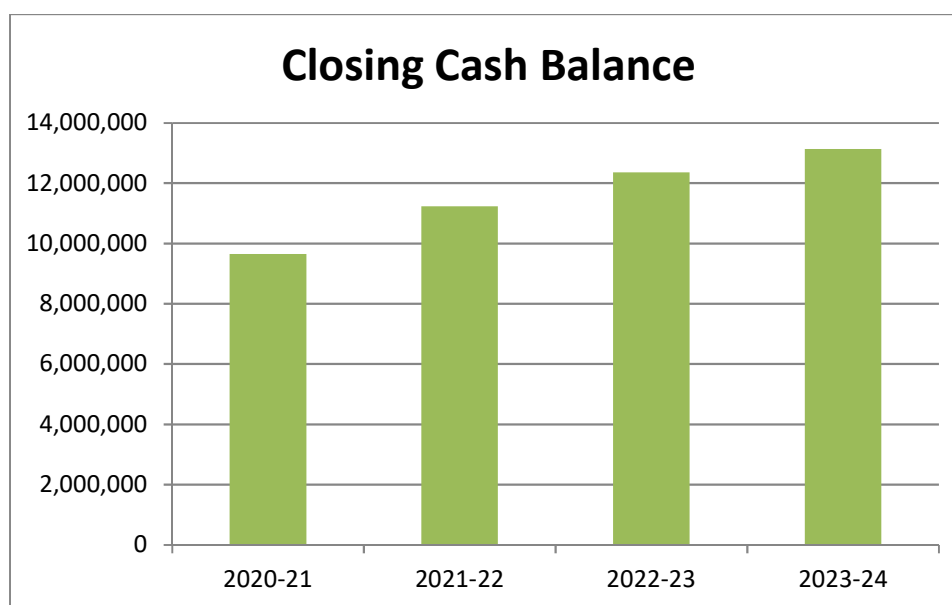
Retained earnings - allocates working capital between:

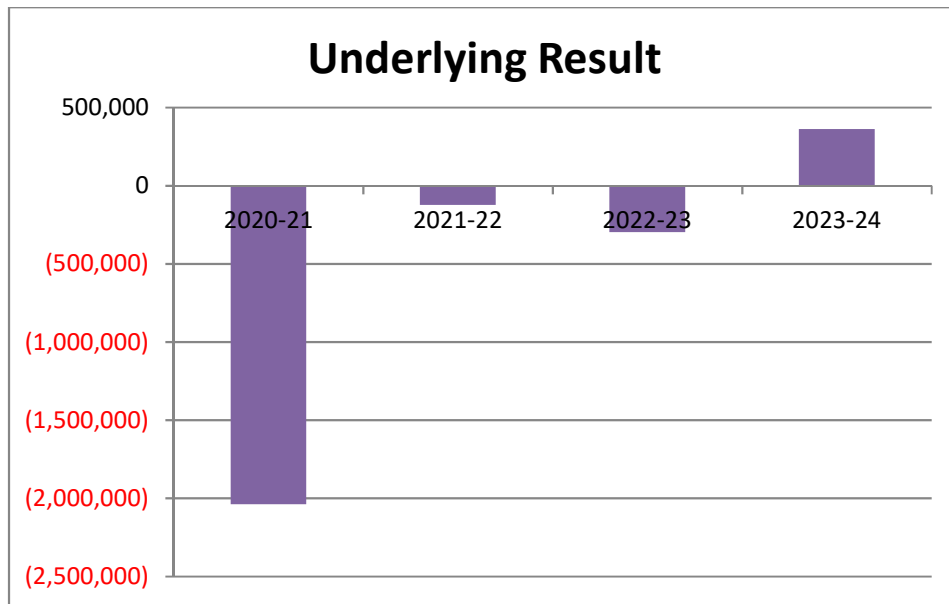
Discretionary Retained Earnings (for operating purposes) and Committed Retained Earnings (for specific purposes)

The target for Discretionary Retained Earnings should be:

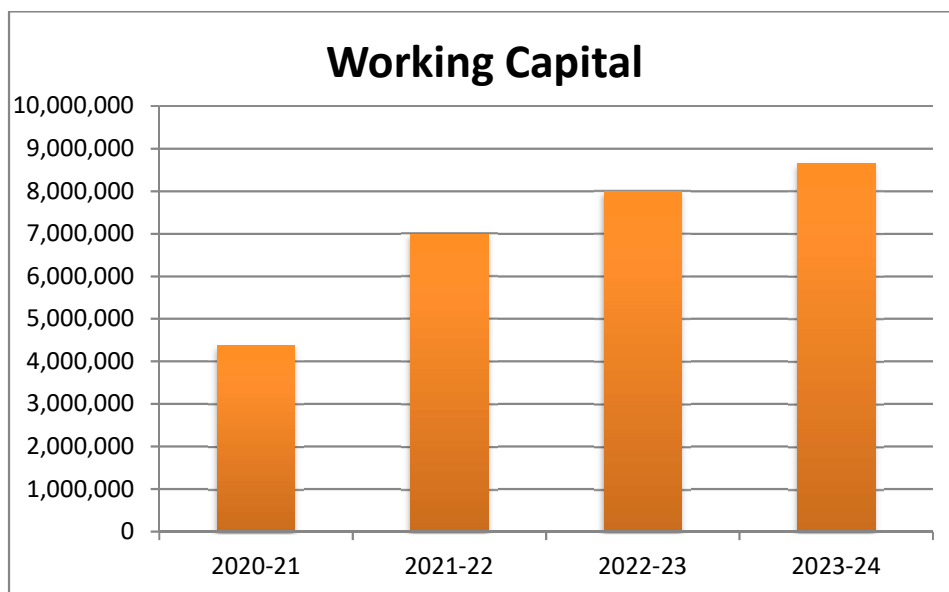
General	> \$1m target
Target	> <u>\$2.0m</u>

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 \$2.0m, 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 \$8.9m of proceeds from the sale of land as this is not considered a '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.

	2020-21	2021-22	2022-23	2023-24
Income				
Rates and Municipal Charge – annual increase set by Sate Government	2.0%	2.25%	2.25%	2.25%
User Fees – Statutory Fees are set by legislation. Non statutory fees as assumed to increase by:	2.0%	2.5%	2.5%	2.5%
Waste (Garbage) Service Fee increase – Based on cost recovery	1.5%	3.0%	3.0%	3.0%
Landfill Rehabilitation Levy	0%	9.0%	9.0%	9.0%
Non-monetary assets – sub divisional roads handed to Council	\$1.125m	\$1.125m	\$1.125m	\$1.125m
Expenses				
Materials and supplies – assumed increase	2.0%	2.0%	2.0%	2.0%
Employee Costs - Number of New staff funded by rates	0	2	2	2
Employee Costs – Enterprise Agreement increase.	1.5%	1.5%	1.5%	1.5%

	2020-21	2021-22	2022-23	2023-24
Other assumptions				
Rate Debtors outstanding - percentage of rate revenue	11.8%	10.7%	10.6%	10.5%
** New borrowings – to assist with capital projects	(\$0.5m)	(\$1.3m)	\$1.1m	(\$1.5m)
Total balance of borrowings at year end	\$13.50m	\$12.32m	\$13.38m	\$11.81m
Total Capital Works	\$14.98m	\$10.31m	\$14.40m	\$12.29m
Cash balance of Sinking Fund to repay borrowings at end of each period	\$1.29m	0m	0m	03m
Fixed rates on new borrowings per annum	2.0%	2.0%	4.0%	4.0%
Earnings on investments per annum	1.5%	1.5%	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:

	2020-21	2021-22	2022-23	2023-24
Liquidity	136%	193%	203%	209%

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 when available 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 MAV Funding Vehicle offerings are dependent on the level of demand by Victorian Councils. If there is not an adequate level of demand it is not efficient for MAV to provide an offering.

In the event of no MAV Funding Vehicle being available Council will obtain quotes from a number of banking institutions to obtain the best rate on offer at the time. This process also creates a competitive environment where each banking institution will provide their best possible rate. In this current low interest rate climate extremely competitive low interest rates are able to be obtained.

The current projected interest rate is 2.0%. The projected borrowings in this Plan are:

	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
New borrowings – to assist with capital projects	0	0	\$1.1m	0

4.5. 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.

