

THE 26TH GOLDEN PLAINS SHIRE COUNCIL



# ANNUAL REPORT

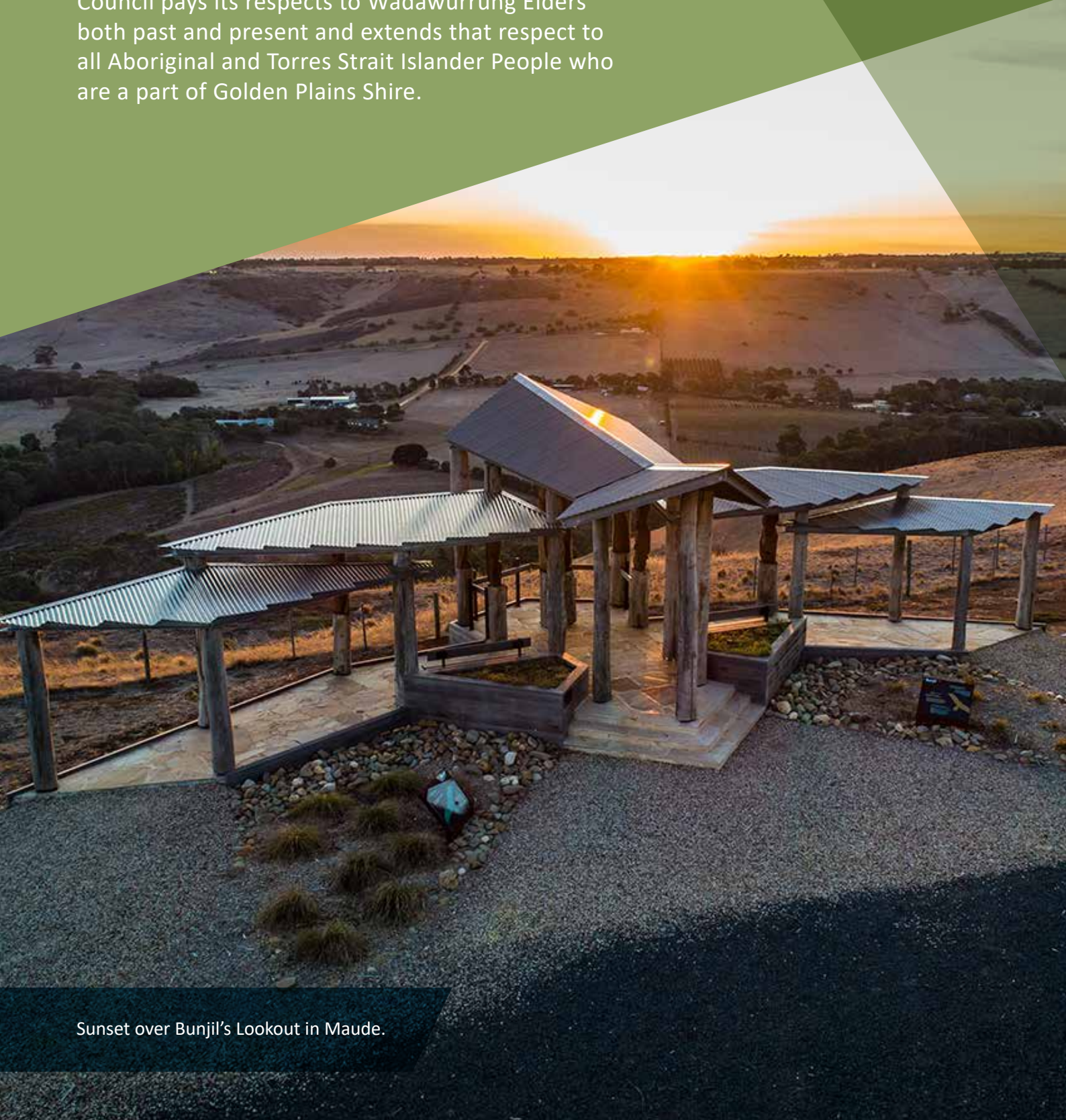
2019-20





# ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the traditional Wadawurrung owners of the land where we live, work and meet. Council pays its respects to Wadawurrung Elders both past and present and extends that respect to all Aboriginal and Torres Strait Islander People who are a part of Golden Plains Shire.



Sunset over Bunjil’s Lookout in Maude.

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Meredith Wattle by Noah Stanley. This photo was awarded the Junior Prize (up to 12 years) in the Spring in the Shire 2019, Council’s biennial amateur photographic competition, celebrating ‘What I love about Golden Plains.’

# WELCOME TO THE REPORT OF OPERATIONS 2019-20

Council’s 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.



268

MATERNAL AND CHILD HEALTH

newborn home visits were conducted



2.9M


IMPRESSIONS

across 3,363 posts on Council’s corporate social media channels



3,000+


visitors attended the third Golden Plains Twilight Market and opening of the Bannockburn Heart in December 2019



3,356

COMMUNITY SAFETY ENQUIRIES

received by the Council’s Community Protection team



COMMUNITY GRANTS PROGRAM

\$110,873


invested in 32 local projects across the Shire



12,000+

HOURS OF CONSUMER SUPPORT SERVICES


provided by Active Ageing & Disability Services



79

BUSINESS OWNERS/ OPERATORS


took part in business training and mentoring sessions



177

PEOPLE ATTENDED

two business networking opportunities



53,420

enquiries received by Council’s CUSTOMER SERVICE TEAM

268

MATERNAL AND CHILD HEALTH


newborn home visits were conducted

320

NEW PLANNING PERMITS ISSUED

The development value for these projects is more than

\$94.2M



723

people responded to Council’s Future Waste Options survey



716KM

of gravel roads graded

220+

FAMILIES, CHILDREN AND EDUCATOR’S

attended Council’s Children’s Week event in Bannockburn

2,575

COUNCIL CONNECTED WITH

young people across 36 in-person activities



# OUR VISION, OUR MISSION, OUR VALUES



## OUR VISION

A healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships.

**Our Community,  
Our Economy,  
and Our Pride.**



## OUR MISSION

We will achieve our vision through:

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

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. In 2019-20, construction began on a significant upgrade of the Reserve.





In 2019-20, the reconstruction, sealing and drainage improvements were completed on a 740-metre section of Teesdale-Lethbridge Road, extending north of Shelford-Bannockburn Road. Council's new Director Infrastructure and Development Phil Josipovic and Mayor Cr Owen Sharkey viewed the completed project.

# HIGHLIGHTS AND ACHIEVEMENTS



## E Waste Ban in Victoria

Golden Plains Shire Council implemented the State Government's ban on e-waste in landfill, opening the new e-waste storage facility at the Rokewood Transfer Station.



## A New Commitment for Unsealed Roads

Council launched its new Unsealed Road Charter and online grading calendar, committing to grading and maintaining the Shire's entire 700km unsealed road network to an agreed standard.



## Giving a Helping Hand

The official launch of the Equihands Youth Leadership Program 2019-20 – a partnership of Council and Hands of Change – to help young people develop leadership skills with the aid of horses.



## Golden Plains Wind Farm Approval

The Federal Government approved the Golden Plains Wind Farm, one of the largest in the Southern Hemisphere, under the *Environmental Protection and Biodiversity Conservation Act, 1999*.

JULY 19

AUGUST 19



## Grants Support Community Programs

A community celebration marked the 24th year of Council's Community Grants Program, with 32 community groups receiving a total of \$110,873 to complete projects to the value of \$267,012.



## Green-Light for Plaza Plan

The Victorian Civil Administrative Tribunal upheld Council's approval of a planning permit for the Bannockburn Plaza Redevelopment, a significant retail and office location in the Shire's largest town.



## Inverleigh Structure Plan

Council advertised the proposed Inverleigh Structure Plan and Planning Scheme Amendment documents between August and October 2019. Ninety-one community submissions were received and Council decided in favour of an independent panel review.



## New Look Rates Notices

The 2019-20 Rates Notices were redesigned to make this important communication easier to read and understand, supported by a comprehensive year-round information campaign.

AUGUST 19



# HIGHLIGHTS AND ACHIEVEMENTS



The Mayoral Youth Project was launched with a community working bee and BBQ at Meredith Primary School in August 2019. The program recognises and celebrates the positive contributions of local young people in Golden Plains Shire and encourages more young people to get involved in community service.



### Chat with the Councillors

Council’s popular Councillor Conversation Post program continued with residents meeting their local government representatives in Batesford, Teesdale and Dereel in September and November 2019.



### Bannockburn Soccer Pitch No. 2

Construction began on the second soccer pitch at the Bannockburn Recreation Precinct, funded by a \$250,000 Victorian Government World Game Facilities Fund grant and \$234,000 from Council.



### Courthouse Restored to Glory

The 160-year-old Smythesdale Courthouse was reopened following conservation works completed with a \$90,000 Victorian Government Living Heritage Grant.



### New Customer Service Hours

Opening hours were permanently extended at Council’s Customer Service Centre in Smythesdale, following a successful trial at the busy location in the growing north of the Shire.



### Celebrating Seniors Festival

Golden Plains Shire seniors celebrated the 2019 Victorian Seniors Festival with a program of engaging and enjoyable events in Dereel, Meredith, Smythesdale, Haddon and Bannockburn.

SEPTEMBER 19

OCTOBER 19



### Let’s Get Active Together

Council joined VicHealth in an active campaign to encourage kids to walk, ride or scoot to school as part of the annual Walk to School program, with participation from all 15 schools in the Shire.



### Children’s Week Celebration

A popular free Children’s Week celebration was attended by young people and families from all over the Shire, enjoying a range of fun interactive activities focused on healthy eating and active living.



### New Process for Fire Permits

Council discontinued issuing Schedule 13 Permits to Burn by Private Persons, with the Country Fire Authority (CFA) to manage these permits to burn during the Fire Danger Period.



### Healthy and Super

To coincide with National Nutrition and Children’s Weeks, Council launched a children’s book, ‘The Super Veggie Four’, with more than 600 children engaged across the Shire.



### Capturing Golden Plains

Spring in the Shire, Council’s popular biennial amateur photography competition, was held with the theme of “What I love about Golden Plains.”



### Recognising Local Youth

The first Mayoral Youth Program was launched, celebrating the positive contributions of local young people and encouraging youth to be more actively involved in their communities.



### Staying Active in the Plains

Active Golden Plains, a series of free fitness programs, was supported by Council to improve and increase physical activity and social wellbeing of residents in the Shire.



### Victoria Park Sports Lighting

Construction began on the Victoria Park Recreation Reserve Sports Lighting project in Bannockburn, funded by a \$439,840 Community Sport Infrastructure grant from the Federal Government.

OCTOBER 19

NOVEMBER 19

# HIGHLIGHTS AND ACHIEVEMENTS



## Connect with Golden Plains

Golden Plains Shire Council is now on Instagram! To complement existing social media channels, the new account is focused on promoting Golden Plains as a great place to live, work, and visit.



## Respect Women – Call It Out

Council supported Respect Victoria’s ‘Respect Women – Call It Out’ campaign during the 16 Days of Activism Against Gender-Based Violence, with a social media campaign of community identities.



## Golden Plains Newest Citizens

Council’s held its largest citizenship ceremony in November 2019, with 20 residents hailing from around the world, gathering with their family members and friends to become Australian citizens.



## Bridge Works

Council completed essential maintenance works on four local bridges: Slate Quarry Road in Meredith, Russells Bridge Road in Maude; and Geggies Road and Reserve Road Bridge in Rokewood.



## Future Waste Plan

More than 723 Golden Plains Shire residents had their say on the future of waste management, in the development of Council’s Waste Management Strategy 2020-2030.



## Take a Creative Wander

To support the local creative industry, Creative Wanderings in the Golden Plains Shire was launched. The publication featured local artists and artist studios, festivals and community arts groups, as well as inspirational itineraries.



## Haddon Recreation Centre Floor Project

Construction began on the new timber floor at Haddon Recreation Centre, a popular facility neighbouring Haddon Primary School. The project is fully funded by the Victorian Government.



## A Play in the Shade

A \$26,655 Victorian Government grant was secured for new permanent shade sails over the playground at the Bannockburn Recreation Centre, creating a safer and more inviting play space.

DECEMBER 19

JANUARY 20



## Open for Play

Stage One of the Bannockburn Heart was officially opened, with the new water and adventure play space a significant partnership of Council and the Federal and State Governments.



## Another Great Twilight Market

The third annual Golden Plains Twilight Market attracted a festive crowd of locals and visitors to its home at the new Bannockburn Heart.



## Chairing the Region

Mayor Cr Owen Sharkey was elected Chair of the Central Highlands Councils Victoria (CHCV) for the 2019-20 term. The CHCV is an advocacy group of eight central Victorian municipal councils.



## Planning for the Future

Council secured a Victorian Government’s Streamlining for Growth grant to partner with the Victorian Planning Authority to develop the new Bannockburn Growth Plan in 2020.



## Celebrating Australia Day

For the first time, Golden Plains Shire welcomed two official Australia Day Ambassadors to help celebrate Australia Day at a number of community events across the municipality.

















JANUARY 20



On 28 January, Council held its 2020 Australia Day Awards in Bannockburn. The award-winner were (left to right) Senior of the Year Una Miller; Young Citizen of the Year Minh-Chau Ho; Mayor Cr Owen Sharkey; Malcolm Johns of the Inverleigh’s Anzac Day Service named Community Group of the Year; and Citizen of the Year Mary Foster.



















HIGHLIGHTS AND ACHIEVEMENTS

							
<b>Arts in Action</b>  In partnership with Pop Up Art, Council launched ArtsACTION, a free upskilling and professional development program for Golden Plains artists and creatives.	<b>This Girl Can</b>  Celebrating This Girl Can Week 2020, Council supported community groups, clubs and organisations with grants to run physical activity initiatives for girls and women across the Shire.	<b>Australian, All Let Us Rejoice</b>  Golden Plains Shire marked Australia Day with its annual citizen of the year awards and a special 20-year celebration of its award-winning Community Planning program.	<b>A Vision for the Future</b>  Community engagement began on the Golden Plains Community Vision 2040, to capture the hopes and aspirations of the community and ensure Council is planning for a bright future for all.	<b>New Men's Shed Opens</b>  The Bannockburn & District Men's Shed was officially opened, with Council support including provision of the land, project management of the build and landscaping works.	<b>Book It to Smythesdale</b>  A new library station opened in Smythesdale for residents in the north of the Shire, complementing the popular mobile library service that visits nine local townships.	<b>Grants for Golden Plains</b>  Council's revamped Community Grant Program opened with two funding streams that better match the needs of community groups and support local projects, programs and events.	<b>International Women's Day</b>  Council celebrated International Women's Day with a special business networking lunch with guest speaker and national television personality, Rebecca Maddern.
JANUARY 20			FEBRUARY 20		MARCH 20		
							
<b>Ready for Business</b>  The \$1.4 million project to widen, replace and seal Tall Tree Road in Lethbridge was completed on the 5.7km section from the existing end of the sealed road to Meredith-Shelford Road.	<b>Barwon Park Road Bridge</b>  Construction began on works to widen and replace the deck of Barwon Park Road Bridge, Inverleigh, in a joint project of Council and Surf Coast Shire, with Federal Government Roads to Recovery funding.	<b>Sharing Our Stories</b>  Your Story, Our Story, a special exhibition celebrating the history and stories of Shire townships, was installed in the new Council Chambers at the Golden Plains Civic Centre.	<b>Payments for Pets</b>  As part of its response to the Coronavirus (COVID-19) pandemic, Council created new payment plan options for pet registration in Golden Plains Shire.	<b>Wall Bridge</b>  The new Wall Bridge officially opened in Teesdale, replacing the 99-year-old structure with a safer, modern concrete structure funded by Council and the Federal Government.	<b>Community Assistance Directory</b>  To help Golden Plains Shire residents' source information on support services available during the Coronavirus (COVID-19) pandemic, Council developed a Community Assistance Directory.	<b>A Different ANZAC Day</b>  ANZAC Day was commemorated differently across Golden Plains Shire this year, due to the Coronavirus (COVID-19) pandemic, with Light Up the Dawn gatherings popular.	<b>Streaming to Local Lounge Rooms</b>  Council meetings were livestreamed for the first time, with residents across the Shire watching the meeting at home on YouTube.
MARCH 20			APRIL 20				



HIGHLIGHTS AND ACHIEVEMENTS

							
<b>Get the Greenlight</b>  A new Permit Manager portal, powered by Greenlight, was launched on Council's website, providing residents and builders a one-stop shop for building permits.	<b>New Mobile Towers</b>  Residents in Teesdale and Maude are now benefiting from better mobile phone service with two new small cell Telstra mobile phone towers, thanks to the Mobile Black Spot Program.	<b>A Helping Hand</b>  Golden Plains Shire Council confirmed a package of financial relief options for local residents and businesses to support the community in response to the COVID-19 pandemic.	<b>To Virtual Market, We Go</b>  With the popular Golden Plains Farmers' Market closed due to COVID-19 restrictions, Council launched the Virtual Farmers' Market to support market vendors to stay connected with buyers.	<b>A Future Plan for Teesdale</b>  Following extensive community consultation, the Teesdale Structure Plan 2020 was endorsed by Council to support planning in this growing township.	<b>Save the Date</b>  Local creatives are invited to share their stories and help document life at home under COVID-19 restrictions as part of Council's Save the Date art project.	<b>Coopers Bridge</b>  An impressive new two-lane Coopers Bridge now spans the Moorabool River on Meredith-Steiglitz Road, replacing an ageing single-lane, load-limited bridge.	<b>Golden Plains Civic Centre</b>  Stage One of the Golden Plains Civic Centre was completed in May 2019. The first Council Meeting was held in the new Chamber and staff relocated into the office and Customer Service Centre.
APRIL 20				MAY 20			
							
<b>Lights On at Victoria Park</b>  This Federal Government project delivered upgraded lighting on Oval 1 and four new lighting poles on Oval 2 at Victoria Park in Bannockburn.	<b>More Bridge Works</b>  Council completed works to replace the timber membranes over the deck and sub-structure of the timber bridge spanning Sutherlands Creek, on Steiglitz-Duridwarrah Road in Steiglitz.	<b>Making a Difference</b>  Council celebrated National Volunteer Week 2020, celebrating online the valuable contribution made by volunteers across the Golden Plains Shire every year.	<b>Hitting the Trails</b>  Council has secured a \$500,000 Victorian Government grant to deliver the Three Trails Project, upgrading multi-use trails connecting 15 townships in Golden Plains Shire.	<b>New Flood Plan</b>  Together with the Victorian State Emergency Service (VICSES), Council updated the Municipal Flood Emergency Management Plan (MFEP) for Golden Plains Shire.	<b>On the Right Path</b>  Residents in Bannockburn, Scarsdale, Rokewood and Smythesdale are benefiting from new and improved footpaths as part of Council's footpath works program.	<b>Linton-Mannibadar Road</b>  A safer, smoother journey on the Linton-Mannibadar Road was delivered with the widening and sealing of 5.5km of the narrow sealed road, extending from the Rokewood-Shelford Road towards Linton.	<b>An Environmental Solution</b>  The Victorian Government announced support of the Renewable Organics Network, a partnership of Barwon Water and regional Councils including Golden Plains Shire to develop a waste to energy facility to service the region.
MAY 20				JUNE 20			



# HIGHLIGHTS AND ACHIEVEMENTS



## Advocacy Success

After more than a year of lobbying, Council was accepted into the Victorian Government’s Growing Suburbs Fund (GSF) program, eligible for funding to support its fast-growing population.



