

THE 25TH GOLDEN PLAINS SHIRE COUNCIL



# ANNUAL REPORT

2018 - 19



## REPORT OF OPERATIONS

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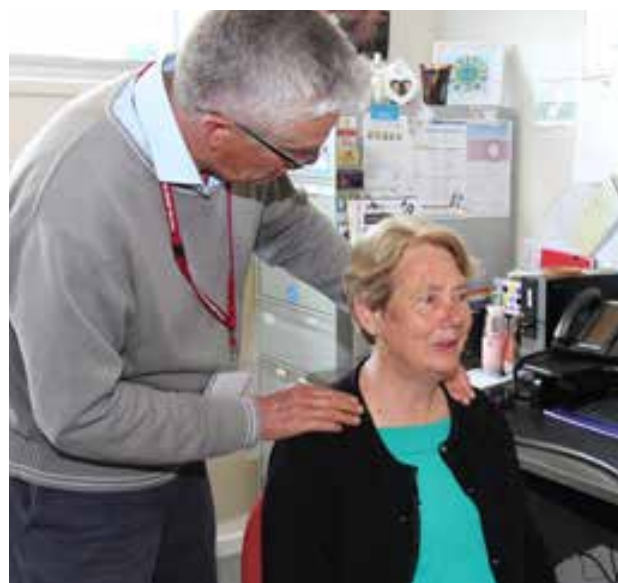
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## PERFORMANCE STATEMENT







Golden Plains Shire Council operates five kindergartens across the Shire at Meredith, Inverleigh, Teesdale, Bannockburn and Rokewood.

## INTRODUCTION

### Welcome to the Report of Operations 2018-19

Our Annual Report is not only a snapshot of our financial position and our organisation – it's also an opportunity to let our residents, communities and stakeholders know the steps Council is taking to ensure that Golden Plains Shire continues to grow and thrive into the future.

We've put together some fast facts and highlights from the past financial year in the next few pages, which show you more about Golden Plains Shire and our vibrant communities.



**249** **MATERNAL AND  
CHILD HEALTH**  
Home visits were conducted.



**2.5M**  
**IMPRESSIONS**

across 1,801 posts on  
Council's corporate  
social media channels.



More than

**3,000**  
**VISITORS**

attended the second Golden Plains  
Twilight Market in December 2018.

**1,231**



**COMMUNITY SAFETY  
INCIDENTS**  
required a response from Council's  
Community Protection team.



**349**

**FOOD SAFETY**

inspections conducted  
at local food  
premises.



**2,163 PEOPLE**

engaged via Council's 23 project consultations.

Conversation Posts were held in 11 different towns across the Shire.



**722KM**

of gravel roads graded.

**281**

**POOL SAFETY AUDITS**  
and inspections conducted.



More than

**300 PEOPLE**

attended Council's Children's Week  
events in Rokewood,  
Bannockburn and Smythesdale.

**321**

**NEW PLANNING  
PERMITS ISSUED**

the development value  
for these projects is more  
than \$76.4M.



Council connected with

**1,102 YOUNG  
PEOPLE**

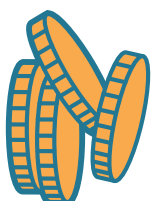
With 464 direct hours invested in the  
youth community.



Almost

**4,000**

activities, meetings, services,  
programs and events held  
at Council-managed  
community centres.



Through the Community Grants Program

**\$109,010 INVESTED**

across 34 local projects across the Shire.



The Golden Plains Farmers' Market is a Council-run market that showcases the region's very best produce and goods. The market is on the first Saturday of every month (except January) in Bannockburn.



# OUR VISION - OUR MISSION - OUR VALUES

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## 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 the 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.





Taking its inspiration from the Indigenous creation story of Bunjil the wedge-tailed eagle, the popular Bunjil Lookout at Maude boasts spectacular views of the Moorabool Valley, while the structure itself includes intricate carvings of Bunjil and his six helpers.





# HIGHLIGHTS AND ACHIEVEMENTS



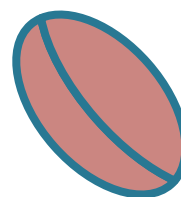
## Healthy Eating and Active Living Grants

Golden Plains Shire Council launched its new 'Healthy Eating and Active Living' (HEAL) funding program, delivering strategic small grants to community groups.



## Innovation Challenge Grant for Council

Council was awarded a \$10,000 VicHealth Exploration grant from the Innovation Challenge grant program to support a project aimed at getting adults to 'Step over the Sidelines', and be physically active.



## Smythesdale Oval Upgrade

The Smythesdale Oval was officially opened following a significant upgrade including surface and drainage works to deliver a fully reconstructed oval for the Smythesdale community.

07/18



## New Online Business Network

An innovative network for local business people, Council launched Golden Plains Localised providing a valuable platform for business owners to gain exposure and build networks.



## Funding for New Soccer Pitch

Council secured a \$250,000 State Government grant to partner on construction of a second soccer pitch at the Bannockburn Recreation Precinct. Council will invest \$234,000.



## Stop Kitty Littering

A new campaign to address the increased number of cats being impounded and euthanised was launched across Golden Plains Shire.

09/18

09/18



### Rokewood Cricket Nets

The new cricket training facility featuring three new training pitches and nets was opened at the Rokewood Recreation Reserve. The project was funded by State Government, Council and community contributions.



### A Baby Boom in Golden Plains

Golden Plains Shire reported its highest birth rate on record with 272 births in 2017-18, including 84 babies born to first-time parents.



### Locking in Library Hours

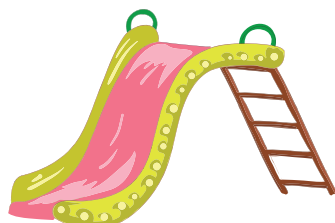
Following a four-month trial and in response to community feedback, Council confirmed new hours at Bannockburn Library, including opening on Mondays.

07/18



### Mental Health Week

Mental Health Week was marked in October with a grant from Barwon Health funding mindfulness workshops, mental health first aid training and physical activity sessions for youth in Golden Plains Shire.



### Pick My Project Success

The Inverleigh Community Play Space was selected for \$200,000 community grant funding through the State Government's Pick My Project program.



### Money for Inverleigh Netball

Golden Plains Shire Council was successful in its application for \$250,000 in State Government funding for two new competition netball courts with lighting in Inverleigh. Council has also invested \$200,000.

10/18

10/18

# HIGHLIGHTS AND ACHIEVEMENTS



## Children's Week Celebration

More than 300 local children, parents and carers participated in Golden Plains Shire Council's Children's Week celebrations in Rokewood, Bannockburn and Smythesdale.



## Arts & Culture Plan

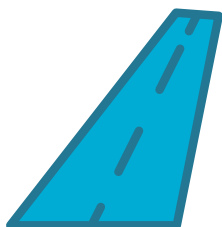
Council adopted its new Arts & Culture Strategy 2018-2022, developed in partnership with artists and creatives across Golden Plains Shire.



## Bowled Over

The Bannockburn & District Bowls Club green upgrade project received a \$250,000 State Government grant to deliver a new bowling green, lighting, landscaping, paths, new seating and shelters. Council will invest \$274,400, with \$90,000 from the Club.

10/18



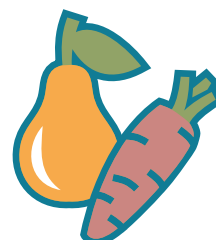
## Safety Road Upgrade

Council secured a \$500,000 grant from Regional Roads Victoria for vital safety upgrades under its Fixing Country Roads program for a stretch of Teesdale-Lethbridge Road, including pavement, drainage and re-sheet works.



## Local Government Inspectorate Report

At the organisation's request, Council participated in an examination by the Local Government Inspectorate (LGI) to ensure its processes and practices met the requirements of the Local Government Act 1989. Council were supportive of, and are now implementing, all the recommended actions detailed in the LGI report.



## Twilight Market Returns

The second annual Golden Plains Twilight Market attracted a large crowd of locals and visitors to enjoy a festive celebration with fresh produce, handcrafted gifts, live music, local food and wine.

11/18

11/18

12/18





### Take the Lead

Council partnered with the Golden Plains Rural Women's Network to present 'Take the Lead', a women in sports leadership event to support and build the capacity and confidence of women in local sporting groups.



### New Men's Shed Opens

The Bannockburn Men's Shed in Victoria Park was officially opened – one of four sheds in the Shire, with groups in Dereel, Linton and Scarsdale going strong. Funded by the Shed Committee and grants, Council provided land and managed the project.



### Cinema Pop-Up Success

The Golden Plains Youth Committee presented the first Cinema Pop-Up, an outdoor movie experience at Bannockburn Recreation Reserve.

10/18

11/18



### Improved Telecommunications

New Optus mobile towers in Haddon North and Teesdale were switched on, improving telecommunications for residents. Further Optus mobile towers in, Cape Clear and Grenville; and Telstra towers in Maude and Teesdale are planned.



### Construction works on Tall Tree Road

Construction on the \$1.4M project to widen, replace and seal a 5.7km section of Tall Tree Road in Lethbridge started in January 2019. Council will contribute \$472,000 to the project and secured a \$943,000 grant from the Local Roads to Market funding program.



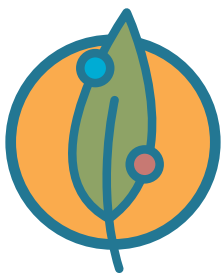
### My Home, Australia

Golden Plains Shire celebrated Australia Day with a special ceremony for Council's Citizen, Senior and Young Citizen of the Year Awards. The first My Home, Australia local art competition launched the Shire's civic art collection.

01/19

01/19

# HIGHLIGHTS AND ACHIEVEMENTS



## New Plan for the Environment

Council adopted the Environment Strategy 2019-2027, creating a long-term framework to help Council and the community to best manage the various environments of Golden Plains Shire, and guide projects and decision-making.

01/19



## Permits to Burn

A new process for issuing Schedule 13 Permits to Burn during the Fire Danger Period was implemented in Golden Plains Shire with responsibility for permit approval transitioned to the Country Fire Authority.

02/19



## Funding for Victoria Park Lights

Council successfully secured \$500,000, the maximum amount of funding available through the Community Sport Infrastructure Round 2 program for the lighting upgrade at both ovals at the Bannockburn Victoria Park Recreation Reserve.

02/19



## Golden Plains Community & Civic Centre

Works on the Golden Plains Community & Civic Centre in Bannockburn began. Fully funded by Council, the Golden Plains Community and Civic Centre will deliver accessible and sustainable offices with new community meetings spaces and modern Council Chambers.

03/19



## An Active April

To celebrate the Premier's Active April health campaign, Council is building a comprehensive community calendar of local physical activity opportunities in Golden Plains Shire.

04/19



## New Lights in Rokewood

The State Government announced \$169,258 for the lighting upgrade to AFL standard for local training and matches at the Rokewood Recreation Reserve. Council will invest \$115,000 to deliver the full upgrade.



### **A Safe Haven**

Golden Plains Shire was pronounced a Safe Haven for special visa holders with local residents holding Safe Haven Enterprise Visas now eligible to apply for permanent visas after three and a half years of working or studying without income support.



### **An Upgrade for Turtle Bend**

Council secured a Federal Government Building Better Regions Fund grant of \$222,000 for the upgrade to Turtle Bend Reserve in Teesdale, with matching funding to come from Berrybank Wind Farm.



### **Communications and Marketing Strategy**

Following extensive community consultation, Council adopted its Communications and Marketing Strategy 2019-2021, guiding quality future communications and marketing priorities and activities to inform the whole community.

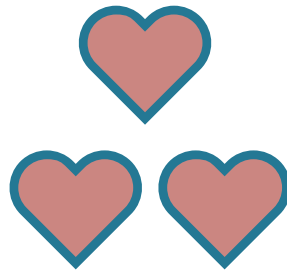
03/19

03/19



### **Club Room Upgrade in Inverleigh**

The club rooms at the Inverleigh Sporting Complex will be upgraded, thanks to a \$500,000 commitment from the Federal Government, funded in the 2019/20 Federal Government Budget.



### **Construction begins on the Bannockburn Heart**

Works on Stage One of the Bannockburn Heart Precinct started in April, delivering a new water and adventure play, active recreation equipment; and community facilities in summer 2019. The \$3M project is a partnership of Council, Federal and State Government.



### **Building Bridges in Golden Plains**

Council secured Federal Government grants to co-fund the replacement of the ageing Golden Lake Road Bridge in Piggoreet and Wall Bridge in Teesdale with new concrete structures.

04/19



# HIGHLIGHTS AND ACHIEVEMENTS



## The Northern Settlement Strategy

Following extensive community consultation, Council adopted the Northern Settlement Strategy, a high-level strategic framework which directs future growth in the north of the Shire.

04/19



## New Netball Courts for Bannockburn

Two new netball courts, shelters and a multipurpose court were officially opened at Victoria Park in Bannockburn. The project was funded by Council and a grant from the Victorian Government's Country Football and Netball Program.

05/19



## Home and Community Care Expo

Council hosted its first Home and Community Care Program for Younger People Expo in Meredith, connecting HACC service providers and young residents with disabilities and their families.



## A New Home for Haddon House

Haddon House, formerly a portable office at Council's Customer Service Centre in Bannockburn, was relocated to the Linton Recreation Reserve and Council funded the redevelopment project to transform the building into female friendly change rooms for the netball club.

06/19



## Lighting Up Linton

New lights at Linton Recreation Reserve were switched on, allowing night football matches and netball training for the local club. The \$287,394 project was funded by a \$255,000 State Government grant and Council.



## Back in the Battle

After several years' hiatus, Council and the Golden Plains Youth Committee revived the Battle of the Bands event with young local musicians showcasing their talents for an enthusiastic crowd.



### **Smythesdale Skate Park**

The redeveloped and expanded Smythesdale Skate Park was opened, delivering a first-class regional skate facility for families in the north of the Shire. The project was funded by \$150,000 from Council and a \$100,000 Sport and Recreation Victoria grant from the State Government.



### **Questions Welcome**

Public Question Time was held for the first time at the Ordinary Meeting of Council in May, with the new initiative part of Council's revised Local Law 1 and Policy governing public participation and procedures at Council Meetings.



### **Money for Road Projects**

Golden Plains Shire Council secured \$2,033,000 from the State Government's Fixing Country Roads Program to partner on delivering three key road projects: widening and sealing Linton-Mannibadar Road; upgrade and widening of Pitfield-Cressy Road; and replacement of Coopers Bridge.

05/19



### **Construction Underway at Berrybank Wind Farm**

Golden Plains Shire Mayor and the Premier of Victoria turned the first sod for the construction of the Berrybank Wind Farm. The \$525 million project will produce 277MW of power with 41 of the 79 turbines in the south-west of Golden Plains Shire.



### **New Grant Support**

In its 24th year, Council's Community Grant Program delivered \$110, 873 in 32 grants to local community groups. The new SmartyGrants online application process and grant information sessions were popular.



### **Seeking Funding Support for Crossings**

Council resolved to co-fund with VicRoads a school crossing supervisor at Haddon and agreed to advocate for the State Government to significantly increase its annual funding program for the supervision of school crossings.

06/19

# HIGHLIGHTS AND ACHIEVEMENTS



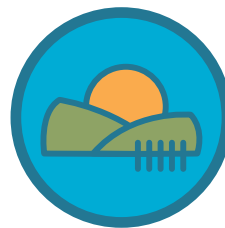
## A Winter Harvest

Council partnered with local health providers and community centre for the first Winter Harvest event, promoting fresh produce and healthy eating, composting and gardening, in Meredith, Dereel and Rokewood.



## A New Procurement Policy

Following a major review, Council adopted a new revised Procurement Policy, ensuring continuous strong compliance processes to achieve value for money and generate benefits for Council and its community.



## Rural Council's Transformation Grant

Golden Plains Shire partnered with five neighbouring Councils to secure a \$4.5 million grant from the State Government's Rural Councils Transformation Grant Program.

06/19

06/19



Mayor Owen Sharkey with the Golden Plains Shire 2019 Australia Day Awards recipients: Citizen of the Year Anthony Walker, Senior Citizen of the Year Malcolm Johns, Young Citizen of the Year Luke Getsom and Margaret Cooper from Community Group of the Year the Meredith History Interest Group.



Golden Plains Shire Council's Youth Development Team runs events for the Shire's youth throughout the year, such as this Youth Group excursion to Surf Coast Shire.





# SUSTAINABILITY

Council is committed to ensuring the long-term economic, social and environmental sustainability of the Shire. This commitment is framed within Council's vision of offering a lifestyle and opportunities that foster economic, social and environmental wellbeing.

This sustainability report provides an overview of how Council is responding to the interwoven areas of economic, social and environmental sustainability. It outlines Council's major economic, environmental and social strategies; provides an overview of Council's own sustainable performance; and highlights key initiatives that put sustainability into practice.

Annual Plan Key Result Areas	Sustainability Dimensions		
	Economic	Social	Environmental
Citizens and Customer Service		✓	
Civic Leadership	✓	✓	
Economic Development	✓	✓	✓
Environment and Land Use Planning	✓	✓	✓
Financial Management	✓		
Human Support Services	✓	✓	✓
Recreation and Community Development	✓	✓	
Roads and Streets Infrastructure	✓	✓	✓
Waste Management			

## Economic Sustainability

Council has a range of strategies and plans that support and promote economic sustainability including:

- The Strategic Resource Plan which outlines the financial and non-financial resources needed to achieve the strategic objectives of the Council Plan.
- The Ten Year Financial Plan, a high level plan which informs Council about the trends in financial sustainability over the longer term.
- Asset management policies, strategies and plans which provide direction for managing Council's asset portfolio and are aligned to the Council Plan. These include the Road Management Plan, Asset Management Policy and Asset Management Strategy.

Other important economic strategies and plans include:

- The Economic Development and Tourism Strategy which guides Council's efforts to support local business, attract investment and grow the local economy
- The Environment Strategy 2019-2027 provides a range of aspirational objectives for both Council and community. Key themes relate to connected communities, greener economies, thriving natural environments, sustainable design and Council leadership.
- The Northern Settlement Strategy provides a high level framework to accommodate an additional 2000 people in the north of the Shire by 2030.





WesEggs is a local Golden Plains Shire business in Maude that produces eggs from pasture-raised, free to roam hens. The business had its eggs featured in an episode of Channel 10's Masterchef in 2019.

# SUSTAINABILITY

## Challenges

- Facilitating access across the Shire for the community and businesses to infrastructure, including transport and telecommunications infrastructure.
- Coordinating planning responses to the growth issues which occur across municipal boundaries.

## Achievements

- Secured Federal grants of \$500,000 to upgrade the Bannockburn Oval Lighting; and \$222,000 to upgrade Teesdale Turtle Bend plus \$222,000 from Berry Bank Wind Farm to fully deliver the project. Council secured State grants for the 2019-20 year to complete the Rokewood Oval Lighting Upgrade, Bannockburn Bowls Upgrade, and to develop a new Recreation Strategy 2020-2030. Council was successful in lobbying during the Federal Election for upgrades to Lethbridge Lights, Bannockburn Soccer Change Rooms and the Inverleigh Social Rooms.
- Constructed new sports ground lighting at the Linton Recreation Reserve to allow for night matches and training to occur. This was completed with a \$255,000 grant from the State Government.
- Funded the conversion of a portable into female friendly change rooms for netball in Linton.
- Constructed a new sub-regional skate park in Smythesdale (\$250,000 project) and new netball and multisport courts at Bannockburn Victoria Park (\$500,000 project) with Council receiving \$100,000 grants for each project from State Government.
- Two other projects delivered were the Batesford Play Space and the Smythesdale Courthouse Upgrade.
- Council also issued \$40,000 grant to upgrade the Rokewood Rec Reserve change rooms.

## Social Sustainability

Council has a range of strategies and plans that support and promote social sustainability including:

- Accessing seed funding which encourages community leadership when designing and developing facility upgrades and new facilities
- The Community Development Strategy which encourages and assists groups to be actively involved in their community for the benefit of the community.
- The Recreation Strategy which aims to improve the overall health and wellbeing of residents, by encouraging participation in recreation and strengthening communities.
- The Municipal Public Health & Wellbeing Plan which commits Council to work with its communities to enhance health and wellbeing outcomes across the Shire.

## Challenges

- Providing communities and residents with equitable access to social support services and community facilities.
- Developing opportunities for recreation across a geographic area with a dispersed population.
- Providing access to transport to enable residents to travel to medical, social and work appointments.

## Achievements

- In its 24th year, Council's Community Grant Program delivered \$110, 873 in 32 grants to local community groups. The new SmartyGrants online application process and grant information sessions were popular.
- 7 HEAL grants were allocated to community groups to implement healthy eating and active living initiatives.

## Environmental Sustainability

Council has a range of strategies and plans that support and promote environmental sustainability including:

- The Environment Strategy, strongly linked to the Council Plan, focuses on strategic initiatives to achieve local actions, which contribute to addressing environmental sustainability issues on a broader scale.

## Challenges

- Managing the expanse of registered municipal roadsides to ensure that biodiversity is maintained and improved.
- In February 2019, EPA Victoria issued Council's recycling contractor's sites in Laverton and Coolaroo with a notice to stop accepting materials due to non-compliance with stockpile regulations. During the three-week closure period, Council's kerbside recycling was temporarily sent to landfill until they were approved to resume operations.
- Rebuilding the community's trust in the recycling service and reminding customers of recycling requirements following a temporary service disruption.

## Achievements

- 2,916 tonnes of recyclable materials was delivered to regional recycling facilities.





Council's Environment and Sustainability Team and Regional Roads Victoria staff revegetating a Council reserve at Bruces Creek in Bannockburn with local indigenous species on World Environment Day 2019.

## THE YEAR IN REVIEW



**Cr Owen Sharkey**  
Mayor

### Mayor's Message

As the Mayor of Golden Plains Shire and on behalf of my fellow Councillors, it's my pleasure to introduce the Council's 2018-2019 Annual Report.

This Report meets the statutory and financial reporting requirements of Council and also represents Council's commitment to leading in the area of transparency and good governance. More than this, the Annual Report captures the year that was for Golden Plains Shire and shares the successes, challenges and opportunities for Council and our whole municipality. At the mid-point of Council's term and our Council Plan, it's an opportunity to take stock of our achievements and dedicated to the work ahead, focused on our commitment to 'Our Community, Our Economy and Our Pride' and Council's vision of 'A healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships.'

### Advocates for Golden Plains

During this elected term, Council has strengthened its commitment to lobbying Federal and State Government for greater investment in the Shire. Council has an important role to play in sharing the story of Golden Plains and advocating for a better deal for our residents. As part of this commitment, Council meets regularly with all our State and Federal MPs and lobbies in Spring Street and Canberra, as well as lodging every funding grant available for our projects and services.

And then every few years, there is a State or Federal Election and with these major elections comes the unique opportunity to attract more funding for our Shire, in the form of election promises; and Council actively seeks bi-partisan commitments to all our local projects.

In 2018/19, the Federal Government election was hotly contested in the marginal seat of Corangamite, which includes the southern section of Golden Plains, resulting in four significant commitments by the Coalition. In contrast, the State Government election was a quiet affair in Golden Plains, resulting in just one commitment for the Shire. Council will be keenly following the progress on these projects and ensuring the promises become a reality.

### Seeking Strategic Solutions

Our Council is an active member of the G21 alliance with City of Geelong and neighbouring councils; and Central Highlands Mayors and CEOS with City of

Ballarat and surrounding regional councils. In 2018/19, a great deal of our partnership conversations were focused on actively seeking a sustainable, cost-effective solution to the recycling crisis in Victoria. As this critical issue continues, Councils are united in lobbying State Government for a better, stronger future for waste management.

As the fifth fastest growing Local Government Area in Victoria with a sustained annual population growth of 2.4 per cent, Council is taking a leading role in strategic planning to ensure a quality lifestyle for existing and new residents. With extensive community engagement with locals, Council has developed several township structure plans and the Northern Settlement Strategy, to accommodate for significant growth across the north of the Shire.

In 2018/19, Golden Plains welcomed the Victorian Electoral Commission's (VEC) electoral structure review. Council's submission reflected the strong desire of community to change from the current unsubdivided Shire to a new three ward structure, to strengthen local representation in the north, centre and south of the Shire. The VEC supported the measure in its official recommendation, and Council and the residents of Golden Plains now await a final decision from the Minister of Local Government.

### Record Investment in Golden Plains

As a large rural Shire, it is a significant challenge for Council to maintain assets, build infrastructure and provide quality

*"There's simply no better time to live, work and visit Golden Plains Shire – and it's an honour to represent our residents as a Councillor and Mayor. ."*



services across Golden Plains. This challenging situation is exacerbated by the State Government's rate-capping system which restricts the revenue Council can generate for its annual budget; and the extent of this issue is evidenced in the resulting \$6.95 million asset renewal gap for Golden Plains Shire.

While a significant portion of Council's budget is dedicated to the maintenance and renewal of assets – the need is certainly more than our financial base can achieve. It is imperative that Council seek and attract important State and Federal investment to partner on building new infrastructure to meet the needs of our growing communities.

In 2018/19, the hard work and dedication of Council's departments and the enthusiastic lobbying by the Councillors and organisational leadership resulted in an extremely successful grant allocation year.

From this extensive list, projects that secured Federal Government grants include new sports oval lighting at Victoria Park in Bannockburn, upgrade of Turtle Bend Reserve in Teesdale, club room improvements at Inverleigh Sporting Complex, and the replacement of local bridges.

There are also an impressive collection of Golden Plains Shire projects that achieved funding from State Government programs including construction of a second soccer pitch in Bannockburn, a new community play space and two new netball courts in Inverleigh, new oval lighting in Rokewood, and a new bowling green and lighting in Bannockburn. Grant funding for road projects included upgrade works to key roads connecting Lethbridge, Teesdale, Linton, Mannibadar, Pitfield and Cressy; as well as the replacement of Coopers Bridge in Meredith.

In turn, Council continued its long tradition of supporting Shire residents with grant programs distributing valuable funds for community projects. In its 24th year, Council's Community Grant Program delivered \$109,010 in 34 grants to local community groups; and Council launched its new 'Healthy Eating and Active Living' (HEAL) funding program, delivering strategic small grants to promote positive health.

As Council enters the third year of its term, a very busy and productive 2018/19 has Golden Plains Shire well placed to face our challenges, deliver a suite of exciting projects, and continue our service commitment to our communities.

There's simply no better time to live, work and visit Golden Plains Shire – and it's an honour to represent our residents as a Councillor and Mayor.



*Mayor Owen Sharkey at the sod turn for the Berrybank Wind Farm with Premier Daniel Andrews, Minister for Energy, Environment and Climate Change Lily D'Ambrosio and Member for Buninyong Michaela Settle.*

## THE YEAR IN REVIEW



**Eric Braslis**  
Chief Executive Officer

### CEO's Message

My first full year as the CEO of Golden Plains Shire Council has been a busy and exciting time, with both the Federal and State Elections, and several key capital projects coming to fruition. In our rural municipality, Council plays an important role in the lives of our residents and it's an honour to lead the organisation's diverse and dynamic team of employees to realise the vision of the Council Plan 2017-2021.

On an exciting note, many years of planning and community engagement have been realised with the start of the redevelopment of Council's offices in Bannockburn. Fully funded by Council, the Golden Plains Community and Civic Centre (GPCCC) will deliver accessible and sustainable offices with new community meetings spaces and modern Council Chambers. Importantly, the extended building will unite Council's workforce, allowing staff members spread across the primary 40-year-old structure and four inadequate portable buildings to work side-by-side in a collaborative workplace.

Construction of the GPCCC began in April and will be completed in 2020.

### Delivering Organisational Excellence

Stepping into the CEO role in December 2017, it was essential to ensure that the operating processes and practices of Council met the requirements of the Local Government Act 1989. On behalf of the organisation, I requested that Council voluntarily participate in an examination by the Local Government Inspectorate (LGI). This has been a thoughtful and productive exercise with the LGI report delivering a considered list of recommended actions and the organisation committed to the full implementation to further improve the work and success of Council.

An excellent example of this commitment is Council's adoption of the newly revised Procurement Policy, ensuring continuous strong compliance processes to achieve value for money and generate benefits for Council and its community.

In 2018/19, Council farewelled two exceptional members of our Senior Management team. I would like to acknowledge the exceptional professional service of Director Corporate Services Richard Trigg and Director Community Services Jillian Evans. Over many years, both Richard and Jillian made valuable contributions to the organisation and the people of Golden Plains Shire, and they depart their careers with the appreciation of their colleagues and the community.

From large pools of quality candidates, Philippa O' Sullivan joined Council as the new Director Corporate Services and Lisa Letic as the Director Community Services.

Philippa's professional resume in the public and private sector and Lisa's dedicated experience in local government management position them well to lead their respective teams; and certainly Council's Senior Management Team is stronger for their insight and innovative contributions to the organisation. Our dynamic, innovative executive leadership team best places Council for the challenges and opportunities in the years to come.

This year, Council joined with five of our regional councils: to successfully secure a \$4.5 million Rural Councils Transformation Program grant from the State Government. The Central Highlands Councils Victoria Regional Shared Services project will create a new digital program to better support the statutory service functions at our rural council. It's an innovative and collaborative effort that we look forward to progressing with our partnership Councils in the year ahead.

### Building for the Future in Golden Plains

With record government investment and a new leadership team on board, Council has developed and is currently delivering an impressive suite of major capital projects.

Key projects in the Shire's largest town of Bannockburn with an annual population increase of 8.5 percent have attracted the majority of government support, allowing Council to redirect budget revenue to provide full or majority support to projects in the smaller townships across the municipality.

*"In our rapidly growing Shire, I am proud to lead a dynamic organisation that is committed to managing change and moving forward into the future, with a dedicated focus to best-serving the residents and communities of Golden Plains Shire."*



Most notably, works on Stage One of the Bannockburn Heart Precinct started in April, delivering a new water and adventure play, active recreation equipment, and community facilities in summer 2019/20. The \$3million project is a partnership of Council, Federal and State Government; and features the Shire's first water play and first playground with inclusive, accessible elements.