	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Roads to Recovery	1,333	1,217	1,217	1,217
Fix Country Roads	1,000			
Local Roads & Community Infrastructure	1,334			
Black Spot Program	1,238			
Bridge Renewal	1,150			
Federal Bridge Replacement	350	500	500	550
Regional Development Victoria	500	900	900	600
Country Football Netball	0	200	200	200
Bannockburn Soccer Change-rooms	832			
Footpaths and Trails (Various)	50	100	100	100
World Game Funding	366			
Other		400	400	
Total capital grant funding	8,153	3,317	3,317	2,617

4.1. 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.

	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
New asset expenditure	2,323	796	2,009	795
Asset renewal expenditure	8,992	6,545	7,764	7,020
Asset upgrade expenditure	3,667	2,951	4,605	4,454
Asset expansion expenditure	0	21	21	21
Total capital works expenditure	14,982	10,313	14,400	12,290

4.2. 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 Sate 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 2020-21 year.

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

5. Rating Strategy

A review of the Rating Strategy was completed in 2019-20 which involved removing all growth differentials classes, establishing new differentials for farming based on the land use, and creating a separate differential for business in the Bannockburn township.

Rating context

Rates and charges are an important source of revenue, accounting for approximately 48%-53% 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 48% (2020-21) 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 new rating structure comprises eight 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;

Business Bannockburn – 120% of residential rate;

Farm < 40 Hectares – 100% of residential rate;

Farm Intensive – 90% of residential rate;

Farm Broadacre – 85% of residential rate'

Vacant Land – 200% of residential rate; and

Non Developable Vacant Land – 100% of residential rate.

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.

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, in 2019-20 Council decreased total rate revenue (which is distributed using property values) and increased the revenue raised from the fixed 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. The municipal charge has increased in 2020-21 by 2% in accordance with the rate cap to \$306.

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. Any surplus generated from the garbage charge will be offset against future garbage costs, in line with full cost recovery principles. There is an increase of \$5 in the 2020-21 annual garbage charge being the increase in landfill levy prescribed by the State Government effective from 1 January 2021.

In February 2020, the State Government released its waste related circular economy policy ‘Recycling Victoria – A New Economy’. A key action included was the increase in the State Government landfill levy fees over 3 years to bring it into line with other States. The increase in 2020-21 is \$20 per tonne. The State Government considered a number of matters in response to the COVID-19 pandemic resulting in a delay of 6 months to 1 January 2021 in the increased landfill levy reducing the waste charge by \$5 per household to \$335 per annum.

Council is obligated to rehabilitate the land used for landfill and has an unfunded liability reflected in the balance sheet. The landfill rehabilitation will now be funded over ten years with an increase in the garbage charge of \$15 per annum commencing from 2021-22.

When comparing the rates and charges in Golden Plains Shire with those of other Councils, the municipal charge should be included in the calculation. There is a misconception in the community that when the municipal charge is taken into account Golden Plains is a high rating council. That is not the case.

Detailed analysis of the rates to be determined for the 2020-21 year is contained in Appendix 6 ‘Rates and Charges Statutory Disclosures’.

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 2019-20	Budget 2020-21	SRP Projections			Trend +/-
					2021-22	2022-23	2023-24	
Efficiency								
Expenditure level	Total expenditure / No. of assessments		\$3,845	\$3,893	\$3,764	\$3,809	\$3,905	+
Revenue level	Residential rate revenue / No. of residential assessments		\$2,038	\$2,088	\$2,143	\$2,189	\$2,224	+
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	154.2%	135.8%	193.0%	203.5%	209.2%	+
Unrestricted cash	Unrestricted cash / Current liabilities		111.5%	95.5%	142.3%	153.1%	158.9%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / Rate revenue	2	59.3%	55.4%	48.2%	50.4%	42.6%	o
Loans and borrowings	Interest and principal repayments / Rate revenue		17.7%	7.1%	6.4%	1.2%	6.8%	o
Indebtedness	Non-current liabilities / Own source revenue		59.3%	60.6%	47.1%	48.0%	38.2%	o
Asset renewal	Asset renewal expenditure / Depreciation	3	68.9%	102.3%	56.5%	79.7%	52.9%	o
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	4	-6.4%	-4.4%	0.5%	0.1%	1.2%	+
Stability								
Rates concentration	Rate revenue / Adjusted underlying revenue	5	58.1%	57.7%	59.6%	60.5%	60.1%	o
Rates effort	Rate revenue / Property values (CIV)		0.4%	0.4%	0.4%	0.5%	0.5%	o

Key to Forecast Trend:

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

Notes to Indicators

1 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 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
2024

	Note	Forecast 2019-20 \$'000	Budget 2020-21 \$'000	Strategic Resource Plan Projections		
				2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Operating Revenue						
Rates and Charges	1	23,649	24,357	25,565	26,538	27,731
Statutory fees and fines	2	669	684	614	615	645
User Fees	3	3,882	3,419	2,752	2,759	2,891
Grants - Operating	4	9,679	10,517	10,738	10,738	11,110
Grants - Capital	5	6,588	8,153	3,317	3,317	2,617
Contributions - monetary	6	1,703	1,669	1,609	1,609	1,869
Contributions - non-monetary	7	1,125	1,125	1,125	1,125	1,125
Net Gain/(Loss) on Disposal of Property, Infrastructure	8	-	-	-	-	-
Other Income	9	251	202	3,230	3,230	3,675
Total Income		47,545	50,125	48,949	49,930	51,663
Operating Expenditure						
Employee costs	10	(18,370)	(19,344)	(19,257)	(19,893)	(20,547)
Materials and Services	11	(15,805)	(15,163)	(13,800)	(14,100)	(14,727)
Bad & Doubtful Debts	12	(14)	(112)	(2)	(2)	(2)
Depreciation and amortisation	13	(8,295)	(8,788)	(9,021)	(9,229)	(9,403)
Borrowing Costs	14	(537)	(356)	(308)	(319)	(324)
Other Expenses	15	(275)	(277)	(279)	(279)	(593)
Total Expenses		(43,295)	(44,039)	(42,667)	(43,822)	(45,597)
Surplus / (Deficit) for the year		4,250	6,086	6,282	6,108	6,066
Other comprehensive income		-	-	-	-	-
Total comprehensive result		4,250	6,086	6,282	6,108	6,066

7.2. Balance Sheet

For the four years ending 30 June 2024	Note	Forecast 2019-20 \$'000	Budget 2020-21 \$'000	Strategic Resource Plan Projections		
				2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Current Assets						
Cash and cash equivalents		9,541	9,646	11,328	12,455	13,233
Trade and Other Receivables		2,499	2,881	2,741	2,811	2,897
Inventories - Consumables		15	21	16	16	16
Non-current assets classified as held for sale		0	0	0	0	0
Other Assets		422	442	422	422	422
Total Current Assets	16	12,477	12,990	14,506	15,704	16,567
Non-Current Assets						
Investments in associates and joint		724	724	724	724	724
Other non-current financial assets		364	302	364	364	364
Property, infrastructure, plant and equipment		460,730	467,599	469,561	475,419	478,927
Total Non-Current Assets	17	461,820	468,625	470,649	476,507	480,015
TOTAL ASSETS		474,297	481,615	485,155	492,211	496,582
Current Liabilities						
Trade and Other Payables		2,147	3,414	2,147	2,147	2,147
Trust Funds and Deposits		474	554	474	474	474
Provisions		3,199	3,314	3,485	3,656	3,826
Interest bearing loans and borrowings		2,271	2,284	1,409	1,441	1,474
Total Current Liabilities	18	8,091	9,566	7,515	7,718	7,921
Non-Current Liabilities						
Provisions		2,731	3,033	2,651	2,356	2,061
Interest bearing loans and borrowings		11,760	11,216	10,907	11,947	10,344
Total Non-Current Liabilities	19	14,491	14,249	13,558	14,303	12,405
TOTAL LIABILITIES		22,582	23,815	21,073	22,021	20,326
NET ASSETS		451,715	457,800	464,082	470,190	476,256
Equity						
Accumulated Surplus		193,043	199,590	205,807	211,750	217,651
Reserves		258,672	258,210	258,375	258,540	258,705
TOTAL EQUITY	20	451,715	457,800	464,082	470,190	476,256

7.3. Statement of Changes in Equity

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		451,714	193,042	256,153	2,519
Surplus/(deficit) for the year		6,086	6,086	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(1,264)	-	1,264
Transfers from other reserves		-	1,726	-	(1,726)
Balance at end of the financial year	20	457,800	199,590	256,153	2,057

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		457,800	199,590	256,153	2,057
Surplus/(deficit) for the year		6,282	6,282	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(165)	-	165
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		464,082	205,707	256,153	2,222