## Working for Victoria

Council recruited for 20 additional fixed-term jobs, funded under the Victorian Government’s Working for Victoria program, placing unemployed people in pandemic recovery positions.



## Take the Back Roads

Rokewood and Corindhap played the starring roles in an episode of ABC TV’s ‘Back Roads’ program focused on country towns uniting to support each other through the COVID-19 pandemic.



## Open for Service

Council’s new Customer Service Centres at The Well in Smythesdale and the Golden Plains Civic Centre in Bannockburn opened to serve the community.

JUNE 20



## A Message of Hope

Council’s Youth and Active Ageing team created the Messages of Hope program, with more than 150 local schoolchildren writing letters of support to isolated and aged residents in the Shire.



## Pitfield-Cressy Road

Eight kilometres of Pitfield-Cressy Road was upgraded and widened west from Colac-Ballarat Road, making the road safer for all users, including heavy vehicles transporting grain to Werneth.



## Lighting Up Rokewood

Four new lighting towers at Rokewood Recreation Reserve were completed and switched on, ready for night training and matches when local community sport returns.



## Maude-She Oaks Road

The upgrade and widening of 3km of Maude-She Oaks Road was completed with new intersections, guard rails and sealing of road shoulders.

JUNE 20



ABC TV’s Lisa Millar visited a local shearing shed to interview Trevor Kearns about his milestone of shearing one million sheep for the Rokewood / Corindhap episode of ‘Back Roads,’ which aired nationally on 22 June 2020. Photo courtesy of ABC TV.



# 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:

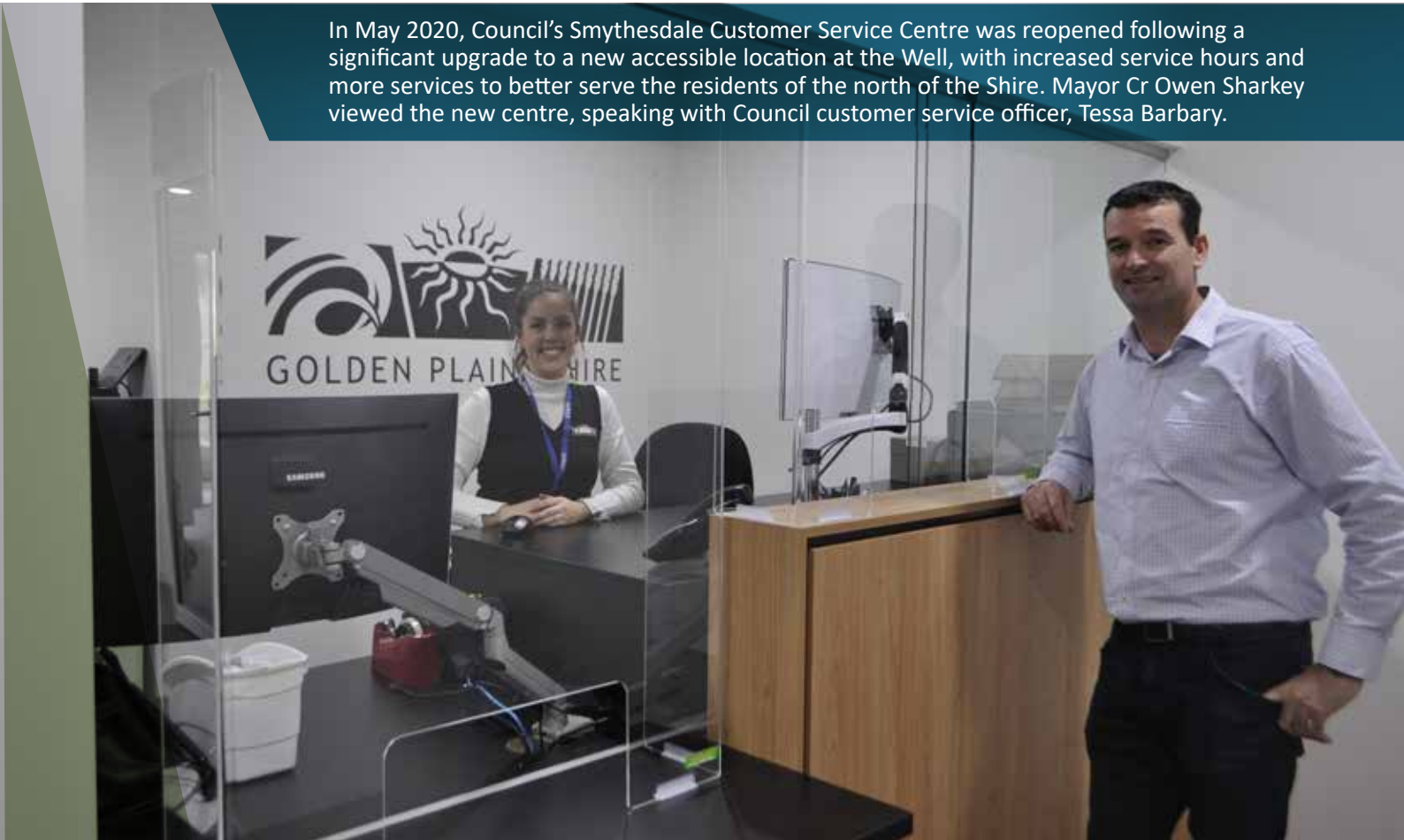
- The Economic Development and Tourism Strategy which guides Council’s efforts to support local business, attract investment and grow the local economy
- The Environment Strategy 2019-2027 provides a range of aspirational objectives for both Council and community. Key themes relate to connected communities, 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.

## Challenges

- Upgrades to road infrastructure and expansion of the public transport network to connect communities and businesses across Golden Plains and to major regional centres.
- Supporting the development of job opportunities within Golden Plains Shire.
- Digital and telecommunications infrastructure and mobile coverage in rural areas.
- Managing population growth across the Shire to support existing and new residents with quality liveability and community infrastructure.

## Achievements

- Strengthening Council’s strategic partnerships has delivered significant advocacy success including, as part of Peri-Urban Rural Councils Victoria, Council was named eligible to the Victorian Government’s Growing Suburbs Fund, allowing application to a new funding stream.
- Continued growth of the renewable energy industry in Golden Plains Shire, with significant progress on the Berrybank and Golden Plains Wind Farm projects.
- Council was allocated \$1.33 million from the Federal Government’s Local Roads and Community Infrastructure Program which will fund Council’s selection of local projects.
- Council secured a Working for Victoria grant, under the Victorian Government’s COVID-19 relief package to employ 20 additional short-term employees to support Council’s COVID-19 recovery efforts.
- Significant government investment secured in 2019-20 includes \$1.2 million from the Federal Black Spot Program, \$500,000 from the Victorian Government for the Three Trails Project and a range of grants for local services and community infrastructure.
- New mobile towers in Maude and Teesdale, following continued lobbying efforts by Council for Mobile Black Spot Program funding.



In May 2020, Council’s Smythesdale Customer Service Centre was reopened following a significant upgrade to a new accessible location at the Well, with increased service hours and more services to better serve the residents of the north of the Shire. Mayor Cr Owen Sharkey viewed the new centre, speaking with Council customer service officer, Tessa Barbary.



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 community plans.
  - Community Development activities and programs which encourage and assist groups to be actively involved in their community for the benefit of the community.
  - The Sport and Active Recreation Strategy aiming to positively contribute to the health and wellbeing of the community and promote liveability and community connectedness by ensuring that there is a diversity of fit-for-purpose, affordable and accessible formal and informal recreation opportunities (programs, services and facilities) to encourage local residents and visitors to the area to be physically active.
- The Municipal Public Health & Wellbeing Plan which commits Council to work with its communities to enhance health and wellbeing outcomes across the Shire.
  - Development of a Community and Social Infrastructure Plan to identify the Shire’s most critical current and future service needs, and the built facilities required to meet those needs. The Plan will respond to changing circumstances and enable easy updates and flexible use across Council to provides ongoing long-term value.

Challenges

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

Achievements

- In 2019-20, Council awarded \$110,073 to 32 local project across the Shire, as part of the Community Grants program. A review began this year to ensure the grant program continues to over the best support for community projects, programs and events.
- Five HEAL grants were allocated to community groups to implement healthy eating and active living initiatives.
- Completed community and recreation infrastructure projects including:
  - Opened Bannockburn Heart Stage 1 and achieved a High Commendation at the Parks and Leisure Australia Awards 2020.
  - Oval Lighting Upgrades at Rokewood Recreation Reserve and Victoria Park Ovals 1 and 2 in Bannockburn.
  - Haddon Stadium Floor Upgrade.
  - Inverleigh Netball Courts Upgrade.
  - Opened the Smythesdale Courthouse Upgrade Project.



The new Wall Bridge in Teesdale was officially opened in March 2020 by Senator the Honorable Sarah Henderson, local Teesdale historian Dianne Hughes and Mayor Cr Owen Sharkey. The 99-year-old timber bridge was replaced with a new safer structure, and an interpretative sign detailing the history of the Wall Bridge was mounted on the timber trusses repurposed from the original bridge.

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 weeds in the Shire’s many reserves and roadsides.
- Considering future impacts of Climate Change on Golden Plains Shire.



Achievements

- Planting thousands of trees in Council reserves.
- Producing a Management Plan for the Red Gum Reserve in Batesford.
- Conducting ecological burns within Council reserves.
- Developing a Green Blue Infrastructure Guide for Councils across the Central Highlands Region to promote the sustainable use of water within communities.
- Supporting increasing Council operations to ensure disturbance to native vegetation is avoided, minimised or offset.
- Involvement in a renewable energy bulk buying program with more than 40 Victorian councils.



# 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 2019-20 Annual Report.

In the final year of our Council term and third year of our Council Plan, the Annual Report is a record of Council's achievements, not just over the past 12 months, but indeed it is the culmination of our commitment to the community over the past four years. As we flowed through each financial year, our Council was always looking forward, and as one project was achieved, there were always several more in the works, to achieve in our long-term plan.

This Report meets the statutory and financial reporting requirements of Council and also reflects Council's leadership in the area of transparency and good governance. However, this Annual Report is more than the sum of its facts and figures. It represents the many ideas, aspirations and successes of our Council 2016-2020, that have been achieved for our growing communities and the people of Golden Plains Shire.

## A YEAR LIKE NO OTHER

The year 2019-20 will forever be marked by its final few months, when our everyday lives were suddenly and significantly altered by the COVID-19 pandemic; and indeed, Golden Plains Shire was not immune. Our Council has made significant changes to services and operations to continue to support our residents, particularly those who are living in isolation, have lost their jobs, or have closed their businesses.

This Report reflects a very busy and productive year for Council with many important projects and long-term goals achieved; and yet, it ended as no one could have predicted. Our Council is committed to supporting our local residents and businesses during the COVID-19 pandemic and well beyond. Through these challenging times, the people of Golden Plains have risen to this momentous occasion and together, our communities will meet on the other side, stronger and more resilient than ever.

## PARTNERING FOR SUCCESS

A hallmark of this Council term has been strengthening the strategic partnerships between Council and the State and Federal Governments. As a large rural Shire bordering Victoria's second and third largest cities, Council is passionate about advocating for quality infrastructure and greater investment for our fast-growing Shire.

In addition to representing the individual needs of Golden Plains, our Council is an engaged partner of three important municipal alliances: the G21 with the City of Greater Geelong and surrounding municipalities; Central Highlands Councils Victoria (CHCV) with the City of Ballarat and neighbouring councils; and the Peri-Urban Group of Rural Councils (PUGRC).

In December 2019, I was honoured to be elected Chair of CHCV, representing eight councils of the Central Highlands region. United by many of the same challenges and opportunities, the councils of the CHCV have an important voice in strategic regional solutions and will continue to lobby for greater State and Federal Government support for the extensive Central Highlands region.

In June 2020, the PUGRC achieved its long-term goal of acceptance into the Growing Suburb Fund for all membership councils. As an alliance of six councils with fast-growing populations bordering major cities, the State Government recognised that the PUGRC is in need of greater infrastructure investment as it welcomes many new residents relocating from Victoria's metropolitan centres.

In 2020, Council also established a partnership with the Victorian Planning Authority and with a Victorian Government grant, embarked on the precinct planning and strategic design of the Bannockburn Growth Plan. As one of the fastest growing towns in the state, the BGP will plan for 7,000 additional homes for 17,000 residents in the south of Bannockburn, ensuring the development is the best plan for new and existing residents.

### BUILDING A BETTER GOLDEN PLAINS SHIRE

In 2019-20, Council's strong advocacy efforts were rewarded with another impressive suite of successful grant applications and a milestone year of funding announcements and completed projects. Unfortunately, the COVID-19 pandemic called a halt to several planned openings of community facilities, however construction continued and when the residents of our Shire can again gather to enjoy life, there will be new fields and courts, completed recreation lighting projects and upgraded playgrounds waiting for them.

Most notably, for many years, Council officers have worked with Councillors and the community to realise the dream of a water and adventure playspace in the heart of Bannockburn. In December 2019, the \$3 million partnership project of Council and the Victorian and Australian governments delivered this wonderful vision and at the opening, the pure joy and excitement of our younger residents discovering the Heart made for a very special day.

### MAKING COUNCIL COUNT

Delivering for our communities and our people is at the core of everything local government does and why it plays an important role in the lives of our residents. While our Council is always looking forward and taking steps toward the big-picture goals, it's important to continue to serve our residents in their day-to-day lives.

This year, Council completed a significant rating strategy review and instituted new measures to reduce the fluctuating rates burden across the Shire. With a fairer municipal charge and streamlined rating categories, the revised rates program will deliver residents and businesses more reliable rates bills, delivering on a firm commitment of this Council.

Another new initiative this year, Council launched the Mayoral Youth Program to recognise and celebrate the achievements of our local young people in our communities and to inspire our growing youth population to volunteer and start their own

journey of community service.

Looking to the future, Council also embarked on supporting our community to develop its own long-term plan for the future of Golden Plains. Following extensive engagement, the Community Vision 2040 seeks to reflect the community's hopes, aspirations and priorities for the next 20 years and guide the decision-making of Council toward this vision.

## A SUCCESSFUL YEAR; A BRIGHT FUTURE

In 2019-20, Golden Plains Shire Council completed the final year of its Council term as it began: delivering on its vision of 'a healthy, safe, vibrant, prosperous and sustainable community supported by strong leadership, transparent governance and community partnerships.'

While there are still challenges ahead for our fast-growing rural Shire, the achievements of this Council have placed Golden Plains in a desirable position to embrace its bright future while ensuring the enviable lifestyle enjoyed in our very special corner of the world.

Cr Owen Sharkey  
Mayor



# CEO'S MESSAGE



The year 2020 will forever be remembered as the year of the COVID-19 pandemic, and while it was at the tail-end of the 2019-20 year, it was the defining moment for our organisation and our Shire, and may well be for many years to come.

As our Golden Plains Shire residents and businesses were challenged in so many facets of their everyday lives, so too was Council challenged. It was the dedication, innovation and flexibility of our staff across many teams that facilitated the many swift and important changes to our services and operations that ensured Council continued to play a supportive and valuable role in the lives of our residents as we move through the pandemic.

## A NEW CIVIC HOME

Following many years of planning, the first stage of the Golden Plains Civic Centre (GPCC) was completed and opened for business. While the official opening was put on hold due to the COVID-19 pandemic, it was an exciting transition to Council's new civic home.

The first meeting of Councillors in the new Council Chambers was a special milestone and we look forward to welcoming our residents to meetings in the future. From the first plans, it was a firm commitment that the history of the Shire would be honoured and celebrated in the new Chambers and unique features including the wooden beams reflecting the iconic Nimons Bridge and traditional seals of the former Shires that amalgamated to make Golden Plains, truly achieve that vision.

As the CEO, it is most important that the GPCC is a modern and accessible workplace. Previously, Council staff members were located across an outdated 40-year-old office and several inadequate portable buildings; and now our team is united. As our Shire grows and so too does our commitment to better serve our community, it is evident that Council made the right decision to invest in the future of the organisation and its workforce, to create a healthy, sustainable, positive work environment for its existing and new staff members.