In 2018/19 Council was proud to officially open the following community and infrastructure projects:

- **Smythesdale Oval Upgrade:** Works on the fully reconstructed oval include surface and drainage, delivering significant improvements to this key recreation facility in the north of the Shire.
- **Rokewood Cricket Nets:** The new cricket training facility featuring three new training pitches and nets was opened at the Rokewood Recreation Reserve.
- **Bannockburn Netball Upgrade:** Two new netball courts, shelters and a multipurpose court were completed at Victoria Park in Bannockburn.

- **Smythesdale Skate Park:** The redevelopment and expansion of the park delivered a first-class regional skate facility for families in the north of the Shire.
- **Linton Recreation Reserve Lighting Upgrade and Change Rooms:** New sports oval lights were officially switched on, allowing night football matches and netball training for the local club. Haddon House, formerly a portable office at Council's Customer Service Centre in Bannockburn, was relocated to the Linton Recreation Reserve and Council funded the redevelopment project to transform the building into female friendly change rooms for the netball club.

There are several other valuable projects scheduled for completion or development across Golden Plains Shire in the coming years, including a suite of key road upgrades and bridge replacements. It's an exciting and busy time for our thriving organisation and our growing communities.



CEO Eric Braslis showing new staff around The Well in Smythesdale. New staff to Golden Plains attend a tour of Golden Plains to familiarise themselves with the whole Shire.



Kindergarten children from Bannockburn Children's Service Centre watching on as construction got underway in April 2019 on the Golden Plains Civic and Community Centre.

# FINANCIAL SUMMARY

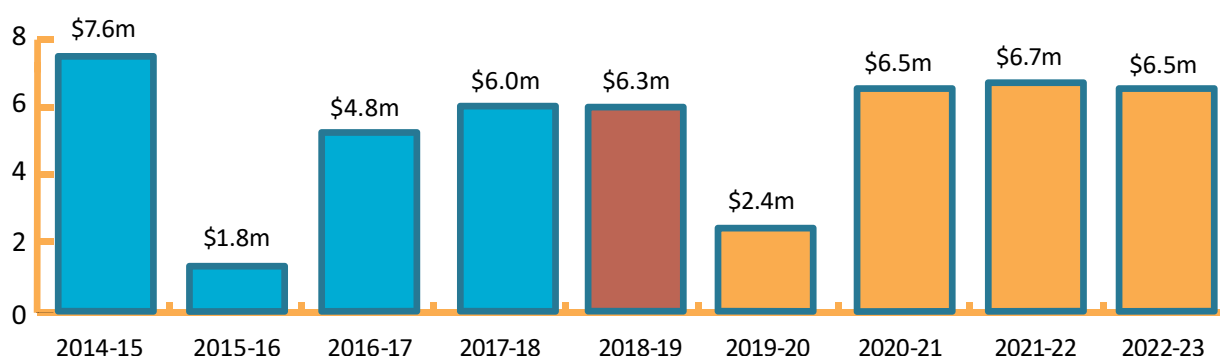
The purpose of the Annual Report is to convey the performance of Council for the 2018-19 financial year. It is important to consider this Annual Report in conjunction with the Council Plan, incorporating Council's Strategic Resource Plan, which focuses on the longer term objectives of Council. This document can be found on Council's website at [www.goldenplains.vic.gov.au](http://www.goldenplains.vic.gov.au).

The following key indicators provide a brief overview of Council's Financial Performance for the year, including graphs which visually demonstrate the recent trend and future forecast. These key indicators are common tools used to measure financial performance and sustainability and are consistently applied by Council.

For more detailed information on Council's 2018-19 Financial Performance, please refer to the Financial Statement beginning on page 105 and Performance Statement beginning on page 155.

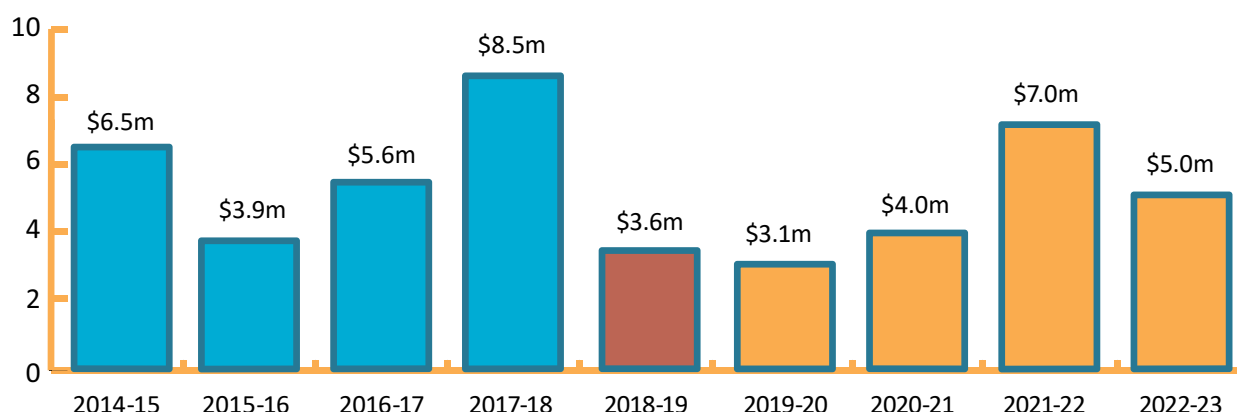
## Operating Result

The operating result shows Council's overall performance for the year. The surplus for 2018-19 totalled \$6.3 million which is \$3 million greater than budget. However there is a more detailed story behind, this 'headline' figure. The 'Adjusted Underlying Result', which removes any non-recurrent grants used to fund capital expenditure, non-monetary asset contributions and other contributions to fund capital expenditure from the result, is actually a surplus of \$1.8 million. Both the operating and adjusted underlying result for 2018-19 includes 50% or \$3 million of the 2019-20 Financial Assistance Grant received in advance in June 2019.



## Discretionary Retained Earnings

Discretionary Retained Earnings is the surplus funds that Council has available to take advantage of unexpected opportunities. These are primarily utilised to match grants offered by third party funding. Council has been able to maintain a healthy balance for the past five years. It should be noted that the 2018-19 balance of \$3.6 million includes \$1.5 million in profits held from the sale of Bakers Lane. It is planned that the profits from Bakers Lane will be utilised to fund the capital investment required for the fourth, and final, stage of the same development in 2020-21.

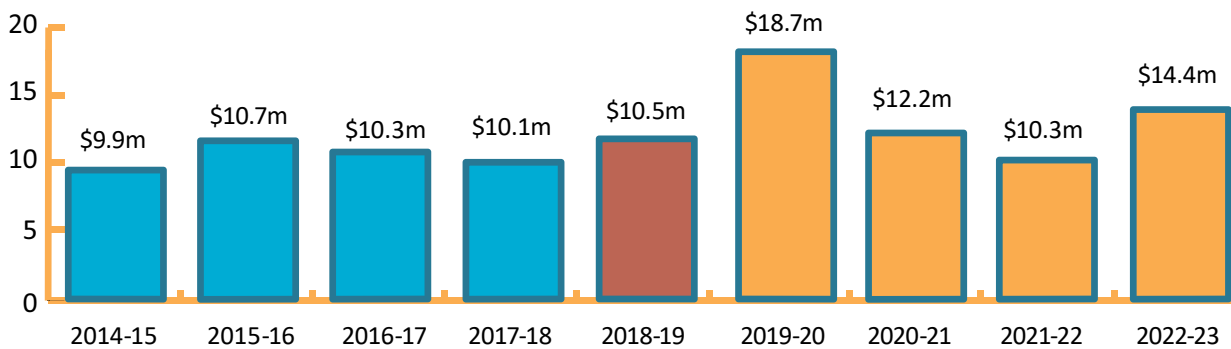


# FINANCIAL SUMMARY



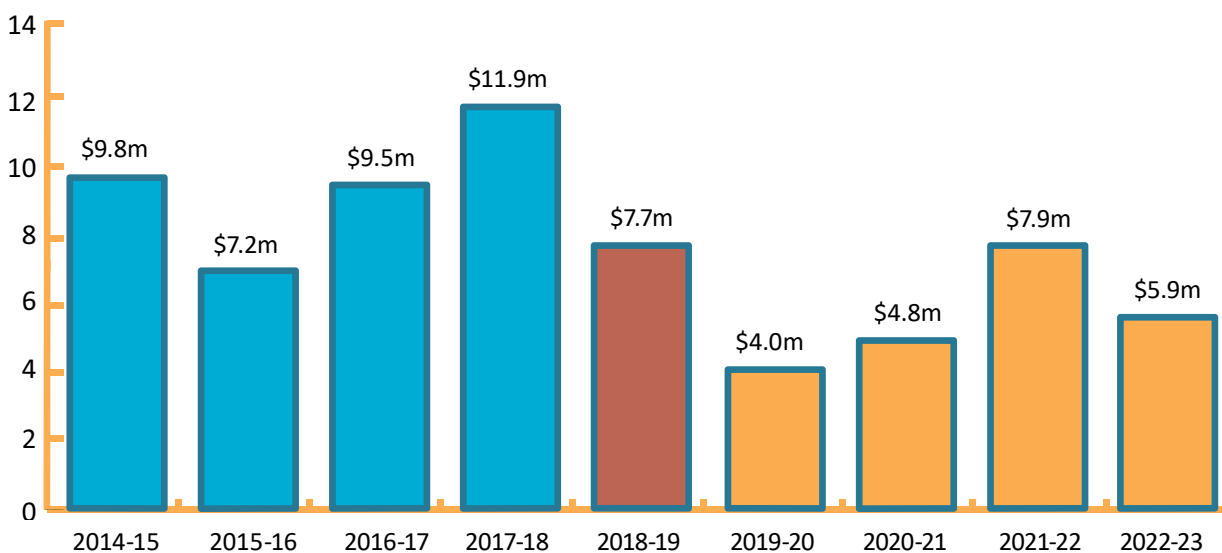
## Capital Expenditure

The capital program for 2018-19 of \$10.5 million takes Council's total capital expenditure over the last three years to \$31 million. These programs have been consistent with Council's Strategic Resource Plan and have been funded by a combination of government grants, borrowings and discretionary retained earnings (as outlined on page 26). Over the next two years, an additional \$9.5 million will be allocated to deliver the redevelopment of the existing customer service centre located at 2 Pope Street, Bannockburn.



## Working Capital

Working Capital is the amount by which current assets exceed current liabilities. This is a measure of Council's ability to meet its short term obligations. At 30 June 2019, the surplus is \$7.7 million compared to a budget of \$8 million. This large working capital surplus is a result of a higher than anticipated cash balance, which has resulted from grants received in advance, timing of payments and 2018-19 projects that are yet to be completed (and paid).

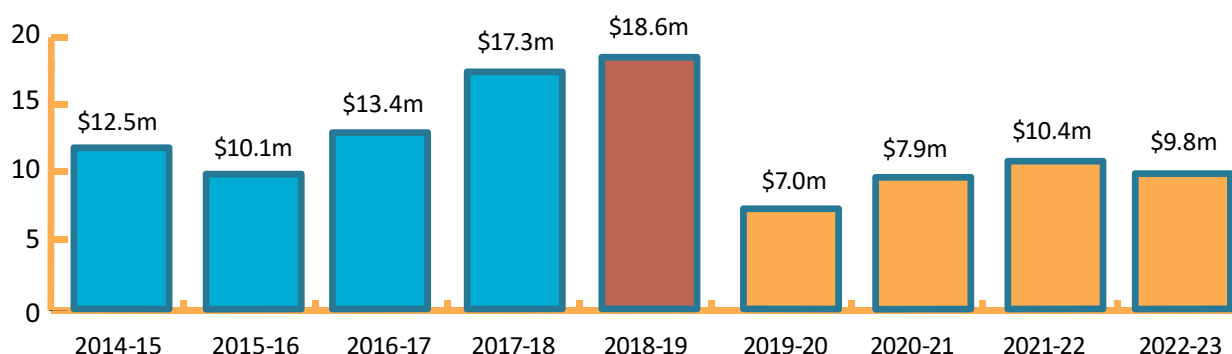




# FINANCIAL SUMMARY

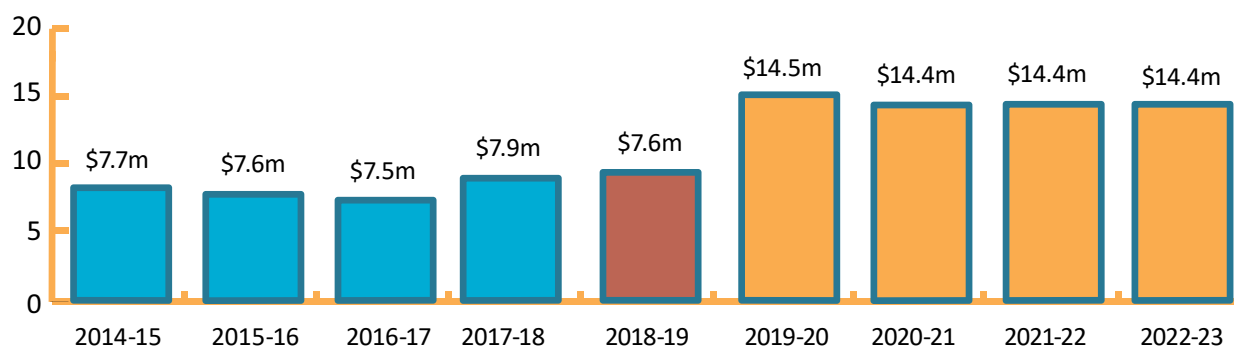
## Cash Balance

Council's cash balance at 30 June 2019 totalled \$18.6 million, which is \$8.3 million favourable to budget and an increase of \$1.3 million from the previous year. The balance includes the \$3 million of 2019-20 Financial Assistance Grant received in advance in June 2019, \$3 million being held to complete funded and capital works projects from prior years, and recent operating surpluses.



## Interest Bearing Liabilities

Borrowings has decreased by \$261,000 from the previous year to a total of \$7.6 million, which is in accordance with Council's Strategic Resource Plan. Interest bearing liabilities are set to increase over the life of the Strategic Resource Plan as a total of \$10 million will be borrowed to fund the redevelopment of the existing customer service centre located at 2 Pope Street, Bannockburn. Council has structured borrowings to ensure costs are spread fairly over current and future years. Council has also availed itself of the benefits from the Municipal Association of Victoria's Local Government Funding Vehicle which has seen the cost of borrowing reduce for Victorian Councils.



The above indicators demonstrate that Council remains in a healthy financial position and has been able to balance the use of operating revenue, discretionary retained earnings and borrowings, to ensure services and projects are delivered to meet the demands of the Golden Plains community.

The overall financial position remains strong and continues to be consistent with that depicted in Council's Strategic Resource Plan. Given the introduction of the 'Fair Go Rates' system (rate capping), Council will need to closely monitor the strategies contained within its Council Plan, Strategic Resource

Plan and Long term Financial Plan, to ensure it continues to manage assets and deliver the services required by a growing municipality, whilst remaining financially sustainable.



Common Everlastings (*Chrysocephalum apiculatum*) in the nationally significant native grassland at the Rokewood Cemetery. Less than 1% of Victoria's original native grasslands remain making them one of the State's rarest vegetation types. Golden Plains Shire has some of the best remnant patches of native grassland left in the State.



View from Flagstaff Hill Lookout.

## DESCRIPTION OF OPERATIONS

Council is responsible for delivering a wide range of services, facilities and infrastructure, including family and children's services, youth programs, waste management, support and infrastructure for community and sporting groups, matters concerning business development, planning for appropriate development and ensuring accountability for Council's Budget.

This broad range of community services and infrastructure for residents supports the wellbeing and prosperity of our community. Council's vision, objectives and strategies to further improve services and facilities are detailed in the Council Plan 2017-2021 and the associated Budget 2018-19, and reported upon in this document. Please see the Our Performance section (from page 50 onwards) for more information about Council services.

The delivery of services, facilities, support and advocacy to achieve the Strategic Objectives is measured by a set of service performance indicators and measures.

### Economic Factors

In 2018-19, the development of two significant renewable energy projects in the Shire moved forward. Construction of the Berrybank Wind Farm in Golden Plains and Corangamite Shire began this year, with the \$525 million project to produce 277MW of power with 41 of the 79 turbines to be built in the south-west of Golden Plains Shire. The Golden Plains Wind Farm near Rokewood received planning approval from the Victorian Minister for Planning, an important step toward to the creation of one of the largest wind farms in the Southern Hemisphere with up to 228 turbines. Both these wind farm projects will deliver hundreds of jobs in construction as well as ongoing employment for local people, contribute valuable community grants and funding for local projects, and play important roles in strengthening and diversifying the Golden Plains economy.

In 2018-19, there were 447 new businesses registered in Golden Plains Shire – many of these ventures are home-based businesses. The leading industry sector for new businesses this year was construction, with 103 businesses. Administrative and support services businesses are also on the increase, with 39 new businesses registered within the Shire's boundaries in 2018-19.

The Golden Plains economy remains anchored in agriculture, the Shire's largest industry, with Council continuing to support the development and success of intensive agriculture. There were 42 new agricultural businesses registered in the Shire in 2018-19.

Strong business registration growth comes as no surprise, following the release of ABS population figures earlier this year showing that Golden Plains Shire is still one of the fastest growing areas in regional Victoria. In 2017-18, Golden Plains Shire grew by 2.4%, taking the Shire's population to 23,120 people. Golden Plains retained its position as the fifth fastest growing regional LGA in Victoria (by percentage growth rate).

These business registration figures are testament to Golden Plains being an emerging area to do business, with close access to Geelong, Ballarat and Melbourne markets. Many new businesses in Golden Plains are home-based and Council continues to lobby hard for improved telecommunications to support these professional service businesses. Council also supports local businesses and business people with an innovative annual calendar of networking events and business mentoring and training opportunities.





*Female friendly change rooms at Linton Recreation Reserve.*

## DESCRIPTION OF OPERATIONS

### Major Capital Works

#### Golden Plains Community and Civic Centre

Golden Plains Shire Council is redeveloping the main customer service centre at Bannockburn into an inclusive venue which will be renamed the 'Golden Plains Community and Civic Centre' (GPCCC). The redevelopment to extend and improve the Bannockburn Customer Service Centre for residents, Councillors and staff will deliver:

- An accessible, welcoming customer service;
- Private meeting rooms for residents, Councillors and staff;
- New Council Chambers, with option to serve as a Municipal Emergency Coordination Centre;
- Sustainable, modern work spaces; and
- Accessibility for people of all abilities (Disability Discrimination Act compliance).

The budget for the Golden Plains Community and Civic Centre is \$9.5 million and the project will be funded from Council borrowings to be repaid over a 30-year period. The cost of the project will not result in any increase in rates as Council will manage this cost within its annual expenditure forecasts.

Construction began in April 2019 and will be completed in 2021.

#### Bannockburn Heart – Stage One

Works on the long-awaited Bannockburn Heart Precinct began in April 2019 with residents excited to enjoy the new water and adventure play, active recreation equipment; and community facilities including public toilets, seating, BBQs, shade, lighting and landscaped public space.

Stage One of the Bannockburn Heart Precinct will create an attractive and welcoming community civic space in the centre of Bannockburn. Constructed over two stages, the Precinct will transform and activate the CBD, improving liveability, retail spending, and amenity.

Stage One of the Bannockburn Heart Precinct will cost \$3 million and the project is funded by Council, a \$1.2 million Federal Government grant; and \$566,500 in grants from the State Government with \$500,000 from Regional Development Victoria and \$66,500 from Sport and Recreation Victoria. The project is scheduled for completion in summer 2019.

#### Linton Lighting Upgrade and Change Rooms

The Linton Recreation Reserve's football oval will be home to night matches and netball courts hosting training after dark following the installation of four new light towers. The \$287,394 project commenced in January and involved the construction of four 30-metre light towers supported by 4.5-metre deep concrete footings, and a power upgrade to support the new lighting. The State government allocated \$255,000 in the 18/19 State budget to deliver this project, with Council contributing the remaining funds required.

New female friendly change rooms arrived at the Linton Recreation Reserve with Haddon House, formerly a portable office at Council's Customer Service Centre in Bannockburn, relocated to the Reserve. Council funded the redevelopment project to transform the building into change rooms for the Carngham Linton Football Netball Club. Both projects were completed and officially opened in 2018-19.



*Smythesdale Skate Park during construction.*

## DESCRIPTION OF OPERATIONS

### Smythesdale Oval Upgrade

The full reconstruction of the Smythesdale Oval was completed in 2018, with the many users of the Smythesdale Recreation Reserve, including the Smythesdale Football Netball Club and Cricket Club, enjoying the new ground. Originally planned in two stages, a successful funding submission under the State Government's Country Football Netball Program allowed the full project to be completed. The total project value was \$774,834, with Council contributing \$674,834, and the State Government's Country Football Netball Program contributing \$100,000.

### Victoria Park Netball Upgrade

The new netball courts at Victoria Park in Bannockburn were officially opened in May. The significant upgrade at the popular reserve includes two competition netball courts; a new multi-sport court area with futsal goals, basketball and netball rings; new fencing, and undercover benches for players and officials. The project was delivered with \$400,000 from Council and a \$100,000 Community Sports Infrastructure Fund grant from the Victorian Government.

### Smythesdale Skate Park

Following a significant upgrade, the Smythesdale Skate Park was opened to the public in May 2019, delivering a first-class regional skate facility for children, youth and residents in the north of Golden Plains Shire. The existing skate park in Smythesdale was redeveloped and expanded to deliver this impressive new facility including the big blue half pipe, several ramps and skate elements, and a basketball ring. The project was funded by \$150,000 from Council and a \$100,000 Sport and Recreation Victoria grant from the State Government.

### Bannockburn Recreation Precinct Second Soccer Pitch

Council has secured \$250,000 in State Government funding for the Bannockburn Recreation Precinct Second Soccer Pitch construction. The grant is part of the Victorian Government's 2018/19 World Game Facilities Fund and will cater for the rapid growth of football in Golden Plains and continue supporting community groups such as the Golden Plains Soccer Club.

This new, full-size, pitch complements recent projects at this facility, including the construction of pitch 1, club and change rooms and the installation of sports lighting. Council will also contribute \$234,000 towards this important project. Construction will take place in 2019-20.

### Inverleigh Netball Court Upgrade

Council was successful in its application for \$250,000 in State Government funding for the Inverleigh Netball Court Upgrade project, which includes the construction of two new fully compliant local competition standard netball courts with court lighting to competition standard. The grant is part of the Victorian Government's Female Friendly Facilities Fund 2018-19, supported by a Council contribution of \$200,000, demonstrating Council's dedication to supporting health and wellbeing activity in the Shire. Construction will take place in 2019-20.

### Bannockburn & District Bowls Club Upgrade

A new bowling green is planned for Bannockburn, thanks to a \$250,000 contribution from Sport and Recreation Victoria; \$274,400 from Golden Plains Shire Council; and \$90,000 from the Bannockburn & District Bowls Club. Developed with guidance from Sport and Recreation Victoria and Bowls Australia, the project will include a brand new bowling green as well as the upgrade of the sub-surface and carpet on the existing green. The upgrade will also include the installation of high-quality lighting on the existing green in addition to landscaping, paths, new seating and shelters for patrons and spectators. Construction will take place in 2019-20.





Teesdale's Turtle Bend Reserve.

## DESCRIPTION OF OPERATIONS

### Victoria Park Sport Oval Lighting Upgrade

Council welcomes the Federal Government's funding announcement of \$500,000 for the Victoria Park Sport Oval Lighting Upgrade in Bannockburn. Council successfully secured the maximum amount of funding available through the Community Sport Infrastructure Round 2 grant for the lighting upgrade at both ovals, identified as a priority in the G21 AFL Barwon Regional Strategy with the existing oval lighting listed among the poorest in the region. The new lighting on both ovals will meet the AFL standard for community football and surpass the minimum requirements for local football training and matches. Construction will take place in 2019-20.

### Teesdale Turtle Bend Reserve Upgrade

Council successfully secured a \$222,000 grant from the Federal Government's Building Better Regions Fund, with the funds to be matched by a community contribution from Berrybank Wind Farm. The Teesdale Turtle Bend Reserve is a popular recreation and events precinct that is a valuable social meeting space for the Teesdale community and attracts visitors from across the State. Features of the Teesdale Turtle Bend Reserve Upgrade include an expansion and power upgrade of the event site, upgrade and widening of the pedestrian bridge, upgrade to the toilets including a disabled toilet and

baby change facilities, additional play space elements and seating, new multi-sport space including half court for netball and basketball, improved fencing and sealing the driveway. Construction will take place in 2019-20.

### Rokewood Recreation Reserve Lighting Upgrade

Council successfully secured a \$169,258 grant through the State Government's Community Sports' Infrastructure Fund and will contribute \$115,000 to deliver the lighting upgrade project at Rokewood Recreation Reserve. The new lighting at the Rokewood Recreation Reserve will meet the AFL standard for local football training and matches. Improved lighting means improved safety at the Reserve, as well as less wear and tear on the field as the full oval can be used for training. Importantly, the upgrade will support the club and Reserve committee to grow and strengthen their membership and schedule more matches, training sessions and events. Construction will take place in 2019-20.

### Social Room Upgrade at Inverleigh Sporting Complex

Council welcomes the Federal Government's funding announcement of \$500,000 for an upgrade to the club rooms at the Inverleigh Sporting Complex, with the project fully funded in the 2019/20 Federal Budget. The Inverleigh Football & Netball Club advocated to the Federal

Government for the upgrade of the social rooms which will cater for increased activity at the Inverleigh Sporting Complex, fuelled by the lighting upgrade delivered at the site early last year.

### Major Road Projects

Golden Plains Shire is a large municipality with an extensive rural road network connecting its 56 township with popular routes to Geelong and Ballarat, Victoria's second and third largest cities. Upgrading and maintaining the road network including the annual grading program for more than 700km of unsealed roads is an ongoing challenge for Council, particularly in a rate-capped environment.

Council works hard to lobby for Federal and State funding for much-needed major road projects. In 2018/2019, the following projects received partnership investment.

#### Teesdale-Lethbridge Road

Council has successfully secured a \$500,000 grant from Regional Roads Victoria under its Fixing Country Roads Round 1 program for vital safety upgrades on Teesdale-Lethbridge Road.

Council lobbied and advocated for government investment to fix this road for a number of years, following feedback from the local community. The vital upgrades will greatly increase safety for all road users, particularly local residents.





Tall-Tree Road construction works.

## DESCRIPTION OF OPERATIONS

A section of Teesdale-Lethbridge Road will be reconstructed and sealed to cater for increased traffic loading. The section of road will extend approximately 740 metres north of the Shelford – Bannockburn Road. The pavement widening and re-sheet works, along with drainage improvements, will significantly increase the durability of this section of road.

Benefits for the community include increased safety, improved community access, including emergency services, increased traffic capacity, improved heavy vehicle access and increased resilience to changing conditions.

Construction of the Teesdale-Lethbridge Road will be undertaken in 2019-20.

### Tall-Tree Road

Construction of a \$1.4 million project to widen, replace and seal Tall Tree Road in Lethbridge began in January 2019.

Council will contribute \$472,000 to the project and has successfully secured a \$943,000 grant from the Local Roads to Market funding program to complete works on the 5.7km section from the existing end of the sealed road to Meredith-Shelford Road.

This section of Tall Tree Road provides principal access to the wider road network for a number of primary producers in the Golden Plains Food Production Precinct and to the service providers that support primary industry.

The project will seal an existing 3.5km section of unsealed road that is currently unsuitable for heavy vehicles and regularly requires maintenance, particularly following wet weather. A further 2.2km of narrow sealed road will be widened and replaced, improving safety and smooth flow of traffic along the busy road.

The project will be completed and opened in 2019-20.

### Golden Lake Road and Wall Street Bridges

Council successfully secured grants to replace the Golden Lake Road Bridge in Piggoreet and Wall Bridge in Teesdale under round four of the Federal Government's Bridges Renewal Program.

The grants will cover half the estimated \$607,000 cost of replacing Wall Bridge and \$600,000 cost to replace Golden Lake Road Bridge. The funding will be matched by Golden Plains Council to deliver new concrete bridges spanning Native Hut Creek on Stones Road in Teesdale and Woody Yaloak River in Piggoreet.

Both the Wall Bridge and the Golden Lake Road Bridge were constructed in 1920 and refurbished with steel main beams almost 40 years later. Benefits of the new concrete bridges include improved safety for road users and increased bridge load. The new Wall Bridge will also deliver improved safety for pedestrian traffic as the existing bridge does not have a footbridge.

### Pitfield-Cressy Road

A \$800,000 grant from the State Government's Fixing Country Roads will accompany money allocated to the Shire from the Federal Government's Roads to Recovery Program to fully fund this \$1.2 million project. This significant road upgrade and widening works will make Pitfield-Cressy Road safer for all users and support heavy vehicles transporting grain to the receival facility in Werneth. This grant funds 3.8km of widening works, supporting recent works by Council including new box culverts on the bridge over Little Woody Yaloak Creek, and widening of the road from the bridge to Werneth Road and the 1km section towards Colac-Ballarat Road.

### Linton-Mannibadar Road

A \$933,000 grant from the State Government's Fixing Country Roads program will be added to \$466,666 allocated to the Shire from the Federal Government's Roads to Recovery Program to fully fund this \$1.4 million project. The project will widen and seal the existing 4.8km of narrow sealed road measured from the Rokewood-Shelford Road towards Linton.



*Bannockburn Shire Hall.*

## DESCRIPTION OF OPERATIONS

### Coopers Bridge

The replacement of Coopers Bridge in Meredith is a major \$1.6 million road project. The existing single-lane, load-limited bridge will be replaced by a new structure with two travel lanes, better alignment and gradients, and improved road safety.