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		464,082	205,707	256,153	2,222
Surplus/(deficit) for the year		6,108	6,108	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(165)	-	165
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		470,190	211,650	256,153	2,387

For the year ending 30 June 2024	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		470,190	211,650	256,153	2,387
Surplus/(deficit) for the year		6,066	6,066	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(165)	-	165
Transfers from other reserves		-	-	-	-
Balance at end of the financial year		476,256	217,551	256,153	2,552

7.4. Statement of Cash Flows

For the four years ending 30 June 2024

	Note	Forecast 2019-20 \$'000	Budget 2020-21 \$'000	Strategic Resource Plan Projections		
				2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Cash Flows From Operating Activities (Inclusive of GST where applicable)						
Rates and charges		22,832	23,648	24,711	25,662	26,644
Grants		18,062	19,282	14,055	14,055	13,727
Interest Received		251	78	250	250	250
User Fees		3,242	4,148	3,366	3,373	3,536
Contributions and Recoupments - monetary		1,752	1,581	1,609	1,609	2,314
Employee Costs		(18,370)	(19,273)	(19,368)	(20,004)	(20,972)
Materials and services		(15,264)	(15,938)	(15,550)	(14,572)	(15,075)
Net GST Refund (payment)		1,029	1,022	924	959	922
Net cash provided by/(used in) Operating Activities	21	14,350	15,379	10,105	11,352	11,474
Cash Flows From Investing Activities (Net of GST)						
Payments for property, infrastructure, plant and equipment		(28,873)	(14,981)	(10,313)	(14,400)	(12,290)
Proceeds from sale of property, infrastructure, plant and equipment		-	514	3,418	3,418	3,484
Other financial assets		-	-	-	-	-
Net cash provided by/(used in) Investing Activities	22	(28,873)	(14,467)	(6,895)	(10,982)	(8,806)
Cash Flows From Financing Activities						
Interest Paid		(307)	(356)	(308)	(319)	(324)
Repayment of Borrowings		(3,882)	(1,381)	(1,320)	0	(1,566)
Proceeds from Borrowings		9,500	850	0	1,077	0
LGFV Sinking Fund		0	0	0	0	0
Non-Current Investment		0	0	0	0	0
Trust Funds		190	80	0	0	0
Net cash provided by/(used in) Financing Activities	23	5,501	(807)	(1,628)	758	(1,890)
Net Increase/(Decrease) in Cash and cash		(9,022)	105	1,582	1,128	777
Cash and cash equivalents at the beginning of the financial year		18,563	9,541	9,646	11,228	12,356
Cash and cash equivalents at the end of the financial year		9,541	9,646	11,228	12,356	13,133

7.5. Statement of Capital Works

For the four years ending 30 June 2024	Note	Forecast	Budget	Strategic Resource Plan Projections		
		2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Property						
Land		1,500	-	-	-	1,200
Land improvements		-	-	-	-	-
Total land		1,500	-	-	-	1,200
Buildings – specialised		9,072	103	2,547	3,087	1,521
Buildings – unspecialised		130	620	884	904	925
Heritage buildings		-	-	-	-	-
Building improvements		-	-	-	-	-
Leasehold improvements		-	-	-	-	-
Total buildings		9,202	723	2,339	3,991	2,446
Total Property	24	10,702	723	2,339	3,991	3,646
Plant and equipment						
Heritage plant and equipment		-	-	-	-	-
Plant, machinery and equipment		1,227	825	1,222	1,222	1,222
Fixtures, fittings and furniture		26	-	-	-	-
Computers and telecommunications		627	306	167	143	133
Library books		-	-	-	-	-
Total plant and equipment	24	1,880	1,131	1,389	1,365	1,355
Infrastructure						
Roads		7,008	7,305	4,267	5,572	3,961
Bridges		3,082	3,000	521	1,747	1,574
Footpaths and cycleways		368	300	285	285	285
Drainage		-	100	33	33	33
Recreational, leisure and community facilities		2,822	1,973	1,314	1,242	1,271
Waste management		-	-	-	-	-
Parks, open space and streetscapes		-	450	115	115	115
Off street car parks		25	-	50	50	50
Other infrastructure		-	-	-	-	-
Total infrastructure	24	16,290	13,128	6,585	9,044	7,289
Total capital works expenditure	24	28,872	14,982	10,313	14,400	12,290
Represented by:						
New asset expenditure	25	8,010	2,323	889	2,115	3,142
Asset renewal expenditure	26	5,717	8,992	5,093	7,353	4,972
Asset upgrade expenditure	27	10,645	3,667	4,332	4,932	4,177
Asset expansion expenditure	28	4,500	-	-	-	-
Total capital works expenditure		28,872	14,982	10,313	14,400	12,290