It's been most rewarding to watch the emotional faces of long-term staff members and the excited cheers from new staff as they walked into the new building for the first time, confirming that the GPCC is a proud achievement of this Council and its dedicated workforce. Stage 2 works to renovate the original office building are underway and the project including carpark and final works will be completed in 2020-21.

## EXCELLENCE AND INNOVATION

The past three years have defined a period of innovation and excellence for our organisation, a transition to reflect the growth and diversity of our changing Shire.

Embracing a new program of digital transformation, the significant upgrade of mobile technology allowed many staff to move seamlessly to working from home, utilising a range of modern communication applications during the COVID-19 pandemic. While encompassing cameras and broadcasting technology in the GPCC saw the first livestream of our Council Meetings, connecting with residents across our large Shire.

This year, Council continued the move to new locations, with the new civic chambers, the Shire Hall in the centre of Bannockburn was leased for an exciting new commercial future. This year, Council relocated to the new Council Chamber with public meetings held at the GPCC and

the Linton Shire Hall. An upgrade of this Council office to establish a dedicated customer service centre with greater digital connectivity also expanded our suite of services to better serve the residents on the north of the Shire.

## OUR VISION AND VALUES

In 2019-20, Council farewelled Director of Assets and Amenity Greg Anders, who dedicated many years of exceptional service to local governments in Victoria including his valuable contribution to the organisation and people of Golden Plains Shire. Phil Josipovic joined Council as its new Director of Development and Infrastructure, bringing with him great experience and knowledge developed during his professional career in local government.

With a passionate and dynamic executive team that has been established this Council term, our organisation embarked on an exciting journey to define and create a new professional Vision and Values that will lead our culture and develop a proud and

driven workforce, now and into the future. This renewed focus will not only better place Council as an employer of choice but will also strengthen our commitment to best serve our communities and our residents.

As the CEO of Golden Plains Shire, it is my honour and privilege to lead our organisation and the many men and women who come to work at Council every day. In the face of the COVID-19 pandemic, our staff have risen to the challenge and continue to do their jobs and do them very well. This Report marks a busy and productive year, as our organisation marches on to the next year and the exciting challenge of a new Council term.

Eric Braslis  
Chief Executive Officer



In January 2020, Council announced its partnership with the Victorian Planning Authority (VPA) to deliver the Bannockburn Growth Plan. Mayor Cr Owen Sharkey, VPA CEO Stuart Moseley and CEO Eric Braslis met in Bannockburn South to discuss the project.



# FINANCIAL SUMMARY

The purpose of the Annual Report is to convey the performance of Council for the 2019-20 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 at 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 of each. These key indicators are common tools used to measure financial performance and sustainability and are consistently applied by Council.

## OPERATING RESULT

The operating result shows Council's overall performance for the year. The surplus for 2019-20 totalled \$5.5 million, which is \$3.0 million greater than budget. However, this 'headline' figure can be misleading. 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 \$0.4 million. Both the operating and adjusted underlying result for 2019-20 includes 50%, or \$2.8 million, of the 2020-21 Financial Assistance Grant that were paid in June 2020.



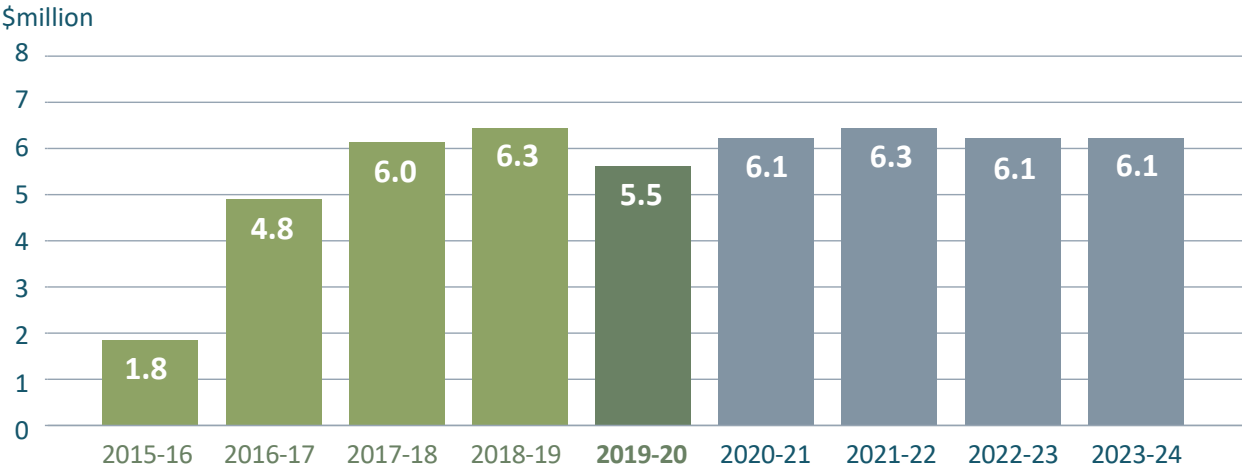
## DISCRETIONARY RETAINED EARNINGS

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 2019-20 balance of \$4.6 million includes \$2.8 million of 2020-21 Federal Assistance Grants received in advance during June 2020.

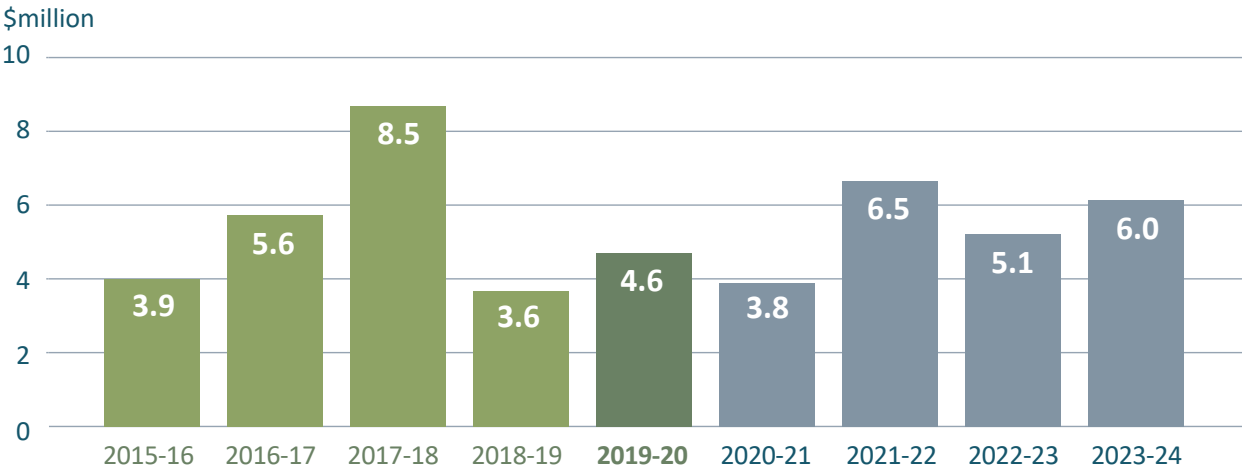
## CAPITAL EXPENDITURE

The capital program for 2019-20 of \$21.4 million, takes Council's total capital expenditure over the last three years to \$42 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 above).

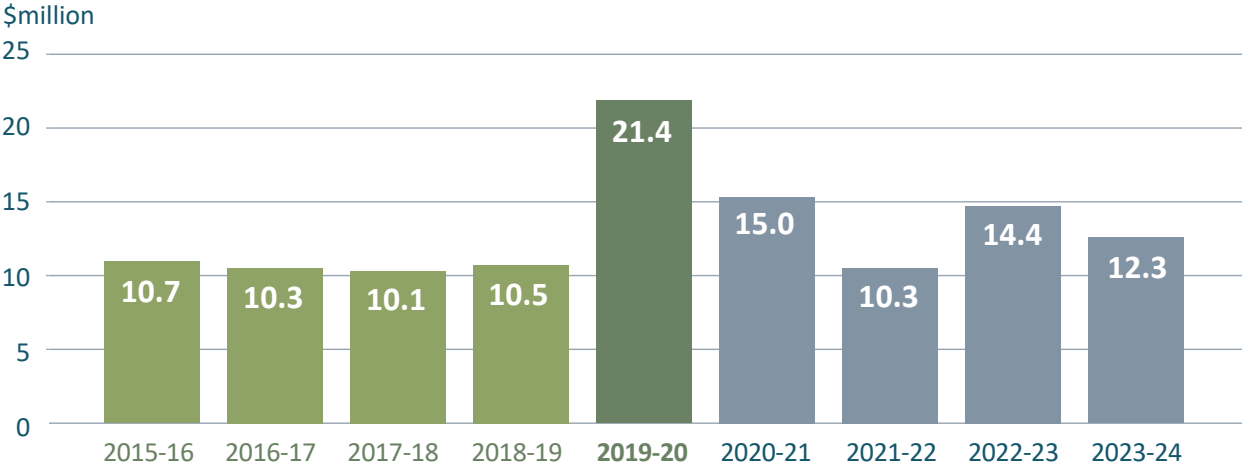
### Operating Result



### Discretionary Retained Earnings



### Capital Expenditure





# FINANCIAL SUMMARY

## 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 2020, the surplus is \$13.2 million compared to a budget of \$4.0 million. This large working capital surplus is primarily a result of a higher than anticipated cash balance, which has resulted from grants received in advance, timing of payments and 2019-20 projects that are yet to be completed (and paid).

## CASH BALANCE

Council’s cash balance at 30 June 2020 totalled \$21.4 million, which is \$14.5 million favourable to budget and an increase of \$2.8 million from the previous year. The balance includes the \$2.8 million of 2020-21 Federal Assistance grants received in advance during June 2020, \$6.5 million being held to complete funded and capital works projects from prior years and recent operating surpluses. Part of the remaining \$9.3 million will be used to fund the development of Stage 2 of the Golden Plains Civic Centre.

## INTEREST BEARING LIABILITIES

Borrowings have increased by \$6.4 million from the previous year to a total of \$14.0 million. New borrowings of \$9.5 million were taken-up to fund the redevelopment of the existing customer service centre located at 2 Pope Street, Bannockburn. These amounts are in accordance with Council’s Strategic Resource Plan.

Council has structured borrowings to ensure costs are spread fairly over current and future years. Council has taken advantage of the current low interest rate climate borrowing the \$9.5 million borrowings as budgeted.

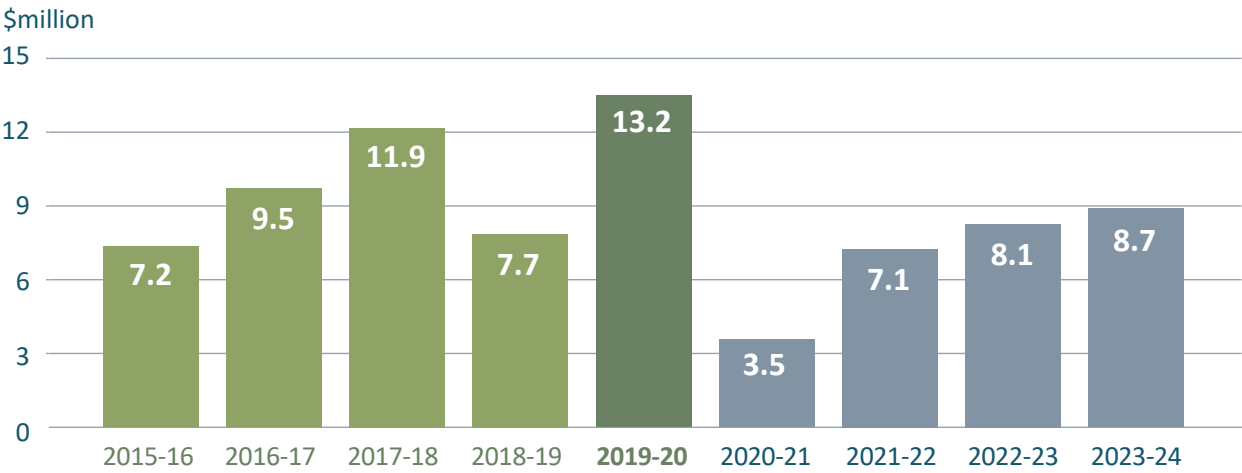
The above indicators demonstrate that Council remains in a healthy financial position and has been able to balance the use of operating revenue; discretionary retained earnings and borrowings to ensure services and projects are delivered to meet the demand of the Golden Plains community.

The overall financial position remains strong and continues to be consistent with that depicted in Council’s Strategic Resource Plan.

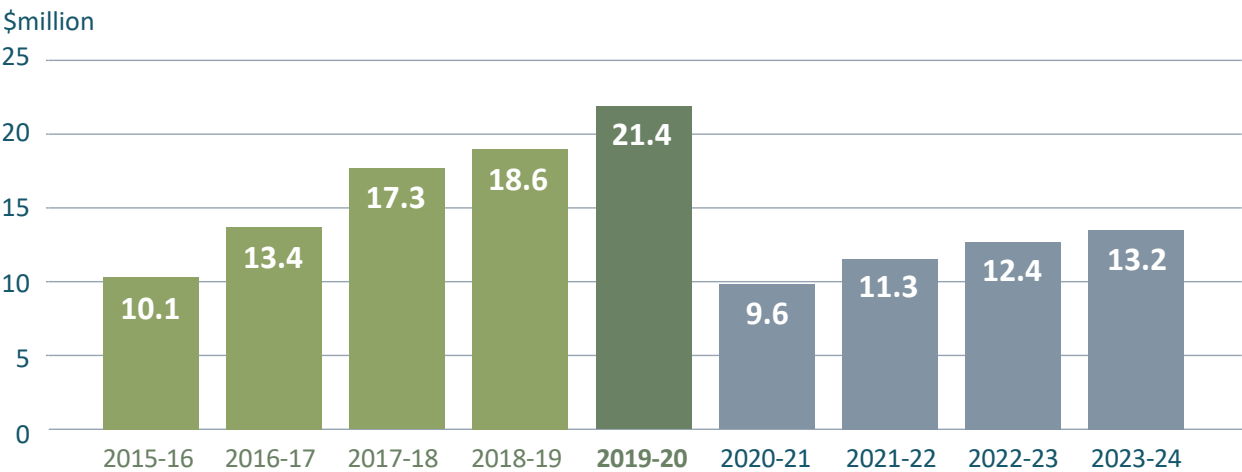
Given the introduction of the ‘Fair Go Rates’ system (rate capping), Council will need to closely monitor the strategies contained within its Council Plan, Strategic Resource Plan and Long term Financial Plan to ensure it continues to manage assets and deliver the services required by a growing municipality, whilst remaining financially sustainable.



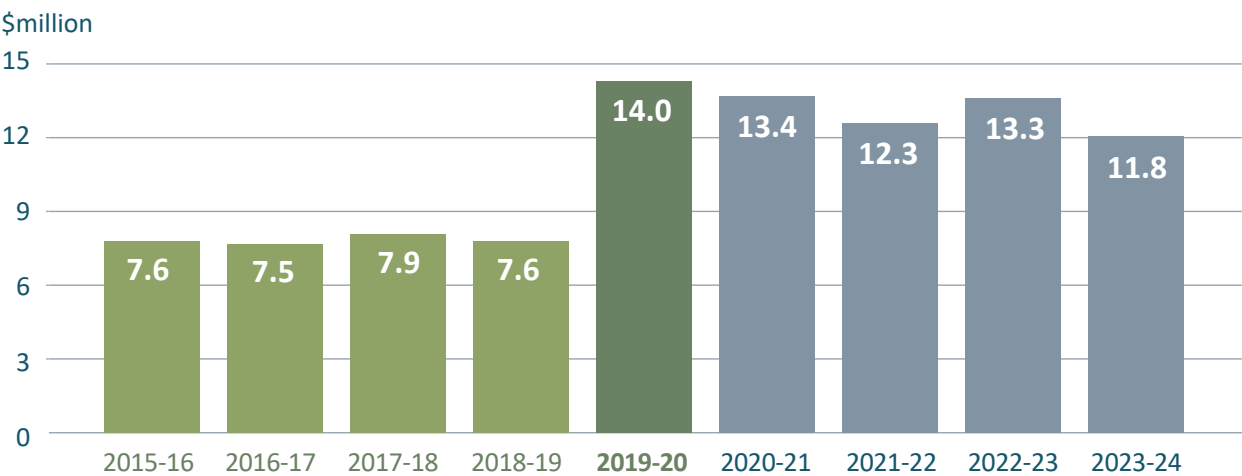
## Working Capital



## Cash Balance



## Interest Bearing Liabilities





## 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. For more information on Council's services, please see the Our Performance section at page 54.

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

- Economic conditions in Golden Plains Shire prior to the onset of the COVID-19 pandemic were strong. The Shire's unemployment rate during 2019 averaged 2.9%, the lowest it had been in a decade, significantly lower than the G21 Region at 5.2% and Victoria at 4.7%. Population growth continued on a strong growth trajectory, with the Shire's population increasing by 2.6% 23,722 people, making it the fifth fastest growing regional Victorian Local Government Area (by percentage growth rate).
- The Shire has continued to see steady growth in new business registrations, with 445 new businesses registered in Golden Plains Shire during 2019-20, the majority of which were construction businesses with 99 registrations. Construction was followed by professional, scientific and technical services at 44 new registrations, and then agriculture, forestry and fishing, and health care and social assistance both at 32.
- Golden Plains' Gross Regional Product has nearly doubled over the past decade, increasing to \$686 million in 2019. Agriculture is still a driving force for the Shire's economy, worth 23% of total economic output. Broadacre cropping, sheep and intensive agriculture such as poultry, pigs and goats are all significant sectors, with nearly one quarter of the state's eggs produced in Golden Plains, and 11% of the state's chicken meat.
- Renewable energy is also a growing industry in the Shire, with the development of two significant renewable energy projects continuing to progress during 2019-20. Berrybank Wind Farm, which is being built in the municipalities of Golden Plains Shire and Corangamite Shire, completed the installation of 16 of the 43 wind turbines for Stage One of the project. Stage One is a \$284 million project that will generate 180 megawatts of power. The completed Berrybank Wind Farm will be a \$525 million project that will produce 277 megawatts of power, with 41 of 79 wind turbines to be built in the south-west of Golden Plains Shire. The Golden Plains Wind Farm near Rokewood has now received both Federal and State Government approval to proceed. This project will be one of the largest wind farms in Australia, with up to 228 wind turbines. Both these wind farms will deliver hundreds of jobs during construction, as well as ongoing employment and opportunities for the local community and community projects, and play an important role in strengthening and diversifying the Golden Plains economy. The Berrybank Wind Farm committed \$252,000 in funding for the Teesdale Turtle Bend Upgrade and the relocation of Haddon House, as well as \$180,000 towards the Three Trails Project in the north of the Shire.