A \$300,000 grant from the State Government's Fixing Country Roads program will offset the cost of the new bridge on Meredith-Steiglitz Road, with Council funding the majority of this much-needed project with money allocated in the Budget 2019-20 and funds rolled over from last year's Budget. The works complement \$300,000 spent last year on the approach road to the bridge, funded under the Federal Government's Black Spot Program.

### Major Changes

Golden Plains Shire is a large rural municipality of 2,705 square kilometres with a socio-economically diverse population of 23,120 people living in 56 communities, ranging from villages with less than 100 people to a thriving town of more than 5,000 residents.

The substantial population growth of 2.5% in 2016-17 continued in 2017-18 with the Australian Bureau of Statistics (ABS) reporting that the Shire's population increased by 2.4% bringing the total number of residents to 23,120. Golden Plains retained its position as the fifth fastest growing regional LGA in Victoria (by percentage growth rate) in 2017/18.

The report separates the Golden Plains Shire into several geographic locations each known as a Statistical Area Level 2. Data showed that the Statistical Area Level 2 of Bannockburn and surrounds, grew by 3.6% to bring the population to 7,117 people. Bannockburn and surrounds is now the ninth fastest growing regional Statistical Area Level 2 (by percentage growth), behind other fast growing areas such as Grovedale in Geelong, Alfredton in Ballarat, Torquay and Lara.

Growth was also recorded outside of Bannockburn, with the Statistical Area Level 2 locations of Golden Plains – South and Golden Plains – North growing by 2.4% and 2.3%, taking their respective populations

to 7,240 and 4,742 people. The Statistical Area Level 2 of Smythes Creek also grew by 0.7% to bring the population to 4,021 people.

Within the organisation, two of Council's Senior Management Team retired from Golden Plains Shire Council in 2018/19. Director Corporate Services Richard Trigg resigned after many years of service in local government and Philippa O'Sullivan assumed the role, bringing a wealth of corporate knowledge and experience from her career in the public and private sector. Also this year, Director Community Services Jillian Evans retired following years of dedicated service to Council and Lisa Letic joined the organisation, with a solid background of local government management. Directors O'Sullivan and Letic join CEO Eric Braslis and Director Assets and Amenity Greg Anders to lead the organisation as Council's Senior Management Team.





Linton Oval Lighting.

## DESCRIPTION OF OPERATIONS

### Major Achievements

At Council's primary customer service centre in Bannockburn, a redevelopment is underway to build modern and accessible facilities. The Golden Plains Community and Civic Centre (GPCCC) also features a new customer service centre, community meeting spaces and Council Chambers. After many years in development, construction of the GPCCC began in April and will be completed in 2021.

In 2018-19, Council developed its suite of Priority Projects and lobbied for greater government, private and public investment in Golden Plains Shire. Building on strategic partnerships with G21 Councils and the Central Highlands Councils, Golden Plains Shire has a strong voice in the region and the State.

In 2018/19, Council joined with five of the Central Highlands Councils Victoria (CHCV) councils: Ballarat, Ararat, Central Goldfields, Hepburn and Pyrenees Councils to successfully secure a \$4.5 million Rural Councils Transformation Program grant from the State Government.

The Central Highlands Councils Victoria Regional Shared Services project will create a new shared digital platform, reducing duplication of predominantly statutory service functions across the region. It will support the redesign of services to better meet the needs and expectations of residents, and embed significant savings and productivity benefits

into improving service delivery. The project will initially focus on financial systems followed by regulatory services of statutory planning, building services, environmental health and strategic land use. It's an exciting project and Council look forward to progressing it with the partnership group in the year ahead.

The Federal Government election was hotly contested in the marginal seat of Corangamite, which includes the southern section of Golden Plains. This resulted in four significant commitments by the Coalition: a \$3.2 million roundabout at the entrance to Bannockburn; oval lighting in Lethbridge; new change rooms at the Bannockburn Soccer Facility; and an upgrade to club rooms in Inverleigh.

In contrast, the State Government election in Golden Plains, resulted in one commitment for the Shire by the Labor Government: part funding for the redevelopment of the floor at Haddam Stadium.

In 2018/19, key projects in the Shire's largest town of Bannockburn of more than 7,000 people, with an annual population increase of 8.5 percent, have attracted the majority of government support, allowing Council to redirect budget revenue to provide full or majority support to projects in the smaller townships across the municipality.

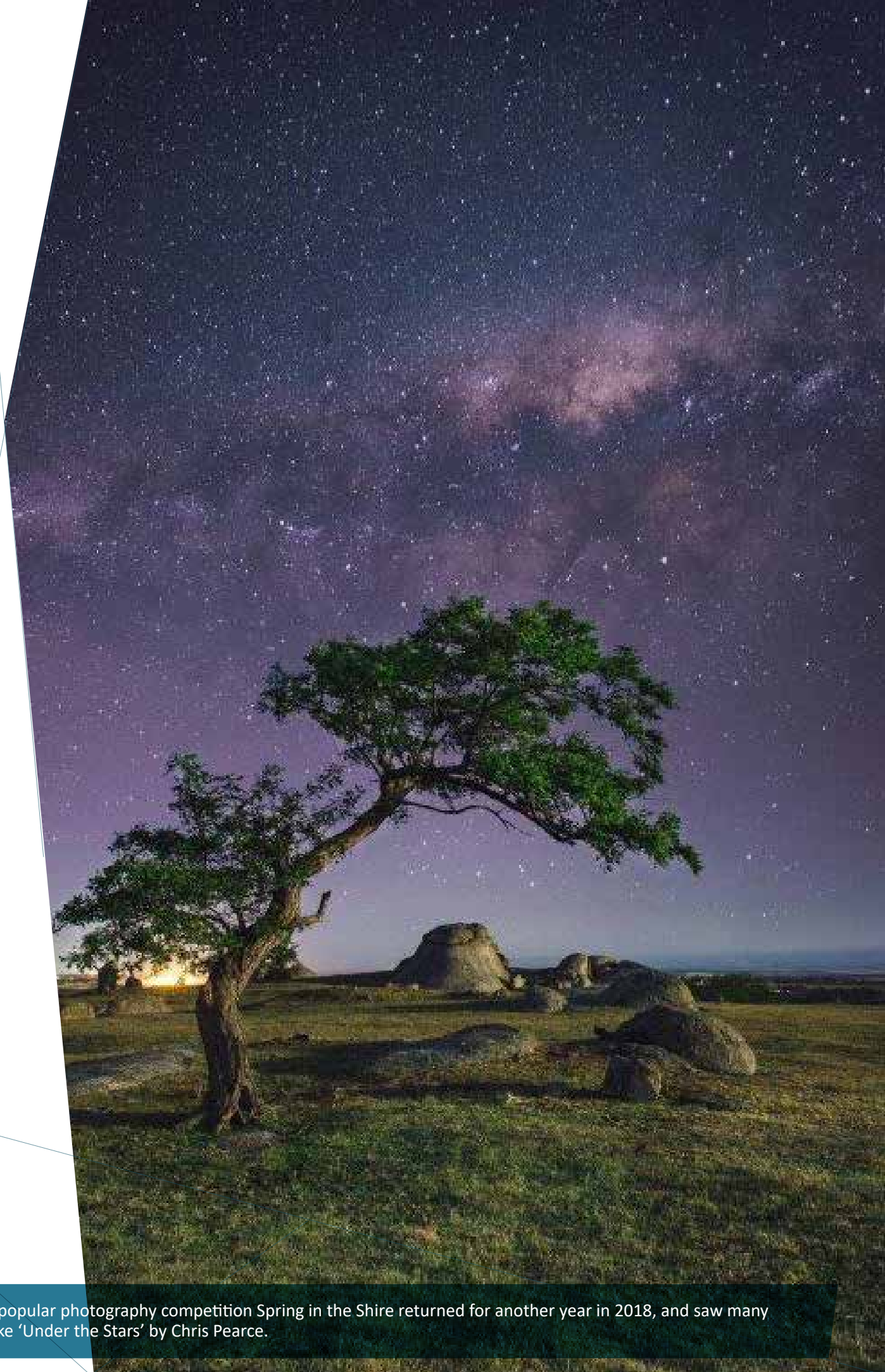
Most notably, works on Stage One of the Bannockburn Heart Precinct started in April, with the

project delivering a new water and adventure play, active recreation equipment; and community facilities in summer 2019-20. The \$3 million project is a partnership of Council, Federal and State Government; and will feature the Shire's first water play and play space with inclusive, accessible elements.

In 2018/19, Council also completed and opened an impressive list of valuable community infrastructure projects across Golden Plains Shire including a full reconstruction of the Smythesdale Oval, new cricket training facility in Rokewood, new netball and multipurpose courts at Victoria Park in Bannockburn, redevelopment and expansion of the Smythesdale Skate Park; and new lighting for the oval and female friendly change rooms at Linton Recreation Reserve.

With great success in securing government grant funding this year, there is a significant list of road and capital projects in development and under construction in Golden Plains Shire including new sports lighting at Victoria Park in Bannockburn, a second soccer pitch in Bannockburn, a new netball court in Bannockburn, and the upgrade of Tall Tree Road in Lethbridge.





Council's popular photography competition Spring in the Shire returned for another year in 2018, and saw many entries, like 'Under the Stars' by Chris Pearce.



The Mayor Cr Owen Sharkey and Deputy Mayor Joanne Gilbert at a Councillor Conversation Post in Napoleons in November 2018. In 2018-19, Council held 11 conservation posts across the Shire on different Council projects, talking to residents about their concerns, views and ideas.



## OUR SHIRE



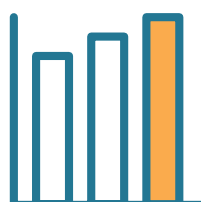
**2,705**

sq km of land



**23,120**

people



**2.4%**

growth rate  
per annum



**16**

townships



**56**

communities

**Golden Plains Shire is situated between two of Victoria's largest regional cities, Geelong and Ballarat, with a population of more than 23,120 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 1,800 businesses in farming, construction, 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 a 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.

Council is recognised for engaging with its communities to build community spirit; and 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 to 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.

## COUNCIL OFFICES

### Bannockburn Customer Service Centre

2 Pope Street, Bannockburn, Victoria, 3331. Local call 1300 36 30 36. Phone 03 5220 7111. Fax 03 5220 7100

### Linton Customer Service Centre

68 Sussex Street, Linton, Victoria, 3360. Local call 1300 36 30 36. Phone 03 5220 7111. Fax 03 5220 7100

### The Well, Smythesdale Customer Service Centre (10am to 2pm, Tuesday to Friday)

19 Heales Street, Smythesdale, 3351. Local call 1300 36 30 36. Phone 03 5321 1500. Fax 03 5220 7100

### Postal Address

Golden Plains Shire Council, PO Box 111, Bannockburn, Victoria 3331

### Email

enquiries@gplains.vic.gov.au

### Contacting Council After Hours

To contact Council outside normal business hours, call 03 5220 7111





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 (Mayor 2018-19), and Cr Joanne Gilbert (Deputy Mayor 2018-19).

## COUNCILLORS

### Cr Owen Sharkey – Mayor 2018-19

Cr Owen Sharkey lives with his family in Batesford, where he is strongly involved in the community, and works in Bannockburn. Cr Sharkey's priorities are to improve the survey rating, reduce unnecessary spending, reduce borrowings and raise revenue by means other than increasing rates. He wishes to be seen as an approachable councillor whose decisions benefit the whole of the Shire.

Cr Sharkey has been appointed by Council as its representative to the following: G21 Board of Directors; Tourism Greater Geelong and the Bellarine Board; Central Highlands Councils Victoria; and Peri Urban Group of Rural Councils. As the Mayor, Cr Sharkey is also a member of Council's Audit and Risk Committee.

### Cr Joanne Gilbert – Deputy Mayor 2018-19

Cr Joanne Gilbert was born and raised in Napoleons, and now lives in Cambrian Hill with her husband and three children. Cr Gilbert believes community consultation is paramount and is strongly committed to improving infrastructure and services whilst being financially responsible.

Cr Gilbert has been appointed by Council as its representative to the following: Grampians Central West Waste & Resource Recovery Group - Local Government Forum; Highlands Local Learning & Employment Network; MAV Human Services Committee; and MAV Professional Development Reference Group.

### Cr David Evans

Cr David Evans is a Bannockburn resident, passionate about making Golden Plains' rates fair and equitable. He understands the issues facing the Shire, and is interested in making budgetary cost savings, wherever possible. Cr Evans wishes to be seen as approachable and is willing to hear new ideas.

Cr Evans has been appointed by Council as its representative to the following: Geelong Rural and Peri-Urban Advisory Committee; G21 Environment Pillar; G21 Health and Wellbeing Pillar; and G21 Planning and Services Pillar. He is also a member of Council's Audit and Risk Committee.

### Cr Nathan Hansford

Cr Nathan Hansford lives with his family in Bannockburn and owns a local business, as well as serving as the Controller of the Bannockburn SES. Returning to Golden Plains Shire Council for a second consecutive term, Cr Hansford is focused on working together to achieve the best outcome possible for the Golden Plains community.

Cr Hansford has been appointed by Council as its representative to the following: Municipal Association of Victoria; Geelong Regional Library Corporation; G21 Education and Training Pillar; G21 Sport and Recreation Pillar; G21 Transport Pillar; MAV Emergency Management Committee; MAV Financial Assistance Grants and Rate Capping Taskforce; MAV Human Services Committee; and MAV Transport & Infrastructure Committee.



*The Council Chambers at Linton, where every second Ordinary Meeting is held. In April this year, Council introduced a Public Question Time component to meetings, where residents can submit questions on any Council related matters.*

### **Cr Helena Kirby**

Cr Helena Kirby is a resident of Rokewood where she resides with her family and owns and operates her own business in the town. Serving in her third consecutive Council term, Cr Kirby was Mayor in 2017-18. She enjoys representing the interests of the residents of Rokewood and the surrounding districts, and will ensure the communities within Golden Plains Shire prosper.

Cr Kirby has been appointed by Council as its representative to the following: G21 Arts, Culture and Heritage Pillar; Geelong Heritage Centre Collection Advisory Committee; Golden Plains Disability, Access and Inclusion Committee; and Rural Financial Counselling Service Victoria's Colac Local Reference Group.

### **Cr Des Phelan**

Cr Des Phelan, a farmer from Springdallah, has lived and worked in Golden Plains Shire all his life. He has served on the former Grenville and now Golden Plains Shire Council for 25 years, including six terms as Mayor, most recently serving in the position in 2016-17.

Cr Phelan is a member of the following committees: Ballarat Regional Landfill Monitoring; MAV Emergency Management Committee; MAV Environment Committee; MAV Financial Assistance Grants and Rate Capping Committee; and Timber Towns Victoria.

### **Cr Les Rowe**

Cr Les Rowe has lived in Golden Plains his whole life, owning and operating a business in Sutherlands Creek. He has been involved in the community for many years. Cr Rowe has been active in the community for many years, and notably worked with Council and government departments to lobby for a new K-12 school in Bannockburn when he was Bannockburn Primary School President. His priorities are to support the residents, ratepayers and community organisations of Golden Plains, and make decisions that benefit the whole community.

Cr Rowe has been appointed by Council as its representative to the following: G21 Environment Pillar; and Golden Plains Municipal Fire Management Planning Committee.



Philippa O'Sullivan, Eric Braslis, Lisa Letic and Greg Anders.

## OUR PEOPLE

## SENIOR MANAGEMENT TEAM

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan. Three Directors together with the CEO form the Senior Management Team (SMT) and lead the organisation. Details of the CEO and senior officers are set out below.

**Eric Braslis**

Chief Executive Officer.

**Lisa Letic**

Director Community Services.

**Greg Anders**

Director Assets & Amenity.

**Philippa O'Sullivan**

Director Corporate Services.



# ORGANISATIONAL STRUCTURE



# COUNCIL STAFF

## Workforce

As at 30 June 2019, Golden Plains Shire employed 265 people (in full-time, part-time and casual employment) in a diverse range of positions, including Engineering, IT, Customer Service, Administration, Media and Communications, Finance, Children's and Aged & Disability Services, Youth Sport and Recreation, Community Development, Works, Parks and Gardens, Planning, and Management.

110 full-time, 119 part-time and 36 casual positions. See Tables 1 and 2 on page 47 for a detailed breakdown of employees by division and employment classification.

Unfilled positions have not been included in the FTE figures in Table 1. At 30 June 2019, the unfilled vacancies equate to 22.73 FTE. Of this FTE, 3.80 (FTE) have been successfully recruited, with the incumbents commencing in July 2019. Current vacancies are 9.31 FTE with the balance of vacant FTE being reviewed and evaluated to ensure Council has the right people in the right roles to deliver its Strategic Objectives. Council's total FTE for 2018/19 is 200.11 FTE.

The average age of our workforce is 47 years. Fifty-five percent of our staff are aged over 45 years, and 25 percent aged over 55 years. Seventeen percent are aged under 35 years. The generational profile of Council's workforce has remained consistent over the past few years, and is in-line with nation-wide trends of ageing populations and workforces. Voluntary staff turnover was 23.38%, with 5 retirements included in this figure.

Employment type by gender indicates that the permanent full-time workforce is marginally male dominated, at 55%. Council's part time workforce is predominantly female at 95%, with 86 women employed part-time in the Community Services directorate. Casual work is predominantly female at 86%.

Council's Employment Type by Gender figures have remained consistent over the past few years, and are reflective of a contemporary workforce where many women are employed in part-time or casual positions.

## Recruitment

Council advertised 76 positions in 2018-2019, attracting 1088 applications overall.

Vacancies became available across all Departments, including two Directors, one Manager, two temporary Managers and five Team Leaders.

We received around 90 applications each for several of the Customer Service and the Outdoor Parks and Recreation Officer vacancies. The professional areas most challenging to fill were Engineering, Finance, and in the last half of this financial year, it increasingly challenging to fill Childcare positions.

Ten positions were filled by internal applicants who had applied for career advancement or additional opportunities.

Council currently has 10 active vacancies that are in various stages of the recruitment process, and 5 new employees appointed prior to 30 June and starting in July 2019.



# COUNCIL STAFF

Table 1: Number of Golden Plains Shire Council Employees by Division (at 30 June 2019).

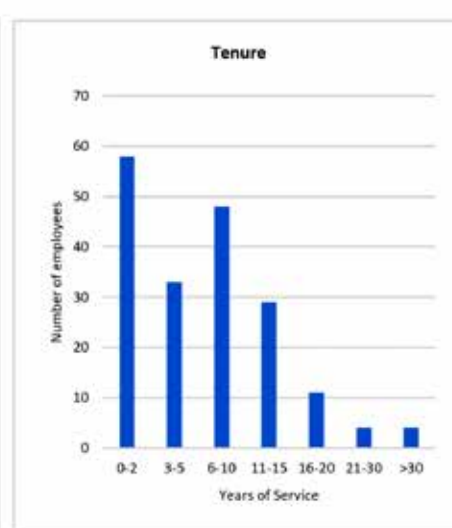
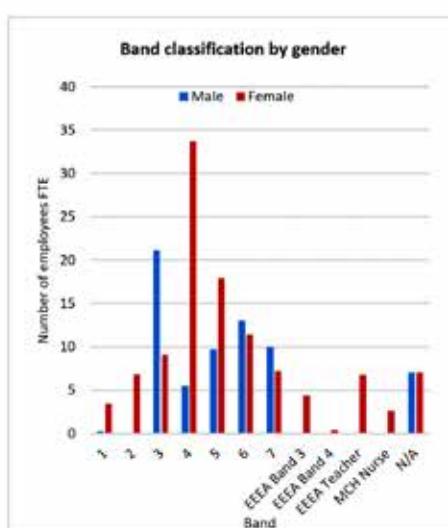
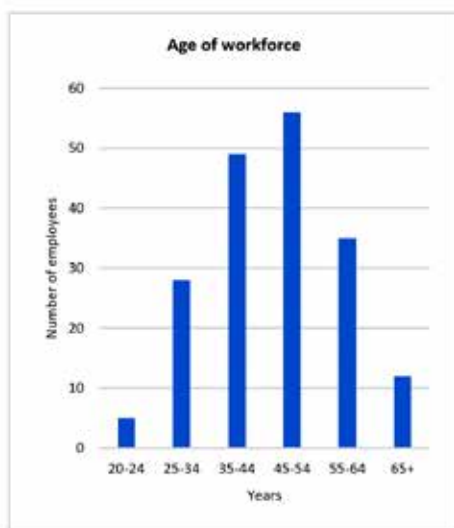
	Full-time female FTE	Full-time male FTE	Part-time female FTE	Part time male FTE	Casual female FTE	Casual male FTE	Total
CEO & Executive	3.00	4.00	0.00	0.00	0.00	0.00	7.00
Assets & Amenity	12.00	48.00	4.28	0.63	0.00	1.18	66.09
Community Services	19.00	6.00	43.25	0.73	3.50	0.00	72.48
Corporate Services	19.00	6.00	6.81	0.00	0.00	0.00	31.81
<b>TOTAL</b>	<b>53.00</b>	<b>64.00</b>	<b>54.34</b>	<b>1.37</b>	<b>3.50</b>	<b>1.18</b>	<b>177.38</b>

\* Unfilled positions have not been included in the FTE figures in Table 1. At 30 June 2019, the unfilled vacancies equate to 22.73 FTE. The total FTE including vacancies for 2018/19 is 200.11 FTE.

Table 2: Number of Golden Plains Shire Council Employees by Band (at 30 June 2019).

Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	3.48	0.24	3.72
Band 2	6.86	0.00	6.86
Band 3	9.07	21.15	30.22
Band 4	33.69	5.48	39.17
Band 5	17.93	9.68	27.61
Band 6	11.43	13.00	24.43
Band 7	7.18	10.00	17.18
Band 8	0.00	0.00	0.00
EEEEA Band 3	4.42	0.00	4.42
EEEEA Band 4	0.39	0.00	0.39
EEEEA Teacher	6.78	0.00	6.78
MCH Nurse	2.60	0.00	2.60
Band not applicable	7.00	7.00	14.00
<b>Total</b>	<b>110.84</b>	<b>66.55</b>	<b>177.38</b>

\* Unfilled positions have not been included in the FTE figures in Table 1. At 30 June 2019, the unfilled vacancies equate to 22.73 FTE. The total FTE including vacancies for 2018/19 is 200.11 FTE.







Spending quality time together, Active Ageing & Disability Community Care Worker Amy Longley & resident Mrs Barbara Phillips enjoy maintaining a healthy, active and connected life.



## EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

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Golden Plains Shire Council is wholly committed to the principle of Equal Employment Opportunity (EEO) by fostering an environment which promotes merit and relationships based upon trust and mutual respect.

Council supports removing barriers to participation and ensuring that no employee or job applicant receives less favourable treatment on the grounds of race (including colour, nationality and ethnic or national origin), gender, religious and political beliefs, marital status, pregnancy, age, physical and intellectual impairment, or sexual preference.

Golden Plains Shire Council continues to undertake reviews of its policies, procedures and practices to ensure equity and transparency for all staff, and the elimination of direct and indirect discrimination.

Council further ensures that employees receive information and either online or face-to-face training relating to equal opportunity expectations at induction and throughout their employment. Specifically, these relate to harassment, discrimination, vilification, bullying, and occupational violence.

As part of our commitment to equal opportunity, Council appoints and trains designated equal employment opportunity officers to provide confidential assistance and support to staff members who believe they may be affected by discrimination or harassment in the workplace. In the event a complaint arises, Council ensures that such matters are dealt with promptly and confidentially through internal investigation processes.

In 2018–19, no discrimination matters were raised by Council staff with any external bodies.

## OTHER STAFF MATTERS

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### Enterprise Bargaining Agreement

In February 2017, an Enterprise Bargaining Committee comprising management representatives, nominated workplace union delegates and union industrial officers was established to negotiate a new Enterprise Agreement for Council employees.

A new Enterprise Agreement was successfully negotiated and approved by Fair Work Australia, with an operative date of 17 July 2018 for a period until 1 July 2020.

### Professional development

Golden Plains Shire Council recognises the importance in the development of skilled, knowledgeable and dedicated

employees. All employees are provided with the opportunity to gain the necessary practical and personal skills required to successfully perform their work and are encouraged to seek further education to both personally and professionally enhance their opportunities for career advancement.

The investment in training is developed in alignment with strategic priorities as well as in response to individual needs identified through the personal development plan process.

Growing individual and corporate capability enables us to improve service delivery to the community, increase organisational efficiency and strategic agility.

It also supports internal career progression and the attraction and retention of highly skilled staff.

### Service recognition

Staff who remain with Council longer term retain valuable local knowledge and bring experience to their specific jobs and to Council operations generally.

In December 2018, the Chief Executive Officer formally recognised the contribution made by long term staff, including 10 staff who completed the milestone of 10 years of service and one staff member who completed 20 years of service.





Golden Plains Shire Council's Maternal and Child Health Team provide a number of support services for families, including 249 Maternal and Child Health Home visits in 2018/19.





## OTHER STAFF MATTERS

### Gender Equity and Preventing Violence against Women

Council is committed to creating gender equitable workplace and community by influencing gender inequality through reviewing, redeveloping, and implementing policies, processes, services and programs.

Council promotes a culture of non-violence, respect and gender equity across the organisation. Council's Enterprise Bargaining Agreement includes support for employees impacted by family violence. We are also developing new ways of doing things by being inclusive in our decision-making, valuing the differing needs of a diverse community; and ensuring that we are reflective, learn from our mistakes and embrace evidence-based best practice.

### Occupational Health and Safety

Golden Plains Shire Council maintains a strong commitment to ensuring our workplace is safe. Council's OHS Committee meets every two months to identify and discuss issues, compliance and training/awareness opportunities.

Employees are strongly encouraged to complete an incident report for any accidents, near misses or risks they identify in the workplace. It enables Council's OHS team to be more proactive and less reactive when it comes to minimising risks. All incident reports are recorded in the corporate reporting software system.

### Supporting and informing staff

Golden Plains Shire Council employees also have access to a range of programs and services designed to support them in their employment and personal life.

In 2018-2019 these included:

- Employee Assistance Program, including counselling and wellbeing support to employees and family members to manage issues impacting their lives.
- Free flu immunisations.
- Vision Super financial seminars and individual financial planning sessions.

There are a number of ways Council keeps staff informed and facilitates cross-communication across the organisation. We publish a weekly 'In the Loop' newsletter which is emailed directly to staff and Councillors. The bi-monthly staff newsletter 'Plain Talking' is sent electronically and in hard copy to some staff via payslips.



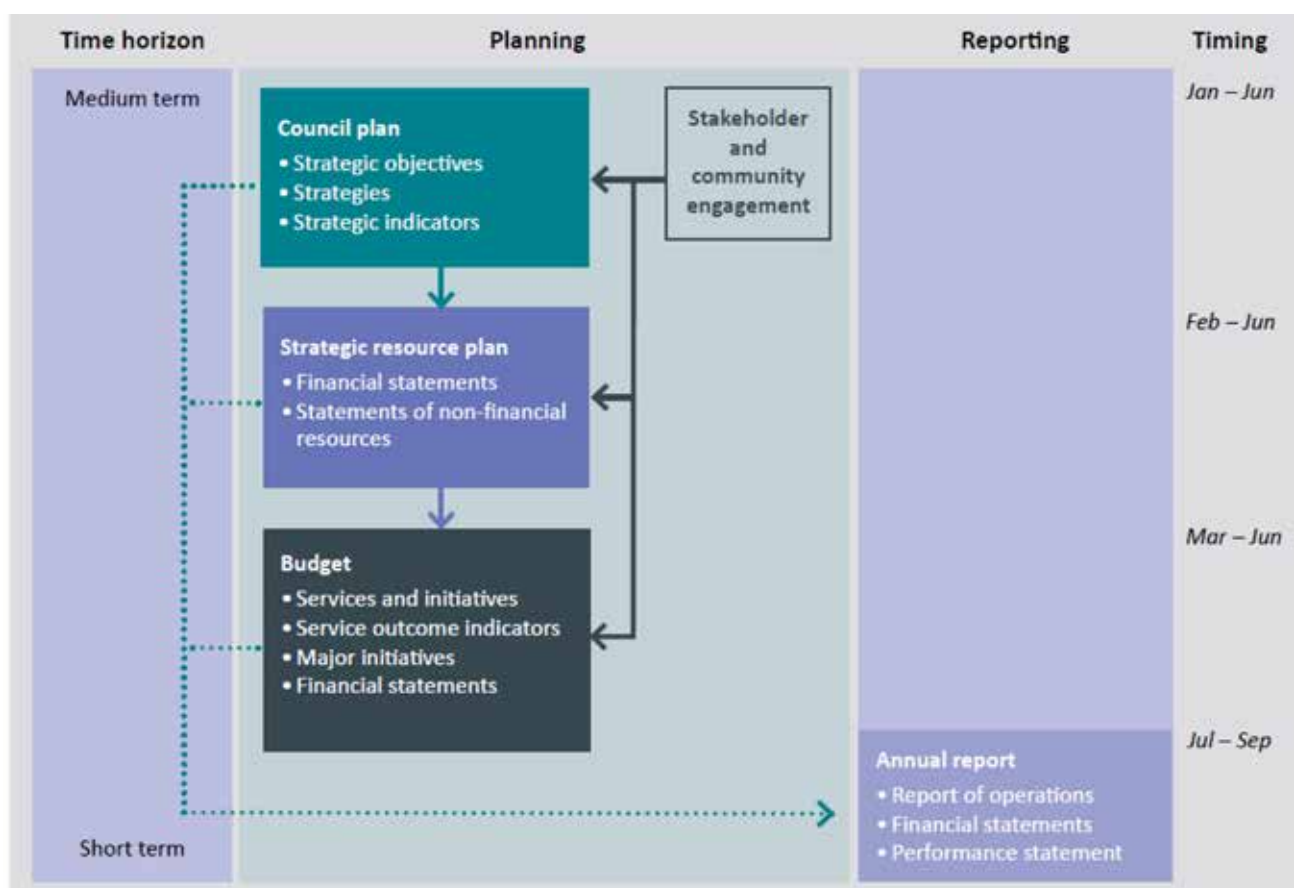
## OUR PERFORMANCE

### Planning and Accountability Framework

The planning and accountability framework is found in part 6 of the Act and in the Local Government (Planning and Reporting) Regulations 2014 (the regulations). The legislation requires councils to prepare the following documents:

- A Council Plan within the period of six months after each general election or by 30 June, whichever is later
- A Strategic Resource Plan for a period of at least four years and include this in the Council Plan
- A Budget for each financial year, and
- An Annual Report in respect of each financial year.