7.6. Statement of Human Resources

	Note	Forecast	Budget	Strategic Resource Plan Projections		
		2019-20 \$'000	2020-21 \$'000	2021-22 \$'000	2022-23 \$'000	2023-24 \$'000
Staff expenditure						
Employee costs – operating		18,370	19,344	19,257	19,893	20,547
Employee costs - capital		-	-	-	-	-
Total staff expenditure	10	18,370	19,344	19,257	19,893	20,547
		FTE	FTE	FTE	FTE	FTE
Staff numbers						
Employees		198	208	200	202	204
Total staff numbers	10	198	208	200	202	204

7.7. 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/ Retained Earnings \$'000	Borrowings \$'000
Building Specialised									
Minor Building Renewal	103	-	103	-	-	-	-	103	-
Total Building Specialised	103	-	103	-	-	-	-	103	-
Building Unspecialised									
Linton Depot Refurbishment	60	-	60	-	-	-	-	60	-
3 Trails Projects (RDV – 500/750)	500	-	500	-	-	500	-	-	-
BCSC Portable Reutilisation	60	-	60	-	-	-	-	60	-
Total Building Unspecialised	620	-	620	-	-	500	-	120	-
Infrastructure									
Local Roads Resealing	900	-	900	-	-	-	-	900	-
Local Roads Improvements	500	-	-	500	-	-	-	500	-
Gravel Resheeting - Local Roads	600	-	600	-	-	-	-	600	-
Local Roads Improvement (Roads to Recovery) - Meredith-Shelford Road upgrade	1,333	-	-	1,333	-	1,333	-	-	-
Fixing Country Roads	1,000	-	1,000	-	-	1,000	-	-	-
Shelford – Mt Mercer Road	1,100	-	1,100	-	-	1,100	-	150	-
Russells Bridge Road	138	-	138	-	-	138	-	-	-
Local Roads & Community Infrastructure Program	1,334	-	-	1,334	-	1,334	-	-	-
Future Road Design	150	150	-	-	-	-	-	150	-
Footpaths & Trails (SRV)	50	50	-	-	-	-	-	50	-
Footpaths (TAC 50/250)	250	-	250	-	-	50	-	200	-
Bridge Rehabilitation – Slate Quarry Road	2,300	-	2,300	-	-	1,150	-	1,150	-
Bridge Replacement – Geggies Road	700	-	700	-	-	350	-	350	-
Drainage Works	100	-	100	-	-	-	-	100	-
Kerb & Channel	250	250	-	-	-	-	-	250	-
Infrastructure Total	10,705	450	7,088	3,167	-	6,455	-	4,250	-

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/ Retained Earnings \$'000	Borrowings \$'000
Plant Machinery and Equipment									
Light Plant (fleet vehicles and utes)	428	-	428	-	-	-	-	428	-
Heavy Plant	295	-	295	-	-	-	-	295	-
Total Plant Machinery and Equipment	723	-	723	-	-	-	-	723	-
Computers and telecommunications									
Computer Hardware	200	-	200	-	-	-	-	200	-
Computer Software	100	100	-	-	-	-	-	100	-
Councillors' Computers	6	-	6	-	-	-	-	6	-
Total Computers and telecommunications	306	100	206	-	-	-	-	306	-
Parks, Open Spaces & Streetscapes									
Streetscape Work	75	75	-	-	-	-	-	75	-
Refurbishment of Playgrounds	150	-	150	-	-	-	-	150	-
Open Space Strategy Implementation	45	45	-	-	-	-	-	45	-
Cypress Tree Replacement Program	180	180	-	-	-	-	-	180	-
Total Parks, Open Spaces & Streetscapes	450	300	150	-	-	-	-	450	-
Recreational, Leisure & Community									
Major Rec Facilities Renewal	75	-	75	-	-	-	-	75	-
Environmental Initiatives	50	50	-	-	-	-	-	50	-
Bannockburn Heart Stage 2 Design	75	75	-	-	-	-	-	75	-
Linton Cricket Nets	102	102	-	-	-	-	-	102	-
Inverleigh Sporting Complex Clubroom Upgrade	500	-	-	500	-	-	-	500	-
Bannockburn Soccer – female friendly changerooms	832	832	-	-	-	832	-	-	-
World Games – Soccer (SRV)	366	366	-	-	-	366	-	-	-
Future Design Work	75	75	-	-	-	-	-	75	-
Total Recreation, Leisure & Community	2,075	1,500	75	500	-	1,198	0	877	-
Total Capital Works Expenditure	14,982	2,323	8,992	3,667	-	8,153	0	6,829	0