The \$1.4 million of Tall Tree Road in Lethbridge improves this key arterial road of the Golden Plains Food Production Precinct, with significant funding from the Victorian Government's Local Roads to Market Program. In March 2020, Michaela Settle MP, Member for Buninyong; Stewart Marshall of Tall Tree Poultry and Mayor Cr Owen Sharkey met to view the completed project.



# DESCRIPTION OF OPERATIONS

## MAJOR CAPITAL WORKS

### Golden Plains Civic Centre

Golden Plains Shire Council has a new home, with the completion of Stage One of the Golden Plains Civic Centre this year. Completed and opened in May 2020, the modern location features:

- An accessible, welcoming customer service centre;
- Private meeting rooms for residents, Councillors and staff;
- New Council Chambers, with audio visual technology to livestream meetings;
- Sustainable, modern work spaces; and
- Accessibility for people of all abilities (*Disability Discrimination Act* compliance).

Stage Two of the project, the redevelopment of the original Bannockburn Customer Service Centre, is underway and scheduled for completion in December 2020.

The budget for the Golden Plains 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.

### Bannockburn Heart – Stage One

The official opening of Stage One of the long-awaited Bannockburn Heart Precinct was an exciting community celebration in December 2019. After watching the project take shape over eight months of construction, residents of all ages enjoyed their first experience of 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 has delivered an attractive and welcoming community civic space in the Shire’s largest town. 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 cost \$3 million, 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.

### Bannockburn Recreation Precinct Second Soccer Pitch

The second soccer pitch at the Bannockburn Recreation Precinct was delivered, with the new full-size pitch complementing recent projects at this facility, including the construction of the first pitch, the club and change rooms pavilion and the installation of sports lighting.

The project was funded with a \$250,000 grant from the Victorian Government’s 2018-19 World Game Facilities Fund and \$234,000 from Council. Next on the list for this popular recreation facility are lights and female friendly change rooms for the second soccer pitch.



### Victoria Park Sport Oval Lighting Upgrade

The Victoria Park Sport Oval Lighting Upgrade in Bannockburn was completed with the new lights turned on both ovals at the popular recreation facility. Funded by a \$500,000 Community Sport Infrastructure grant from the Federal Government, the lighting was identified as a priority in the G21 AFL Barwon Regional Strategy. The new lighting on both ovals meet the AFL standard for community football and surpass the minimum requirements for local football training and matches.



### Teesdale Turtle Bend Reserve Upgrade

Construction of the Teesdale Turtle Bend Reserve Upgrade is underway, including 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.

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. The upgrade is delivered with a \$222,000 grant from the Federal Government’s Building Better Regions Fund and matching funds by a community contribution from Berrybank Wind Farm.



### Rokewood Recreation Reserve Lighting Upgrade

The new lights on the oval of Rokewood Recreation Reserve were completed and switched on this year. The project meets 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. The project was delivered by a \$169,258 grant through the State Government’s Community Sports’ Infrastructure Fund and \$115,000 from Council.





# DESCRIPTION OF OPERATIONS

## Smythesdale Courthouse Upgrade

Conservation works were completed on the almost 160-year-old building, which forms part of Smythesdale’s Historic Precinct. Council secured a \$90,000 Victorian Government Living Heritage Grant for the restoration works including the replacement of fascia boards, repair to brickwork and mortar, slate roof repairs, roof flashing, gutter and downpipe repairs and replacements, external timber repairs to windows and doors, works to the interior timber floor boards in the Court Room and internal painting of the building.

The Smythesdale Courthouse is of historical and architectural significance to the State of Victoria, and is an important community asset to the Smythesdale community.



## Haddon Recreation Centre Floor

Construction of the new timber floor and line-marking on the one-court Haddon Recreation Centre was completed. Fully funded by the Victorian Government, Council lobbied for many years for government investment in a new, level stadium floor that is safer for all users and will require less repair and maintenance in the future.

The Haddon Recreation Centre is a popular facility for localised sport, and recreational programs and services for the Haddon community. Students from the neighbouring Haddon Primary School regularly use the Centre, and it is home to the Haddon Badminton Club, as well as a variety of active recreation activities.



## The Three Trails Project

The Three Trails Project will improve and upgrade three significant multi-use trails: Ballarat–Skipton Rail Trail, Kuruc a Ruc Trail and Rainbow Bird Trail. Popular with walkers, hikers, cyclists and horse-riders, these trails total 101km and connect 15 different townships and communities across Golden Plains Shire, as well as City of Ballarat and Corangamite Shire.

The Three Trails Project will deliver the upgrade and improvement of the current trail infrastructure, as well as design and installation of new supportive infrastructure, including: signage; shelters, seating, picnic tables and chairs; decking upgrades; safety corrals at major highway crossings; culvert and bridge upgrades; spray seal of trail sections; upgrades to the Pittong Sleepover; installation of trail counters for data collection; and environmental works including tree trimming.

The total cost of the Three Trails Project is \$750,000, which will be funded by the Victorian Government’s grant of \$500,000; \$180,000 from the Berrybank Wind Farm Community Benefit Fund; \$57,000 from Golden Plains Shire Council; and \$13,000 from the former Ballarat-Skipton Rail Trail Committee. Council’s contribution was funded in its Budget 2019-20 and works on the Three Trails Project are scheduled to begin in late 2020.

## FUNDING GRANTS 2019-20

In 2019-20, Council secured a significant range of grants to deliver major capital works and road projects for Golden Plains Shire.



The following funding commitments were confirmed from the Australian Government:

Program Name	Grant Award
Local Roads and Community Infrastructure Program	\$1,333,655
Federal Black Spot Program - Shelford-Mt Mercer Road	\$1,100,000
Round Three of the Building Better Regions Fund (BBRF) - Infrastructure Projects Stream	\$222,000
Victorian Bushfires - Exceptional Assistance Immediate Support Package	\$200,000
Federal Black Spot Program - Russells Bridge Road	\$138,000
Three-Year Old Kindergarten Infrastructure & Building Blocks Grant	\$70,000

The following funding commitments were confirmed from the Victorian Government:

Program Name	Grant Award
Working for Victoria Fund (COVID-19)	\$1,074,886
Three Trails Project	\$500,000
Haddon Recreation Centre Floor Upgrade	\$220,000
Commonwealth Transition Grant	\$80,263
CASI - Community Activation & Social Isolation initiative	\$58,860
Community Heart Connection (Byron Street Shared Pathway)	\$52,378
Bannockburn Recreation Centre - Playground Shade Sail	\$26,654
Covid-19 Kindergarten Cleaning Grant	\$5,700
Maternal and Child Health Nurses – Cultural Awareness Training	\$2,400
Kindergarten Remote Learning Support	\$2,000



# DESCRIPTION OF OPERATIONS

## 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 Shire’s extensive sealed and unsealed road network 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 2019-20, the following projects received partnership investment.



## Teesdale-Lethbridge Road

The reconstruction, sealing and drainage improvements were completed on a 740-metre section of Teesdale-Lethbridge Road, extending north of Shelford-Bannockburn Road.

Council lobbied and advocated for government investment to fix this road for a number of years, following feedback from the local community. The project was delivered through a \$500,000 grant from Regional Roads Victoria under its Fixing Country Roads Round 1 program for vital safety upgrades.

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.

## Wall Street Bridge

The 99-year-old timber Wall Street Bridge in Teesdale was replaced with a new concrete structure with an increased bridge load, improving safety for road users. The new Wall Bridge, spanning Native Hut Creek on Stones Road, also delivered a new dedicated footbridge for pedestrians and cyclists.

The new Wall Bridge was a partnership project of Council and the Federal Government’s Bridges Renewal Program, splitting the \$607,000 cost of the project. An interpretative sign detailing the

## Tall-Tree Road

The \$1.4 million project to widen, replace and seal Tall Tree Road in Lethbridge was completed, funded by a \$943,000 grant from the Victorian Government’s Local Roads to Market program and \$472,000 from Council.

The upgraded 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 involved sealing an existing 3.5km section of unsealed road that was unsuitable for heavy vehicles and regularly required maintenance, particularly following wet weather. A further 2.2km of narrow sealed road was widened and replaced, improving safety and the smooth flow of traffic along the busy road.

## Franklin Bridge

A \$2.85 million project to replace the Franklin Bridge in Napoleons is underway and will be completed in 2020. This new bridge is a partnership project with the Federal Government and City of Ballarat; with Golden Plains Shire Council contributing \$512,000.

## Coopers Bridge

The replacement of Coopers Bridge in Meredith was a major \$1.6 million road project. The existing single-lane, load-limited bridge was 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 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 2018-19 and 2019-20 Budgets. The works complement \$300,000 spent last year on the approach road to the bridge, funded under the Federal Government’s Black Spot Program.

## Pitfield-Cressy Road

This significant road upgrade and widening works on 3.8km of Pitfield-Cressy Road had made this route safer for all users including heavy vehicles transporting grain to the receival facility in Werneth. This projects supports 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. The upgrade was funded by an \$800,000 grant from the State Government’s Fixing Country Roads and \$400,000 from the Federal Government’s Roads to Recovery Program.

## Linton-Mannibadar Road

This \$1.4 million road infrastructure project delivered the widening and sealing of 5.5km of Linton-Mannibadar Road, from Rokewood-Shelford Road towards Linton. The works were funded by a \$933,000 grant from the State Government’s Fixing Country Roads program and \$466,666 allocated to the Shire from the Federal Government’s Roads to Recovery Program.

## Maude-She Oaks Road

Council has completed works on the \$1.485 million widening and upgrade of Maude-She Oaks Road. This project delivered the upgrade and widening of 3km of the Maude-She Oaks Road, from the driveway entrance to Mountain View Quarry in Maude to Strong Road in She Oaks. As part of the works, upgrades were also completed to a number of intersections on the road, including with Sharps Road and Steiglitz Road. Other works included the sealing of road shoulders, new guardrail, and kerb and channel installation.

This important project for the Maude-She Oaks community was funded by \$1.1 million from Council and \$385,000 from the Federal Government’s Roads to Recovery Program.

## Barwon Park Road Bridge

With the old bridge over Warrambine Creek showing signs of structural distress, the deck of the Barwon Park Road Bridge in Inverleigh has been replaced.

The existing and outdated w-beam bridge barrier was removed and upgraded to a VicRoads-approved medium performance bridge barrier. The narrow, steep 3.8m approach from the north was also widened to provide two traffic lanes and a new retaining wall was constructed to improve retention of the approach fill.

The responsibility for Barwon Park Road Bridge and this \$620,000 project is shared by Golden Plain Shire and Surf Coast Shire Councils. Of Council’s \$310,000 commitment, \$110,000 came from the Federal Government’s Roads to Recovery Program.





# DESCRIPTION OF OPERATIONS

## MAJOR ACHIEVEMENTS

In 2019-20, Golden Plains Shire continued to go from strength to strength, with Council securing a record amount of government investment for our communities and residents, with its advocacy work taking great strides.

The Shire’s strategic partnership with G21 saw the exciting next step in the development of the Renewable Organics Network, an innovative waste-to-energy facility for the region. While Council’s participation in the Peri-Urban Group of Rural Council’s realised the milestone of eligibility to the Victorian Government’s Growing Suburbs Fund, opening the door to a new and significant funding stream for fast-growing councils.

With Mayor Cr Owen Sharkey elected as Chair of the Central Highlands Councils Victoria, Golden Plains Shire took a leadership role in presenting the lobbying efforts of these eight regional municipalities, defining the group’s top advocacy priorities for the future.



**Managing Growth in Golden Plains**

As growth in the South of the Shire continues at an impressive rate of 8.5 percent every year, Golden Plains Shire solidified its position at the fifth fastest growing regional Local Government Area (LGA) in Victoria.

Bannockburn is the largest town in Golden Plains Shire, and the town and surrounds is the fourth fastest growing regional Statistical Area Level 2 in Victoria. Council secured a significant grant from the Victorian Government’s Streamlining for Growth Program to fund an exciting partnership of Council and the Victorian Planning Authority (VPA) that will develop the new Bannockburn Growth Plan in 2020, guiding the sustainable growth of Bannockburn to the year 2050.

The Minister for Planning has assumed planning authority for the Bannockburn Growth Plan, which will deliver 7,000 additional homes and approximately 17,000 new residents in the south of the town, significantly increasing the population of Golden Plains Shire.



**Record Investment for the Community**

In 2019-20, Council also completed and opened an impressive list of valuable community infrastructure projects across Golden Plains Shire including Stage One of the Bannockburn Heart, the second soccer pitch at Bannockburn Recreation Precinct, oval lighting upgrades at Rokewood and Victoria Park in Bannockburn, historic conservation works on Smythesdale Courthouse, the Teesdale Turtle Bend Reserve Upgrade and the new floor on the Haddon Recreation Centre.

Council continued its commitment to best managing the assets of infrastructure of our large rural Shire with several long-awaited road projects completed in 2019-20. Residents and visitors are now enjoying safer journeys across Golden Plains on Teesdale-Lethbridge Road, Tall Tree Road in Lethbridge, Pitfield-Cressy Road, Linton-Mannibadar Road, Maude-She Oaks Road, Barwon Park Road Bridge in Inverleigh, Wall Bridge in Teesdale, Cooper Bridge in Meredith and Franklin Bridge in Napoleons.

In 2020, Council proudly delivered a new civic home for the Golden Plains Shire, with the opening of the long-awaited Golden Plains Civic Centre. After many years of planning and development, the modern and accessible customer service centres, united staff offices and the new Council Chamber that will serve the Shire for the next 50 years.

## MAJOR CHANGES

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

In 2019-20, Golden Plains Shire’s population reached 23,722 people, an increase of 2.6% on the previous year, with the Shire retaining its position as fifth fastest growing regional Victorian Local Government Area (by percentage growth rate). This year, the Shire’s largest town of Bannockburn moved up from the ninth to the fifth fastest growing regional Statistical Areas Level 2 (by percentage growth).

### The COVID-19 Pandemic Change

The most impactful change of the 2019-20 year at Council, as it was across the nation and the world, was the Coronavirus (COVID-19) pandemic. In March, the majority of Council’s office staff relocated to working from home, a move made possible by Council’s recent transition to new digital and mobile technology across the organisation. Council continued its many essential community services and made significant health and wellbeing adjustments to keep serving our local residents during a very challenging time. Many new initiatives, projects and programs were launched during a short time to support our communities living under

restrictions and insolation. While the 2019-20 year ended, the COVID-19 pandemic continues, and Council is moving through the many stages of this unprecedented crisis, leading and supporting our local residents and businesses.

**Changes to Operations**

In late 2019, Golden Plains was one of many councils across Victoria who experienced significant impacts to waste services, with a lengthy shutdown of recycling services in the State and the eventual collapse of SKM Recycling, Council’s contracted recycling company. This was the second shutdown in 2019, the first of a couple of weeks and the second for several months, and led to the diversion of a significant amount of recycling to landfill, a disappointing environmental and financial outcome. The return to recycling collection was welcomed by Council and Shire residents, however Council continues to advocate for more substantial, long-term solutions for waste in Victoria.

In 2019-20, there were several changes – small and large - to operations that improved Council services including the online permit manager system that streamlined building permit approvals and the new online road grading calendar. To better connect and engage with residents, Council began livestreaming Council Meetings and increased communications to reach readers across more traditional and digital platforms. Council’s new and upgraded Customer Service

Centres better serve our residents, with additional hours and services coming online for residents in the north of the Shire.

**Organisational Change**

The greatest change for the organisation was the completion of Stage 1 and relocation to the new Golden Plains Civic Centre (GPCC). With a modern and accessible workplace, a welcoming Customer Service Centre and a Council Chambers with technology to livestream meetings, the new building has delivered an exceptional new civic home for the Golden Plains community.

Within the organisation, Director of Assets and Amenity Greg Anders retired from Golden Plains Shire Council after many years of dedicated service to Council and to local governments in Victoria. Council welcomed Phil Josipovic as its new Director of Development and Infrastructure, who joined CEO Eric Braslis and Directors Philippa O’Sullivan and Lisa Letic leading the organisation as its Senior Management Team.







**2,705**  
sqkm of land



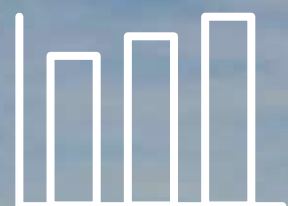
**16**  
townships



**23,722**  
people



**56**  
communities



**2.6%**  
growth rate per annum

## OUR SHIRE

Golden Plains Shire is situated between two of Victoria's largest regional cities, Geelong and Ballarat, with a population of more than 23,722 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 rural 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 1,982 businesses including farming, construction, retail and home-based businesses.