The following diagram shows the relationships between the key planning and reporting documents that make up the planning and accountability framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.





# COUNCIL PLAN REPORT





# COUNCIL PLAN

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

Council Plan 2017-2021 also incorporates the Municipal Public Health and Wellbeing Plan that outlines our priorities for supporting, protecting and improving the health and wellbeing of our community.

With a focus on four strategic priorities that reflect the key activity areas of Council, the Council Plan 2017-2021 outlines the services that contribute to the health and wellbeing of the community: promoting healthy and connected communities; enhancing local economies; managing natural and built environments; and delivering good governance and leadership.

Key Result Area		Strategic Objective
<b>1. PROMOTING HEALTHY AND CONNECTED COMMUNITIES</b>		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.
<b>2. ENHANCING LOCAL ECONOMIES</b>		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.
<b>3. MAINTAINING NATURAL AND BUILT ENVIRONMENTS</b>		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.
<b>4. DELIVERING GOOD GOVERNANCE AND LEADERSHIP</b>		We will govern with integrity, plan for the future, and advocate for our community.

## Performance

Council's performance for the 2018-19 year has been reported against each strategic objective to demonstrate how Council performed in achieving the 2017-2021 Council Plan. Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the Council Plan.
- Progress in relation to the major initiatives identified in the Budget.
- Services funded in the Budget and the persons or sections of the community who are provided those services.
- Results against the prescribed service performance indicators and measures.



## 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.



### Municipal Health and Wellbeing Action Plan

## COLLABORATING AND STRENGTHENING PARTNERSHIPS TO IMPROVE HEALTH AND WELLBEING OUTCOMES OF OUR COMMUNITY.

The Golden Plains Shire Municipal Public Health and Wellbeing Action Plan 2017-2021 reflects and captures the activities of Council and other organisations working in Golden Plains Shire to improve the health and wellbeing of residents.

Year 2 of the Health and Wellbeing Action Plan commenced with an 'End of Year 1 forum', providing the opportunity for health and wellbeing partners to reflect on annual progress, and to review Year 2 activities. This workshop was attended by representatives from 12 external organisations, and 12 internal staff members.

The Health and Wellbeing Monitoring and Evaluation Plan, an accompanying partner Evaluation Toolkit and a quarterly Health and Wellbeing Newsletter were launched in May, designed to streamline and guide regional activities. Additionally, two capacity building workshops were held in 2019 for partners with workshop, with the 'Knowing what matters and how evaluation can help'. attended by 26 people. As a result of this workshop, a consensus was formed to pilot collective reporting across Council's five priority areas for the next 12 months. Workshop two, scheduled for June 2019, will allow partners to be involved in refining and shaping 'Intermediate' Outcome measures.

Partners will continue to meet on an annually in August to review, revise and monitor the action plan. The following organisations worked with Council to develop and identify actions that contribute to Council's five Health and Wellbeing priorities:

- Ballarat Community Health
- Barwon CASA
- Barwon Child Youth and Family (BCYF)
- Barwon Health
- Barwon Water
- Berry Street
- Bethany Community Services
- Central Highlands Primary Care Partnership
- Centacare
- Department of Education & Training
- Geelong YMCA
- G21 Geelong Region Alliance
- Hesse Rural Health
- Integrated Living Australia Inc.
- Geelong LLEN
- Leisure Networks
- Meredith Community Learning Hub
- Sports Central
- Women's Health Grampians
- Woody Yaloak Catchment Group



## STRATEGIC OBJECTIVE 1:

# PROMOTING HEALTHY AND CONNECTED COMMUNITIES

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.



The 2018-19 Community Grants program saw \$109,010 in grants awarded to 34 community projects from across the Shire.

## PROMOTING HEALTHY AND CONNECTED COMMUNITIES

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators included in the Council Plan.



Strategic Indicator measure	Result	Comments
Increased healthy eating and active living	16 Social Media posts reach of 12,730 people 500 3-4 years olds 3954 pieces of fruit delivered 10 capital projects delivered  Ongoing tennis court and play space upgrades	G21 Regional 'Choose Water this Summer' Campaign Two phase initiative to increase vegetable consumption in shire wide kindergartens.  Walk to School program ran across 12 schools in the month of October.  Implemented Council's Recreation Plan delivering the following infrastructure: Batesford Playspace, Linton Oval Lighting upgrade, Linton Netball Change Rooms, Smythesdale Skate Park Upgrade, Bannockburn Vic Park Netball Court and Multisport court upgrade, Smythesdale Courthouse upgrade, Rokewood Recreation Reserve change room upgrade  Successfully applied for funding for State and Federal grant funding for 6 capital and 1 planning project.
Improved access to health and community services for people of all ages, abilities and localities within the Shire	4  Fortnightly/monthly drop in services	GP and Service Provider network held quarterly.  Increased access to Maternal and Child Health through drop in services at Bannockburn and Smythesdale. Supported Family Services access especially supporting vulnerable families through drop in opportunities at Bannockburn, Meredith and Rokewood.
Increased community safety indicators	1 Meeting 2019	Applied for graffiti prevention grants – Bannockburn Skate Park.  Network established with family Violence investigation Unit.
Reduced prevalence of family violence	5 staff	Deliver 'Take the Lead' Project to build capacity and support women's leadership in sporting clubs, 1 forum, 3 case studies, 2 coaching sessions.  Maternal and Child Health and Management Training MARAM and MERTIL incl. Child Information Sharing and Family Violence Information Sharing.
Increased connection to culture and communities	6 services 3 6  36 artists	Implementation of Marrung Aboriginal plan across Early Years services. Supported a number of arts networks across the Shire. Arts programs over the last 12 months. Examples include: the My Home exhibition involving 12 artists, Creative Wanderings project involving 24 artists and arts community groups, School holiday arts programs and Victorian Senior Citizens events.  Worked with regional and state wide agencies to provide new arts programs in the Shire.
Increased community led action volunteering, participation in community groups & events	3	Council has: <ul style="list-style-type: none"> <li>• Developed the Stepping over the Sidelines project aimed at getting inactive parents to be actively participating in physical activity</li> <li>• Supported the delivery of youth led programs delivering 28 annual activities.</li> <li>• Venues Children's week event; 250+ participating (2018)</li> <li>• supported development and implementation of community plans for 22 communities.</li> <li>• provided Seed funding grants, HEAL grants and Community Grants to support community initiatives</li> <li>• supported recreation and sporting clubs and management committees</li> <li>• provided volunteer training programs</li> <li>• supported the delivery of youth led programs delivering 28 annual activities.</li> </ul>
Increase support and access to Council delivered, and independent provider, programs		Council has: <ul style="list-style-type: none"> <li>• Undertaking Health Service mapping project to determine gaps, opportunities for service provision shire wide.</li> <li>• Reviewed delivery models and increase collaborations with community health providers and Early Years services across the Shire.</li> </ul> <p>Council has engaged with a range of Allied Health Services and the Community to provide the first Home &amp; Community Care Expo.</p> <p>Council has continued to explore &amp; develop partnerships with disability providers to maintain &amp; increase weekly programs such as Lego for children &amp; Life Skills at SCOPE.</p>

## PROMOTING HEALTHY AND CONNECTED COMMUNITIES



The following statement reviews the progress of Council in relation to major initiatives identified in the 2018-19 Budget for the year.

Major Initiatives	Progress
<p>Council successfully sought State and Federal funding to complete several capital projects identified in the 18/19 budget as well as lobbying during the Federal election for funding future projects.</p> <p>Council will be working with young people, local communities and service providers to improve the health and wellbeing of young people living in Golden Plains Shire:</p> <ul style="list-style-type: none"> <li>• Increase the capacity and opportunities for GPS young people to participate in their community through decision making, collaboration and community based initiatives;</li> <li>• Increase the skills, knowledge, confidence and leadership abilities of young people providing meaningful pathways into educations;</li> <li>• Increase the wellbeing, networks and connection of young people with their local community, businesses, services and families and friends;</li> <li>• Ensure young people have access to local events and activities</li> </ul>	<p>Council completed construction of the Smythesdale Regional Skate Park Upgrade, the Bannockburn netball court upgrade, the Linton Oval Lighting Upgrade, and female change rooms at Linton. The Smythesdale Courthouse Upgrade was also completed protecting a heritage listed building, and a grant was issued to the Rokewood Recreation Reserve for the upgrade of the football/cricket change rooms. The Bannockburn Heart construction tender was awarded and construction is well underway, for completion late 2019.</p> <p>Council successfully applied for State and Federal funding for projects in the 19-20 year, including the Bannockburn Bowls Upgrade, the Rokewood Recreation Reserve Oval Lighting Upgrade, Bannockburn Oval Lighting Upgrade and the Teesdale Turtle Bend Upgrade. The Haddon Stadium floor was a State Government election commitment that has been included in the State 19-20 budget.</p> <p>Council successfully lobbied during the Federal Election to secure funding for the following Recreation projects; Lethbridge Lighting upgrade, Inverleigh Social Room upgrade and the Bannockburn Soccer Change Room extension.</p> <p>Council successfully applied for State funding for the FReeZA Program for three years (2019-2021) to provide unique platforms for young people to organise safe and inclusive events for other young people. The FReeZA program empowers young people to participate in their community, develop skills in leadership, teamwork and communication and gain valuable experience in event management. The Golden Plains Shire FReeZA program has invested in Skate, Scoot and BMX competitions, Pop Up Movie Nights and Live Music events which have been identified as events of interest by local young people.</p> <p>Council has invested in through its State-funded Engage! Program training for young people including RSA and Barista courses, Leadership programs, school holiday activities, work experience programs, community volunteering projects and transitions programs.</p> <p>Council has successfully applied for State funding for the Victorian Youth Week Program, for young people to create events that celebrate and showcase the unique achievements and contributions young Victorians make to their communities. The 2019 program saw a group of young organisers develop a twilight art exhibition in Meredith that showcased the creative talents of 14 young artists. More than 50 community members, including artists and their families, came through the open air display.</p>



## STRATEGIC OBJECTIVE 1:

# PROMOTING HEALTHY AND CONNECTED COMMUNITIES



The following statement provides information in relation to the services funded in the 2018-19 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of Services and Initiatives	Expenditure Revenue Net Cost
<b>Maternal and Child Health</b>	<p>Enhance the health and development of children from birth until school age and their families by providing quality Maternal and Child Health Services across the Shire.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Family Violence prevention programs*</li> <li>• Maternal and child health strategy implementation*</li> <li>• Provides support to every family with new born – municipality wide*</li> <li>• Healthy Families programs*</li> <li>• Community Playgroups*</li> <li>• Supported Playgroups*</li> </ul>	<p>607 (256) 351</p>
<b>Children's Services</b>	<p>Improve the health and wellbeing of families by increasing access to a range of quality universal and specialist children and family services.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Development of Municipal early years plan and implementation</li> <li>• Early Years Management Kindergartens</li> <li>• Central Enrolment project</li> <li>• Project Management</li> <li>• Staff Training</li> <li>• Service Administration and facility reception</li> </ul>	<p>329 (5) 324</p>
<b>Active Aged and Disability HACC for Younger People</b>	<p>The Home and Community Care PYP aims to provide a coordinated, integrated and responsive range of basic maintenance and support services enabling people to be more active and independent at home and in the community.</p> <p>People who are eligible include frail people under the age of 65 years, younger people with disabilities not eligible for the NDIS and carers.</p> <p>Services include home care, property maintenance, personal care, respite, planned activity group and delivered meals.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Enhance the service planning and delivery relationships with community based service providers including allied health, district nursing, community health and disability service providers in Ballarat, Geelong and throughout Golden Plains Shire.*</li> <li>• Maintain a dynamic continuous quality improvement action plan ensuing service provision is consumer-driven and responsive.*</li> </ul>	<p>368 (409) (41)</p>

Initiatives marked with an '\*' are wholly or partially funded.

## STRATEGIC OBJECTIVE 1:

# PROMOTING HEALTHY AND CONNECTED COMMUNITIES



Service Area	Description of Services and Initiatives	Expenditure
		Revenue Net Cost
Active Aged and Disability-Commonwealth Home Support Program	<p>The Commonwealth Home support Program (CHSP) aims to provide a coordinated, integrated and responsive range of basic maintenance and support services enabling people to be more active and independent at home and in the community. The program has a specific re-ablement focus and offers short-term case management for people experiencing complex health and social issues. To be eligible for the program, people must be over the age of 65 years.</p> <p>Services include domestic assistance, home maintenance, personal care, flexible respite, social support programs, delivered meals and home modifications.</p> <p><b>Initiatives</b></p> <ul style="list-style-type: none"> <li>Enhance the service planning and delivery relationships with community based service providers including allied health, district nursing, community health and disability service providers in Ballarat, Geelong and throughout Golden Plains Shire.*</li> <li>Maintain a dynamic continuous quality improvement action plan ensuring service provision is consumer-driven and responsive.*</li> </ul>	<p>1,461</p> <p><u>(1,036)</u></p> <p>425</p>
Community Transport	<p>Providing access to a range of services by providing a flexible, responsive community transport service for eligible residents.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>Fee for service transport for isolated residents across the Shire. Volunteer drivers provide the service, Council provides the buses.</li> </ul>	<p>209</p> <p><u>(32)</u></p> <p>177</p>
Community Centres	<p>Improving the health and wellbeing of Golden Plains Shire residents and facilitating the development of healthy vibrant communities.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>Bannockburn Family Service centre Operating and maintenance</li> <li>Smythesdale Business HUB operating and maintenance</li> <li>Bannockburn Cultural Centre operating and maintenance</li> <li>Early years Managed Kindergarten maintenance</li> <li>Northern Community Centre operating and maintenance</li> <li>Bannockburn Recreational Centre Operating costs</li> <li>Meredith Community Learning HUB Operational and maintenance expenses.</li> </ul>	<p>1,000</p> <p><u>(129)</u></p> <p>871</p>

Initiatives marked with an ‘\*’ are wholly or partially funded.

## PROMOTING HEALTHY AND CONNECTED COMMUNITIES



Service Area	Description of Services and Initiatives	Expenditure
		Revenue
		Net Cost
Kindergartens	<p>Early Years Management of five funded kindergarten services and associated Early learning Facilities. Council works closely with Incorporated Volunteer Parent Committees (Advisory Groups) to deliver quality education and care programs.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Integrated Service Bannockburn Children's Service at Bannockburn Family Services Centre.*</li> <li>• Inverleigh Kindergarten incl. Associated Service Inverleigh Occasional Care at Inverleigh Early learning Centre.*</li> <li>• Rokewood Kindergarten at Rokewood Kindergarten facility.*</li> <li>• Meredith Kindergarten at Meredith Community Learning HUB*</li> <li>• Teesdale Kindergarten at Teesdale Children's Centre.*</li> </ul>	<p>1,020</p> <p><u>(1,013)</u></p> <p>7</p>
Bannockburn Children Services	<p>Management and operation of the integrated children's service at Bannockburn, incorporating long day care and funded Kindergarten programs.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Management of childcare and funded Kindergarten programs operating from Bannockburn Family Services Centre. Including delivery of high quality education and care service.*</li> </ul>	<p>3,215</p> <p><u>(3,167)</u></p> <p>48</p>
Family Day Care	<p>Management of Family Day Care Service with contracted educators operating throughout the Shire. Qualified educators provide education and care to between four and seven children per day and like childcare/kindergartens are strictly regulated under National Regulation and Law.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Management of family day care educators including delivery of quality early years education and care service.*</li> </ul>	<p>316</p> <p><u>(263)</u></p> <p>53</p>
Community Development	<p>Supporting and strengthening local communities through the development of Community Plans and Council's community grants program.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Enhance leadership and other civic skills within communities so as to increase the capacity of communities to address local issues and challenges and to build vibrant, healthy places.</li> <li>• Assist in developing a sense of community spirit, pride, ownership and identity within communities.</li> <li>• Encourage and support local leadership and active participation in community groups, volunteer organisations and local projects.</li> <li>• Facilitate community-connectedness and social inclusion to improve the health and wellbeing of communities.</li> <li>• Ensure Council's engagement practice is accessible and transparent</li> <li>• Create more opportunities for participation in engagement processes</li> <li>• Develop and promote a range of options for communities to participate in engagement processes</li> <li>• Reduce the barriers for wider community involvement</li> <li>• Ensure better representation from across the Shire.</li> </ul>	<p>613</p> <p><u>(3)</u></p> <p>610</p>

Initiatives marked with an '\*' are wholly or partially funded.



## PROMOTING HEALTHY AND CONNECTED COMMUNITIES



Service Area	Description of Services and Initiatives	Expenditure <u>Revenue</u> Net Cost
<b>Health Promotion</b>	<p>Creating healthy, vibrant and connected communities and improving the health and wellbeing of people living in Golden Plains Shire.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Identify community health needs and gaps in services*</li> <li>• Work with local and regional agencies to increase service provision*</li> <li>• Implement health promotion initiatives across the Shire in the aged care, disability, youth, family and children service sectors*</li> <li>• Support the development and delivery of a range of health &amp; wellbeing activities and services based at Council's community centres*</li> <li>• Plan, create and deliver natural and built environments that support access and inclusion for everyone</li> <li>• Provide and support program opportunities that increase community participation and involvement*</li> <li>• Provide, co-ordinate and advocate for a range of services that support people with a disability and their carers*</li> <li>• Ensure the community can access news and information and engage with Council through a range of inclusive communication approaches*.</li> </ul>	<p>684</p> <p><u>(516)</u></p> <p>168</p>
<b>Libraries</b>	<p>Providing a library service to residents of Golden Plains Shire.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Participate in the management of the Geelong Regional Library Corporation</li> <li>• Support the development of a sustainable mobile library service</li> <li>• Support the continued development of the static library in Bannockburn</li> <li>• Support the development of opportunities to provide multiple means of library service delivery to rural communities.</li> </ul>	<p>458</p> <p><u>(1)</u></p> <p>457</p>
<b>Arts and Culture</b>	<p>Facilitating the development of community arts and cultural development projects in collaboration with local artists and communities. Arts and culture is central to the quality of life and wellbeing of residents in Golden Plains Shire.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Supporting arts activity across the Shire</li> <li>• Improving the cultural literacy and skills of community members</li> <li>• Working with artists, arts workers and arts businesses to strengthen innovation, viability and growth of creative industries</li> <li>• Working with artists to enhance the natural and built environment of Golden Plains Shire</li> </ul>	<p>216</p> <p><u>(11)</u></p> <p>205</p>

# PROMOTING HEALTHY AND CONNECTED COMMUNITIES



Service Area	Description of Services and Initiatives	Expenditure
		Revenue
		Net Cost
Youth Development	<p>Working with young people, local communities and service providers to improve the health and wellbeing of young people living in Golden Plains Shire.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• increase the capacity and opportunities for GPS young people to participate in their community through decision making,</li> <li>• collaboration and community based initiatives*</li> <li>• increase the skills, knowledge, confidence and leadership abilities of young people providing meaningful pathways into education, training and careers*</li> <li>• Increase the wellbeing, networks and connections of young people with their local community, businesses, services, families and friends*</li> <li>• Ensure young people have access to local events and activities*.</li> </ul>	357
		(69)
		288
Recreation Planning	<p>Working with local communities and committees of management to develop a range of recreation facilities and activities.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Identify the recreation services and facility needs of the Golden Plain's community.</li> <li>• Support the development of recreation services and facility provision in Golden Plains Shire</li> <li>• Coordinate the management and operations at The Well, Northern Community Centre and the Bannockburn Cultural Centre</li> <li>• Encourage and support local leadership in facility committees of management and sporting clubs</li> <li>• Increase the physical activity of residents and active participation in clubs and activities.</li> </ul>	653
		(25)
		628
Recreation Construction	<p>Construction of community facilities, including halls, paths and trails, recreation reserves and pavilions, sporting facilities and playgrounds</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Construction of the Bannockburn Heart</li> <li>• Allocation of funds to assist with the redevelopment of the Rokewood Recreation Reserve pavilion</li> <li>• Upgrade the Smythesdale Skate Park*</li> <li>• Upgrade the netball courts at Victoria Park, Bannockburn*</li> </ul>	251
		(332)
		(81)
Recreation Infrastructure maintenance	<p>Undertaking general maintenance of all Council owned and controlled land, buildings and facilities and supporting communities that undertake these activities on behalf of Council. 40% of this budget relates to depreciation.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Maintenance of sports ovals, reserves, stadiums and pavilions</li> <li>• Oval Watering Costs</li> <li>• Maintenance of public halls</li> <li>• Maintenance of playgrounds and skate parks</li> <li>• Maintenance and cleaning of public amenities.</li> </ul>	2,946
		(60)
		2,886

Initiatives marked with an '\*' are wholly or partially funded.

## PROMOTING HEALTHY AND CONNECTED COMMUNITIES



Service Area	Description of Services and Initiatives	Expenditure
		Revenue
		Net Cost
<b>Volunteers</b>	Supporting volunteers to best service their communities through recruitment and retention, capacity building, developing new programs and achieving best practice in volunteer management. <b>Initiatives:</b> <ul style="list-style-type: none"> <li>Support the recruitment and retention of volunteers</li> <li>Assist with the skill development of volunteers</li> <li>Increase the range of volunteer opportunities in the Shire.</li> </ul>	86 (0) 86

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/measure	Result				Material Variations
	2016	2017	2018	2019	
<b>Maternal and Child Health (MCH)</b>					
<b>Satisfaction</b> <i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	101.94%	99.55%	103.73%	99.20%	249 home visits were conducted out of 251 birth notifications received.
<b>Service standard</b> <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	99.61%	101.36%	100%	101.2%	All 251 births during the year were enroled in Council’s MCH service. This figure is more than 100% due to timing differences between birth notices being issued and enrolment completed.
<b>Service Cost</b> <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$73.11	\$79.95	\$82.67	\$84.74	
<b>Participation</b> <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	81.58%	80.29%	86.34%	82.31%	Council’s MCH staff are extremely active in following up families and ensuring each visit delivers significant benefit. This focus has seen participation continue to grow.
<i>Participation in the MCH service by Aboriginal children</i> [Number of aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	86.67%	55.56%	91.67%	86.96%	Council’s MCH staff are extremely active in following up families and ensuring each visit delivers significant benefit. This focus has seen participation continue to grow.



## PROMOTING HEALTHY AND CONNECTED COMMUNITIES



Service/Indicator/measure	Result				Material Variations
	2016	2017	2018	2019	
<b>Home and Community Care</b>					
<b>Timeliness</b> <i>Time taken to commence the HACC service</i> [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service.	14	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<b>Service standard</b> <i>Compliance with Community Care Common Standards</i> [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	77.78%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<b>Service cost</b> <i>Cost of domestic care service</i> [Cost of the domestic care service / Hours of domestic care service provided)	\$40.21	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<i>Cost of personal care service</i> [Cost of the personal care service / Hours of domestic care service provided)	\$34.84	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<i>Cost of respite care service</i> [Cost of the respite care service / Hours of domestic care service provided)	\$42.70	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<b>Participation</b> <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	17.74%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	13.70%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

## PROMOTING HEALTHY AND CONNECTED COMMUNITIES



Service/Indicator/measure	Result				Material Variations
	2016	2017	2018	2019	
<b>Libraries</b>					
<b>Utilisation</b>					
Library collection usage [Number of library collection item loans / Number of library collection items]	4.92	4.73	4.94	4.57	
<b>Resource standard</b>					
Standard of library collection [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	82.68%	75.68%	73.74%	74.71%	
<b>Service cost</b>					
Cost of library service [Direct cost of the library service / Number of visits]	\$4.89	\$4.71	\$5.73	\$6.34	There were approximately 7,300 less visits to the library in 2018/19 compared to 10,000 in 2017-18. This increases the cost per visit. In person only visits are included in this indicator, which does not capture online visits.
<b>Participation</b>					
Active library members [Number of active library members / Municipal population] x100	13.32%	12.68%	12.10%	10.50%	Indicator does not capture other library activity for example children and youth programs, digital literacy programs and literary events, the use of public internet PCs, using facilities such as meeting rooms or study areas, or using services such as Wifi, or in library use of collections.

## STRATEGIC OBJECTIVE 2:

# ENHANCING LOCAL ECONOMIES

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.



Over the last six years, the privately owned Lethbridge Airport has seen rapid expansion with the support of Council, and Federal and State Governments.



The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators included in the Council Plan.

Strategic Indicator/ <i>measure</i>	Result	Comments
Growth in business investment	447 23 22	New businesses registered in 2018-2019. Planning permits issued for commercial. Building permits issued for commercial.
Increased business engagement	3          12	Business networking events were held, and they were attended by 155 people. Organised the following business training and mentoring: One-on-one small business mentoring sessions Small Business Victoria workshops ATO training sessions Small Business Bus - Inverleigh Business training sessions held in Meredith, Haddon, Dereel, Smythesdale, Teesdale and Bannockburn. 81 business owners/operators participated in business training and mentoring sessions. Partnered with VECCI and Bannockburn Chamber of Commerce to deliver a WorkPlace Assured info session. Golden Plains Business News e-newsletters distributed to more than 600 email addresses. Launched Golden Plains Localised, an online business directory and portal. 2019 Golden Plains Business Survey completed by 39 businesses.
Growth in the visitor economy	–  –  15% growth 15% increase 14.6% increase 13.5% increase	Continued to partner with Tourism Greater Geelong and The Bellarine to grow and promote the Moorabool Valley Taste Trail. Promote the Shire's tourism assets including the Golden Plains Farmers' Market. Updated and reprinted Ballarat-Skipton Rail Trail Brochures Visitor numbers for Golden Plains grew between December 2017 and December 2018. Overnight stays by visitors grew by between December 2017 and December 2018 Tourism sector economic output increased from \$15.1M in December 2017 to \$17.3M in Dec 2018. Tourism jobs increased from 74 jobs in December 2017 to 84 jobs in December 2018.
Key projects and initiatives funded	\$943,000	Council secured a State Government Local Roads to Market grant for \$943,000 to widen and seal Tall Tree Road in the Golden Plains Food Production Precinct near Lethbridge. Continued construction of Stage One of the Bannockburn Heart Precinct.
Increased labour market participation	3.2% unemployment rate	The following labour market changes have occurred in Golden Plains between March 2018 and March 2019: The unemployment rate remained the same at 3.2%. The number of people in the workforce decreased by 43 people from 11,897 to 11,854. The number of unemployed people remained the same at 377 people.
Increased education attainment	31.3% increase	The number of people over 15 years that have completed year 12 or equivalent has increased by 31.3% from 5,130 people in 2011 to 6,737 in 2016.

## ENHANCING LOCAL ECONOMIES



The following statement provides information in relation to the services funded in the 2018-19 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of Services and Initiatives	Expenditure
		Revenue Net Cost
Economic Development	<b>Investment attraction</b> Investment attraction activities will be attract new business investment and facilitate business growth through:	521
	<ul style="list-style-type: none"> <li>• Understanding the local economy, identifying opportunities, and gaps</li> <li>• Marketing our strengths and developing external relationships</li> <li>• Provide information, data and guidance to investors</li> <li>• Identifying suitable land for development</li> <li>• Facilitating the Investment Task Force to provide high level support to new investment</li> <li>• Developing strong internal and external relationships.</li> </ul>	(15)
	<b>Business Support</b> Business support will take the form of support and nurture through:	506
	<ul style="list-style-type: none"> <li>• Business visits and relationship building</li> <li>• Problem solving</li> <li>• Facilitating linkages &amp; referrals</li> <li>• Responding to business enquiries</li> <li>• Facilitating business networking events</li> <li>• Facilitating &amp; auspicings links to grant programs</li> <li>• Business training and mentoring</li> <li>• Economic Development Quarterly newsletter</li> <li>• Buy local campaign.</li> </ul>	
	<b>Tourism development</b> To develop the visitor economy through:	
	<ul style="list-style-type: none"> <li>• Supporting community and commercial events</li> <li>• Facilitating State Government grants</li> <li>• Implementing and supporting township Welcome Hubs</li> <li>• Developing the Moorabool Valley Food &amp; Wine Trail</li> <li>• Supporting the Golden Plains Arts Trail</li> <li>• Promoting Golden Plains heritage</li> <li>• Supporting Lethbridge Airport</li> <li>• Supporting tourism development projects and infrastructure.</li> </ul>	

# ENHANCING LOCAL ECONOMIES



Service Area	Description of Services and Initiatives	Expenditure <u>Revenue</u> Net Cost
	<p><b>Lobbying and Advocacy</b></p> <p>To engage Government in supporting local business and local infrastructure through:</p> <ul style="list-style-type: none"> <li>• Identifying and communicating key priorities, issues, concerns and projects</li> <li>• Organising a calendar of meetings with relevant Ministers and members of parliament</li> <li>• Developing and regularly updating the Priority Projects booklet and issue specific Briefing Notes</li> <li>• Writing submissions highlighting key issues for business and the community</li> <li>• Participating in G21 Regional Alliance delegations to State and Federal Ministers</li> <li>• Organising guest presenters to Council</li> <li>• Running corporate event announcements, openings and other official events</li> <li>• .Developing event-specific Briefing Notes</li> <li>• Liaising with Government agencies</li> <li>• Lobbying and working with utility and telecommunication providers to expand infrastructure and services.</li> </ul> <p><b>Partnership</b></p> <p>To work with business, government and community, key stakeholders and groups through:</p> <ul style="list-style-type: none"> <li>• Active networking</li> <li>• Integrated cross departmental planning</li> <li>• Membership of regional influence groups</li> <li>• Collaborative project development.</li> </ul> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Economic Development Strategy implementation</li> <li>• REMPLAN Economic Investment Modelling</li> <li>• Population profile and forecast service</li> <li>• Website maintenance – tourism</li> <li>• Regional Tourism membership.</li> </ul>	



## ENHANCING LOCAL ECONOMIES



Service Area	Description of Services and Initiatives	Expenditure
		<u>Revenue</u>
		Net Cost
Golden Plains Farmers' Market	<p>The Golden Plains Farmers' Market provides a genuine farmers' market experience for visitors and residents that strengthens opportunities for local growers and makers, supports the local economy and creates a vibrant community meeting place.</p> <p>The Golden Plains Farmers' Market's goals are to:</p> <ul style="list-style-type: none"> <li>• Create business opportunities for local growers and producers and support food sovereignty in Golden Plains Shire and Victoria</li> <li>• Raise the profile of Golden Plains and surrounding areas as a producer of a wide range of quality food and wine products</li> <li>• Increase visitor numbers to Golden Plains</li> <li>• Provide linkages with local retailers and other town centre activities</li> <li>• Provide opportunities for community development activities and social connection.</li> </ul>	<p>73</p> <p>(35)</p> <p>38</p>

## MAINTAINING NATURAL AND BUILT ENVIRONMENTS

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.