7.8. 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 (400/500)	541	541	-	-	-	432	-	109	-
Female Friendly Facilities	790	-	-	790	-	500	-	290	-
Living Libraries	-	-	-	-	-	-	-	-	-
Small projects in future years	103	-	103	-	-	-	-	103	-
Total Building Specialised	1,455	541	103	790	21	932	-	523	-
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	-	62	822	-	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	-
Computer Hardware	128	-	128	-	-	-	-	128	-
Computer Software	37	-	37	-	-	-	-	37	-
Total Computers and Telecommunications	167	-	167	-	-	-	-	167	-

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
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	-	1,333	-	-	-
Bridge Replacement	-	-	-	-	-	-	-	-	-
Future car park projects	50	-	-	50	-	-	-	50	-
Additional Infrastructure Renewal	1,276	-	500	776	-	776	-	50	-
Infrastructure Total	5,156	255	2,385	2,516	-	2,214	-	2,942	-
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	-
Minors	788	-	-	788	-	500	-	288	-
World Game Soccer	-	-	-	-	-	-	-	-	-
Cypress Tree replacement program	100	-	100	-	-	-	-	100	-
Skate Park	-	-	-	-	-	-	-	-	-
Resurfacing of Tennis Courts	90	-	90	-	-	-	-	90	-
Total Recreational, Leisure & Community	1,314	336	190	788	-	600	-	714	0
TOTAL	10,313	1,132	4,169	4,991	21	4,246	-	6,067	0

7.9. 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	-
Federal Funded Projects	554	554	-	-	-	400	-	154	-
Majors (SRV)	1,600	1,600				800	-	800	-
Family Friendly Facilities	809	-	-	809	-	500	-	309	-
Small projects in future years	103	-	103	-	-	-	-	103	-
Total Building Specialised	3,087	2,154	103	809	21	1,700	-	1,387	-
Building Unspecialised									
Major Rec Facilities Renewal	62	-	62	-	-	-	-	62	-
Regional Development Victoria funded project	832	-	-	832	-	500	-	332	-
Other reserve 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	-	-	-	-	636	-
Utes	118	-	118	-	-	-	-	118	-
Heavy Plant and Machinery	316	-	316	-	-	-	-	316	-
Aged & Disability Minor Equipment & Other Equip	20	-	20	-	-	-	-	20	-
Total Plant, Machinery and Equipment	1,222	-	1,222	-	-	-	-	1,222	-
Computers and Telecommunications									
Councillors' Computers	2	-	2	-	-	-	-	2	-
Computer Hardware	116	-	116	-	-	-	-	116	-
Computer Software	25	-	25	-	-	-	-	25	-
Total Computers and Telecommunications	143	-	143	-	-	-	-	143	-

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
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	-
Future Bridge Renewal	1,200	-	1,200	-	-	1,200	-	-	-
Local Roads Improvements (Roads to Recovery)	1,333	-	1,333	-	-	1,333	-	-	-
Future car park projects	50	-	-	50	-	-	-	50	-
Teesdale Bakers Lane Stage 4	1,200	1,200	-	-	-	-	-	1,200	-
Additional Infrastructure Renewal	1,298	-	1,298	-	-	-	-	1,298	-
Infrastructure Total	7,687	1,455	5,809	423	-	2,638	-	5,049	-
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	-
Minors (SRV)	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	3,953	7,479	2,947	21	5,438	-	8,962	-