The Shire has a strong agricultural sector, with a history of wool, sheep and grain production. Now-a-days the Shire is seeing strong growth in intensive agriculture, including poultry, pigs, beef and goat dairy, as well as the expansion of viticulture in the Moorabool Valley. This in turn has driven an increase in the regions tourism offering, with visitors attracted to the region's picturesque wineries, gourmet food

producers, agri-tourism and the monthly Council-run Golden Plains Farmers' Market.

Golden Plains Shire is one of the leading producers of eggs and chicken meat in Victoria, producing nearly a quarter of Victoria's eggs. Council is encouraging continued growth and investment in intensive agriculture, by establishing the Golden Plains Food Production Precinct, near Lethbridge, which is on track to become one of Victoria's premier areas for intensive agriculture development and expansion.

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.

## GOLDEN PLAINS SHIRE COUNCIL

### BANNOCKBURN CUSTOMER SERVICE CENTRE

2 Pope Street, Bannockburn, Victoria 3331

Local call 1300 36 30 36  
Phone 03 5220 7111  
Fax 03 5220 7100

### SMYTHESDALE CUSTOMER SERVICE CENTRE

19 Heales Street, Smythesdale, Victoria 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](mailto:enquiries@gplains.vic.gov.au)

### After Hours

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



# COUNCILLORS



**Cr Owen Sharkey**  
Mayor 2019-20

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. Cr Sharkey was elected as Mayor

for the 2018-19 term and re-elected to the position for the final year of the Council term. 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 2019-20

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. She served as Deputy Mayor in 2018-19 and 2019-20. Cr Gilbert has been appointed by Council as its representative to the following: Grampians Central West Waste & Resource Recovery Group - Local Government Forum and Highlands Local Learning & Employment Network.



**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.



**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.



**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; Rural Financial Counselling Service Victoria’s Colac Local Reference Group; and Golden Plains Municipal Fire Management Planning Committee.



**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 Council’s Audit & Risk Committee.





# 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.



**Eric Braslis**  
Chief Executive Officer



**Philippa O'Sullivan**  
Director Corporate Services



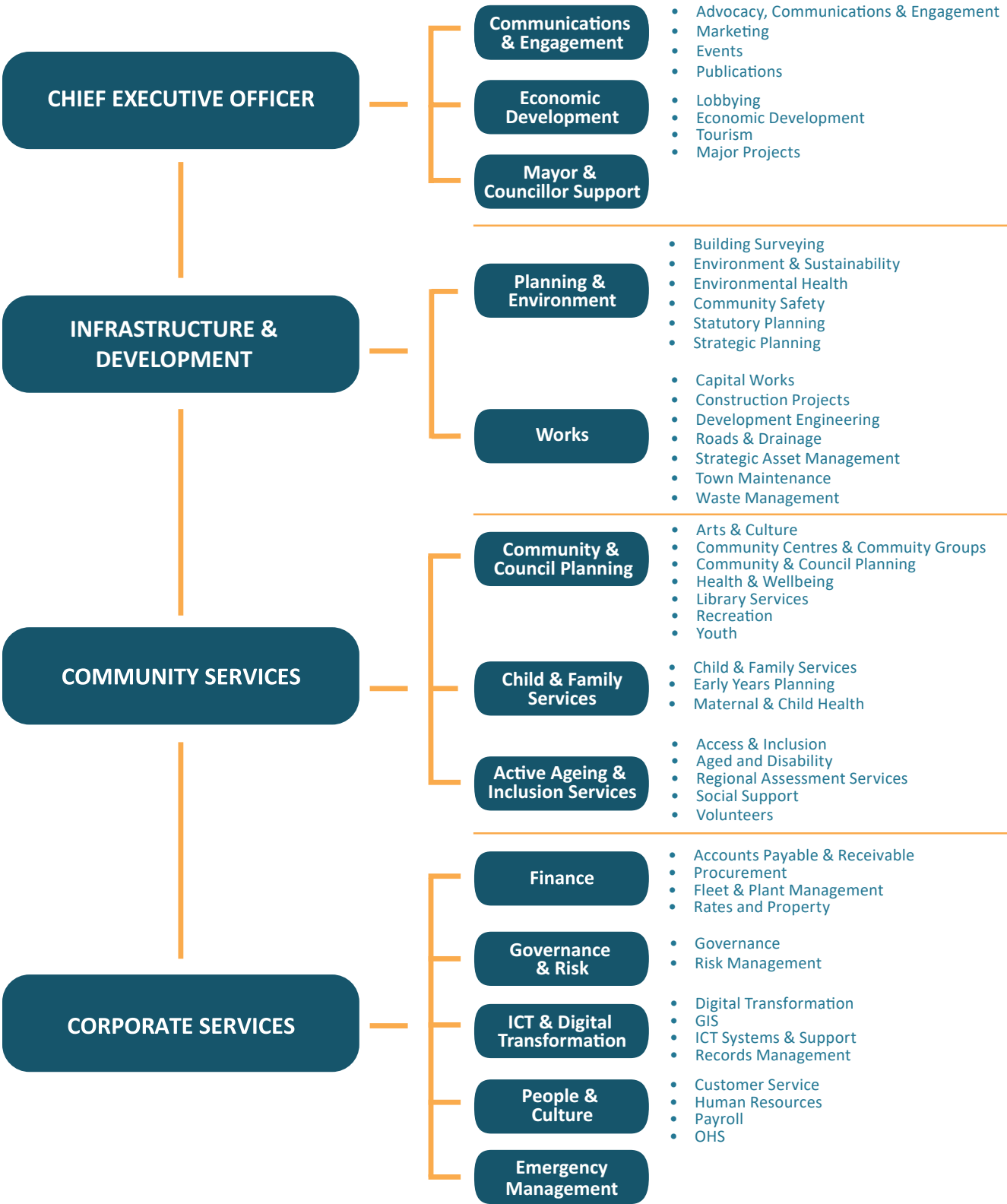
**Lisa Letic**  
Director Community Services



**Phil Josipovic**  
Director Infrastructure and Development



# ORGANISATIONAL STRUCTURE







# COUNCIL STAFF

## WORKFORCE

As at 30 June 2020, Golden Plains Shire employed 259 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. Currently, there are 122 full-time, 100 part-time and 37 casual positions. See Tables 1 and 2 on page 50 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 2020, the unfilled vacancies equate to 23.89 FTE. Of this FTE, 4.87 (FTE) have been successfully recruited, with the incumbents commencing in July and August 2020. Recruitment for several roles was put on hold during the COVID-19 pandemic. Current vacancies are 19.02 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 2019-20 is 176.11 FTE compared to the budget of 198 FTE.

The average age of our workforce is 45 years. 56 percent of our staff are aged over 45 years, and 22 percent aged over 55 years. 20 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 22.01%, with 3 retirements included in this figure.

Employment type by gender indicates that the permanent full-time workforce is marginally male dominated, at 52%. Council’s part time workforce is predominantly female at 93%, with 71 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 72 positions during 2019-2020, attracting a total of 1355 applications.

These vacancies became available in the following Directorates and included one Director position, 2 Manager positions and 8 Team Leaders positions:

- Community Services – 32
- Corporate Services - 23
- Infrastructure and Development - 15
- Office of Chief Executive Officer – 2

Council received 152 applications for a Graduate Engineer position and more than 80 applications each for two Administration Support Officer roles. The areas most challenging to fill were in ICT and Payroll.

18 positions were filled by internal applicants who applied for career advancement reasons or to gain additional opportunities, and 20 people were employed from within the Golden Plains Shire.

At 30 June, Council had 8 active vacancies in various stages of the recruitment process, and 7 new employees appointed prior to 30 June to commence in July and August 2020.



Table 1: Number of Golden Plains Shire Council Employees by Division (at 30 June 2020)

	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	5.00	4.00	0.80	0.00	0.01	0.00	9.81
Assets & Amenity	17.00	45.00	5.12	1.04	0.02	0.03	68.21
Community Services	19.00	6.00	38.89	0.73	0.45	0.02	65.09
Corporate Services	18.00	8.00	6.99	0.00	0.01	0.00	33.00
TOTAL	59.00	63.00	51.80	1.77	0.49	0.05	176.11

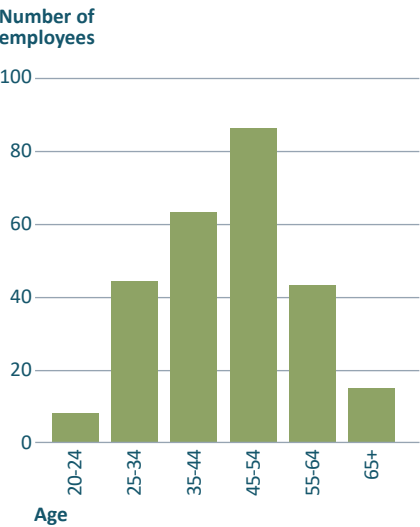
Unfilled positions have not been included in the FTE figures in Table 1. At 30 June 2020, the unfilled vacancies equate to 23.89 FTE. Recruitment for several vacant roles were put on hold during COVID-19 and also due to the reduction of demand in both the child-care and the aged support services areas. The total FTE including vacancies for 2019-20 is 198.0 FTE.

Table 2: Number of Golden Plains Shire Council Employees by Band (at 30 June 2020)

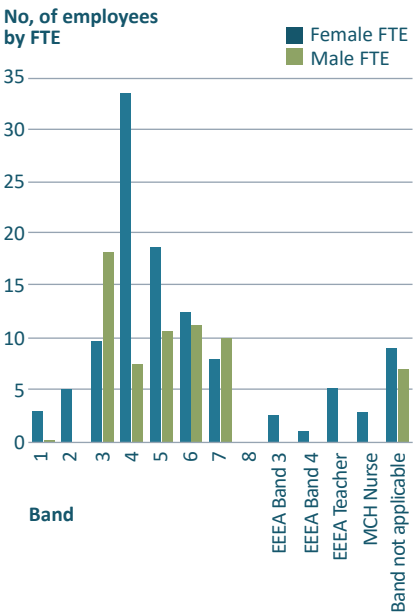
Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	3.05	0.25	3.30
Band 2	5.10	0.00	5.10
Band 3	9.69	18.17	27.86
Band 4	33.43	7.50	40.93
Band 5	18.66	10.68	29.34
Band 6	12.46	11.20	23.66
Band 7	7.98	10.01	17.99
Band 8	0.00	0.00	0.00
EEEEA Band 3	2.65	0.00	2.65
EEEEA Band 4	1.13	0.00	1.13
EEEEA Teacher	5.22	0.00	5.22
MCH Nurse	2.92	0.00	2.92
Band not applicable	9.00	7.01	16.01
Total	111.29	64.82	176.11

Unfilled positions have not been included in the FTE figures in Table 2. At 30 June 2020, the unfilled vacancies equate to 23.89 FTE. Recruitment for several vacant roles were put on hold during COVID-19 and also due to the reduction of demand in both the child-care and the aged support services areas. The total FTE including vacancies for 2019-20 is 198.0 FTE.

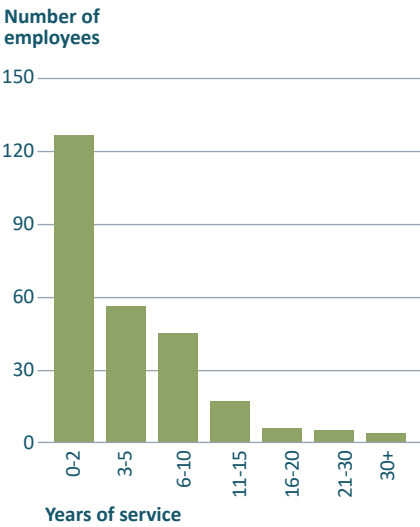
Age of workforce



Band classification by gender



Tenure



# EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

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 2019–20, no discrimination matters were raised by Council staff with any external bodies.





# OTHER STAFF MATTERS



## 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.

Negotiation for the Enterprise Agreement was put on hold in early 2020 due to the COVID-19 pandemic. In August 2020, staff voted on an Enterprise Agreement Variation to extend the current agreement until 1 July 2021. This will be submitted to FWC for approval in September 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.

Two officers participated in the Leaders for Ballarat program in 2020. The program is a year-long experiential journey with 30 emerging leaders from the region, that aims to development better leaders and equip them with the skills, knowledge and desire to create a positive community impact.

The program has been delivered differently due to COVID-19, as instead of program days, this year’s participants have moved



to a webinar series with content delivered in shorter bursts more often, drawing on community leaders and varying perspectives on social issues in the region. In addition to the learning sessions, participants are allocated a mentor to support them through their leadership year.

We have been very proud of the way that the two representatives from Golden Plains Shire Council have adapted to the changes to the program and have build their leadership capability.

## 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 2019, 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.



## 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 2019-2020 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.



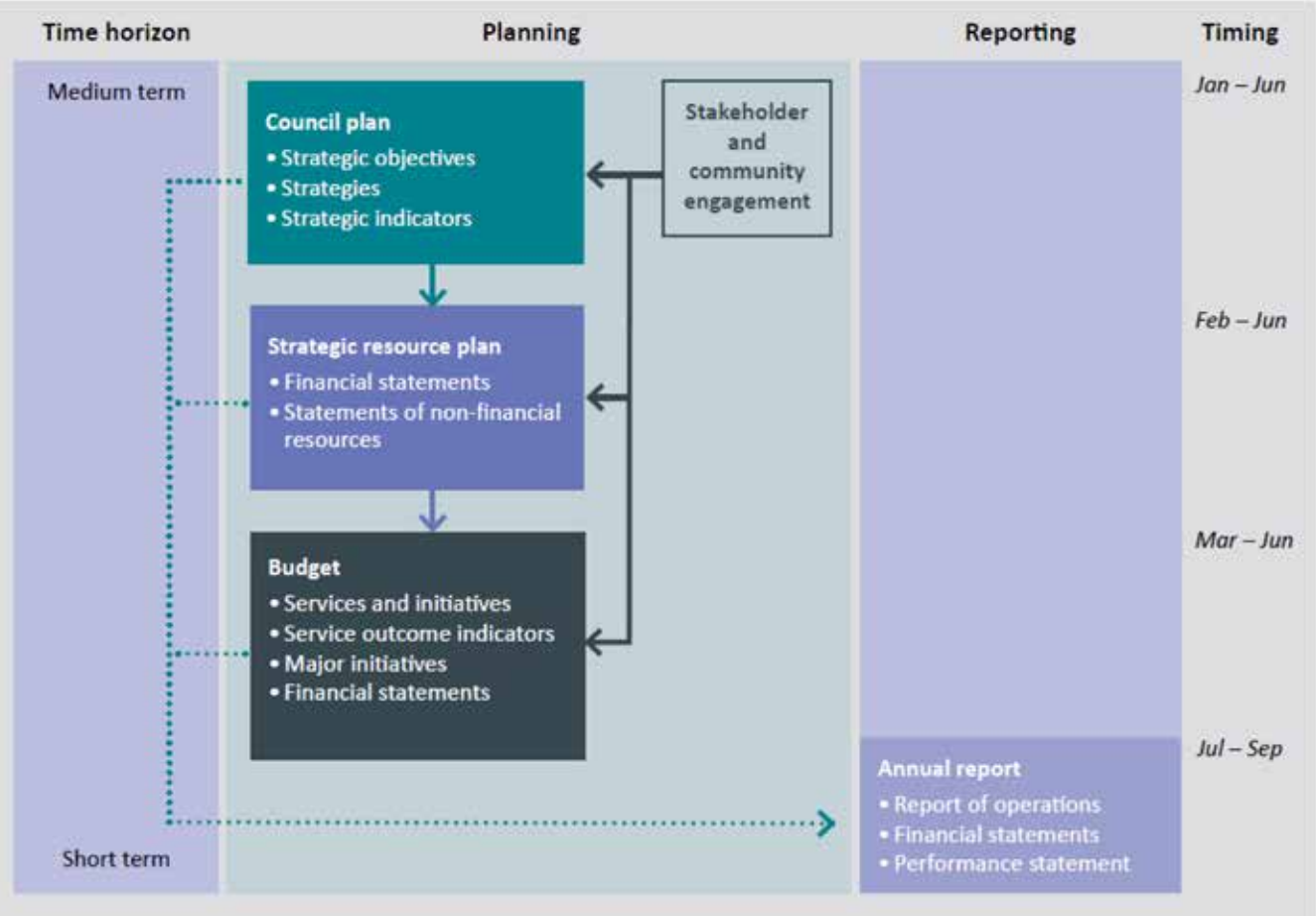
# PLANNING AND ACCOUNTABILITY FRAMEWORK

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.



Canola Fun by Alison Altmann. This photo was highly commended in the Spring in the Shire 2019, Council’s biennial amateur photographic competition, celebrating ‘What I love about Golden Plains.’



# 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
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.
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.
3. 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.
4. DELIVERING GOOD GOVERNANCE AND LEADERSHIP		We will govern with integrity, plan for the future, and advocate for our community.

## PERFORMANCE

Council’s performance for the 2019-20 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 are 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.

	<b>1. Healthy eating and active living</b> <ul style="list-style-type: none"><li>• Increase healthy eating and access to affordable, nutritious food</li><li>• Increase participation in physical activity</li></ul>
	<b>2. Access to local health and community services</b> <ul style="list-style-type: none"><li>• Improve access to a range of relevant, quality health and community services for all our communities</li></ul>
	<b>3. Healthy and sustainable environments</b> <ul style="list-style-type: none"><li>• Improve access to safe and universally designed built environments including community facilities and spaces, open spaces and places for active recreation</li><li>• Preserve the natural environment and ensure our community is resilient and responsive to the challenges of climate change and emergency management</li></ul>
	<b>4. Connected communities</b> <ul style="list-style-type: none"><li>• Increase support for our community groups to provide opportunities for social connection</li><li>• Provide opportunities for community members to increase their participation in the decisions that shape their health and wellbeing</li><li>• Increase access to affordable and sustainable transport options for our communities</li><li>• Support positive mental health and wellbeing for our community members</li><li>• Improve connections to local education, training and work opportunities</li></ul>
	<b>5. Family violence and gender equity</b> <ul style="list-style-type: none"><li>• Ensure an integrated response to support those experiencing family violence</li><li>• Proactively address gender equity issues in our organisation and our community</li><li>• Council will support and encourage and act on the Communities of Respect and Equality Alliance (CoRE) plan to prevent violence against women.</li></ul>



## 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.



Stage One of the Bannockburn Heart was officially opened in December 2019. The new water and adventure play space includes an accessible swing.