Nimons Bridge in Newtown was Victoria's fourth-tallest timber trestle bridge when built, and is the third-tallest surviving example. The historic bridge is on the popular Ballarat-Skipton Rail Trail.

## MAINTAINING NATURAL AND BUILT ENVIRONMENTS



The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators.

Strategic Indicator/ <i>measure</i>	Result	Comments
Increased environmental sustainability and quality	–	<p>Establishment of the Environment and Sustainability Team with a dedicated Team Leader.</p> <p>Adoption of the Council Environment Strategy 2019-2027.</p> <p>Conducting the first planned burns on Council reserves using Council's in-house burn team.</p> <p>Commenced development of Council's Waste and Resource Recovery Strategy.</p> <p>Installation of a shed at Rokewood Transfer Station for the collection of e-waste to support the State Government's ban of e-waste to landfill commencing 1 July 2019.</p> <p>Installation of educational signage on kerbside collection vehicles.</p> <p>Support community groups to participate in Clean Up Australia Day events.</p>
Ensure that land use planning facilitates sustainable growth and maintains township character	–	<p>The adoption of the Northern Settlement Strategy is a crucial step towards facilitating sustainable growth in the north of the shire.</p> <p>New structure plans continue to be developed across the Shire.</p>
Recognition of Aboriginal Cultural Heritage in planning and development	–	<p>Through land use planning and environmental management processes Council seeks to ensure that best practice principles are employed in the consideration of Aboriginal Cultural Heritage matters.</p>
Ensure consistent delivery of the Roads Maintenance Program to adopted standards	– – – –	<p>Development of a proactive gravel road maintenance program.</p> <p>Improving Councils' capacity to deliver service by procuring additional road maintenance equipment.</p> <p>Completed external Road, Bridges and Major Culvert condition assessment. This will be used to inform future maintenance, programs and budget requests.</p> <p>Continue to lobby Governments via G21 transport pillar and seek roads and bridges funding at every opportunity.</p>
Improved and maintained community infrastructure and open space	\$75K Grant  \$245K	<p>Ongoing development of Asset Management Systems via \$75,000 grant. Consultants and Works department critiquing current practices and reporting to improve our systems and practices. Improving asset management policies practices across the whole organisation. Development of new Asset Management Policies, Strategies and Plans.</p> <p>External Roads/Bridge condition surveys completed.</p> <p>An Asset Management Steering Committee has been set up.</p> <p>The planning department continue to secure appropriate areas of open space through strategic and statutory planning processes.</p>
Improved walkability and travel connections	\$340K	<p>To deliver the annual footpaths and trails program. This year the following paths were constructed:</p> <ul style="list-style-type: none"> <li>• Sussex Street, Linton (asphalt path (renewal) east side of road between Gillespie Street and Clyde Street)</li> <li>• Tolloora Way, Batesford (granitic sand path - north side of road, between Dog Rocks Road and new play space)</li> <li>• Burnside Road, Bannockburn 'Connecting Glen Avon Estate'</li> </ul> <p>* Phase 2, Yverdon to Glen Avon Drive (670m in length)</p> <p>*A TAC Grant of \$77,650 was successfully applied for to contribute to delivery of this path.</p>
Reduce fire impacts within the community.	–	<p>Maintenance of the Municipal Fire Management Plan (MFMP) which includes steps to reduce the fire impact on the community. These steps include:</p> <ul style="list-style-type: none"> <li>• Inform the community of how to prepare their properties in summer. This is completed through the use of the Gazette, Social Media and Council's website.</li> <li>• Undertake Fire Hazard Reduction inspections on properties within the shire and issue Fire Prevention Notices when required.</li> <li>• Slash strategic fire breaks as identified in the MFMP.</li> <li>• Maintain Councils Neighbourhood Safer Places.</li> </ul>



## MAINTAINING NATURAL AND BUILT ENVIRONMENTS



The following statement reviews the progress of Council in relation to major initiatives identified in the 2018-19 Budget for the year.

Major Initiatives	Progress
Construction of stage one of the Bannockburn Heart Precinct. Stage one will be a \$2.6M project to create a play space with water play elements, a new car park, public toilets, a BBQ area, shade and a paved plaza next to the Bannockburn Library and Cultural Centre. Relevant approvals, further community consultation and the appointment of architectural services were completed in 2018-19.	The Bannockburn Heart project tender was awarded to Rendine Constructions in March 2019. Construction is well underway and the project is expected to be completed in late December 2019.
Council will be further developing its current asset management practices and processes. This will include the procurement and implementation of new or improved asset management software, review of Council's road management plan, review of operational practices and procedures and increased funding, of \$750,000 for maintenance and renewal of gravel and sealed local road.	<ul style="list-style-type: none"> <li>• Maintenance of asset systems to ensure accurate records of roads, bridges, drainage, buildings, footpaths, etc. are maintained</li> <li>• Ongoing accurate capturing of Council Roads, bridges and peripheral roadside assets within the current GIS systems.</li> <li>• Development of new Asset Management Policies, Strategies and Plans for Councils extensive asset base.</li> <li>• External Road and Bridge asset revaluation and condition assessment to inform future asset planning.</li> </ul>

## MAINTAINING NATURAL AND BUILT ENVIRONMENTS



The following statement provides information in relation to the services funded in the 2018-19 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of Services and Initiatives	Expenditure Revenue Net Cost
<b>Major Projects</b>	<p>Planning and development of major projects, including halls, recreation reserves, and pavilions and sporting facilities. Major land development projects undertaken by Council are also included in this program.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Planning for proposed future major projects</li> <li>• Monitoring of current major projects.</li> </ul>	<p>33 (4) 29</p>
<b>Land Use Planning</b>	<p>To provide for fair, orderly, economic and sustainable use and development of land within the Shire and to undertake all strategic and statutory land use planning functions.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Land Use Planning</li> <li>• Inverleigh Flood Study</li> <li>• Panel &amp; VCAT Hearings</li> <li>• Major Planning Applications</li> <li>• Strategic Planning &amp; Amendments</li> <li>• Heritage Adviser</li> <li>• Implement the Rural Land Use Strategy (2008)</li> <li>• Implement the Bruces Creek Masterplan</li> <li>• Undertake planning scheme enforcement and compliance checks when and where necessary</li> <li>• Develop and implement town structure plans and urban design frameworks</li> <li>• Conduct a review of the Inverleigh Structure Plan</li> <li>• Implement the revised Meredith and Lethbridge Structure Plans</li> <li>• Implement the Gheringhap Structure Plan</li> <li>• Implement the Napoleons Structure Plan review</li> <li>• To continue the development of a comprehensive settlement strategy for the north of Golden Plains Shire</li> <li>• To explore opportunities for the identification of new employment land within the Shire.</li> </ul>	<p>1,274 (668) 606</p>

# MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service Area	Description of Services and Initiatives	Expenditure
		Revenue Net Cost
Building Control	<p>To undertake a range of regulatory compliance actions to ensure a safe build environment for all Golden Plains Shire residents. To provide complementary statutory and non-statutory building services to facilitate compliant building activity throughout Golden Plains Shire.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Building control</li> <li>• Essential Safety Measures program</li> <li>• Building compliance</li> <li>• Swimming pool safety program</li> <li>• To develop and implement a comprehensive program of Essential Safety Measures audit and inspections</li> <li>• To implement a targeted inspection program for Swimming Pool compliance.</li> </ul>	400 <u>(90)</u> 310
Fire Protection	<p>To identify potential fire hazards and to minimise the risks in the event of bushfire.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Protect the community against fire risk</li> <li>• Eradication of fire hazards</li> <li>• Fire access road maintenance</li> <li>• Standpipe operations</li> <li>• Standpipe &amp; Drought Bore Maintenance.</li> </ul>	283 <u>(63)</u> 220
Environmental Management	<p>To protect and enhance the natural environment.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Environmental Management</li> <li>• Pest, plant &amp; animal control</li> <li>• Environmental Strategy implementation</li> <li>• Roadside weed control*</li> <li>• Develop Shire responses on Government Environment and Land</li> <li>• Use Strategies, including native vegetation, catchments, biodiversity, river health, etc.</li> </ul>	480 <u>(51)</u> 429



# MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service Area	Description of Services and Initiatives	Expenditure
		Revenue
		Net Cost
Community Protection	<p>Educate the community about local laws and animal control and enforce Council's local laws.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Community protection</li> <li>• School crossing supervision*</li> <li>• Local laws</li> <li>• Implement new Domestic Animal Management Plan</li> <li>• Animal control</li> <li>• Impounding expenses</li> <li>• Registration, tags, forms and postage</li> <li>• DPI animal registration fee.</li> </ul>	<p>626</p> <p><u>(570)</u></p> <p>56</p>
Public Health	<p>To protect and enhance the health of the public and the environment via education and enforcement of Food Safety and Environmental Health.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Public Health</li> <li>• Sampling Analysis – Public Health</li> <li>• Domestic Waste Water Management Plan implementation</li> <li>• Immunisation</li> <li>• Undertake a program incorporating targeted compliance, education and awareness for all tobacco retailers within Golden Plains Shire*</li> <li>• Undertake a range of food safety program actions.</li> </ul>	<p>521</p> <p><u>(248)</u></p> <p>273</p>
Sealed Roads Routine Maintenance	<p>Routine maintenance of the sealed local road network.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Routine maintenance of 1,005km of the Shire's sealed roads network.</li> </ul>	<p>1,556</p> <p>(179)</p> <p>1,377</p>
Local Roads Resealing	<p>Bituminous resealing of Council's local sealed road network. 95% of this budget relates to depreciation.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Deliver the resealing program as per the resealing schedule.</li> </ul>	<p>2,192</p> <p><u>(3)</u></p> <p>2,189</p>
Local Roads Rehabilitation	<p>Local Roads Rehabilitation. 80% of this budget relates to depreciation.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• 17% of this budget is allocated to major patching of sealed roads.</li> </ul>	<p>1,808</p> <p>(1)</p> <p>1,807</p>
Local Roads Improvements	<p>Creating improvements to Council's local road network.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Deliver local road improvement projects approved by Council</li> <li>• Deliver the Roads to Recovery Funding Program of \$585*</li> <li>• Upgrade to Tall Tree Road of \$1.4M.*</li> </ul>	<p>74</p> <p><u>(1,530)</u></p> <p>(1,456)</p>

# MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service Area	Description of Services and Initiatives	Expenditure
		Revenue
		Net Cost
Gravel Roads Routine Maintenance	Routine maintenance of Council's local gravel road network. <b>Initiatives:</b> <ul style="list-style-type: none"> <li>Maintenance of 738km of Council Gravel road network</li> <li>Dust suppressant.</li> </ul>	1,025 <u>(8)</u> 1,017
Gravel Re-sheeting	Gravel re-sheeting works on Council's local gravel road network. 97% of this budget relates to depreciation.	1,162 <u>(1)</u> 1,161
Bridge Maintenance	Maintenance of Council's bridges and major culverts. 70% of this budget relates to depreciation. <b>Initiatives:</b> <ul style="list-style-type: none"> <li>Routine bridge maintenance.</li> </ul>	710 <u>(802)</u> (92)
Tree Clearing	Tree clearing works on Council's local road network, to ensure community safety. <b>Initiatives:</b> <ul style="list-style-type: none"> <li>Tree clearing as per customer requests (400 per year)</li> <li>Basic maintenance of Meredith &amp; Inverleigh Avenues of Honour</li> <li>Minimal roadside verge clearing.</li> </ul>	449 <u>(3)</u> 446
Gravel Pits	Operation and rehabilitation of Council operated gravel pits. <b>Initiatives:</b> <ul style="list-style-type: none"> <li>Gravel procurement and sales</li> <li>Continue a program to restore gravel pits where Council utilised the resource</li> <li>Monitor and rehabilitate Council land that is being, or has been, utilised as landfill sites.</li> </ul>	226 <u>(226)</u> (0)
Asset Management	Management of Council's road and bridge assets. <b>Initiatives:</b> <ul style="list-style-type: none"> <li>Maintenance of asset systems to ensure accurate records of roads, bridges, drainage, buildings, footpaths, etc. are maintained</li> <li>Maintain an intervention level of 7.5 on Moloney Asset Management System</li> <li>Road and Bridge asset revaluation and condition assessment.</li> </ul>	511 <u>(72)</u> 439
Drainage Maintenance	Maintenance of Council's township and rural drainage assets. 24% of this budget relates to depreciation. <b>Initiatives:</b> <ul style="list-style-type: none"> <li>Rural drainage maintenance (42% of budget)</li> <li>Townships drainage maintenance (26% of budget).</li> </ul>	525 <u>(21)</u> 504

# MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service Area	Description of Services and Initiatives	Expenditure
		Revenue
		Net Cost
Private Works	Provision of private works services for residents, other Councils and developers. <b>Initiatives:</b> <ul style="list-style-type: none"><li>Undertake private works projects as required.</li></ul>	28 <u>(26)</u> 2
Line marking, Guideposts and Signs	Maintenance of line-marking, and delineation in the form of guideposts and signage across Council's local road network. <b>Initiatives:</b> <ul style="list-style-type: none"><li>Sign and guidepost maintenance</li><li>Re-stripping of 350 km centre line plus Statcon markings (centreline repainting based on a 24 month cycle) plus 12 rail crossings plus</li><li>school crossings.</li></ul>	255 <u>(3)</u> 252
Street Lighting	Provision of street lighting across Council's local road network. <b>Initiatives:</b> <ul style="list-style-type: none"><li>Street light operations</li><li>Participate in Stage 1 of the G21 LED Street lighting program.</li></ul>	161 <u>(1)</u> 160
Township Maintenance	Provision of street beautification works including grass cutting in townships in accordance with Council policy. <b>Initiatives:</b> <ul style="list-style-type: none"><li>Township mowing and maintenance</li><li>Tree planting in townships</li><li>Street furniture maintenance.</li></ul>	673 <u>(15)</u> 658
Bus Shelters	Provision and maintenance of bus shelters across the Shire. <b>Initiatives:</b> <ul style="list-style-type: none"><li>Minor repairs to existing shelters including painting of up to two shelters.</li></ul>	12 <u>(0)</u> 12
Paths and Trails	Maintenance of Council's network of footpaths. 70% of this budget relates to depreciation. <b>Initiatives:</b> <ul style="list-style-type: none"><li>Maintain Council paths and trails</li><li>Rail Trail maintenance</li><li>Maintenance of Ballarat – Skipton Rail Trail including minor bridge repairs.</li></ul>	252 <u>(101)</u> 151



# MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service Area	Description of Services and Initiatives	Expenditure
		Revenue Net Cost
Garbage Collections	<p>Collection of domestic garbage and recyclables and disposal of garbage across the Shire.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Household garbage collection</li> <li>• Disposal of waste to landfill</li> <li>• Recycling collection and education</li> <li>• Review waste management strategy</li> <li>• Advocate for local projects funded by Sustainability Victoria</li> <li>• Participate in the regional waste and resource recovery group.</li> </ul>	<p>2,668</p> <p><u>(2,904)</u></p> <p>(236)</p>
Municipal Landfills	<p>Rehabilitation and environmental monitoring of Council's landfill sites and operation of the Rokewood Transfer Station.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Rehabilitation and environmental monitoring of Council's landfill sites.</li> </ul>	<p>185</p> <p><u>(13)</u></p> <p>172</p>
Litter Control	<p>Control litter and illegal dumping across the Shire.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Litter control</li> <li>• Garbage collection from public spaces</li> <li>• Improve process for reporting and investigation of litter and illegal dumping.</li> </ul>	<p>63</p> <p>(1)</p> <p>62</p>

## MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service/Indicator/measure	Result				Material Variations
	2016	2017	2018	2019	
<b><u>Statutory Planning</u></b>					
<b><i>Timeliness</i></b>					
<i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application].	66.00	66.69	77.00	68.00	Improvement in planning application turn around time in 2018-19.
<b><i>Service standard</i></b>					
<i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100.	64.80%	67.82%	46.94%	83.80%	Improvement in planning application turn around time in 2018-19.
<b><i>Service cost</i></b>					
<i>Cost of statutory planning service</i> [Direct cost of statutory planning service / Number of planning applications received].	\$1,689.50	\$1,689.64	\$1,731.84	\$1,679.15	
<b><i>Decision making</i></b>					
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100.	100%	100%	100%	0%	Council did not have any planning decisions determined by VCAT during 2018-19.
<b><u>Animal Management</u></b>					
<b><i>Timeliness</i></b>					
<i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests].	1.00	1.00	1.00	1.00	Council actions all animal management requests on the day that they are received.
<b><i>Service standard</i></b>					
<i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected].	53.67%	38.58%	19.85%	22.95%	56 animals were reclaimed by residents in 2018-19. The number reclaimed in 2017-18 was 48.
<b><i>Service cost</i></b>					
<i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals].	\$55.22	\$68.86	\$61.39	\$45.80	The decrease in per registration cost is a result of the increase in registered animals. Total cost of the service has increased slightly.

# MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service/Indicator/measure	Result				Material Variations
	2016	2017	2018	2019	
<b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions].	1*	2*	5	5	An increase in dog attacks in 2017-18 and 2018-19 has resulted in prosecutions.
<b>Food Safety</b> <b>Timeliness</b> <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints)	1.00	1.00	1.06	1.92	Eight of the twelve complaints were actioned within one day. The others were actioned within two to three days.
<b>Service standard</b> <i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	83.17%	98.08%	100%	100%	All 127 premises that required assessments were assessed during the year.
<b>Service cost</b> <i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$263.67	\$272.54	\$207.64	\$201.19	An additional nine premises were registered during the year, reducing the cost per premise.
<b>Health and safety</b> <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about food premises] x100.	95.45%	94.12%	100%	100%	All 45 critical and major non-compliance notifications were followed up.



## MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service/Indicator/measure	Result				Material Variations
	2016	2017	2018	2019	
<b>Roads</b>					
<b>Satisfaction of use</b>					
<b>Sealed local road requests</b> [Number of sealed local road requests / Kilometres of sealed local roads] x100	19.38%	38.85%	7.43%	28.86%	Council received a total of 312 requests compared to 73 in the prior year. Council now logs all sealed road requests on its computerised Customer Action Requests System. In prior reporting periods, this data was collected manually. The new system has improved the accuracy of the collection of this data.
<b>Condition</b>					
<b>Sealed local roads below the intervention level</b> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100.	98.54%	98.54%	99.52%	98.98%	Council has maintained the condition standard of its road network above 98% in each of the past 4 years.
<b>Service cost</b>					
<b>Cost of sealed local road reconstruction</b> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed].	\$29.70	\$43.15	\$33.71	\$49.25	The program costs year to year vary dependant on the rural or urban nature of the works. 2018-19 included some large projects that incorporated significant drainage works that escalated the unit rate of this type of work in 2018-19.
<b>Cost of sealed local road resealing</b> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed].	\$4.37	\$3.85	\$3.87	\$4.64	The increase in the resealing costs in 2018-19 compared to the previous year is as a result of a significant increase in the costs of bitumen.
<b>Satisfaction</b>					
<b>Satisfaction with sealed local roads</b> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads].	44	38	47	44	Council continues to implement its maintenance and reseal program.

## MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service/Indicator/measure	Result				Material Variations
	2016	2017	2018	2019	
<b>Waste Collection</b>					
<b>Satisfaction</b>					
<i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000.	108.47	67.53	83.18	87.95	Council received a total of 753 requests relating to bin collection.
<b>Service standard</b>					
<i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000.	7.04	2.70	2.89	2.70	The improvement since 2016-17 is the result of improved contract management and performance in the second and subsequent years of a new contract.
<b>Service cost</b>					
<i>Cost of kerbside garbage collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins].	\$130.81	\$130.09	\$137.56	\$132.97	Global challenges in the recycling market are presently a significant challenge for local Governments across Victoria. For Golden Plains these changes have resulted in a substantial increase in the cost of processing recycling materials in 2018-19 with the cost of waste services increasing 36.4% over this period.
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins].	\$77.93	\$77.13	\$82.15	\$112.09	
<b>Waste Diversion</b>					
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100.	39.83%	40.65%	40.81%	38.13%	The slight reduction in the percentage of kerbside collection diverted to landfill in 2018-19 compared to the previous year can be attributed to the closure of Council’s recycling company for a period of three weeks. During this time Council’s recycling collection went to landfill.

#### STRATEGIC OBJECTIVE 4:

## DELIVERING GOOD GOVERNANCE AND LEADERSHIP

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



Council's Customer Service Centre at The Well in Smythesdale is a popular centre for residents in the north of the Shire to interact with Council. The centre complements Council's existing Centres in Bannockburn and Linton.



## STRATEGIC OBJECTIVE 4:

# DELIVERING GOOD GOVERNANCE AND LEADERSHIP

The following statement reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators.



Strategic Indicator/ measure	Result	Comments
Improved community engagement	47	<p>In 2018, Councillors committed to hosting six Councillor Conversation Posts, an increase from four in 2017. Councillors look forward to meeting with community to discuss the issues that affect them.</p> <p>Council created opportunities for residents to participate in meaningful engagement in a range of ways such as online surveys, community meetings, pop-up conversation posts, drop-in sessions and through online voting.</p>
Increased leadership in the area of family violence, gender equity and inclusion	<p>Working Group established</p> <p>‘Take the Lead’ female leadership program developed</p> <p>9 women 10 videos 7,000 views 13 women recognised</p> <p>1 Strategy drafted</p>	<p>A G21 a working group was established to develop regional strategies to increase female participation and physical activity levels across the region.</p> <p>Developed a localised action plan aimed at increasing female participation in sport and active recreation and providing opportunities for women to take on leadership positions within community clubs and groups.</p> <p>Council created opportunities for, and celebrated, women and girls across Golden Plains. Activities included:</p> <ul style="list-style-type: none"> <li>• Developed and promoted an International Women’s Day video celebrating noteworthy local women.</li> <li>• Held the International Women’s Day awards ceremony on 9 March, 2019.</li> <li>• Council re-initiated the Gender Equity Group, drafted a Gender Equity Strategy and signed up to partner with Women’s Health Grampians to deliver the intensive Act@Work program.</li> </ul>
Improved community ratings for overall Council direction, leadership and advocacy	49	<p>Council’s overall performance dropped slightly from 52 in 2018 to 49 in the 2019 Community Satisfaction Survey.</p> <ul style="list-style-type: none"> <li>• Council advocacy dropped from 51 to 47.</li> <li>• Making Community decisions dropped from 51 to 47.</li> <li>• Council direction dropped from 49 to 46.</li> </ul>
Maintain financial sustainability	Achieved	<p>The information contained within the Report of Operations, Financial Report and Performance Statement demonstrates that Council is currently in a financially sustainable position. Amongst other positive indicators this includes a healthy cash balance and a sustainable level of debt.</p> <p>This position is complimented by Council’s 2019-2023 Strategic Resource Plan than demonstrates that this position will be maintained over the medium term. In order to maintain long term financial sustainability within the current ‘rate-capped’ environment, Council must ensure appropriate investment in asset renewal.</p>
Recognition of long term planning in Council decision making.	Achieved	<p>Council has a 10-year financial plan in place that guides short and medium term decisions within the Annual Budget and Strategic Resource Plan.</p>

## DELIVERING GOOD GOVERNANCE AND LEADERSHIP



The following statement reviews the progress of Council in relation to major initiatives identified in the 2018-19 Budget for the year.

Major Initiatives	Progress
<p>Governance is the process of decision-making and the process by which decisions are implemented. This program aims to strengthen Council's decision making capacity and identifies key areas of advocacy that Council will focus on in the 2018-19 financial year.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Refined and updated the regulations for decision making and Council meeting proceedings under the new of Local Law - No. 1 of 2019.</li> <li>• Increased mechanisms for public participation in Council meetings through the introduction of public question time under the new Local Law - No. 1 of 2019.</li> <li>• Enhanced commitment to corporate governance activities and practices to ensure compliance strategies are defined and strengthened in accordance with best practice.</li> </ul>	<p>Completed in 2018-19.</p>
<p>Golden Plains Community and Civic Centre - Golden Plains Shire Council is focused on providing quality customer service and achieving efficiencies for residents. As part of these efforts, this Budget allocates \$5M to begin the construction phase of the redevelopment of the existing customer service centre located at 2 Pope Street, Bannockburn. This follows an extensive community engagement and consultation process that was undertaken during 2017-18.</p> <p>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. This will enable Council to deliver community services from this site for many years to come.</p> <p>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.</p> <p>The existing Shire Hall and Customer Service Centre are more than 120 and 40 years old respectively and present 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.</p> <p>The redeveloped facility will have an increased focus on the availability of dedicated community space within the central building.</p>	<p>Construction of the GPCCC started in March 2019 following the awarding of contract to SJ Weir via public tender process. The project is being completed in three stages with stage 1 expected to be complete in March 2020, stage 2 completed in December 2020 and stage 3 completed in February 2021.</p>

## DELIVERING GOOD GOVERNANCE AND LEADERSHIP



The following statement provides information in relation to the services funded in the 2018-19 Budget and the persons or sections of the community who are provided the service.

Service Area	Description of Services and Initiatives	Expenditure
		Revenue
		Net Cost
Communications and Marketing	<p>Clear articulation of Council initiatives, strategies, benefits and services to internal and external stakeholders through communication channels including corporate publications.</p> <p>Facilitation of effective communication between Council, residents, community groups, businesses and media.</p> <p>Transformation to digital communications through website, social media and other digitised platforms.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Events, Communications and Marketing Strategy implementation</li> <li>• Website development</li> <li>• Social Media communications</li> <li>• Media monitoring</li> <li>• Regional Marketing programs</li> <li>• Golden Plains Gazette</li> <li>• Corporate events - openings and announcements</li> <li>• Festivals – Australia Day</li> <li>• Publications</li> <li>• Community First continuous improvement program.</li> </ul>	751
		(9)
		742
Customer Services Centres	<p>Operation of customer service centres to provide bases from which Council can deliver services.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Undertake a community satisfaction survey</li> <li>• Implement customer service strategy action plan.</li> </ul>	473
		(7)
		466
Governance	<p>Governance is the process of decision-making and the process by which decisions are implemented. This program aims to strengthen Council's decision making capacity and identifies key areas of advocacy that Council will focus on in the 2018-19 financial year.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Mayoral &amp; Councillor's allowances</li> <li>• Councillors travel, accommodation, meals and other expenses</li> <li>• Councillor communications</li> <li>• Councillor's conferences and professional development</li> <li>• Corporate Memberships</li> <li>• Civic ceremonies and memorabilia</li> <li>• Independent audit committee members</li> <li>• Lobbying of politicians and key players in the local government industry</li> <li>• Advocacy on behalf of the community on key government issues.</li> </ul>	754
		(9)
		745



## DELIVERING GOOD GOVERNANCE AND LEADERSHIP



Service Area	Description of Services and Initiatives	Expenditure
		Revenue Net Cost
Elections	<p>Maintenance of voters' rolls in readiness for 2020 election.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>Maintenance of voters' rolls.</li> </ul>	<p>18</p> <p><u>(1)</u></p> <p>17</p>
Meetings	<p>Conduct Council meetings, committee meetings, workshops and other meetings of Council with management.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>Prepare for, and conduct, Council meetings, committee meetings, workshops, retreats and other meetings of Council with Management.</li> </ul>	<p>85</p> <p><u>(0)</u></p> <p>85</p>
Corporate Planning	<p>Maintenance of an integrated approach to corporate planning, financial planning, budgeting and resource allocation, and the maintenance and measurement of organisational performance and promotion of cultural change to meet customer service needs.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>Provision of sound advice to aid the Council Plan and Strategic Resource Plan processes</li> <li>Ongoing and systematic analysis of the organisation's activities and strategic direction.</li> </ul>	<p>865</p> <p><u>(37)</u></p> <p>828</p>
Emergency Management Plan	<p>Maintenance of the Shire's Municipal Emergency Plan in accordance with State legislation and training of emergency management staff.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>Maintenance of neighbourhood safer places*</li> <li>Emergency management meetings*</li> <li>Promote safer emergency practices by the community*</li> <li>Emergency management materials</li> <li>Contribution to Barwon flood warning management.</li> </ul>	<p>313</p> <p><u>(126)</u></p> <p>187</p>
Risk Management and OH & S	<p>Identify, monitor and manage Council's risks in relation to employee relations, occupational health and safety, workforce requirements, infrastructure, property and business operations.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>Implement MAV WorkCare OTTSMS Plan</li> <li>Staff flu vaccinations</li> <li>Implement council's Risk Management Strategy action plan and Occupational Health and Safety plan.</li> </ul>	<p>309</p> <p><u>(5)</u></p> <p>304</p>

## DELIVERING GOOD GOVERNANCE AND LEADERSHIP



Service Area	Description of Services and Initiatives	Expenditure <u>Revenue</u> Net Cost
General revenue	<p>Levying of rates and charges, managing and collecting interest on rates, receipt of Victoria Grants Commission general purpose grant, managing investments to maximise interest, and accounting for subdivisions handed to Council.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Lobby Government for extra resources for a developing municipality</li> <li>• Lobby Federal Government in relation to cost shifting and direct funding to Local Government</li> </ul>	<p>2 <u>(27,028)</u> (27,026)</p>
Property and Rating	<p>Management of Council's rating system, including levying rates and charges, outstanding interest and valuing all rateable properties.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Supplementary valuations</li> <li>• Rate notice printing and postage</li> <li>• General revaluation.</li> </ul>	<p>831 <u>(497)</u> 334</p>
Corporate Reporting and Budgeting	<p>Preparation of Council's Annual Budget, annual financial statements, Strategic Resource Plan, and other statutory returns in accordance with statutory requirements.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Manage external and internal audit function</li> <li>• Preparation of the Annual Budget</li> <li>• Preparation of the Annual Report</li> <li>• Monthly management reporting</li> <li>• Coordinate asset revaluations as required.</li> </ul>	<p>393 <u>(8)</u> 385</p>
Procurement and Contract Management	<p>Develop and maintain documented standards for procurement governance and procurement process which result in value for money outcomes and minimal procurement risk. Also, develop the contract management capacity of Council.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>• Supplier relationship management</li> <li>• Develop procurement and contract management capacity within council</li> <li>• Ensure compliance with council's procurement policy</li> <li>• Coordination of tenders per council.</li> </ul>	<p>390 <u>(7)</u> 383</p>

## DELIVERING GOOD GOVERNANCE AND LEADERSHIP



Service Area	Description of Services and Initiatives	Expenditure
		Revenue Net Cost
Records Management	<p>Effective and efficient recording, maintenance, archival and disposal of Council documents.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>Implement Records Management Strategy Actions: Records Archive Storage</li> <li>Maintenance and storage of historical records and memorabilia for access by Golden Plains Shire residents and researchers at the Geelong Heritage Centre.</li> </ul>	<p>265</p> <p>(2)</p> <p>263</p>
Borrowings	<p>Effective management of Council borrowings.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>Evaluate and implement the most efficient method of financing Council's operations in order to achieve Best Value.</li> </ul>	<p>414</p> <p>(0)</p> <p>414</p>
Plant Replacement	<p>Management and replacement of Council's plant and equipment in accordance with the plant replacement schedule.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>Replace/procure key items of plant as identified in the capital program.</li> </ul>	<p>317</p> <p>(274)</p> <p>43</p>

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/Indicator/measure	Result				Material Variations
	2016	2017	2018	2019	
<p><b>Governance</b></p> <p><b>Transparency</b></p> <p><i>Council resolutions at meetings closed to the public</i></p> <p>[Number of council resolutions made at ordinary or special meetings of council, or at meetings of a special committee consisting only of councillors, closed to the public / Number of council resolutions made at ordinary or special meetings of council or at meetings of a special committee consisting only of councillors] x10</p>	0.65%	1.44%	1.36%	0.92%	Only 2 of 218 resolutions were passed at Council meetings that were closed to the public.