7.10 Summary of Planned Capital Works - for the year 2023-24

Capital Works Area	Project Cost 2023-24 \$'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	568	568	-	-	-	400	-	168	-
Female Friendly Facilities	829	-		829		500		329	
Small projects in future years	103	-	103	-	-	-	-	103	-
Total Building Specialised	1,521	568	103	829	21	900	-	621	-
Building Unspecialised									
Major Rec Facilities Renewal	62	-	62	-	-	-	-	62	-
Regional Development Victoria funded project	853	-	-	853	-	500	-	353	-
Future small Hall projects	10	-	10	-	-	-	-	10	-
Total Building Unspecialised	925	-	72	853	-	500	-	425	-
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	-
Computer Hardware	91	-	91	-	-	-	-	91	-
Computer Software	40	-	40	-	-	-	-	40	-
Total Computers and Telecommunications	133	-	133	-	-	-	-	133	-

Capital Works Area	Project Cost 2023-24 \$'000	Asset expenditure types				Funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contribution \$'000	Council Cash \$'000	Borrowings \$'000
Infrastructure									
Future drainage works	33	-	-	33	-	-	-	33	-
Local Roads Resealing	1,088	-	1,088	-	-	-	-	1,088	-
Local Roads Improvements	357	-	-	357	-	-	-	357	-
Gravel Resheeting - Local Roads	383	-	383	-	-	-	-	383	-
Footpaths and Trails	250	250	-	-	-	100	-	150	-
Fire Access Track	5	5	-	-	-	5	-	-	-
Periodic Footpath/kerb Maintenance	30	-	30	-	-	-	-	30	-
Periodic Bridge Rehabilitation	574	-	574	-	-	-	-	574	-
Local Roads Improvements (Roads to Recovery)	1,333	-	444	889	-	1,333	-	-	-
Future car park projects	50	-	-	50	-	-	-	50	-
Additional Infrastructure Renewal	3,000	-	3,000	-	-	-	-	3,000	-
Infrastructure Total	7,103	255	5,519	1,329	-	1,438	-	5,665	-
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	353	353	-	-	-	100	-	253	-
Sport and Recreation Victoria projects x 2	828	-	-	828	-	500	-	328	-
Cypress Tree replacement program	-	-	-	-	-	-	-	-	-
Resurfacing of Tennis Courts	90	-	90	-	-	-	-	90	-
Total Recreational, Leisure & Community	1,271	353	90	828	-	600	-	671	-
Total	12,290	1,176	7,179	3,914	21	3,438	-	8,852	-

8. Summary of Planned Human Resources

8.1. Expenditure per department

	Budget	SRP	SRP	SRP
	2020-21	2021-22	2022-23	2023-24
Department	\$'000	\$'000	\$'000	\$'000
Community Services				
Permanent full time	2,635	2,675	2,715	2,728
Permanent part time	3,953	4,013	3,700	3,755
Other	375	380	385	390
Total Community Services	6,963	7,068	6,800	6,873
Corporate Services				
Permanent full time	3,014	3,059	3,104	3,150
Permanent part time	607	616	625	634
Other	0	0	0	0
Total Corporate Services	3,621	3,675	3,729	3,784
Executive				
Permanent full time	824	836	848	860
Permanent part time	93	94	95	96
Total Executive Services	917	930	943	956
Infrastructure and Development				
Permanent full time	6,416	6,812	6,914	8,050
Permanent part time	667	859	871	884
Other (Working for Victoria)	760	0	0	0
Total Infrastructure and Development	7,843	7,671	7,785	8,934

8.2. FTE per Department

	Budgeted	SRP	SRP	SRP
Department	2020-21	2021-22	2022-23	2023-24
Community Services				
Permanent full time	26.26	26.26	26.26	26.26
Permanent part time	47.71	47.71	47.71	47.71
Other	4.85	4.85	4.85	4.85
Total Community Services	78.82	78.82	78.82	78.82
Corporate Services				
Permanent full time	30.00	30.00	31.00	31.00
Permanent part time	7.68	7.68	7.68	7.68
Other	0.00	0.00	0.00	0.00
Total Corporate Services	37.68	37.68	38.68	38.68
Executive				
Permanent full time	7.00	7.00	7.00	7.00
Permanent part time	1.00	1.00	1.00	1.00
Total Executive Services	8.00	8.00	8.00	8.00
Infrastructure and Development				
Permanent full time	66.00	68.00	69.00	71.00
Permanent part time	7.08	7.08	7.08	7.08
Other (Working for Victoria)	10.00	0.00	0.00	0.00
Total Infrastructure and Development	83.08	75.08	76.08	78.08

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.