### 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.



### Municipal Health and Wellbeing Action Plan

Working together with internal and external partners to capture the combined efforts of health and wellbeing activities across the Shire has been a feature of the Municipal Health and Wellbeing Action Plan (MHWP) delivery in year 3.

The Health and Wellbeing Unit has worked with partners as part of the evaluation process, to develop a pilot evaluation which assesses short term outcomes, focusing on 'What did we do?' and 'How well did we do it?'

### The 2019-20 Plan Evaluation

Fourteen external partners and thirteen internal units of Council have reported on more than 174 health and wellbeing activities across the five priority areas within the plan, with the impacts of COVID-19 also considered in the evaluation.

COVID-19 impacted around 70% of activities evaluated in the MHWP 2019-20 ranging from minor to major impacts. Activities were adapted, many shifted to online, electronic and social media platforms with varying outcomes.

Face-to-face community events and activities were cancelled and some community facilities closed. Health and community service delivery was adapted to adhere to COVID-19 protocols, with some decreased service levels. Grants programs have been impacted and a decrease in opportunities for volunteers noted. Some new initiatives commenced to support community during COVID-19 and the number of visitors to reserves increased. There were both positive and negative impacts on partner relationships.

Timing impacts on activities included putting them on hold, delaying and longer timeframes due to higher priority COVID-19 activities. Around 35% of evaluated activities had time and/or resources diverted away activities due to COVID-19.





STRATEGIC OBJECTIVE 1:  
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	More than 600 children aged 3-5 years. Approximately 300 families across Golden Plains	Development and delivery of ‘Super Veggie Four’ Story Book (Target population children 3- 9 years and their parents/carers). Book was launched at Children’s Week in October and at Kindergartens across the Shire with mutually reinforcing activities, vegie boxes, placemats and recipes to encourage vegetable consumption.
	Number of schools to receive posters/ stickers: 15 Community signage across the Shire. Advertisements in community newsletters including in Gazette which goes to every household approx. 10,321.	‘Choose Water Every Day’ Regional Campaign was delivered across the Shire to promote water as the drink of choice.
	Nine recreation capital projects delivered. Ongoing tennis court and play space upgrades.	Continued implementation of Council’s Recreation Strategy 2015-2019 delivering the following infrastructure: <ul style="list-style-type: none"><li>• Bannockburn Heart Stage 1 Completed. Opened in December 2019 and achieved a High Commendation at the PLA Awards 2020</li><li>• Developed Sport and Active Recreation Strategy 2020-2030 (Adopted in August 2020)</li><li>• Developed Play Space Strategy (2019-20)</li><li>• Developed Masterplan for Leighdale Equestrian Centre.</li><li>• Partnered in the development of Regional Sport and Active Recreation Strategy - ‘Activate 2020-2030’.</li><li>• Oval Lighting Upgrade completed at Rokewood Oval</li><li>• Oval Lighting Upgrade completed at Bannockburn Ovals 1 and 2.</li><li>• Haddon Stadium Floor Upgrade completed.</li><li>• Inverleigh Netball Courts Upgrade completed.</li><li>• Bannockburn second soccer pitch construction completed.</li><li>• Delivered Inverleigh Pick my Project Play Space in partnership with Inverleigh Community</li><li>• Three centre cricket wickets installed (Inverleigh, Rokewood and Linton)</li><li>• Turtle Bend Upgrades Commenced</li><li>• Stage 1 Upgrade of Lethbridge Lake</li><li>• Concept plans for Bannockburn Heart Stage 2 developed.</li><li>• New Shade Sail for Bannockburn Recreation Precinct completed</li><li>• Tennis Court Upgrade at Teesdale Don Wallace completed.</li><li>• Annual Major Facility Maintenance program completed.</li><li>• Supported the establishment of Woody Yaloak Junior Football and Netball club</li></ul>

Strategic Indicator measure	Result	Comments
		<ul style="list-style-type: none"><li>• Path works completed including:<ul style="list-style-type: none"><li>- New footpath along the east side of Byron street, connecting Pope street to Milton street and servicing the Bannockburn Heart. This project was partly funded by TAC via a \$54,000 grant.</li><li>- Rokewood - 1.5m wide concrete path (Aitchison Street (Gibb Street &amp; McMillan ),</li><li>- Rehabilitation of 1.5m wide asphalt path in Scarsdale along east side of Pitfield Scarsdale Road.</li><li>- ‘Explore Bannockburn’ Walking Loops signage designs completed.</li></ul></li></ul>
Improved access to health and community services for people of all ages, abilities and localities	4	GP and Service Provider network meetings are held quarterly.
	268 MCH Home consultations	Maternal and Child Health services supported 938 children, accessing the service at least once.
	94 First time parents supported	Active Ageing and Disability continue to improve access to health and community services through both Regional Assessment Service and the Living At Home Assessments face to face and phone as required.
Increased community safety indicators	Increase support and access to Council delivered, and independent provider, programs	Network established with Family Violence Investigation Unit.  Continued to partner with Ballarat Community health and Barwon Youth and Family Services in the provision of health services
Reduced prevalence of family violence	50 Posters in community spaces ( kindergartens, pharmacies, doctors, schools) Electronic Poster sent to 30 partner organisations Poster printed in 3 community newsletters	‘Support for Families experiencing family violence at home’ poster developed and distributed Shire wide. Recommended Baby Makes 3 program (MCH Program). New partnership with WRISC Family Support Services saw the introduction of the VAN GO, music, art and play therapy in Meredith. The Active Ageing and Disability Team have undertaken ‘Elder Abuse Training’ and providing information and referral support for community members.
Increased connection to culture and communities	6 networks 6 arts programs Direct involvement of more than 300 community members	Supported a number of arts networks across the Shire. Arts programs over the last 12 months: <ul style="list-style-type: none"><li>• Spring in the Shire Photographic Competition with 60 entries received from residents.</li><li>• Creative Wanderings project involving 24 artists and arts community groups.</li><li>• Arts Action Capacity Building program for Creative Communities- more than 100 registrations received.</li><li>• Workshop series with Shires Historical Societies (x 3) in partnership with the Australian Museums and Galleries Association –Victorian Branch, two workshop opportunities offered with a total of 45- participants.</li><li>• Australia Day Film Development (Collaborative Community Planning and Youth Video Project)- focusing on achievements of community planning at its 20 year anniversary.</li><li>• Development of Your Story Our Story Exhibition with 35 community contributions.</li></ul>



STRATEGIC OBJECTIVE 1:  
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 community led action volunteering, participation in community groups & events	36 Youth Programs 2575 young people 23 Community Plans	Council has: <ul style="list-style-type: none"><li>• Inaugural Mayoral Youth Program established recognised the voluntary contribution 40 young people are making across the Shire.</li><li>• Supported the delivery of 36 youth programs reaching 2575 young people.</li><li>• Regional Youth Voice program established in partnership with City of Greater Geelong, Surf Coast Shire and Colac Otway Shire to provide a platform for young people to advise on issues that affect them</li><li>• This Girl Can Committee established (three local young women) to plan, implement and deliver a Twilight Trail Walk in Inverleigh to support the This Girl Can Campaign (delayed event due to COVID)</li><li>• Supported development and implementation of community plans for 23 communities.</li><li>• Provided Seed funding grants, HEAL grants and Community Strengthening Grants to support community initiatives.</li><li>• Supported recreation and sporting clubs and management committees. Some highlights include supporting the new “Woody Warriors’ Football Netball club and Dolphins Basketball clubs to recruit new members; partnership with YMCA/Basketball Geelong to deliver Aussie Hoops and Holiday Program.</li><li>• Provided volunteer training programs.</li></ul>
Increase support and access to Council delivered, and independent provider, programs		Council has: <ul style="list-style-type: none"><li>• Commenced the development of Community Infrastructure Plan to inform future service and infrastructure needs.</li></ul> Council has engaged with a range of Allied Health Services and the Community to follow on from the Home & Community Care Expo held in 2019 to commence planning a travelling Roadshow throughout the Shire.  Increased provision of Family Day Care in partnership with educators and commenced centre based care in Lethbridge.

Council has continued to explore & develop partnerships with disability providers to maintain & increase weekly programs such as Lego for children & Life Skills at SCOPE.

The following statement reviews the progress of Council in relation to major initiatives identified in the 2019-20 Budget for the year.

Major Initiatives	Progress
<p>Council has continued to advocate for and deliver a range of health and wellbeing initiatives to promote community wellbeing across the Shire.</p> <p>Some of the highlights include:</p> <ul style="list-style-type: none"><li>• delivery of the Walk to School program in partnership with 100% of local schools,</li><li>• launch of the ‘Super Veggie Four’ children’s book and Children’s week activities to promote increased consumption of fruit and vegetables,</li><li>• supporting the establishment of Woody Yaloak Junior Football and Netball club,</li><li>• review of the Community grants program and partnerships in the deliver of a range of community and allied health programs including assisting Ballarat Community in the delivery of immunisation in Rokewood and introduction of a family violence program in Meredith.</li></ul>	<p>Achievements in improving community infrastructure during 2019-20 include:</p> <ul style="list-style-type: none"><li>• Developed Draft Masterplan for Leighdale Equestrian Centre. Developed Draft Sport and Active Recreation Strategy 2020-2030. Partnered in the development of Regional Sport and Active Recreation Strategy - ‘Activate 2020-2030’.</li><li>• Oval Lighting Upgrade completed at Rokewood Oval and Bannockburn Ovals 1 and 2.</li><li>• Haddon Stadium Floor Upgrade completed .</li><li>• Inverleigh Netball Courts Upgrade completed.</li><li>• Concept plans for Bannockburn Heart Stage 2 developed. Schematic plans developed for Inverleigh Change Room Upgrade.</li></ul> <p>Council has provided significant support to a range of sporting and community groups with a view to increase participation and confidence in volunteering. Some highlights include:</p> <ul style="list-style-type: none"><li>• Supporting the new “Woody Warriors’ Football Netball club and Dolphins Basketball clubs to recruit new members;</li><li>• Partnership with YMCA/Basketball Geelong to deliver Aussie Hoops and Holiday Program;</li><li>• Successful funding applications to improve community and club infrastricutre to increase participation such as lighting and irrigation upgrade at Lethbridge and</li><li>• Provision of a range of workshops to assist Artists and Heritage groups development.</li></ul> <p>Development and delivery of capacity building program for Historical Societies within the Shire including:</p> <ul style="list-style-type: none"><li>• Development of networks across arts and cultural industries within the shire</li><li>• Circulation of funding information relating to protection of heritage places,</li><li>• A community partnership resulted in the creation of “our Story - Your Story’ exhibition at the new Civic Centre with many community members contributing stories and items to display representing the proud history of Golden Plains.</li><li>• Early Years and Family Day Care Services completed Reconiliation Action Plans and celbrated NAIDOC week.</li></ul>



## STRATEGIC OBJECTIVE 1:

## PROMOTING HEALTHY AND CONNECTED COMMUNITIES

The following statement provides information in relation to the services funded in the 2019-20 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>	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. <i>Initiatives:</i> <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>	631 (360) 272
<b>Children's Services</b>	Improve the health and wellbeing of families by increasing access to a range of quality universal and specialist children and family services. <i>Initiatives:</i> <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>	318 (83) 235
<b>Active Aged and Disability HACC for Younger People</b>	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. People who are eligible include frail people under the age of 65 years, younger people with disabilities not eligible for the NDIS and carers. Services include home care, property maintenance, personal care, respite, planned activity group and delivered meals. <i>Initiatives:</i> <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>	373 (271) 102

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

Service Area	Description of Services and Initiatives	Expenditure Revenue Net Cost
<b>Active Aged and Disability-Commonwealth Home Support Program</b>	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. Services include domestic assistance, home maintenance, personal care, flexible respite, social support programs, delivered meals and home modifications. <i>Initiatives:</i> <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>	1,314 (1,069) 245
<b>Community Transport</b>	Providing access to a range of services by providing a flexible, responsive community transport service for eligible residents. <i>Initiatives:</i> <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>	109 (3) 106
<b>Community Centres</b>	Improving the health and wellbeing of Golden Plains Shire residents and facilitating the development of healthy vibrant communities. <i>Initiatives:</i> <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>	1,054 (110) 943
<b>Kindergartens</b>	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. <i>Initiatives:</i> <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>	994 (951) 43

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



## 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>Bannockburn Children Services</b>	Management and operation of the integrated children's service at Bannockburn, incorporating long day care and funded Kindergarten programs. <i>Initiatives:</i> <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>	2,163 (2,015) 148
<b>Family Day Care</b>	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. <i>Initiatives:</i> <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>	226 (182) 45
<b>Community Development</b>	Supporting and strengthening local communities through the development of Community Plans and Council's community grants program. <i>Initiatives:</i> <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>	558 (79) 479
<b>Libraries</b>	Providing a library service to residents of Golden Plains Shire. <i>Initiatives:</i> <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>Contributed to the update of the GRLC Infrastructure Development Plan</li> <li>Created a library collection point at the Well in Smythesdale</li> </ul>	447 (68) 379

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

Service Area	Description of Services and Initiatives	Expenditure Revenue Net Cost
<b>Health Promotion</b>	Creating healthy, vibrant and connected communities and improving the health and wellbeing of people living in Golden Plains Shire. <i>Initiatives:</i> <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>	600 (505) 95
<b>Arts and Culture</b>	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. <i>Initiatives:</i> <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>	135 (3) 133
<b>Youth Development</b>	Working with young people, local communities and service providers to improve the health and wellbeing of young people living in Golden Plains Shire. <i>Initiatives:</i> <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>	349 (69) 280

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



## 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>Recreation Planning</b>	Working with local communities and committees of management to develop a range of recreation facilities and activities. <i>Initiatives:</i> <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>	552 (29) 523
<b>Recreation Construction</b>	Construction of community facilities, including halls, paths and trails, recreation reserves and pavilions, sporting facilities and playgrounds <i>Initiatives:</i> <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>	624 (570) 55
<b>Recreation Infrastructure maintenance</b>	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. <i>Initiatives:</i> <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>	2,934 (58) 2,876
<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. <i>Initiatives:</i> <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>	91 (14) 77

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

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
	2017	2018	2019	2020	
<b>Maternal and Child Health (MCH)</b>					
<i>Satisfaction</i> <i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	99.55%	103.73%	99.20%	101.14%	In 2019-20, Council received 268 birth notifications and conducted 269 home visits.
<i>Service standard</i> <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	101.36%	100%	101.2%	101.52%	Council received 291 MCH enrolments during the year. This number being higher than birth notifications represents the growth the Shire is experiencing as families with very young children are relocating to the municipality.
<i>Service Cost</i> <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$79.95	\$82.67	\$84.74	\$83.90	
<i>Participation</i> <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	80.29%	86.34%	82.31%	83.30%	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	55.56%	91.67%	86.96%	80.00%	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.





## STRATEGIC OBJECTIVE 1:

## PROMOTING HEALTHY AND CONNECTED COMMUNITIES



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	2017-2020	
<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 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 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 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		
<i>Cost of respite care service</i> [Cost of the respite care service / Hours of domestic care service provided)	\$42.70		
<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 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%		

Service/Indicator/measure	Result				Material Variations
	2017	2018	2019	2020	
<b>Libraries</b>					
<b>Utilisation</b> <i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	4.73	4.94	4.57	3.53	
<b>Resource standard</b> <i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	75.68%	73.74%	74.71%	71.94%	
<b>Service cost</b> <i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$4.71	\$5.73	\$6.34	\$14.78	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> <i>Active library members</i> [Number of active library members / Municipal population] x100	12.68%	12.10%	10.50%	10.69%	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.



In December 2019, the third annual Golden Plains Twilight Market attracted more than 3,000 people at the new Bannockburn Heart.