## DELIVERING GOOD GOVERNANCE AND LEADERSHIP



Service/Indicator/measure	Result				Material Variations
	2016	2017	2018	2019	
<b>Consultation and engagement</b> <i>Satisfaction with community consultation and engagement</i> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	47	48	50	47	Consulting with the community about community engagement improvements commenced in November 2015. As a result, a Community Engagement Strategy and Action Plan 2016-2020 was developed and formally adopted by Council at the August 2016 Council meeting. Delivery of this strategy is in progress.
<b>Attendance</b> <i>Council attendance at Council meetings</i> [The sum of the number of councillors who attended each ordinary and special council meeting / (Number of ordinary and special council meetings) x (Number of councillors elected at the last council general election)] x100	97.14%	97.14%	99.05%	96.94%	Of a possible 98 meetings (14 meeting x 7 Councillors), Councillors attended 95.
<b>Service cost</b> <i>Cost of governance</i> [Direct cost of the governance service / Number of councillors elected at the last council general election]	\$34,933	\$34,581	\$35,833	\$42,700	Cost has increased as a result of additional resources being engaged during the 2018-19 year in this area.
<b>Satisfaction</b> <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	44	48	51	47	Council is committed to improving its community consultation and engagement practices. It is believed this indicator has been positively impacted by the adoption of an updated Community Engagement Strategy and new Community Engagement Action Plan in 2017.

## GOVERNANCE, MANAGEMENT & OTHER INFORMATION

### Governance

Golden Plains Shire Council is constituted under the Act to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

- Taking into account the diverse needs of the local community in decision-making
- Providing leadership by establishing strategic objectives and monitoring achievements
- Ensuring that resources are managed in a responsible and accountable manner
- Advocating the interests of the local community to other communities and governments
- Fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities. The community has many opportunities to provide input into Council's decision-making processes including community consultation, surveys, committees and reference groups, public forums and the ability to make submissions to Council.

Council's formal decision-making processes are conducted through council meetings. Council delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

Council conducts open public meetings on the fourth Tuesday of each month. Members of the community are welcome to attend these meetings and observe from the gallery. Council meetings also provide the opportunity for community members to make a submission to speak to an item. For the 2018-19 year, Council held 12 ordinary meetings and 2 special meetings.

### Meetings of Council

Council meetings are held on the fourth Tuesday of each month. Community members are welcome to attend these meetings and observe proceedings from the gallery. On matters presented to Council for decision, Council meetings provide an opportunity for community members to address the Council in support of their submissions. For the 2018-19 year, Council held the following meetings:

- 12 Ordinary Council meetings
- 2 Special Council meetings.

The following table provides a summary of Councillor attendance at Ordinary meetings of Council, Special meetings of Council and Special Planning Committee meetings for the 2018-19 financial year.

Councillor	Ordinary Meetings (12 meetings)	Special Meetings (2 meetings)	Total Meetings (14 meetings)
David Evans	11	2	13
Joanne Gilbert	11	2	13
Nathan Hansford	11	2	13
Helena Kirby	12	2	14
Des Phelan	12	2	14
Les Rowe	12	2	14
Owen Sharkey	12	2	14



The Council Chambers at Bannockburn Shire Hall. Council shares an update video after each Council meeting on social media, where the Mayor Sharkey provides a short recap of the highlights of each meeting with the community.



## Special Committees

The Local Government Act 1989 allows Councils to establish one or more special committees consisting of Councillors, Council staff, other persons or any combination of these persons. The following table contains a list of all Special Committees established by Council that were in operation for all or part of the year and the purpose for which each committee was established.

During the financial year 18/19, there were no Section 86 committees managing Recreation facilities. All former section 86 committees transitioned to Council's new Management model before commencement of the 2018-19 financial year.

A separate committee for planning no longer exists. All Planning related matters are considered within the regular Council meeting cycle.

Special Committee	Purpose
NIL	

## Code of Conduct

The Local Government Act 1989 requires Council to review and approve a Councillor Code of Conduct within 4 months after a general election. On 24 January 2017, Council reviewed the Councillor Code of Conduct which is designed to:

- Assist Councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter
- Attract the highest level of confidence from Council's stakeholders
- Assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately.

In addition to setting out the Councillor Conduct Principles, the Code also outlines:

- Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest
- Roles and relationships
- Dispute resolution procedures.

## Conflict of Interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires Councillors to act in the public interest. When a Council delegates its powers to a Council officer or a Committee, the Council officer or Committee also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it. Council has a procedure in place to accommodate the disclosure of a conflict of interest. Declarations of interest is a standard agenda item for all Council meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision making process or from exercising a public duty. The minutes of Council meetings record all disclosed conflict of interests. During 2018-19, 10 conflicts of interest were declared at Council meetings.

## Councillor Allowances

In accordance with Section 74 of the Act, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is entitled to receive a higher allowance.

The State Government sets the upper and lower limits for all allowances paid to Councillors and Mayors. Councils are divided into three categories based on the income and population of each council. In this instance, Golden Plains Shire Council is recognised as a category one council.

For the period 1 July 2018 to 30 November 2018, the Councillor annual allowance for a category 1 council (as defined by the Act) was fixed at \$20,139 per annum and the allowance for the Mayor was \$60,415 per annum. The Minister for Local Government approved an annual adjustment of 2.0 per cent to take effect from 1 December 2018. The annual allowances were adjusted for the period 1 December 2018 to 30 June 2019 at \$20,542 per annum for the Councillor allowance and \$61,623 per annum for the Mayoral allowance. The amount equivalent to the superannuation guarantee under Commonwealth taxation legislation is payable in addition to these amounts.

The following table contains details of allowances paid to the Mayor and Councillors during the year.

Councillor	Allowance
Cr H Kirby (01/07/18 - 06/11/18 Mayor)	\$43,074
Cr D Phelan	\$22,290
Cr N Hansford	\$22,290
Cr D Evans	\$22,290
Cr O Sharkey (07/11/18 - 30/06/19 Mayor)	\$55,883
Cr J Gilbert	\$22,290
Cr L Rowe	\$22,290

The amount equivalent to the superannuation guarantee under Commonwealth taxation legislation (currently 9.5 per cent) is payable in addition to these amounts.

## Audit & Risk Committee Independent Members Sitting Fee

Independent Member	Sitting Fee
Joseph Adamski	\$2,224
Peter Bollen	\$1,724
Andrew Pearce	\$2,276



## Councillor Expenses

In accordance with Section 75 of the Local Government Act 1989, Council is required to reimburse a Councillor for expenses incurred whilst performing duties as a Councillor. Council is required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses to the Mayor and Councillors to enable them to discharge their duties.

Council publishes details of Councillor expenses, including reimbursement of expenses, in its Annual Report. The details of the Councillor expenses for the 2018-19 year are set out in the following table.

Councillor	Travel	Council Car expenses	Child Care	Information &	Conferences & Training	Total \$
Cr Des Phelan	36	-	-	1,227	2,020	3,283
Cr Helena Kirby (01/07/18 - 06/11/18 Mayor)	125	2,108	-	630	2,466	5,329
Cr David Evans	-	-	-	645	950	1,595
Cr Joanne Gilbert	834	-	-	184	2,939	3,957
Cr Nathan Hansford	532	-	-	198	2,135	2,865
Cr Les Rowe	-	-	-	161	1,032	1,193
Cr Owen Sharkey (07/11/18 - 30/06/19 Mayor)	1,263	3,040	-	275	3,266	7,844

The following expenses were paid to Independent Members of the Audit & Risk Committee:

Independent Member	Travel	Car Mileage	Information & Communications	Conferences & Training	Total \$
Peter Bollen	-	68	-	-	68
Andrew Pearce	-	132	-	-	132
Joseph Adamski	-	57	-	-	57

## Management

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks leads to better decision-making by Council. The Act requires Council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations. Council's Governance and Management Checklist results are set out on page 98. The following items have been highlighted as important components of the management framework.

## Audit and Risk Committee

The Audit and Risk Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management, and fostering an ethical environment. The Audit and Risk Committee consists of three independent members, Mr Peter Bollen (Chair), Mr Joe Adamski, Mr Andrew Pearce and two Councillors. Independent members are appointed for a maximum four-year term, with a maximum of two terms.

The Audit and Risk Committee meets a minimum of four times a year. The Chief Executive Officer, Director Corporate Services, Director Assets and Amenity, Director Community Services, Finance Manager and People and Culture Manager attend all Audit and Risk Committee meetings. Council's Internal Auditors attends as required to present reports. The external auditors generally attend in February, May and September each year to present the audit plan, interim management letter and independent audit report respectfully.

Recommendations from each Audit and Risk Committee meeting are subsequently reported to, and noted by, Council.



## Internal Audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. The function is provided by an external provider. A risk based three-year Strategic Internal Audit Plan (SIAP) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment prior audit coverage and outcomes and management input. The SIAP is reviewed and approved by the Audit and Risk Committee.

The Internal Auditor generally attends all Audit and Risk Committee meetings to report on the status of the SIAP, to provide an update on the implementation of audit recommendations and to present findings of completed reviews. All audit issues identified are risk rated. Recommendations are assigned to the responsible Manager and tracked accordingly. Managers provide quarterly status updates that are reviewed by the Internal Auditor and reported to the Audit and Risk Committee. Quality assurance is measured through annual client satisfaction surveys, the annual Audit and Risk Committee self-assessment, completion of the internal audit plan and benchmarking against other internal audit functions.

The SIAP for 2018–19 was completed with the following reviews conducted:

- Data Analytics
- Risk Management Framework Review

## External Audit

Council is externally audited by the Victorian Auditor-General. For the 2018-19 year, the annual external audit of Council's Financial Statements and Performance Statement was conducted by McLaren Hunt, an Audit Service Provider appointed by the Victorian Auditor-General. The external auditors generally attend the February, May and September Audit and Risk Committee meetings to present the annual audit plan, interim management letter and Independent Audit Report respectfully. The final external audit management letter and responses are also provided to the Audit and Risk Committee.

## Risk management

Risk management is critical to the achievement of the Council Plan's strategic objectives. Prudent decision-making regarding the use of Council's human, financial and physical resources is vital to attaining Council's vision of offering a lifestyle and opportunities that foster social and economic wellbeing. By fostering a risk management ethos, Council seeks to minimise resource waste by applying robust risk management practices.

Council reviews the Risk Management Strategy and Action Plan annually. The Strategy focuses on the following strategic objectives:

- Occupational health and safety;
- Emergency control;
- Business continuity;
- Public liability;
- Asset security;
- Professional indemnity;
- Fraud prevention; and
- Risk management at facilities controlled by Section 86 Committees of Council.

The Action Plan provides a program of activities which address known issues arising in these eight strategic objective areas.

## Governance and Management Checklist

Golden Plains Shire Council is constituted under the Local Government Act 1989 to provide leadership for the good governance of the municipal district and the local community.

Governance and Management Items	Assessment
1. <b>Community engagement policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy <input checked="" type="checkbox"/> Date of operation of current policy: 1 July 2016
2. <b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Guidelines <input checked="" type="checkbox"/> Date of operation of current guidelines: December 2010
3. <b>Strategic Resource Plan</b> (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with <input checked="" type="checkbox"/> section 126 of the Act Date of adoption: 25 June 2019
4. <b>Annual budget</b> (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 <input checked="" type="checkbox"/> of the Act Date of adoption: 25 June 2019
5. <b>Asset management plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years) Status report - 20	Plans <input checked="" type="checkbox"/> Date of operation of current plans: Asset Management Policy 2018 Asset Management Steering Committee 2019 Asset Management Strategy 2019-21 Bridges & Culverts Asset Management Plan 2019 Buildings 2010 Road Management Plan 2017 Roads & Carparks Asset Management Plan 2019 Unsealed Road Grading Maintenance Charter 2019
6. <b>Rating strategy</b> (strategy setting out the rating structure of Council to levy rates and charges)	Strategy <input checked="" type="checkbox"/> Date of operation of current strategy: 28 March 2017
7. <b>Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy <input checked="" type="checkbox"/> Date of operation of current policy: Risk Management Internal Policy 19 November 2014 Risk Management Strategy and Action Plan 16 May 2018
8. <b>Fraud policy</b> (policy outlining council's commitment and approach to minimising the risk of fraud)	Policy <input checked="" type="checkbox"/> Date of operation of current policy: 29 November 2016
9. <b>Municipal emergency management plan</b> (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in <input checked="" type="checkbox"/> accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 22 May 2018
10. <b>Procurement policy</b> (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance <input checked="" type="checkbox"/> with section 186A of the <i>Local Government Act 1989</i> Date of approval: 22 May 2018

Governance and Management Items	Assessment
11. <b>Business continuity plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of approval: March 2017 <input checked="" type="checkbox"/>
12. <b>Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of preparation: March 2017 <input checked="" type="checkbox"/>
13. <b>Risk management framework</b> (framework outlining council's approach to managing risks to the Council's operations)	Framework Date of operation of current framework: 27 July 2017 <input checked="" type="checkbox"/>
14. <b>Audit Committee</b> (advisory committee of council under section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 27 February 1997 <input checked="" type="checkbox"/>
15. <b>Internal audit</b> (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Engaged Date of engagement of current provider: 1 July 2012 <input checked="" type="checkbox"/>
16. <b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 1 July 2014 <input checked="" type="checkbox"/>
17. <b>Council Plan reporting</b> (report reviewing the performance of the council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Reports presented to Council Date reports presented: Council Plan: 24 July 2018, 23 October 2018, 22 January 2019 and 23 April 2019 Strategic Indicators presented: 12 February 2019 <input checked="" type="checkbox"/>
18. <b>Financial reporting</b> (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to council in accordance with section 138(1) of the Act Date statements presented: 23 October 2018, 27 November 2018, 26 February 2019 and 28 May 2019 <input checked="" type="checkbox"/>
19. <b>Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date Reports Presented: 12 September 2017, 14 November 2017, 13 February 2018, 5 June 2018 <input checked="" type="checkbox"/>
20. <b>Performance reporting</b> (six monthly reports of indicators measuring results against financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Reports Date of Reports - 12 February 2019 <input checked="" type="checkbox"/>
21. <b>Annual report</b> (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of council in accordance with section 134 of the Act Date statements presented: 23 October 2018 <input checked="" type="checkbox"/>



Governance and Management Items	Assessment	
22. <b>Councillor Code of Conduct</b> (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Reviewed in accordance with section 76C of the Act Date reviewed: 24 January 2017	<input checked="" type="checkbox"/>
23. <b>Delegations</b> (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date of review: Council to CEO 28 March 2017 Council to Staff 25 July 2017, 26 September 2017, 27 February 2018, 24 April 2018 CEO to Council Staff 1 August 2017, 1 September 2017, 1 March 2018	<input checked="" type="checkbox"/>
24. <b>Meeting procedures</b> (a local law governing the conduct of meetings of council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 23 April 2019	<input checked="" type="checkbox"/>

I certify that this information presents fairly the status of Council's governance and management arrangements.



Eric Braslis  
Chief Executive Officer  
Dated: 18 September 2019



Cr Owen Sharkey  
Mayor  
Dated: 18 September 2019

## Statutory Information

### Documents Available for Public Inspection

In accordance with regulation 12 of the Local Government (General) Regulations 2015, the following prescribed documents are available for public inspection or copies of the documents can be obtained for the purposes of section 222 of the Act at 2 Pope Street, Bannockburn:

- a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by a Councillor or any member of Council staff in the previous 12 months
- agendas for and minutes of Ordinary and Special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- the minutes of meetings of Special Committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act
- a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act
- a document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease
- a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- a list of donations and grants made by the council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.



## Best Value

In accordance with section 208B of the Local Government Act 1989 (as amended), Council is to comply with the six Best Value principles and to report to the community at least once a year on how this has been achieved.

The principles relate to:

- Quality and cost standards
- Responsiveness to community needs
- Accessibility
- Continuous improvement
- Community consultation
- Reporting to the community

Golden Plains Shire Council has embraced all of these principles by incorporating them into its management planning process to ensure it provides the services that best reflect the needs of the community.

Council's commitment is demonstrated through various initiatives including:

- Service reviews and briefings to Council
- Enhanced community consultation, listening posts, online feedback
- A Council Plan which is reflective of the community's need
- Community Satisfaction surveys
- Community planning framework
- Supporting local and regional procurement practices
- Collaboration with other Councils and various agencies

## Carers Recognition

- The Carer's Recognition Act 2012 formally acknowledges the important contribution that people in care relationships make to our community and recognises, promotes and values the role of people in care relationships.
- As a care support organisation, Golden Plains Shire Council considers the care relationship principles when developing and implementing policies, programs and services that affect people in care relationships.
- Golden Plains Shire Council values the active participation and contribution of all carers. Carers are specifically involved in individual care planning development, monitoring and review.
- Carers continue to play an active role, formally and informally as they connect with the activities of the Social Support programs.
- Respite services provide flexible and responsive support for carers, recognising the value of their caring role.

## Contracts

During the year Council did not enter into any contracts valued at \$150,000 or more without first engaging in a competitive process.

## Disability Action Plan

The Golden Plains Shire Access and Inclusion Plan 2017-2020 express Council's strategic direction to improving access and inclusion needs of people with a disability. Council has continued to successfully implement the plan with some key activities including:

- The ongoing support and resourcing of Golden Plains Shire Disability - Access and Inclusion Advisory Committee
- Developed in partnership with the Disability – Access and Inclusion Advisory Committee a Disability, Access and Inclusion Network to advocate and explore opportunities for community members, groups, clubs, council and disability support organisation to form partnerships to increase opportunities for inclusion for people with disabilities in their local communities
- Supported Scope to run a support group for adults with disabilities in Bannockburn one day a week
- Development of an Easy English version of the Council Plan 2017-2021
- Advocacy to increase accessibility and inclusiveness of Bannockburn Heart Play Space

## Domestic Animal Management Plan (2017-2021)

In accordance with the Domestic Animals Act 1994, Council is required to prepare a Domestic Animal Management Plan at every four years and evaluate its implementation in the Annual Report. The current plan was updated in November 2017 in line with State Government requirements.

Council adopted the current Domestic Animal Management Plan in 2017. The plan was developed through consultation with Council's Animal Management Team and input from other Council departments. Since inception, Council has reviewed and monitored its operations on a yearly basis in line with the key objectives of the plan:

- To increase the enjoyment people receive from their pets
- To reduce the incidence of problems within the community related to pets being a nuisance or causing problems or injury to people or other animals
- To contribute to improving the health and wellbeing of pets.

A number of actions, as outlined in the plan, have been undertaken based around educational and promotional activities, in addition to general enforcement and compliance. These have included, but are not limited to targeted township registration checks, domestic animal business audits, investigation of prevention to cruelty of animal matters, prosecution of serious dog attacks matters, maintenance and audit of the declared dog register, and targeted feral cat removal in peri-urban/rural areas.

Since the commencement of the plan, animal registration has grown from 6,102 animals to 9,746 animals, a 59% increase.

During 2018-19, the total number of animals impounded by Council Officers or delivered to animal shelters by residents has reduced by 12.4% since the last year (250 to 2019 respectively). Impounded animals reclaims increased slightly from 19.2% to 22%.

Council forwarded 68 unpaid animal management infringements to Fines Victoria.

Council's also ran a lengthy cat desexing program where unregistered cats were offered desexing, microchipping and a heavily discounted rate that included free registration for one year at our local veterinary clinics.

## Food Act Ministerial Directions

In accordance with section 7E of the Food Act 1984, Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report.

No such Ministerial Directions were received by Council during the financial year.

## Freedom of Information

Under the Freedom of Information Act 1982, the community has the right to access documents held by Council. During the 2018-19 financial year, a total of eleven (11) requests were received by Council.

- 4 were processed outside of the FOI Act
- 1 was withdrawn
- 2 were granted in full
- 2 were granted in part (exemptions applied)
- 1 was not finalised by the end of the financial year (carried over to next year)

A total of \$107.30 in application fees was collected.

A total of \$170.40 in application fees was waived on the grounds of hardship, or not required to be paid.



### Protected Disclosure Procedures

The Protected Disclosure Act 2012 aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

In accordance with Section 69 of the Protected Disclosure Act 2012, a council must include in their Annual Report information about how to access the procedures established by the Council under Part 9 of that Act. Procedures on how to make a disclosure are publicly available on Council's website.

It is also required to provide certain information about the number and types of protected disclosure complaints investigated during the financial year. During the 2018-19 year, no disclosures were notified to Council officers appointed to receive disclosures, or to IBAC.

### Road Management Act Ministerial direction

In accordance with section 22 of the Road Management Act 2004, Council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial Directions were received by Council during the financial year.

### National Competition Policy

For the year ended 30 June 2019, Golden Plains Shire Council has adhered to, and is obligated to adhere to, competitive neutrality principles.

### Infrastructure and development contributions

Council has a policy for guiding the collection of development contributions. Council does not have any formal Infrastructure Contributions Plans (ICP's) or Development Contributions Plans (DCP's).



# FINANCIAL REPORT

For the year ended 30 June 2019



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## Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.



Philippa O'Sullivan CPA  
**Principal Accounting Officer**

Date: 18 September 2019  
Bannockburn

In our opinion the accompanying financial statements present fairly the financial transactions of Golden Plains Shire Council for the year ended 30 June 2019 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Councillor Owen Sharkey  
**Mayor**

Date: 18 September 2019  
Bannockburn



Councillor David Evans

Date: 18 September 2019  
Bannockburn



Eric Braslis  
**Chief Executive Officer**

Date: 18 September 2019  
Bannockburn



# Independent Auditor's Report

## To the Councillors of Golden Plains Shire Council

<b>Opinion</b>	<p>I have audited the financial report of Golden Plains Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2019</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• statement of capital works for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial statements.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor's  
responsibilities  
for the audit  
of the financial  
report**


As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors
- conclude on the appropriateness of the Councillors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the council to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE  
23 September 2019

  
Jonathan Kyvelidis  
as delegate for the Auditor-General of Victoria

## Comprehensive Income Statement For the Year Ended 30 June 2019

	Note	2019 \$'000	2018 \$'000
<b>Income</b>			
Rates and charges	3.1	22,951	21,435
Statutory fees and fines	3.2	667	668
User fees	3.3	2,613	2,872
Grants - operating	3.4	11,000	10,503
Grants - capital	3.4	4,103	5,400
Contributions - monetary	3.5	1,644	1,734
Contributions - non monetary	3.5	795	192
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	103	154
Share of net profits (or loss) of associates	6.2	(16)	-
Other income	3.7	773	322
<b>Total income</b>		<b>44,633</b>	<b>43,280</b>
<b>Expenses</b>			
Employee costs	4.1	17,133	17,567
Materials and services	4.2	12,760	11,423
Depreciation and amortisation	4.3	7,780	7,591
Bad and doubtful debts	4.4	16	80
Borrowing costs	4.5	334	334
Other expenses	4.6	260	262
<b>Total expenses</b>		<b>38,283</b>	<b>37,257</b>
<b>Surplus/(deficit) for the year</b>		<b>6,350</b>	<b>6,023</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation increment/(decrement)	6.1	3,103	(368)
<b>Total comprehensive result</b>		<b>9,453</b>	<b>5,655</b>

The above comprehensive income statement should be read in conjunction with the accompanying notes.

## Balance Sheet As at 30 June 2019

	Note	2019 \$'000	2018 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1	18,563	17,271
Trade and other receivables	5.1	3,798	2,418
Other financial assets	5.1	2,718	-
Inventories	5.2	4	11
Other assets	5.2	167	226
<b>Total current assets</b>		<b>25,250</b>	<b>19,926</b>
<b>Non-current assets</b>			
Other financial assets	5.1	-	1,933
Investments in associates	6.2	724	740
Property, infrastructure, plant and equipment	6.1	439,603	433,003
<b>Total non-current assets</b>		<b>440,327</b>	<b>435,676</b>
<b>Total assets</b>		<b>465,577</b>	<b>455,602</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3	3,703	3,569
Trust funds and deposits	5.3	559	289
Provisions	5.5	3,237	2,978
Interest-bearing liabilities	5.4	7,349	1,151
<b>Total current liabilities</b>		<b>14,848</b>	<b>7,987</b>
<b>Non-current liabilities</b>			
Provisions	5.5	2,967	2,847
Interest-bearing liabilities	5.4	297	6,756
<b>Total non-current liabilities</b>		<b>3,264</b>	<b>9,603</b>
<b>Total liabilities</b>		<b>18,112</b>	<b>17,590</b>
<b>Net assets</b>		<b>447,465</b>	<b>438,012</b>
<b>Equity</b>			
Accumulated surplus		183,105	181,249
Reserves	9.1	264,360	256,763
<b>Total Equity</b>		<b>447,465</b>	<b>438,012</b>

The above balance sheet should be read in conjunction with the accompanying notes.



### Statement of Changes in Equity For the Year Ended 30 June 2019

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2019</b>					
Balance at beginning of the financial year		438,012	181,249	253,050	3,713
Surplus/(deficit) for the year		6,350	6,350	-	-
Net asset revaluation increment/(decrement)	9.1(a)	3,103	-	3,103	-
Transfers to other reserves	9.1(b)	-	(8,335)	-	8,335
Transfers from other reserves	9.1(b)	-	3,841	-	(3,841)
<b>Balance at end of the financial year</b>		<b>447,465</b>	<b>183,105</b>	<b>256,153</b>	<b>8,207</b>

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2018</b>					
Balance at beginning of the financial year		432,357	175,061	253,418	3,878
Surplus/(deficit) for the year		6,023	6,023	-	-
Net asset revaluation increment/(decrement)	9.1(a)	(368)	-	(368)	-
Transfers to other reserves	9.1(b)	-	(3,624)	-	3,624
Transfers from other reserves	9.1(b)	-	3,789	-	(3,789)
<b>Balance at end of the financial year</b>		<b>438,012</b>	<b>181,249</b>	<b>253,050</b>	<b>3,713</b>

The above statement of changes in equity should be read in conjunction with the accompanying notes.

## Statement of Cash Flows

### For the Year Ended 30 June 2019

	Note	2019 Inflows/ (Outflows) \$'000	2018 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		22,509	21,511
Statutory fees and fines		667	680
User fees		2,568	2,924
Grants - operating		10,735	10,954
Grants - capital		4,103	5,751
Contributions - monetary		1,692	1,655
Interest received		327	309
Trust funds and deposits taken		408	407
Net GST refund/payment		736	526
Employee costs		(16,794)	(17,568)
Materials and services		(13,991)	(12,864)
Trust funds and deposits repaid		(139)	(323)
<b>Net cash provided by/(used in) operating activities</b>		<b>12,821</b>	<b>13,962</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	6.1	(10,534)	(10,072)
Proceeds from sale of property, infrastructure, plant and equipment		385	504
Payments of loans and advances		(785)	(556)
<b>Net cash provided by/(used in) investing activities</b>		<b>(10,934)</b>	<b>(10,124)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(334)	(334)
Proceeds from borrowings		-	650
Repayment of borrowings		(261)	(241)
<b>Net cash provided by/(used in) financing activities</b>		<b>(595)</b>	<b>75</b>
Net increase (decrease) in cash and cash equivalents		1,292	3,913
Cash and cash equivalents at the beginning of the financial year		17,271	13,358
<b>Cash and cash equivalents at the end of the financial year</b>		<b>18,563</b>	<b>17,271</b>
Financing arrangements	5.4		
Restrictions on cash assets	5.1	799	452

The above statement of cash flow should be read in conjunction with the accompanying notes.