## STRATEGIC OBJECTIVE 2: ENHANCING LOCAL ECONOMIES

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
Growth in business investment	445 30 10	New businesses registered in 2019-20 Planning permits issued for commercial Building permits issued for commercial
Increased business engagement		<p>Facilitated 20 business training and mentoring sessions including;</p> <ul style="list-style-type: none"><li>• One-on-one business mentoring sessions</li><li>• Small Business Victoria workshops</li><li>• ATO training sessions</li><li>• Small Business Bus, Bannockburn</li><li>• Digital Opportunities Roadshow</li><li>• A further 8 planned sessions were postponed or cancelled due to COVID-19</li></ul> <p>Seventy-nine business owners/operators participated in the business training and mentoring sessions.</p> <p>Launched the Be Kind to Business campaign in response to COVID-19. The Be Kind to Business web page has 122 businesses listed, including 48 from the Golden Plains Virtual Farmers' Market.</p> <p>Coordinated two Golden Plains Business Networking Events at Clyde Park in Bannockburn and Rocklea Farm in Stonehaven attended by more than 160 people.</p> <p>Distributed 12 Golden Plains Business News e-newsletters to more than 600 email addresses.</p> <p>COVID-19 Business Support, including:</p> <p>the 'Be Kind to Business' campaign (promoting businesses that are still trading via social media, website, adverts and e-newsletters).</p> <ul style="list-style-type: none"><li>• Establishment of the Golden Plains Virtual Farmers' Market.</li><li>• Distributed COVID-19 Business Support e-newsletters.</li><li>• Developed COVID-19 Business Support web page.</li><li>• Online business survey and phone calls to establish impacts of COVID-19 on Golden Plains businesses.</li></ul>
Growth in the visitor economy	7.9% growth	<p>Continued to partner with Tourism Greater Geelong and the Bellarine and to promote the Moorabool Valley Taste Trail.</p> <p>Secured funding for the Three Trails Project to improve and promote three distinct trails in the north of the Shire (\$500,000 from the Victorian Government and \$180,000 from Berrybank Wind Farm).</p> <p>Visitor numbers for Golden Plains between December 2018 and December 2019.</p> <p>Tourism sector economic output increased from \$17.3M to \$18.4M from December 2018 to December 2019.</p> <p><i>Please note, changes to Tourism employment not currently available.</i></p>
Key projects and initiatives funded		<p>Council secured \$500,000 from the Victorian Government and \$180,000 from Berrybank Wind Farm for the Three Trails Project, which will see upgrades made to the Ballarat-Skipton Rail Trail, the Rainbow Bird Trail and the Kuruc-a-Ruc Trail.</p> <p>Completion of stage one of the Bannockburn Heart Project.</p>
Increased labour market participation		<p>The unemployment rate dropped to 2.1% (Mar 2020 Qtr) pre-COVID-19.</p> <p>The number of people in the workforce increased by 17 from 11,854 to 11,871.</p>



STRATEGIC OBJECTIVE 2:

## ENHANCING LOCAL ECONOMIES

The following statement provides information in relation to the services funded in the 2019-20 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>Economic Development</b>	<b>Investment attraction</b> Investment attraction activities will be attract new business investment and facilitate business growth through:	351
	<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>	(52)
	<b>Business Support</b> Business support will take the form of support and nurture through:	299
	<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; auspicing 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>	

Service Area	Description of Services and Initiatives	Expenditure Revenue Net Cost
	<b>Lobbying and Advocacy</b> To engage Government in supporting local business and local infrastructure through: <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>Lobbing and working with utility and telecommunication providers to expand infrastructure and services.</li> </ul>	
	<b>Partnership</b> To work with business, government and community, key stakeholders and groups through: <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>	
	<b>Initiatives:</b> <ul style="list-style-type: none"> <li>Economic Development Strategy implementation</li> <li>REMPAN Economic Investment Modelling</li> <li>Population profile and forecast service</li> <li>Website maintenance – tourism</li> <li>Regional Tourism membership.</li> </ul>	



STRATEGIC OBJECTIVE 2:  
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
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>	55 (16) 39



STRATEGIC OBJECTIVE 3:

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.



STRATEGIC OBJECTIVE 3:

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/measure	Result	Comments
Increased environmental sustainability and quality	–	<p>Continued working with the Grampians Regional Climate Adaptation Group to develop a regional climate adaptation strategy.</p> <p>Commenced development of a Climate Change Action Plan for Council Planned 2019-20 activities completed.</p> <p>Councils Greenhouse Gas Emissions profile and Emissions Reduction Action Plan is in progress and a final draft completed. Findings from this work will give guidance to Council to decrease its emissions footprint.</p> <p>Local Government Power Purchase Agreement project for 100% renewable electricity supply ongoing. Some 40 Victorian Councils are participating in this project.</p> <p>Continuing to investigate solar for the roof of the BCC. Supplier appointed following request for quotation process. Initial structural engineer’s report received indicating roof structure cannot support the weight of solar panels. Investigations commenced to identify works, if possible, to increase weight bearing capacity of roof.</p>
Ensure that land use planning facilitates sustainable growth and maintains township character	–	<p>Amendment C87 to incorporate the Inverleigh Structure Plan into the Planning Scheme was referred to an independant planning panel during Q2. The Panel Hearing was delayed due to COVID-19 however after lobbying from Council officers the panel hearing was held in July.</p> <p>Amendment C85 relating to the Northern Settlement Strategy was adopted by Council and referred to the Minister for Planning for approval.</p> <p>Council’s collaboration with the Victorian Planning Authority on a new Bannockburn Growth Plan were finalised and signifiacaant progress on drafting the plan was achieved in the year. Council and the VPA are liaising closely with stakeholders and agencies to prepare a draft growth plan following the completion of 90% of the technical work.</p> <p>engaged consultants to prepare a servicing report to consider the development of land in the Cambrian Hill area and the likely costs associated with servicing development. This work has been finalised and will provide guidance to encourage private development.</p> <p>finalised the Teesdale Structure Plan which was adopted by Council in April. Officer are preparing the amendment to incorporate the new Structure Plan into the Golden Plains Planning Scheme. The amendment will be exhibited shortly after the Planning Policy Framework translation amendment is gazetted.</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>Council has commenced the review of the Road Management Plan and nearing completion taking into account asset management plans. Council has undertaken proactive unsealed road maintenance as per the Gravel Road Maintenance Charter.</p> <p>Council and the Department of Transport (DoT) meet on a bi-annual schedule to discuss key issues and priorities for improvement works on the arterial road network within Golden Plains Shire. Recent discussion with DoT have focused on improvements to the Geelong Road, Clyde Road &amp; Kelly Road intersection and the Midland Highway, Clyde Road intersection. Recent Government announcements confirmed funding for both these projects had been secured.</p>

Strategic Indicator/measure	Result	Comments
Improved and maintained community infrastructure and open space	–	<p>A review of the Community Grants Program was completed to ensure the program was delivered efficiently and inline with best practice and aligned to Council’s strategic direction. The new model was implemented in early 2020 with encouraging civic pride and community responsibility. *A variety of applications were received to the different streams which represents a shift towards a broader community development initiative. These included:</p> <ul style="list-style-type: none"><li>- Projects to maintain and increase community connection through and after COVID-19</li><li>- 3 applications for a Community Safety Grant</li><li>- 4 applications for a Creative Community Grant</li><li>- 7 applications for a Healthy Active Living Grant</li><li>- 3 applications for an Environment and Sustainability Grant.</li></ul> <p>*Small grants guidelines for events and youth projects have been developed for projects which will encourage community connection and revitalisation of community pride. Implementation of these grants are currently on hold until further easing of COVID-19 restrictions.</p>
Improved walkability and travel connections	\$54K grant	<p>Path works as approved by Council in 2019-20 budget completed, including a new footpath along the east side of Byron street, connecting Pope street to Milton street and servicing the Bannockburn Heart. This project was partly funded by TAC via a \$54,000 grant.</p> <p>Other projects completed include Rokewood - 1.5m wide concrete path (Aitchison Street (Gibb Street &amp; McMillan ), rehabilitation of 1.5m wide asphalt path in Scarsdale along east side of Pitfield Scarsdale Road.</p> <p>In addition, ‘Explore Bannockburn’ Walking Loops signage designs completed.</p>
Reduce fire impacts within the community	–	<p>Roadside burning preparation (grading) completed.</p> <p>CFA have undertaken Planned burning of numerous roadsides with traffic control paid for by Council</p> <p>Fire Hazard Inspections were completed in February with 510 properties requiring a Fire Prevention Notice. Contractors arranged to slash 25 non-compliant properties.</p> <p>Contractors completed a second grass slash or areas that required further work due to growth.</p> <p>All works listed in the Municipal Fire Management Plan have been implemented.</p> <p>All infringements for Failing to Comply with Fire Prevention Notices have been dealt with by sending to Fines Victoria, paying in full or entering a payment plan. Roadsides and some Council reserves were subject to prescribed burns throughout the period.</p>



STRATEGIC OBJECTIVE 3:  
MAINTAINING NATURAL AND BUILT ENVIRONMENTS



The following statement reviews the progress of Council in relation to major initiatives identified in the 2019-20 Budget for the year.

Major Initiatives	Progress
Construction of stage one of the Bannockburn Heart Precinct. Stage one was officially opened on 19 December 2019.  The project includes 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 was completed on 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, for maintenance and renewal of gravel and sealed local road.	<ul style="list-style-type: none"><li>• Oval Lighting Upgrade completed at Rokewood Oval</li><li>• Oval Lighting Upgrade at Bannockburn ovals 1 and 2.</li><li>• Haddon Stadium Floor Upgrade completed</li><li>• Inverleigh Netball Courts Upgrade completed</li><li>• Tennis Court Upgrade at Teesdale Don Wallace completed.</li><li>• New acoustic panelling for Smythesdale Well completed</li><li>• Concept plans for Bannockburn Heart Stage 2 developed</li><li>• Schematic plans developed for Inverleigh Change Room Upgrade</li><li>• New Shade Sail for Bannockburn Recreation Precinct completed</li><li>• Annual Major Facility Maintenance program completed.</li><li>• Schematics developed for Youth Hub project.</li><li>• Bannockburn second soccer pitch construction commenced.</li></ul>

The following statement provides information in relation to the services funded in the 2019-20 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
Major Projects	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.  <i>Initiatives:</i> <ul style="list-style-type: none"><li>• Planning for proposed future major projects</li><li>• Monitoring of current major projects.</li></ul>	150 (1,505) (1,355)

The following statement provides information in relation to the services funded in the 2019-20 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
Land Use Planning	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. <i>Initiatives:</i> <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>	826 (1,126) (301)
Building Control	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. <i>Initiatives:</i> <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</li><li>• Safety Measures audit and inspections</li><li>• To implement a targeted inspection program for Swimming Pool compliance.</li></ul>	313 (165) 148
Fire Protection	To identify potential fire hazards and to minimise the risks in the event of bushfire. <i>Initiatives:</i> <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>	257 (59) 546



STRATEGIC OBJECTIVE 3:  
MAINTAINING NATURAL AND BUILT ENVIRONMENTS

The following statement provides information in relation to the services funded in the 2019-20 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
Environmental Management	To protect and enhance the natural environment. <i>Initiatives:</i> <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>	605 (59) 546
Community Protection	Educate the community about local laws and animal control and enforce Council's local laws. <i>Initiatives:</i> <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>	678 (418) 260
Public Health	To protect and enhance the health of the public and the environment via education and enforcement of Food Safety and Environmental Health. <i>Initiatives:</i> <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>	527 (289) 238
Sealed Roads Routine Maintenance	Routine maintenance of the sealed local road network. <i>Initiatives:</i> <ul style="list-style-type: none"><li>Routine maintenance of 1,005km of the Shire's sealed roads network.</li></ul>	2,035 (212) 1,822
Local Roads Depreciation	100% of this budget relates to depreciation.	3,671 (0) 3,671
Local Roads resealing Rehabilitation	Local Roads Rehabilitation. Bituminous resealing of Council's local sealed road network. <i>Initiatives:</i> <ul style="list-style-type: none"><li>Deliver the resealing program as per the resealing schedule</li><li>17% of this budget is allocated to major patching of sealed roads.</li></ul>	451 (3) 448

Service Area	Description of Services and Initiatives	Expenditure Revenue Net Cost
Local Roads Improvements	Creating improvements to Council's local road network. <i>Initiatives:</i> <ul style="list-style-type: none"><li>Deliver local road improvement projects approved by Council</li><li>Deliver the Roads to Recovery Funding Program</li></ul>	109 (2,623) (2,514)
Gravel Roads Routine Maintenance	Routine maintenance of Council's local gravel road network. <i>Initiatives:</i> <ul style="list-style-type: none"><li>Maintenance of 738km of Council Gravel road network</li><li>Dust suppressant.</li></ul>	1,440 (9) 1,431
Gravel Road Depreciation	This budget relates to depreciation.	1,191 0 1,191
Bridge Maintenance	Maintenance of Council's bridges and major culverts. 70% of this budget relates to depreciation. <i>Initiatives:</i> <ul style="list-style-type: none"><li>Routine bridge maintenance.</li></ul>	869 (615) 254
Tree Clearing	Tree clearing works on Council's local road network, to ensure community safety. <i>Initiatives:</i> <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>	538 (2) 535
Gravel Pits	Operation and rehabilitation of Council operated gravel pits. <i>Initiatives:</i> <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>	155 (104) 50
Asset Management	Management of Council's road and bridge assets. <i>Initiatives:</i> <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>	735 (129) 606
Drainage Maintenance	Maintenance of Council's township and rural drainage assets. 24% of this budget relates to depreciation. <i>Initiatives:</i> <ul style="list-style-type: none"><li>Rural drainage maintenance (42% of budget)</li><li>Townships drainage maintenance (26% of budget).</li></ul>	803 (45) 758
Private Works	Provision of private works services for residents, other Councils and developers. <i>Initiatives:</i> <ul style="list-style-type: none"><li>Undertake private works projects as required.</li></ul>	13 (2) 11
Street Lighting	Provision of street lighting across Council's local road network. <i>Initiatives:</i> <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>	183 (1) 182



STRATEGIC OBJECTIVE 3:

MAINTAINING NATURAL AND BUILT ENVIRONMENTS

The following statement provides information in relation to the services funded in the 2019-20 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>Line marking, Guideposts and Signs</b>	Maintenance of line-marking, and delineation in the form of guideposts and signage across Council's local road network. <i>Initiatives:</i> <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>	267 (2) 265
<b>Township Maintenance</b>	Provision of street beautification works including grass cutting in townships in accordance with Council policy. <i>Initiatives:</i> <ul style="list-style-type: none"><li>Township mowing and maintenance</li><li>Tree planting in townships</li><li>Street furniture maintenance.</li></ul>	868 (12) 856
<b>Bus Shelters</b>	Provision and maintenance of bus shelters across the Shire. <i>Initiatives:</i> <ul style="list-style-type: none"><li>Minor repairs to existing shelters including painting of up to two shelters.</li></ul>	58 (38) 20
<b>Paths and Trails</b>	Maintenance of Council's network of footpaths. 70% of this budget relates to depreciation. <i>Initiatives:</i> <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>	1,303 (54) 1,249
<b>Garbage Collections</b>	Collection of domestic garbage and recyclables and disposal of garbage across the Shire. <i>Initiatives:</i> <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>	2,605 (3,069) (465)
<b>Municipal Landfills</b>	Rehabilitation and environmental monitoring of Council's landfill sites and operation of the Rokewood Transfer Station. <i>Initiatives:</i> <ul style="list-style-type: none"><li>Rehabilitation and environmental monitoring of Council's landfill sites.</li></ul>	108 (23) 85
<b>Litter Control</b>	Control litter and illegal dumping across the Shire. <i>Initiatives:</i> <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>	96 (1) (95)

Service/Indicator/measure	Result				Material Variations
	2017	2018	2019	2020	
<b>Statutory Planning</b>					
<i>Timeliness</i> <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].	66.69	77.00	68.00	80.00	Increase in complexity and volume of applications in 2019-20.
<i>Service standard</i> <i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100.	67.82%	46.94%	83.80%	77.81%	77% is the rural average in determining planning applications.
<i>Service cost</i> <i>Cost of statutory planning service</i> [Direct cost of statutory planning service / Number of planning applications received].	\$1,689.64	\$1,731.84	\$1,679.15	\$1,035.16	Decrease in costs of delivering the Statutory Planning service due to staff vacancies during 2019-20. The cost will increase once the team have a full complement of staff.
<i>Decision making</i> <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%	0%	100%	Council did not have any planning decisions determined by VCAT during 2019-20.
<b>Animal Management</b>					
<i>Timeliness</i> <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.
<i>Service standard</i> <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected].	38.58%	19.85%	22.95%	25.22%	58 animals were reclaimed by residents in 2019-20, an increase from 56 reclaimed in 2018-19 and 48 in 2017-18.
<i>Service cost</i> <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals].	\$68.86	\$61.39	\$45.80	\$17.12	The indicator changed in 2019-20 to calculate the cost of the service per population.



STRATEGIC OBJECTIVE 3:  
MAINTAINING NATURAL AND BUILT ENVIRONMENTS



Service/Indicator/measure	Result				Material Variations
	2017	2018	2019	2020	
<b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions].	2*	5	5	N/A	
<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	1.06	1.92	1.00	Eight food complaints were received during 2019-20 which were all actioned within eight 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 <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i> ] x100	98.08%	100%	100%	100%	All 119 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 <i>Food Act 1984</i> ]	\$272.54	\$207.64	\$201.19	\$225.67	A reduction of six premises occurred during the year, increasing 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.	94.12%	100%	100%	100%	All 61 critical and major non-compliance notifications were followed up.

Service/Indicator/measure	Result				Material Variations
	2017	2018	2019	2020	
<b>Roads</b> <b>Satisfaction of use</b> <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	38.85%	7.43%	28.86%	52.08%	Council received a total of 563 requests in 2019-20 compared to 312 in 2018-19 and 73 in 2017-18. 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> <i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100.	98.54%	99.52%	98.98%	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> <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed].	\$43.15	\$33.71	\$49.25	\$42.67	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.
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed].	\$3.85	\$3.87	\$4.64	\$4.25	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> <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].	38	47	44	39	Council continues to implement its maintenance and reseat program.