## Statement of Capital Works For the Year Ended 30 June 2019

	2019 \$'000	2018 \$'000
<b>Property</b>		
Land	45	-
<b>Total land</b>	<u>45</u>	<u>-</u>
Buildings - Specialised	1,211	585
Buildings - Non Specialised	187	234
<b>Total buildings</b>	<u>1,398</u>	<u>819</u>
<b>Total property</b>	<u>1,443</u>	<u>819</u>
<b>Plant and equipment</b>		
Plant, machinery and equipment	1,942	1,676
Computers, Fixtures, fittings and furniture	200	155
<b>Total plant and equipment</b>	<u>2,142</u>	<u>1,831</u>
<b>Infrastructure</b>		
Roads	4,108	5,530
Bridges	360	552
Footpaths and cycleways	347	136
Drainage	-	35
Recreational, leisure and community facilities	1,955	973
Parks, open space and streetscapes	127	69
Off street car parks	50	127
<b>Total infrastructure</b>	<u>6,947</u>	<u>7,422</u>
<b>Total capital works expenditure</b>	<u><b>10,532</b></u>	<u><b>10,072</b></u>
<b>Represented by:</b>		
New asset expenditure	2,756	2,191
Asset renewal expenditure	4,331	5,720
Asset expansion expenditure	-	286
Asset upgrade expenditure	3,445	1,875
<b>Total capital works expenditure</b>	<u><b>10,532</b></u>	<u><b>10,072</b></u>

The above statement of capital works should be read in conjunction with the accompanying notes.

## Notes to the Financial Report For the Year Ended 30 June 2019

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### OVERVIEW

#### Introduction

The Golden Plains Shire Council was established by an Order of the Governor in Council on 6 May 1994 and is a body corporate. The Council's main office is located at 2 Pope Street, Bannockburn.

#### Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

#### Significant accounting policies

##### (a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- other areas requiring judgments

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.



## Notes to the Financial Report For the Year Ended 30 June 2019

### Note 1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent and \$20,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 26 June 2018. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

#### 1.1 Income and expenditure

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
<b>Income</b>					
Rates and charges	22,903	22,951	48	0%	
Statutory fees and fines	585	667	82	14%	1
User fees	3,369	2,613	(756)	-22%	2
Grants - operating	10,234	11,000	766	7%	3
Grants - capital	2,759	4,103	1,344	49%	4
Contributions - monetary	1,179	1,644	465	39%	5
Contributions - non monetary	1,125	795	(330)	-29%	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	2	103	101	5050%	7
Share of net profits/(losses) of associates and joint ventures	-	(16)	(16)		
Other income	250	773	523	209%	8
<b>Total income</b>	<b>42,406</b>	<b>44,633</b>	<b>2,227</b>		
<b>Expenses</b>					
Employee costs	18,178	17,133	1,045	6%	9
Materials and services	12,196	12,760	(564)	-5%	10
Bad and doubtful debts	2	16	(14)	100%	
Depreciation and amortisation	8,080	7,780	300	4%	
Borrowing costs	414	334	80	19%	11
Other expenses	266	260	6	2%	
<b>Total expenses</b>	<b>39,136</b>	<b>38,283</b>	<b>853</b>		
<b>Surplus/(deficit) for the year</b>	<b>3,270</b>	<b>6,350</b>	<b>1,374</b>		

## Notes to the Financial Report For the Year Ended 30 June 2019

### (i) Explanation of material variations

Ref	Item	Explanation	\$'000
<b>1</b>	<b>Statutory fees and fines</b>		
	Lodgement Fees	Increase in the number of property planning and rezoning activities.	48
	Animal Infringement Fines	Increased focus on compliance and collection	40
<b>2</b>	<b>User Fees</b>		
	Childcare/Children's Programs	Reduced childcare centre enrolments due to increased competition.	(775)
	Home and Community Care Fees	Increased revenue from home and community care activities	(113)
	Subdivision Supervision Fees	Increased number of applications for sub-divisions	148
<b>3</b>	<b>Grants - Operating</b>		
	General Purpose Grant	Population growth resulted in an increased allocation	362
	FDC Child Care Benefit	Reduced income due to lower childcare centre enrolments.	(181)
	M & C H Services	Increased funding received for maternal and child health services	69
<b>4</b>	<b>Grants - Capital</b>		
	Fixing Country Road	New grant funding	1,313
	Coopers Bridge Replacement	Grant funding was not successful	(800)
	Bannockburn Vic park Oval Lighting	Grant received in 2018-19 year, expected in 2019-20	500
	Tall tree road upgrade	Grant received in 2017-18 year, expected in 2018-19	(568)
	World Game (Bannockburn) Funding	New grant funding	225
	Bannockburn Bowls Upgrade	New grant funding	225
	Linton Oval Lighting Upgrade	New grant funding	225
	Inverleigh Netball Courts Upgrade	New grant funding	225
<b>5</b>	<b>Contributions - monetary</b>		
	Public Open Space Contributions	Higher subdivision activities than expected	146
	Developer Community Contributions	Increase in developer contribution payments due to increased development and building activity	236
	Debt Collection Recoupment	Increase number of activities in debt	(134)
	Rate Recovery Sale of Land Income	Sale of properties as per s.181 Local Government Act	142
	Contributions - Berrybank - Teesdale Turtle Upgrade (C)	Contribution for new project received in 2018-19 year, expected in 2019-20	100
	Sago Hill Gravel Sales	Gravel sales were lower than originally forecasted	(170)
	Contributions - Bannockburn South West Precinct	Contribution for new project.	60

**Notes to the Financial Report  
For the Year Ended 30 June 2019**

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**6 Contributions - non monetary**

Subdivisions Handed to Council	Transfer of subdivision infrastructure delayed	(330)
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**7 Net gain/(loss) on disposal of property, infrastructure, plant and equipment**

Sale of plant and equipment	Improved sales price for items of plant at auction	101
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**8 Other income**

Interest on Investments	Higher investment activities due to uncompleted project	128
Unwind present value discount for Sago hill Gravel Pit rehabilitation project provision (book entry)		393

**9 Employee Costs**

Wages and Salaries	Vacant positions and reduction of temporary staff in Chidcare	1,045
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**10 Materials and Services**

General maintenance	Increased infrastructure assets maintenance	(871)
Recycling Disposal Cost	Expected increase in recycle cost did not realised	286
Contractors and consultants	Increased relief staff and recruitment cost	(408)
Delivery of projects and services	Saving in multiple projects, some savings set off against increase in General Material	458

**11 Borrowing Costs**

Interest on Borrowings	\$5m loan for GPCCC project was delayed	80
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**Notes to the Financial Report  
For the Year Ended 30 June 2019**

**Note 1 Performance against budget (cont'd)**

**1.2 Capital works**

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
<b>Property</b>					
Land	-	45	45	100%	1
<b>Total Land</b>	-	45	45		
 Buildings	5,996	1,398	(4,598)	-77%	2
<b>Total Buildings</b>	<b>5,996</b>	<b>1,398</b>	<b>(4,598)</b>		
<b>Total Property</b>	<b>5,996</b>	<b>1,443</b>	<b>(4,553)</b>		
 <b>Plant and Equipment</b>					
Plant, machinery and equipment	1,674	1,942	268	16%	3
Fixtures, fittings and furniture	-	32	32	100%	4
Computers and telecommunications	282	168	(114)	-40%	5
<b>Total Plant and Equipment</b>	<b>1,956</b>	<b>2,142</b>	<b>186</b>		
 <b>Infrastructure</b>					
Roads	4,132	4,108	(24)	-1%	6
Bridges	1,750	360	(1,390)	-79%	7
Footpaths and cycleways	288	347	59	20%	8
Recreational, leisure and community facilities	720	1,955	1,235	172%	9
Parks, open space and streetscapes	205	127	(78)	-38%	10
Off street car parks	50	50	-	0%	
<b>Total Infrastructure</b>	<b>7,145</b>	<b>6,947</b>	<b>(198)</b>		
 <b>Total Capital Works Expenditure</b>	<b>15,097</b>	<b>10,532</b>	<b>(4,565)</b>		
 <b>Represented by:</b>					
New asset expenditure	1,227	2,756	1,529		
Asset renewal expenditure	5,855	4,331	(1,524)		
Asset expansion expenditure	5,065	-	(5,065)		
Asset upgrade expenditure	2,950	3,445	495		
<b>Total Capital Works Expenditure</b>	<b>15,097</b>	<b>10,532</b>	<b>(4,565)</b>		



**Notes to the Financial Report  
For the Year Ended 30 June 2019**

**(i) Explanation of material variations**

<b>Variance Ref</b>	<b>Item</b>	<b>Explanation</b>	<b>\$'000</b>
<b>1</b>	<b>Land</b>		
	Sporting Complex Land Purchase - 20 Railway St Inverleigh	Purchase of land was not budgeted in 2018-19	(45)
<b>2</b>	<b>Buildings</b>		
	Golden Plains Community & Civic Centre	Project commenced later than expected. Major construction work for the project will happen in 2019-20	4,019
	Underground Power Upgrade - The Heart	Projected to be completed in 2019-20	227
	Teesdale toilet upgrade	Project scope reduced to minimise costs	202
	Haddon stadium floor replacement	Project on hold until state government funding received	250
	Bannockburn Men's Shed	Additional cost incurred to complete the project	(80)
<b>3</b>	<b>Plant, machinery and equipment</b>		
	Flocon Truck - Hino 1227 (P334)	Purchased in 2018-19, budgeted in 2017-18	(222)
	Street Sweeper	Purchased in 2018-19, budgeted in 2017-18	(172)
	Ute Purchases	Budgeted purchases have been delayed to next year	81
	Vehicle Purchases	Budgeted purchases have been delayed to next year	40
<b>4</b>	<b>Fixtures, fittings and furniture</b>		
	Aged & Disability Minor Equipment	Purchased in 2018-19, budgeted in 2017-18	(32)
<b>5</b>	<b>Computer and telecommunications</b>		
	Computer Hardware & Software	Project to be completed in 2019-20	82
<b>6</b>	<b>Roads</b>		
	Teesdale-Lethbridge Rd Upgrade	Unanticipated funding received during the year as part of Fixing Country Roads grant.	(127)
	Local Roads Improvements (Roads to Recovery)	Additional funded works on road network	(116)
	Somerset Estate Road Infrastructure	Project cost was lower than anticipated	125
	Gravel Resheeting - Local Roads	Project cost was lower than anticipated	48
<b>7</b>	<b>Bridges</b>		
	Bridge Rehabilitation - Coopers Bridge	Project delayed due to scope of the Grant funding changed, to be completed in 2019-20.	1,494
	Wall Bridge renewal	Bridge renewal funding successful post adoption of budget. Further works to be carried out in the 2019-20 financial year.	(66)
<b>8</b>	<b>Footpaths and cycleways</b>		
	Footpaths & Trails	Project completed in 2018-19, budgeted in 2017-18	(90)
	Periodic Footpath Maintenance	Footpath maintenance carried out under operating budget	25
<b>9</b>	<b>Recreational, leisure and community facilities</b>		
	Bannockburn Vic Park Court Upgrade	Additional cost required to complete the project.	(254)
	Linton Oval Lighting Upgrade	A new grant funded the project in 2018-19.	(293)
	Bannockburn Heart (RDV)	Project originally budgeted in 2017-18. Further construction works to be performed in 2019-20.	(574)
<b>10</b>	<b>Parks, open space and streetscapes</b>		
	Bannockburn Streetscape Upgrade	Project commencement delayed, to be completed in 2019-20.	53

## Notes to the Financial Report For the Year Ended 30 June 2019

### Note 2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

#### 2.1 (a) Citizen & Customer Service

The key objective is to foster a culture across the organisation which addressed the needs of the community through communication and the provision of excellent customer service.

##### **Civic Leadership**

Civic leadership's objective is to enhance Council's decision making capacity by strengthening the governance and advocacy of Council. Good governance and leadership is supported by planning, delivering and improving high quality, cost effective, accessible and responsible services.

##### **Economic Development**

The strategic objective of economic development is to facilitate the growth of the local economy particularly in township development and rural based industries.

##### **Environment & Land use Plan**

A key objective is to encourage and facilitate sustainable land use and development and protect and enhance the natural environment. Central to environment and land use is the assessment of development, health and local laws, planning strategy and urban growth.

##### **Financial Management**

To ensure the efficient and effective allocation of resources through sound financial planning and management that secures the long-term financial viability of the municipality. This objective is achieved by providing proactive support services across Council which include finance services, digital information and technology, property and procurement, strategy and program delivery.

##### **Human Support Services**

To provide a range of sustainable human support services that maintain and enhance the wellbeing and quality of life of Golden Plains Shire residents.

##### **Recreation & Community Development**

To facilitate the provision of a range of recreation facilities across the Shire and assist the community committees to best service their communities and to continue to enhance townships through Town Place Plans. To identify and respond to community needs and provide opportunities to enable needs and provide opportunities to enable people in the community to be supported and involved.

##### **Roads & Streets Infrastructure**

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

##### **Waste Management**

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

**Notes to the Financial Report**  
**For the Year Ended 30 June 2019**

**Note 2.1 Analysis of Council results by program**

**2.1 (b) Summary of revenues, expenses, assets and capital expenses by program**

	Income	Expenses	Surplus/(Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2019</b>					
Citizen & Customer Service	12	(1,251)	(1,239)	-	2,610
Civic Leadership	160	(2,466)	(2,306)	120	335
Economic Development	47	(564)	(516)	-	434
Environment & Land use Plan	2,220	(3,668)	(1,448)	161	1,514
Financial Management	27,899	(2,355)	25,544	5,956	948
Human Support Services	5,720	(7,844)	(2,124)	4,208	12,648
Recreation & Community Development	2,583	(5,912)	(3,329)	2,263	46,985
Roads & Streets Infrastructure	3,055	(11,776)	(8,721)	2,395	371,205
Waste Management	2,937	(2,447)	490	-	1,231
Unattributed	-	-	-	-	1,693
	44,633	(38,283)	6,350	15,103	439,603
<b>2018</b>					
Citizen & Customer Service	22	(1,222)	(1,201)	-	2,264
Civic Leadership	232	(2,432)	(2,200)	120	375
Economic Development	46	(559)	(513)	-	415
Environment & Land use Plan	1,813	(3,521)	(1,707)	203	1,083
Financial Management	26,131	(2,012)	24,119	5,667	714
Human Support Services	5,831	(8,330)	(2,499)	3,900	11,038
Recreation & Community Development	1,894	(6,192)	(4,298)	1,577	41,419
Roads & Streets Infrastructure	5,015	(10,803)	(5,788)	4,435	372,801
Waste Management	2,296	(2,186)	110	-	934
Unattributed	-	-	-	-	1,960
	43,280	(37,257)	6,023	15,903	433,003

## Notes to the Financial Report For the Year Ended 30 June 2019

Note 3 Funding for the delivery of our services	2019	2018
3.1 Rates and charges	\$'000	\$'000

Council uses Capital Improved Valuation (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its total market value including land and improvements.

The valuation base used to calculate general rates for 2018/19 was \$4,704 million (2017/18 \$4,554 million).

General Rates	17,383	16,702
Municipal charge	2,375	2,326
Waste management charge	2,885	2,155
Special rates and charges	32	35
Supplementary rates and rate adjustments	141	89
Interest on rates and charges	135	128
<b>Total rates and charges</b>	<b>22,951</b>	<b>21,435</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2019, and the valuation will be first applied in the rating year commencing 1 July 2019.

Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

### 3.2 Statutory fees and fines

Planing and building fees	487	457
Infringements and costs	92	135
Property information fees	25	28
Land information certificates	24	30
Drainage information fees	39	18
<b>Total statutory fees and fines</b>	<b>667</b>	<b>668</b>

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

### 3.3 User fees

Childcare/Children's Programs	872	1,294
Home and Community Care Fees	172	187
Animal Registration Charges	388	349
Early Childhood Education	224	232
Subdivision Supervision Fees	217	156
Gravel Cartage Levy	161	149
Septic Tank Fees	170	112
Food Premises Registration Fees	79	70
Fire Hazard Eradication Fees and Fines	31	36
Bannockburn Family Services Centre Charges	29	33
Bannockburn Cultural Centre Charges	51	46
Smythesdale Business Hub Centre Charges	30	28
Farmers Market Fees	21	20
Lease of Land	46	63
Other	122	97
<b>Total user fees</b>	<b>2,613</b>	<b>2,872</b>

User fees are recognised as revenue when the service has been provided or council has otherwise earned the income.



**Notes to the Financial Report  
For the Year Ended 30 June 2019**

	2019 \$'000	2018 \$'000
<b>3.4 Funding from other levels of government</b>		
Grants were received in respect of the following :		
<b>Summary of grants</b>		
Commonwealth funded grants	9,375	10,439
State funded grants	5,728	5,464
<b>Total grants received</b>	<b>15,103</b>	<b>15,903</b>
<b>(a) Operating Grants</b>		
<b><i>Recurrent - Commonwealth Government</i></b>		
Financial Assistance Grants - General	3,887	3,647
Financial Assistance Grants - Local Roads	2,069	1,979
Children's Services	1,872	1,720
General home care	963	950
<b><i>Recurrent - State Government</i></b>		
Kindergarten	786	767
Community Health	468	518
Home Care	189	203
Maternal and Child Health	405	259
Emergency Management	120	120
Youth projects	67	67
Other	97	86
<i>Environment Projects</i>	51	41
<b>Total recurrent operating grants</b>	<b>10,974</b>	<b>10,357</b>
<b><i>Non-recurrent - State Government</i></b>		
Environment Projects	23	99
Youth projects	3	47
<b>Total non-recurrent operating grants</b>	<b>26</b>	<b>146</b>
<b>Total operating grants</b>	<b>11,000</b>	<b>10,503</b>

**Notes to the Financial Report  
For the Year Ended 30 June 2019**

	2019 \$'000	2018 \$'000
<b>(b) Capital Grants</b>		
<i><b>Recurrent - Commonwealth Government</b></i>		
Roads to recovery	585	1,548
<b>Total recurrent capital grants</b>	<b>585</b>	<b>1,548</b>
<i><b>Non-recurrent - Commonwealth Government</b></i>		
Roads	-	425
Buildings Specialised	-	60
Recreational Leisure & Community	-	110
<i><b>Non-recurrent - State Government</b></i>		
Roads	1,809	2,463
Recreational Leisure & Community	1,709	401
Buildings Specialised	-	377
Environment Projects	-	16
<b>Total non-recurrent capital grants</b>	<b>3,518</b>	<b>3,852</b>
<b>Total capital grants</b>	<b>4,103</b>	<b>5,400</b>
<b>(c) Unspent grants received on condition that they be spent in a specific manner</b>		
Balance at start of year	955	849
Received during the financial year and remained unspent at balance date	877	834
Received in prior years and spent during the financial year	(802)	(728)
<b>Balance at year end</b>	<b>1,030</b>	<b>955</b>

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.

### 3.5 Contributions

Monetary	1,644	1,734
Non-monetary	795	192
<b>Total contributions</b>	<b>2,439</b>	<b>1,926</b>

*Contributions of non monetary assets were received in relation to the following asset classes.*

Land	3	1
Infrastructure	792	191
<b>Total non-monetary contributions</b>	<b>795</b>	<b>192</b>

Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

### 3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	385	504
Written down value of assets disposed	(282)	(350)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>103</b>	<b>154</b>

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

**Notes to the Financial Report  
For the Year Ended 30 June 2019**

	2019	2018
	\$'000	\$'000
<b>3.7 Other income</b>		
Interest on Investment	378	322
Present value discount for gravel pit provision	393	-
Other	2	-
<b>Total other income</b>	<b>773</b>	<b>322</b>

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

**Note 4 The cost of delivering services**

**4.1 Employee costs**

Wages and salaries	15,335	15,559
WorkCover	297	331
Superannuation	1,327	1,492
Fringe benefits tax	161	182
Other	13	3
<b>Total employee costs</b>	<b>17,133</b>	<b>17,567</b>

**(b) Superannuation**

Council made contributions to the following funds:

**Defined benefit fund**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	126	105
	126	105
Employer contributions payable at reporting date.	-	-

**Accumulation funds**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	755	814
Employer contributions - other funds	558	569
	1,313	1,383
Employer contributions payable at reporting date.	46	53

Refer to note 9.3 for further information relating to Council's superannuation obligations.

**Notes to the Financial Report  
For the Year Ended 30 June 2019**

	2019 \$'000	2018 \$'000
<b>4.2 Materials and services</b>		
Delivery of projects and Services	1,853	1,963
General maintenance	3,372	2,652
Garbage Operations	2,117	1,829
Contractors and Consultants	1,552	1,207
Vehicle and Machinery Operations	552	583
Building maintenance	452	416
Information technology	534	454
Utilities	383	331
Printing, Stationery and Postage	252	246
Telecommunication	291	298
Debt Collection and Legal Fee	136	217
Cleaning	319	280
Insurance	198	221
Training	129	170
Advertising	134	102
Election Expenses	29	-
Gravel Pit Operation	69	65
Other Expenses	388	389
<b>Total materials and services</b>	<b>12,760</b>	<b>11,423</b>
<b>4.3 Depreciation and amortisation</b>		
Infrastructure	5,929	5,706
Plant and Machinery	762	770
Buildings	900	885
Furniture and Equipment	189	230
<b>Total depreciation</b>	<b>7,780</b>	<b>7,591</b>

*Refer to note 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.*



**Notes to the Financial Report  
For the Year Ended 30 June 2019**

	2019 \$'000	2018 \$'000
<b>4.4 Bad and doubtful debts</b>		
Community Protection	49	24
Long day Care	3	2
Waste Management	(36)	53
Home Care	-	1
<b>Total bad and doubtful debts</b>	<u>16</u>	<u>80</u>

**Movement in provisions for doubtful debts**

Balance at the beginning of the year	132	54
New Provisions recognised during the year	50	85
Amounts already provided for and written off as uncollectible	(56)	(7)
Balance at end of year	<u>126</u>	<u>132</u>

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairments.

**4.5 Borrowing costs**

Interest - Borrowings	334	334
<b>Total borrowing costs</b>	<u>334</u>	<u>334</u>

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

**4.6 Other expenses**

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	45	43
Internal Auditors' remuneration	14	23
Councillors' allowances	201	196
<b>Total other expenses</b>	<u>260</u>	<u>262</u>

**Note 5 Our financial position**

**5.1 Financial assets**

**(a) Cash and cash equivalents**

Cash on hand	3	4
Cash at bank	1,465	2,178
Short Term Deposit	13,484	10,079
At call deposits	3,611	5,010
<b>Total cash and cash equivalents</b>	<u>18,563</u>	<u>17,271</u>

**Notes to the Financial Report  
For the Year Ended 30 June 2019**

	2019 \$'000	2018 \$'000
<b>(b) Other financial assets</b>		
Term deposits - current	2,718	-
Term deposits - non-current	-	1,933
<b>Total other financial assets</b>	<b>2,718</b>	<b>1,933</b>
<b>Total financial assets</b>	<b>21,281</b>	<b>19,204</b>

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:

- Statutory Reserves (Note 9.1(b))	240	163
- Trust funds and deposits (Note 5.3)	559	289
Total restricted funds	<b>799</b>	<b>452</b>
Total unrestricted cash and cash equivalents	<b>17,764</b>	<b>16,819</b>

**Intended allocations**

Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- Cash held to fund carried forward capital works	6,947	2,803
- Unspent grant funding - operational	264	350
- Long Service Leave Investment Account	1,500	1,500
Total funds subject to intended allocations	<b>8,711</b>	<b>4,653</b>

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

## Notes to the Financial Report For the Year Ended 30 June 2019

	2019 \$'000	2018 \$'000
<b>(c) Trade and other receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	1,847	1,404
Infringement debtors	207	163
Provision for doubtful debts - infringements	(123)	(74)
Net GST receivable	357	303
Other debtors	1,532	680
Provision for doubtful debts - other debtors	(22)	(58)
<b>Total current trade and other receivables</b>	<b>3,798</b>	<b>2,418</b>

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

### (i) Ageing of Receivables

The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	1,222	534
Past due by up to 30 days	29	12
Past due between 31 and 180 days	115	26
Past due between 181 and 365 days	2	58
Past due by more than 1 year	21	15
<b>Total trade &amp; other receivables</b>	<b>1,389</b>	<b>645</b>

### (ii) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$17,427 (2018: \$53,527) were impaired. The amount of the provision raised against these debtors was \$17,427 (2018: \$53,527). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by up to 30 days	-	-
Past due between 31 and 180 days	17	54
Past due between 181 and 365 days	-	-
Past due by more than 1 year	-	-
<b>Total trade &amp; other receivables</b>	<b>17</b>	<b>54</b>

## Notes to the Financial Report For the Year Ended 30 June 2019

<b>5.2 Non-financial assets</b>	<b>2019</b>	<b>2018</b>
<b>(a) Inventories</b>	<b>\$'000</b>	<b>\$'000</b>
Inventories held for distribution	4	11
<b>Total inventories</b>	<b>4</b>	<b>11</b>

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

### (b) Other assets

Prepayments	73	175
Accrued income	94	51
<b>Total other assets</b>	<b>167</b>	<b>226</b>

## 5.3 Payables

### (a) Trade and other payables

Trade payables	2,902	2,619
Accrued expenses	801	950
<b>Total trade and other payables</b>	<b>3,703</b>	<b>3,569</b>

### (b) Trust funds and deposits

Refundable deposits	559	289
<b>Total trust funds and deposits</b>	<b>559</b>	<b>289</b>

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

#### *Purpose and nature of items*

**Refundable deposits** - Deposits are taken by council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

**Fire Service Levy** - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

**Retention Amounts** - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.



## Notes to the Financial Report For the Year Ended 30 June 2019

### 5.4 Interest-bearing liabilities

	2019	2018
	\$'000	\$'000
<b>Current</b>		
Borrowings - secured	7,349	1,151
	<b>7,349</b>	<b>1,151</b>
<b>Non-current</b>		
Borrowings - secured	297	6,756
	<b>297</b>	<b>6,756</b>
<b>Total</b>	<b>7,646</b>	<b>7,907</b>
Borrowings are secured by Council rates and charges	7,646	7,907

(a) The maturity profile for Council's borrowings is:

Not later than one year	7,349	1,151
Later than one year and not later than five years	147	6,606
Later than five years	150	150
	<b>7,646</b>	<b>7,907</b>

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

### 5.5 Provisions

	Employee	Landfill restoration	Gravel Pit restoration	Total
	\$ '000	\$ '000	\$ '000	\$ '000
<b>2019</b>				
Balance at beginning of the financial year	3,188	1,657	980	5,825
Additional provisions	2,351	-	230	2,581
Amounts used	(1,825)	(2)	(1)	(1,828)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	-	(374)	(374)
Balance at the end of the financial year	<b>3,714</b>	<b>1,655</b>	<b>835</b>	<b>6,204</b>
<b>2018</b>				
Balance at beginning of the financial year	3,313	1,763	884	5,960
Additional provisions	1,229	-	79	1,308
Amounts used	(1,354)	(106)	-	(1,460)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	-	17	17
Balance at the end of the financial year	<b>3,188</b>	<b>1,657</b>	<b>980</b>	<b>5,825</b>

**Notes to the Financial Report  
For the Year Ended 30 June 2019**

	2019	2018
	\$'000	\$'000
<b>(a) Employee provisions</b>		
<b>Current provisions expected to be wholly settled within 12 months</b>		
Rostered days off	70	76
Annual leave	846	940
Long service leave	248	51
	<b>1,164</b>	<b>1,067</b>
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	120	165
Long service leave	1,843	1,636
	<b>1,963</b>	<b>1,801</b>
<b>Total current employee provisions</b>	<b>3,127</b>	<b>2,868</b>
<b>Non-current</b>		
Long service leave	587	320
<b>Total non-current employee provisions</b>	<b>587</b>	<b>320</b>
Aggregate carrying amount of employee provisions:		
Current	3,127	2,868
Non-current	587	320
<b>Total aggregate carrying amount of employee provisions</b>	<b>3,714</b>	<b>3,188</b>

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

*Wages and salaries and annual leave*

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

*Long service leave*

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value.

Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability.

Key assumptions:	<b>2019</b>	<b>2018</b>
- discount rate	1.3%	2.6%
- inflation rate	4.3%	3.9%

	2019	2018
	\$'000	\$'000
<b>(b) Landfill restoration</b>		
Current	50	50
Non-current	1,605	1,607
	<b>1,655</b>	<b>1,657</b>

Council is obligated to restore closed Rokewood and Teesdale sites to a particular standard. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

**Notes to the Financial Report  
For the Year Ended 30 June 2019**

	2019	2018
	\$'000	\$'000
<b>(c) Gravel Pit restoration</b>		
Current	60	60
Non-current	775	920
	<b>835</b>	<b>980</b>
Total current provisions	3,237	2,978
Total non-current provisions	2,967	2,847
<b>Total provisions</b>	<b>6,204</b>	<b>5,825</b>

Council operate Sagohill gravel pit to supply gravel for it's roads and maintenance projects. The gravel pit has a further 28 years of expected life. Provision has been made to rehabilitate the excavated area at the end of the expected life of the quarry. The expected cost of works has been estimated to reinstate the site to a suitable standard, with the estimated rehabilitation costs to be reviewed annually. The provision has been calculated based on the present value of the expected cost of works to be undertaken.

## 5.6 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2019</b>					
<b>Operating</b>					
Waste Management	1,319	1,352	-	-	2,671
Suppliers	752	274	-	-	1,026
Total	2,071	1,626	-	-	3,697
<b>Capital</b>					
Buildings	5,940	1,633	-	-	7,573
Roads	558	-	-	-	558
Computer Software	2	-	-	-	2
Recreational, leisure and Community	2,187	-	-	-	2,187
Plant & Machinery	175	-	-	-	175
Total	8,862	1,633	-	-	10,495
<b>2018</b>					
<b>Operating</b>					
Waste Management	1,050	1,076	1,103	-	3,229
Cleaning contracts for council buildings	155	154	-	-	309
Suppliers	1,165	165	-	-	1,330
Total	2,370	1,395	1,103	-	4,868
<b>Capital</b>					
Buildings	711	-	-	-	711
Roads	56	-	-	-	56
Computer Software	83	-	-	-	83
Recreational, leisure and Community	267	-	-	-	267
Plant & Machinery	436	-	-	-	436
Total	1,553	-	-	-	1,553

**Notes to the Financial Report  
For the Year Ended 30 June 2019**

**Note 6 Assets we manage**

**6.1 Property, infrastructure, plant and equipment**

**Summary of property, infrastructure, plant and equipment**

	At Fair Value 30 June 2018 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Transfers \$'000	At Fair Value 30 June 2019 \$'000
Land	28,087	45	3	6,486	-	-	-	34,621
Buildings	30,165	249	-	-	(900)	-	61	29,575
Plant and Equipment	4,482	2,084	-	-	(950)	(282)	-	5,334
Infrastructure	369,320	5,736	792	(3,154)	(5,929)	-	87	366,852
Work in progress	949	2,420	-	-	-	-	(148)	3,221
<b>Total</b>	<b>433,003</b>	<b>10,534</b>	<b>795</b>	<b>3,332</b>	<b>(7,779)</b>	<b>(282)</b>	<b>-</b>	<b>439,603</b>

**Summary of Work in Progress**

	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Closing WIP \$'000
Buildings	576	1,086	(121)	1,541
Plant and Equipment	-	59	-	59
Infrastructure	373	1,275	(27)	1,621
<b>Total</b>	<b>949</b>	<b>2,420</b>	<b>(148)</b>	<b>3,221</b>



## Notes to the Financial Report For the Year Ended 30 June 2019

### Asset recognition thresholds and depreciation periods

Property	Depreciation Period	Threshold Limit \$'000
Buildings		
heritage buildings	30 to 150 years	5
buildings	30 to 150 years	5
building improvements	30 to 150 years	5
Plant and Equipment		
heritage plant and equipment	3 to 20 years	1
plant, machinery and equipment	3 to 20 years	1
fixtures, fittings and furniture	3 to 20 years	1
computers and telecommunications	3 to 10 years	1
Infrastructure		
sealed pavements	90 years	5
unsealed pavements	25 years	5
sealed surfaces	19 years	5
road kerb, channel and minor culverts	90 years	5
bridges deck	90 years	5
bridges substructure	90 years	5
footpaths and cycleways	85 years	5
drainage	50 years	5
recreational, leisure and community facilities	30 to 60 years	5
parks, open space and streetscapes	40 years	5
off street car parks	50 years	5

**Notes to the Financial Report  
For the Year Ended 30 June 2019**

**(a) Property**

	Land - specialised	Land - non specialised	Total Land & Land Improvements	Heritage buildings	Buildings - specialised	Buildings - non specialised	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 30 June 2018	4,332	23,755	28,087	2,918	39,382	3,659	45,959	576	74,622
Accumulated depreciation at 30 June 2018	-	-	-	(1,892)	(12,366)	(1,536)	(15,794)	-	(15,794)
	4,332	23,755	28,087	1,026	27,016	2,123	30,165	576	58,828
<b>Movements in fair value</b>									
Additions	-	45	45	-	148	101	249	1,086	1,380
Contributions	3	-	3	-	-	-	-	-	3
Revaluation	-	6,486	6,486	-	-	-	-	-	6,486
Disposal	-	-	-	-	-	-	-	-	-
Write-off	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	(256)	317	61	(121)	(60)
	3	6,531	6,534	-	108	418	310	965	7,809
<b>Movements in accumulated depreciation</b>									
Depreciation and amortisation	-	-	-	(56)	(764)	(80)	(900)	-	(900)
	-	-	-	(56)	(764)	(80)	(900)	-	(900)
At fair value 30 June 2019	4,335	30,286	34,621	2,918	39,274	4,077	46,269	1,541	82,431
Accumulated depreciation at 30 June 2019	-	-	-	(1,948)	(13,130)	(1,616)	(16,694)	-	(16,694)
	4,335	30,286	34,621	970	26,144	2,461	29,575	1,541	65,737

**Notes to the Financial Report  
For the Year Ended 30 June 2019**

**(b) Plant and Equipment**

	Plant machinery and equipment	Fixtures and fittings and furniture	Work In Progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000
At fair value 30 June 2018	7,282	2,384		9,666
Accumulated depreciation at 30 June 2018	(3,280)	(1,904)		(5,184)
	4,002	480	-	4,482
<b>Movements in fair value</b>				
Additions	1,883	201	59	2,143
Contributions	-	-	-	-
Revaluation	-	-	-	-
Disposal	(1,281)	(31)	-	(1,312)
Write-off	-	-	-	-
Transfers	-	-	-	-
	602	170	59	831
<b>Movements in accumulated depreciation</b>				
Depreciation and amortisation	(761)	(189)	-	(950)
Accumulated depreciation of disposals	999	31	-	1,030
	238	(158)	-	80
At fair value 30 June 2019	7,884	2,554	59	10,497
Accumulated depreciation at 30 June 2019	(3,042)	(2,062)	-	(5,104)
	<b>4,842</b>	<b>492</b>	<b>59</b>	<b>5,393</b>

**Notes to the Financial Report  
For the Year Ended 30 June 2019**

**(c) Infrastructure**

	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, leisure and community	Parks open spaces and streetscapes	Gravel Pit	Off street car parks	Work In Progress	Infrastructure	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 30 June 2018	410,064	35,088	13,050	6,090	7,849	1,477	991	1,106	373	476,088	
Accumulated depreciation at 30 June 2018	(81,400)	(17,385)	(1,589)	(2,326)	(2,459)	(410)	(757)	(69)	-	(106,395)	
	328,664	17,703	11,461	3,764	5,390	1,067	234	1,037	373	369,693	
<b>Movements in fair value</b>											
Additions	3,387	-	902	30	1,295	72	-	50	1,275	7,011	
Contributions	770	-	-	22	-	-	-	-	-	792	
Revaluation	112	(4,520)	(687)	1,712	-	-	229	-	-	(3,154)	
Disposal	-	-	-	-	-	-	-	-	-	-	
Write-off	-	-	-	-	-	-	-	-	-	-	
Transfers	27	-	-	-	60	-	-	-	(27)	60	
	4,296	4,520	215	1,764	1,355	72	229	50	1,248	4,709	
<b>Movements in accumulated depreciation</b>											
Depreciation and amortisation	(4,719)	(389)	(161)	(122)	(404)	(62)	(49)	(23)	-	(5,929)	
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-	-	
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	
Transfers	-	-	-	-	-	-	-	-	-	-	
	(4,719)	(389)	(161)	(122)	(404)	(62)	(49)	(23)	-	(5,929)	
At fair value 30 June 2019	414,360	30,568	13,265	7,854	9,204	1,549	1,220	1,156	1,621	480,797	
Accumulated depreciation at 30 June 2019	(86,119)	(17,774)	(1,750)	(2,448)	(2,863)	(472)	(806)	(92)	-	(112,324)	
	328,241	12,794	11,515	5,406	6,341	1,077	414	1,064	1,621	368,473	



## Notes to the Financial Report For the Year Ended 30 June 2019

### *Acquisition*

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

### *Land under roads*

Council recognises land under roads it controls at fair value.

### *Depreciation and amortisation*

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

### *Repairs and maintenance*

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

### **Valuation of land and buildings**

Valuation of land and buildings were undertaken by a qualified independent valuer Mr Stephen Davey AAPI registration no 63379 in June 2016 and subsequently indexed in June 2019. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Land	45	30,241	-	Jun-19
Specialised land	-	-	4,335	Jun-16
Heritage Buildings	-	-	970	Jun-16
Non - Specialised Buildings	-	-	2,461	Jun-16
Specialised Buildings	-	-	26,144	Jun-16
Total	45	30,241	33,910	

## Notes to the Financial Report For the Year Ended 30 June 2019

### **Valuation of infrastructure**

Valuation of Roads, Bridges, Footpaths and Drainage infrastructure assets have been determined in accordance with an independent valuation undertaken by Mr Peter Moloney MIE (Aust) as at 30 June 2019.

Valuation of Recreational leisure and community, Park open space and streetscapes and Offstreet carpark infrastructure assets have been undertaken by Mr Stephen Davey AAPI registered Certified Practising Valuer as a part of land and buildings valuation as at 30 June 2016.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	328,241	Jun-19
Bridges	-	-	12,794	Jun-19
Footpaths and cycleways	-	-	11,515	Jun-19
Drainage	-	-	5,406	Jun-19
Recreational, leisure and community facilities	-	-	6,341	Jun-16
Parks, open space and streetscapes	-	-	1,077	Jun-16
Off street car parks	-	-	1,064	Jun-16
Gravel Pit	-	-	414	Jun-19
Total	-	-	366,852	

### **Description of significant unobservable inputs into level 3 valuations**

**Specialised land and land under roads** is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$0.03 and \$1,031 per square metre.

**Specialised buildings** are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 30 years to 150 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

**Infrastructure assets** are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 19 years to 90 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

**Notes to the Financial Report  
For the Year Ended 30 June 2019**

	2019	2018
	\$'000	\$'000

**6.2 Investments in associates**

**(a) Investments in associates**

Investments in associates accounted for by the equity method are:

- Equity in Geelong Regional Library (GRL)	724	740
--	-----	-----

**Geelong Regional Library (GRL)**

*Background*

Council share of the net equity in GRL is 6.30% (6.23% 2018). The GRL Board is comprised of seven representatives from four member Councils. Golden Plains Shire Council has one representative on the GRL Board.

**Fair value of Council's investment in Geelong Regional Library**

724	740
-----	-----

**Council's share of accumulated surplus/(deficit)**

Council's share of accumulated surplus(deficit) at start of year	740	740
Reported surplus(deficit) for year	(16)	-
Council's share of accumulated surplus(deficit) at end of year	<b>724</b>	<b>740</b>

**Council's share of expenditure commitments**

Operating commitments	406	417
Council's share of expenditure commitments	<b>406</b>	<b>417</b>

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

**Committees of management**

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

## Notes to the Financial Report For the Year Ended 30 June 2019

Note 7 People and relationships	2019 No.	2018 No.
7.1 Council and key management remuneration		
(a) Related Parties		
<i>Parent entity</i>		
Golden Plains Shire Council		
(b) Key Management Personnel		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
Councillors		
Helena Kirby		
Des Phelan		
David Evans		
Joanne Gilbert		
Nathan Hansford		
Les Rowe		
Owen Sharkey		
Chief Executive Officer and other Key Management Personnel		
Eric Braslis		
Richard Trigg (1/7/2018 - 21/12/2018)		
Claire Tehan (22/12/2018 - 24/02/2019)		
Philippa O'Sullivan (25/2/2019 - 30/06/2019)		
Jillian Evans (1/7/2018 - 14/11/2018)		
Patti Wenn (10/9/2018 - 1/2/2019)		
Lisa Letic (1/4/2019 - 30/6/19)		
Greg Anders		
Total Number of Councillors	7	7
Total Chief Executive Officer and other Key Management Personnel	8	6
Total Key Management Personnel	15	13



## Notes to the Financial Report For the Year Ended 30 June 2019

	2019	2018
	\$'000	\$'000
<b>(c) Remuneration of Key Management Personnel</b>		
Total remuneration of key management personnel was as follows:		
Short-term benefits	983	1,185
Long-term benefits	18	20
Post employment benefits	70	79
Termination benefits	65	-
<b>Total</b>	<b>1,136</b>	<b>1,284</b>

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	No.	No.
\$20,000 - \$29,999	6	5
\$30,000 - \$39,999	-	1
\$40,000 - \$49,999	2	1
\$50,000 - \$59,999	1	
\$70,000 - \$79,999	2	-
\$100,000 - \$109,999	1	-
\$110,000 - \$119,999	-	2
\$130,000 - \$139,999	1	-
\$140,000 - \$149,999	-	1
\$160,000 - \$169,999	-	1
\$170,000 - \$179,999	-	1
\$200,000 - \$209,999	1	-
\$250,000 - \$259,999	1	-
\$260,000 - \$269,999	-	1
	<b>15</b>	<b>13</b>

### 7.2 Related party disclosure

	2019	2018
	\$	\$

#### (a) Transactions with related parties

During the period Council entered into the following transactions with related parties.

-                      -

#### (b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties.

-                      -

#### (c) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:

-                      -

#### (d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:

-                      -

## Notes to the Financial Report For the Year Ended 30 June 2019

### Note 8 Managing uncertainties

#### 8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of note and, if quantifiable, are measured at nominal value. Contingent assets and contingent liabilities are presented inclusive of GST receivable or payable respectively.

##### (a) Contingent assets

###### **Bank Guarantee – Minister for Energy & Resources**

Council has issued a Bank Guarantee for the amount of \$9,000 in favour of the Minister for Energy & Resources for rehabilitation of the De Motts/Jollys Gravel Pit. Council does not believe that the bank guarantee will be exercised.

###### **Bank Guarantee – Department of Sustainability & Environment**

Council has issued a Bank Guarantee for the amount of \$37,500 in favour of the Department of Natural Resources & Environment for rehabilitation of the Sago Hill Gravel Pit. Council does not believe that the bank guarantee will be exercised.

Council has issued a Bank Guarantee for the amount of \$17,000 in favour of the Department of Natural Resources & Environment for rehabilitation of the Black Hill Gravel Pit. Council does not believe that the bank guarantee will be exercised.

##### (b) Contingent liabilities

###### **Superannuation**

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

##### (c) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

#### 8.2 Change in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2019 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

##### *Revenue from contracts with customers (AASB 15) (applies 2019/20 for LG sector)*

The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income. Total impact on the Statements are expected to be immaterial.

##### *Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20)*

*This Standard defers the mandatory effective date of AASB 15 for not-for-profit entities from 1 January 2018 to 1 January 2019.*

## Notes to the Financial Report For the Year Ended 30 June 2019

### *Leases (AASB 16) (applies 2019/20)*

The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a 'right-of-use' asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the 'right-of-use' asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see the initial recognition of \$0 in lease related assets and an equivalent liability.

### *Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)*

This standard is expected to apply to certain transactions currently accounted for under AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not-for-profit entity to further its objectives.

## 8.3 Financial instruments

### **(a) Objectives and policies**

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the Notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

## Notes to the Financial Report For the Year Ended 30 June 2019

### (b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

### *Interest rate risk*

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

### (c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- council have a policy for establishing credit limits for the entities Council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.



## Notes to the Financial Report For the Year Ended 30 June 2019

### (d) Liquidity risk

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

### (e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.5% and -0.5% in market interest rates (AUD) from year-end rates of 2.5%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

## 8.4 Fair value measurement

### *Fair value hierarchy*

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

## Notes to the Financial Report For the Year Ended 30 June 2019

### *Revaluation*

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 4 to 5 years. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

### *Impairment of assets*

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

## **8.5 Events occurring after balance date**

No matters have occurred after balance date that require disclosure in the financial report.

## Notes to the Financial Report For the Year Ended 30 June 2019

### Note 9 Other matters

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
<b>9.1 Reserves</b>			
<b>(a) Asset revaluation reserves</b>			
<b>2019</b>			
<b>Property</b>			
Land	9,484	6,486	15,970
Land Under Roads	165	-	165
Buildings	8,858	-	8,858
	18,507	6,486	24,993
<b>Infrastructure</b>			
Roads	220,477	112	220,589
Bridges	10,027	(4,520)	5,507
Footpaths and cycleways	2,847	(687)	2,160
Drainage	1,155	1,712	2,867
Offstreet car parks	37	-	37
	234,543	(3,383)	231,160
<b>Total asset revaluation reserves</b>	<b>253,050</b>	<b>3,103</b>	<b>256,153</b>
<b>2018</b>			
<b>Property</b>			
Land	9,484	-	9,484
Land Under Roads	165	-	165
Buildings	8,858	-	8,858
	18,507	-	18,507
<b>Infrastructure</b>			
Roads	220,503	(26)	220,477
Bridges	10,184	(157)	10,027
Footpaths and cycleways	2,997	(150)	2,847
Drainage	1,190	(35)	1,155
Offstreet car parks	37	-	37
	234,911	(368)	234,543
<b>Total asset revaluation reserves</b>	<b>253,418</b>	<b>(368)</b>	<b>253,050</b>

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

## Notes to the Financial Report For the Year Ended 30 June 2019

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
<b>(b) Other reserves</b>				
<b>2019</b>				
Recreation Lands	-	246	(194)	52
Unexpended project reserve	3,230	6,837	(3,229)	6,838
LSL Investment Reserve	320	267	-	587
Developer Contribution reserve	163	336	(259)	240
Quarry Levy	-	159	(159)	-
Waste Management	-	490	-	490
<b>Total Other reserves</b>	<b>3,713</b>	<b>8,335</b>	<b>(3,841)</b>	<b>8,207</b>
<b>2018</b>				
Recreation Lands	-	71	(71)	-
Unexpended project reserve	3,361	3,228	(3,359)	3,230
LSL Investment Reserve	330	-	(10)	320
Developer Contribution reserve	123	197	(157)	163
Quarry Levy	64	128	(192)	-
<b>Total Other reserves</b>	<b>3,878</b>	<b>3,624</b>	<b>(3,789)</b>	<b>3,713</b>

### Purposes of Other Reserve

Recreation Lands	These funds relate to Public Open Space Contributions collected from property developers. The funds are utilised to develop open space (including recreation facilities) areas throughout the Shire.
Unexpended project reserve	These funds have been received or committed in prior year/s and are held to enable Council to deliver the corresponding projects.
LSL Investment Reserve	These funds relate to the current portion of Council's Long Service Leave liability.
Developer Contribution reserve	These funds relate to Developer Contributions collected from property developers. The funds are utilised to develop new community infrastructure.
Quarry Levy	These funds are collected from Quarry operators and the funds are utilised to maintain the local road network utilised by these quarries.
Waste Management	These funds relate to the waste management charges collected from customers less associated waste management expenses therefore represent the surplus generated from providing waste management services. The funds are committed to future waste management expenses and are held to offset the expected increase in recycling disposal costs.



**Notes to the Financial Report  
For the Year Ended 30 June 2019**

	<b>2019</b>	<b>2018</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
Surplus/(deficit) for the year	6,350	6,023
Depreciation/amortisation	7,780	7,591
(Profit)/loss on acquisition/disposal of property, infrastructure, plant and equipment	(103)	(154)
Contributions - Non-monetary assets	(795)	(192)
Gravel Pit / Landfill re-measurement adjustment	(229)	(109)
Finance cost	334	334
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in trade and other receivables	(1,380)	370
(Increase)/decrease in accrued income	(43)	(23)
(Increase)/decrease in prepayments	102	(109)
Increase/(decrease) in trade payables	283	276
Increase/(decrease) in accrued expenses	(149)	(2)
(Increase)/decrease in other assets	16	-
(Increase)/decrease in inventories	7	7
Increase/(decrease) in trust funds	270	85
Increase/(decrease) in provisions	378	(135)
<b>Net cash provided by/(used in) operating activities</b>	<b>12,821</b>	<b>13,962</b>

## Notes to the Financial Report For the Year Ended 30 June 2019

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### 9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund Vision Super. This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

#### **Accumulation**

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2019, this was 9.5% as required under Superannuation Guarantee legislation).

#### **Defined Benefit**

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

#### **Funding arrangements**

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

As at 30 June 2018, a full triennial actuarial investigation was completed. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 106.0%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns 6.5% pa  
Salary information 3.5% pa  
Price inflation (CPI) 2.5% pa.

Vision Super has advised that the estimated VBI at 30 June 2019 was 107.1%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

#### **Employer contributions**

##### **Regular contributions**

On the basis of the results of the 2018 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017/2018). This rate will increase in line with any increases in the SG contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

## Notes to the Financial Report For the Year Ended 30 June 2019

### **Funding calls**

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

### **2018 triennial actuarial investigation surplus amounts**

An actuarial investigation is conducted annually for the Defined Benefit category of which Golden Plains Shire Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2018 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Golden Plains Shire Council is a contributing employer:

	<b>2,018</b>	<b>2,017</b>
	<b>\$'000</b>	<b>\$'000</b>
A VBI surplus	131,900	69,800
A total service liability surplus	218,300	193,500
A discounted accrued benefits surplus	249,100	228,800

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2018.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to the investigation date.

Council was notified of the 30 June 2018 VBI during August 2018.

### **2019 interim actuarial investigation**

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2019 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2019.



# PERFORMANCE STATEMENT

For the year ended 30 June 2019





## Certification of the Performance Statement

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In my opinion, the accompanying Performance Statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.



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*Philippa O'Sullivan*  
**Principal Accounting Officer**  
*Dated: 18 September 2019*

In our opinion, the accompanying Performance Statement of the Golden Plains Shire Council for the year ended 30 June 2019 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

The Performance Statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the Performance Statement to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this Performance Statement in its final form.



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*Councillor Owen Sharkey*  
**Mayor**  
*Dated: 18 September 2019*



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*Councillor David Evans*  
*Dated: 18 September 2019*



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*Eric Braslis*  
**Chief Executive Officer**  
*Dated: 18 September 2019*

# Independent Auditor's Report

## To the Councillors of Golden Plains Shire Council

### Opinion

I have audited the accompanying performance statement of Golden Plains Shire Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2019
- sustainable capacity indicators for the year ended 30 June 2019
- service performance indicators for the year ended 30 June 2019
- financial performance indicators for the year ended 30 June 2019
- other information for the year ended 30 June 2019 (basis of preparation)
- certification of the performance statement.

In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

### Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Performance Statement* section of my report.

My independence is established by the *Constitution Act 1975*. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Councillors' responsibilities for the performance statement

The Councillors of the council are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.

### Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance

## Independent Auditor's Report

### *To the Councillors of Golden Plains Shire Council*

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Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.


As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether the performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

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MELBOURNE  
23 September 2019

  
Jonathan Kyvelidis  
*as delegate for the Auditor-General of Victoria*



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



### Description of municipality

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

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

With 23,120 residents across 56 communities and 16 townships, Golden Plains Shire has been one of the fastest growing municipalities in Victoria, with population growth now around 2.4% per annum.

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

Golden Plains Shire comprises 2,704 square kilometres between Victoria's two largest regional cities, Geelong and Ballarat. The Shire's close proximity to services available in neighbouring cities and convenient commuting distance to Melbourne and the SurfCoast adds to its appeal as a place to call home.

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

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

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

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

The Golden Plains region has become known for its many gourmet food producers and the Moorabool Valley in the Shire's east is home to a well established award winning wine industry. The newly created Moorabool Valley Taste Trail includes wineries, cellar doors and provedores.

Despite strong growth in the north west and south east, the Shire continues to be offer beautiful natural environments and landscapes. The natural beauty of the region remains visible and accessible as does remnant townships and structures from the area's rich gold mining history.

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



## Sustainable Capacity Indicators

Service/indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Population</b>					
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,773.80	\$1,758.40	\$1,657.34	\$1,655.84	
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$19,094.48	\$19,636.96	\$18,012.28	\$17,516.52	This indicator will always be quite high for Golden Plains, due to its extensive road network and relatively low population.
Population density per length of road [Municipal population / Kilometres of local roads]	12.09	12.74	13.12	13.73	This indicator will always be quite low for Golden Plains, due to its extensive road network and low population.
<b>Own-source revenue</b>					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,109.90	\$1,107.07	\$1,132.16	\$1,171.76	
<b>Recurrent grants</b>					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$423.86	\$709.93	\$529.58	\$499.96	The 2016-17 result was abnormally large due to the early receipt of Federal Assistance Grants resulting in the deliver of 18 months of funding.
<b>Disadvantage</b>					
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	8.00	8.00	8.00	8.00	
<b>Animal management</b>					
<b>Health and safety</b>					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	1*	2*	5	5	A large number of dog attacks were recorded during the year which were followed by prosecutions.

\* These figures have been corrected to exclude prosecutions relating to unpaid fines.

## Service Performance Indicators

Service/indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Food safety</b> <b>Health and safety</b> <i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	95.45%	94.12%	100.00%	100.00%	All 45 critical and major non-compliance notifications were followed up.
<b>Governance</b> <b>Satisfaction</b> <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	44.00	48.00	51.00	47.00	Council is committed to improving its community consultation and engagement practices. It is believed this indicator was positively impacted in 2017 by the adoption of an updated Community Engagement Strategy and new Community Engagement Action Plan in 2017.
<b>Home and community care</b> <b>Participation</b> <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100  <b>Participation</b> <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	17.74%	n/a	n/a	n/a	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<b>Libraries</b> <b>Participation</b> <i>Active library members</i> [Number of active library members / Municipal population] x100	13.32%	12.68%	12.10%	10.50%	Indicator does not capture other library activity for example children and youth programs, digital literacy programs and literary events, the use of public internet PCs, using facilities such as meeting rooms or study areas, or using services such as Wifi, or in library use of collections.

## Service Performance Indicators

Service/indicator/measure	Results				Material Variations
	2016	2017	2018	2019	
<b>Maternal and child health</b> <b>Participation</b> <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100 <b>Participation</b> <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	81.58%	80.29%	86.34%	82.31%	Council's MCH staff are extremely active in following up families and ensuring each visit delivers significant benefit.
<b>Roads</b> <b>Satisfaction</b> <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	44.00	38.00	47.00	44.00	Council continues to implement its maintenance and reseal program.
<b>Statutory Planning</b> <b>Decision making</b> <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	100.00%	100.00%	100.00%	0%	No Council planning decisions determined by VCAT during 2018-19.
<b>Waste Collection</b> <b>Waste diversion</b> <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	39.83%	40.65%	40.81%	38.13%	The slight reduction in the percentage of kerbside collection diverted to landfill in 2018-19 can be attributed to the closure of Council's recycling company for a period of three weeks. During this time Council's recycling collection went to landfill.

## Financial Performance Indicators

Dimension/indicator/measure	Results				Forecast Figures				Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Efficiency</b>									
<b>Expenditure level</b>									
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,513.48	\$3,612.18	\$3,438.54	\$3,480.27	\$3,818.73	\$3,693.91	\$3,791.55	\$3,924.45	
<b>Revenue level</b>									
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,741.54	\$1,824.45	\$1,896.58	\$2,014.78	\$2,091.00	\$2,185.10	\$2,283.42	\$2,386.18	This average is consistent with Council's long term financial planning and comparable to Councils of a similar size.
<b>Workforce turnover</b>									
<i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	11.84%	12.96%	16.27%	22.43%	15.08%	15.15%	15.00%	14.85%	The relocation of a number of government head offices to Geelong has resulted in higher turnover.
<b>Liquidity</b>									
<b>Working capital</b>									
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	218.93%	234.41%	249.48%	170.06%	276.88%	293.72%	339.52%	277.41%	\$5M loan for Bannockburn Community Facility was not taken up during 2018-19 as a result of a delay in the project commencement date.
<b>Unrestricted cash</b>									
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	113.94%	136.75%	163.53%	119.29%	206.76%	224.78%	271.17%	217.76%	Higher cash balance resulting from capital works program running behind schedule. Increase in current liabilities due to reclassification of loans maturing in 2019-20 from non-current to current.
<b>Obligations</b>									
<b>Loans and borrowings</b>									
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	38.78%	36.42%	36.95%	33.36%	61.45%	58.34%	55.97%	53.91%	Council is currently utilising interest only loans with the Municipal Association of Victoria Local Government Funding Vehicle. Planned new loan of \$5M for Bannockburn Community Facility was not taken up during 2018-19.



## Financial Performance Indicators

Dimension/indicator/measure	Results				Forecast Figures				Material Variations
	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Loans and borrowings repayments compared to rates</b> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3.45%	3.26%	2.69%	2.60%	13.43%	2.91%	2.41%	2.20%	Council is currently utilising interest only loans within the MAV Local Government Funding Vehicle. An investment fund has been established to meet the future principle repayments. The first major principle repayment is scheduled for 2019-20.
<b>Indebtedness</b> Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	37.65%	40.72%	37.73%	12.05%	63.37%	54.23%	51.55%	46.53%	Loan of 5M to fund the development of the Golden Plains Community and Civic Centre was not taken up due to a delay in the project commencement date.
<b>Asset renewal</b> Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	84.54%	71.40%	75.35%	55.67%	51.44%	71.52%	78.12%	90.11%	Council capital works program running behind schedule which has impacted the level of renewal expenditure in 2018-19.
<b>Operating position</b> <b>Adjusted underlying result</b> Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	(3.48%)	6.85%	5.04%	5.05%	(4.53%)	6.82%	6.97%	6.36%	The 2016-17 and 2018-19 results are higher than forecast due to the early receipt of Federal Assistance Grants.
<b>Stability</b> <b>Rates concentration</b> Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	54.85%	49.74%	54.54%	56.84%	58.77%	56.59%	57.24%	57.80%	The 2016-17 result was lower due to the early receipt of Federal Assistance Grants.
<b>Rates effort</b> Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.50%	0.50%	0.50%	0.49%	0.43%	0.44%	0.45%	0.46%	This figure should continue to be approximately 0.42% as the Shire grows.

## Other Information



### Basis of preparation

Council is required to prepare and include a Performance Statement within its annual report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

Where applicable the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the Council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted materiality thresholds relevant

to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the Performance Statement are those adopted by Council in its strategic resource plan on 25 June 2019 and which forms part of the Council Plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting Council.





## GOLDEN PLAINS SHIRE COUNCIL

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#### **Linton Customer Service Centre**

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