STRATEGIC OBJECTIVE 3:  
MAINTAINING NATURAL AND BUILT ENVIRONMENTS

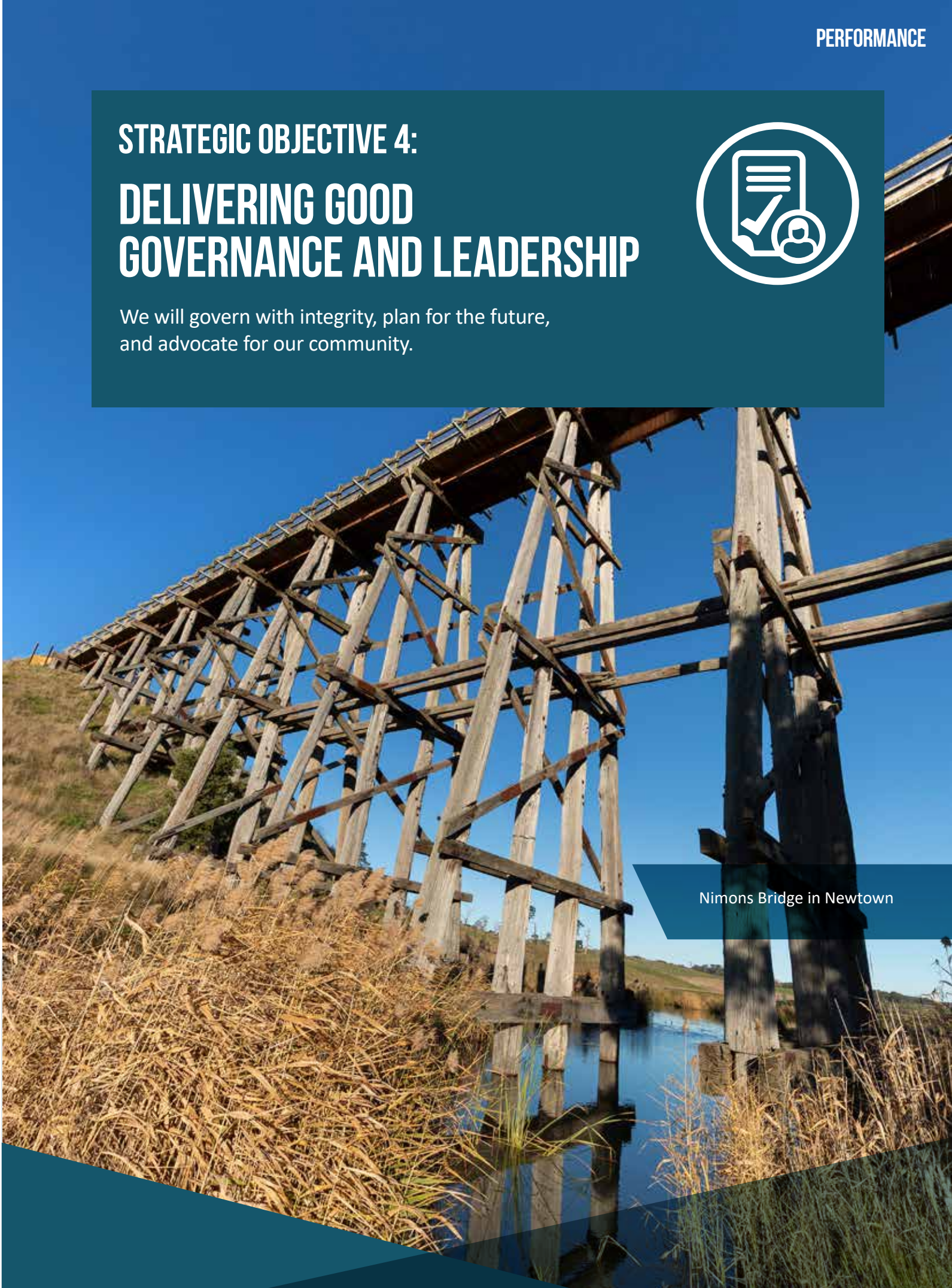


Service/Indicator/measure	Result				Material Variations
	2017	2018	2019	2020	
<b>Waste Collection</b>					
<b>Satisfaction</b>					
<i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000.	67.53	83.18	87.95	101.48	Council received a total of 891 requests relating to bin collection in 2019-20, compared to 753 in 2018-19.
<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.	2.70	2.89	2.70	4.85	Increase in number of collection bins missed in 2019-20.
<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].	\$130.09	\$137.56	\$132.97	\$129.75	
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins].	\$77.13	\$82.15	\$112.09	\$140.48	Increase in cost due to recyclables taken to landfill during recycling crisis (July until mid-December 2019). Increase of processing cost for recyclables.
<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.	40.65%	40.81%	38.13%	22.46%	No recycling collection during recycling crisis from July to mid-December 2019.

STRATEGIC OBJECTIVE 4:  
DELIVERING GOOD  
GOVERNANCE AND LEADERSHIP



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



Nimons Bridge in Newtown



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
<b>Improved community engagement</b>	49	<p>Council continued its commitment to inform, and engage with, its residents in varied traditional and digital communication platforms. In 2019-20, Council continued to publish the Gazette community magazine, sent to every home and business; the weekly Council News page in the Golden Plains Times; the monthly Council News page in local community newsletters; media releases and web stories on Council's website; and daily posts on Council's social media, including its new Instagram account.</p> <p>Council's commitment to transparent and genuine community engagement continued, with greater reporting back to the community on engagement results in all Council's communication platforms. In 2019-20, there were several significant Shire-wide engagement opportunities including the Waste &amp; Resource Recovery Strategy 2020-2030, Sport &amp; Active Recreation Strategy 2020-2030, Bannockburn Growth Plan, Playspace Strategy 2019-2029, Community Vision 2040, Active Ageing and Inclusion Strategy 2020-2024, and Teesdale Structure Plan.</p>
<b>Increased leadership in the area of family violence, gender equity and inclusion</b>	<p>'Take the Lead' female leadership program developed</p> <p><b>Facebook</b> 18 posts: (13 videos, 5 still images) Reach: 20,737, Video Views: 4,111 Engagements: 6,317</p> <p><b>Twitter</b> 18 Posts: (13 Videos, 5 Still images) Impressions: 4,143, Video Views: 324 Engagements: 99 1 Video post, Impressions: 218, Video Views: 60</p>	<p>Rolled out intensive training for all senior leaders on Act@ Work program with support of Women's Health Grampians.</p> <p>The Act@Work Leadership group developed a draft Action Plan which was based on the gender audit, policy checklist and baseline survey results. The Action Plan contains short term, longer term and ongoing/ recurrent activities. The Action Plan contains actions which addresses the five essential action areas to reduce violence against women:</p> <ol style="list-style-type: none"> <li>1. Challenge Violence Against Women</li> <li>2. Empower Women and Girls</li> <li>3. Challenge Stereotypes and Norms</li> <li>4. Build Respectful Relationships</li> <li>5. Promote and advance gender equity.</li> </ol> <p>Council delivered '16 Days of Activism Campaign' - A social media campaign that featured 16 community leaders/influencers talking to camera/still shot reinforcing 16 Days of Activism messaging.</p>
<b>Improved community ratings for overall Council direction, leadership and advocacy</b>	49	<p>Council's overall performance remained the same as previous year in the 2020 Community Satisfaction Survey – index score of 49.</p> <ul style="list-style-type: none"> <li>• Council Advocacy improved from an index score of 47 in 2019 to and 49 in 2020.</li> <li>• Making Community Decisions remained the same in 2020 as in 2019 – index score of 47.</li> <li>• Council Direction dropped from an index score of 46 in 2019 to 45 in 2020.</li> </ul>

Strategic Indicator/ measure	Result	Comments
<b>Maintain financial sustainability</b>	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>
<b>Recognition of long term planning in Council decision making.</b>	Achieved	Council has a 10-year financial plan in place that guides short and medium term decisions within the Annual Budget and Strategic Resource Plan.



Every year, Council holds Citizenship Ceremonies to welcome local residents hailing from around the world and their family members and friends as they celebrate becoming Australian citizens.



STRATEGIC OBJECTIVE 4:  
DELIVERING GOOD GOVERNANCE AND LEADERSHIP

The following statement reviews the progress of Council in relation to major initiatives identified in the 2019-20 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><b>Initiatives:</b></p> <ul style="list-style-type: none"><li>Continued to refine and enhance Council decision making processes through robust governance framework.</li><li>Implemented stage 1 of the new <i>Local Government Act, 2020</i> that received royal assent on 24 March 2020.</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 2019-20 Development of the annual obligations and compliance schedule.</p> <p>Completion of the policy and procedure framework.</p> <p>Review and completion of a number of policies and procedures to update to best practice guidelines.</p>
<p>Golden Plains Civic Centre - Golden Plains Shire Council is focused on providing quality customer service and achieving efficiencies for residents. As part of these efforts. The 2019-20 budget included the construction and completion of Stage 1 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 Civic Centre, is one aspect of a broader Civic Precinct 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 has an increased focus on the availability of dedicated community space within the central building.</p>	<p>Construction of the GPCC started in March 2019 following the awarding of contract to SJ Weir via public tender process.</p> <p>Stage 1 was completed in May 2020, stage 2 will be completed in December 2020 and stage 3 completed in February 2021.</p>

The following statement provides information in relation to the services funded in the 2019-20 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 digitized platforms.</p> <p>Leading Council’s community engagement initiatives and plans.</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"><li>Communications and Marketing Strategy implementation</li><li>Community Engagement Strategy implementation</li><li>Website development</li><li>Social Media communications</li><li>Media relations</li><li>Marketing and advertising</li><li>Publications including Golden Plains Gazette</li><li>Advocacy and Lobbying</li><li>Community Engagement</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 2019-20 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



STRATEGIC OBJECTIVE 4:  
**DELIVERING GOOD GOVERNANCE AND LEADERSHIP**



Service Area	Description of Services and Initiatives	Expenditure Revenue Net Cost
<b>Elections</b>	Maintenance of voters' rolls in readiness for 2020 election. <i>Initiatives:</i> <ul style="list-style-type: none"><li>Maintenance of voters' rolls.</li></ul>	11 (3) 8
<b>Meetings</b>	Conduct Council meetings, committee meetings, workshops and other meetings of Council with management. <i>Initiatives:</i> <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>	46 (0) 46
<b>Corporate Planning</b>	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. <i>Initiatives:</i> <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>	1,683 (31) 1,652
<b>Emergency Management Plan</b>	Maintenance of the Shire's Municipal Emergency Plan in accordance with State legislation and training of emergency management staff. <i>Initiatives:</i> <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>	114 (124) (10)
<b>Risk Management and OH &amp; S</b>	Identify, monitor and manage Council's risks in relation to employee relations, occupational health and safety, workforce requirements, infrastructure, property and business operations. <i>Initiatives:</i> <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>	359 (3) 355

Service Area	Description of Services and Initiatives	Expenditure Revenue Net Cost
<b>General revenue</b>	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. <i>Initiatives:</i> <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>	3 (28,056) (28,083)
<b>Property and Rating</b>	Management of Council's rating system, including levying rates and charges, outstanding interest and valuing all rateable properties. <i>Initiatives:</i> <ul style="list-style-type: none"><li>Supplementary valuations</li><li>Rate notice printing and postage</li><li>General revaluation.</li></ul>	575 (280) 295
<b>Corporate Reporting and Budgeting</b>	Preparation of Council's Annual Budget, annual financial statements, Strategic Resource Plan, and other statutory returns in accordance with statutory requirements. <i>Initiatives:</i> <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>	358 (5) 353
<b>Procurement and Contract Management</b>	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. <i>Initiatives:</i> <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>	496 (5) 491



## STRATEGIC OBJECTIVE 4:

## DELIVERING GOOD GOVERNANCE AND LEADERSHIP



Service Area	Description of Services and Initiatives	Expenditure Revenue Net Cost
<b>Records Management</b>	Effective and efficient recording, maintenance, archival and disposal of Council documents. <i>Initiatives:</i> <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>	276 (3) 273
<b>Borrowings</b>	Effective management of Council borrowings. <i>Initiatives:</i> <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>	199 (0) 199
<b>Plant Replacement</b>	Management and replacement of Council's plant and equipment in accordance with the plant replacement schedule. <i>Initiatives:</i> <ul style="list-style-type: none"> <li>Replace/procure key items of plant as identified in the capital program.</li> </ul>	49 (14) 35

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
	2017	2018	2019	2020	
<b>Governance</b>					
<i>Transparency</i> <i>Council resolutions at meetings closed to the public</i> [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] x100	1.44%	1.36%	0.92%	5.31%	Increase largely due to the review of the Bannockburn Children's Service long day care provision and includes other decisions around the Australia Day Awards, CEO review, strategic land acquisition and appointment of Audit & Risk Committee member.
<i>Consultation and engagement</i> <i>Satisfaction with community consultation and engagement</i> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	48	50	47	49	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.
<i>Attendance</i> <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%	99.05%	96.94%	95.92%	Of a possible 98 meetings (14 meeting x 7 Councillors), Councillors attended 95.
<i>Service cost</i> <i>Cost of governance</i> [Direct cost of the governance service / Number of councillors elected at the last council general election]	\$34,581	\$35,833	\$42,700	\$44,124	Increase in governance service resources to meet increased compliance requirements. This function has also had a change in name.
<i>Satisfaction</i> <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]	48	51	47	47	Council is committed to improving its community consultation and engagement practices. The new Community Engagement Strategy and Community Engagement Action Plan in 2017 impacted on positive results, and Council continues to connect and engage with residents on all decisions that impact their lives.



The Golden Plains Shire Australia Day event on 28 January 2020 included a celebration of 20 years of Council's award-winning community planning program.



The Customer Service Centre at the Well was upgraded, opening in May 2020 with additional operating hours and services.



# 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 2019-20 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 2019-20 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 2019-20 financial year.

Councillor	Ordinary Meetings (12 meetings)	Special Meetings (2 meetings)	Total Meetings (14 meetings)
David Evans	12	2	14
Joanne Gilbert	11	2	13
Nathan Hansford	12	1	13
Helena Kirby	12	2	14
Des Phelan	10	2	12
Les Rowe	12	2	14
Owen Sharkey	12	2	14



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 19-20, 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 2019-20, 2 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 2019 to 30 November 2019, the Councillor annual allowance for a category 1 council (as defined by the Act) was fixed at \$20,541 per annum and the allowance for the Mayor was \$61,623 per annum.

The Minister for Local Government approved an annual adjustment of 2.0 per cent to take effect from 1 December 2019. The annual allowances were adjusted for the period 1 December 2019 to 30 June 2020 at \$20,953 per annum for the Councillor allowance and \$62,856 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	\$20,781
Cr D Phelan	\$20,781
Cr N Hansford	\$20,781
Cr D Evans	\$20,781
Cr O Sharkey (07-11-18 - 30-06-19 Mayor)	\$62,342
Cr J Gilbert	\$20,781
Cr L Rowe	\$20,781

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	\$2,323
Philip Delahunty	\$2,323
Andrew Pearce	\$4,362

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 2019-20 year are set out in the following table.

Councillor	Travel	Council Car expenses	Child Care	Information & Communications	Conferences & Training	Total \$
Cr Des Phelan	-	-	-	1,051	-	1,051
Cr Helena Kirby	-	-	-	537	50	588
Cr David Evans	-	-	-	446	110	556
Cr Joanne Gilbert	400	-	-	192	1,209	1,802
Cr Nathan Hansford	-	-	-	182	243	425
Cr Les Rowe	-	-	-	162	-	162
Cr Owen Sharkey (Mayor)	829	4,058	-	260	2,258	7405

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

Independent Member	Travel	Car Mileage	Information & Communications	Conferences & Training	Total \$
Andrew Pearce	-	330	-	-	330
Joseph Adamski	-	119	-	-	119
Philip Delahunty	-	231	-	-	231





# 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 104. 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 Andrew Pearce (Chair), Mr Joe Adamski, Mr Philip Delahunty 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 Infrastructure and Development, Director Community Services, Manager Finance and Manager People and Culture 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 2019–20 was completed with the following reviews conducted:

- Tree Management
- Review of Actions completed on previous audits
- Payroll

## EXTERNAL AUDIT

Council is externally audited by the Victorian Auditor-General. For the 2019-20 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 section 126 of the Act <input checked="" type="checkbox"/> 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 of the Act <input checked="" type="checkbox"/> 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 accordance with section 20 of the <i>Emergency Management Act 1986</i> <input checked="" type="checkbox"/> Date of preparation: 22 May 2018


Governance and Management Items	Assessment
10. <b>Procurement policy</b> (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> <input checked="" type="checkbox"/> Date of approval: 22 May 2018
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 <input checked="" type="checkbox"/> Date of approval: March 2017
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 <input checked="" type="checkbox"/> Date of preparation: March 2017
13. <b>Risk management framework</b> (framework outlining council’s approach to managing risks to the Council’s operations)	Framework <input checked="" type="checkbox"/> Date of operation of current framework: 27 July 2017
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 <input checked="" type="checkbox"/> Date of establishment: 27 February 1997
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 <input checked="" type="checkbox"/> Date of engagement of current provider: 1 July 2012
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 <input checked="" type="checkbox"/> Date of operation of current framework: 1 July 2014
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 <input checked="" type="checkbox"/> Strategic Indicators presented: 12 February 2019
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 <input checked="" type="checkbox"/> Date statements presented: 23 October 2018, 27 November 2018, 26 February 2019 and 28 May 2019
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 <input checked="" type="checkbox"/> Date Reports Presented: 12 September 2017, 14 November 2017, 13 February 2018, 5 June 2018



Governance and Management Items	Assessment
20. Performance reporting (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. Annual report (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"/>
22. Councillor Code of Conduct (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. Delegations (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. Meeting procedures (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: 8 September 2020

  
Cr Owen Sharkey  
Mayor  
Dated: 8 September 2020

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 2016-2019 expresses Council's strategic direction to improving access and inclusion needs of people with a disability and is planning for the provision of services, programs and infrastructure to meet the needs of a diverse and changing population over the coming decades and create an age-friendly, inclusive municipality.

In line with this, Council has adopted an integrated approach to developing its Active Ageing and Inclusion Plan 2020-2024 - In Draft by combining the principles of active ageing, as well as disability access and inclusion, into planning for services, programs and infrastructure. The Plan builds on the work undertaken previously in the Access and Inclusion Plan 2016-2019.

The Golden Plains Active Ageing and Inclusion Plan 2020-2024 seeks to improve the overall quality of life for people living, working and visiting the Shire, by removing barriers which directly or indirectly discriminate against people with a disability and ageing.

It is envisaged the plan will:

- Build a stronger, more vibrant community through increased participation of people with a disability and ageing, in community life.
- Demonstrate Council's leadership in the areas of access, inclusion and equality.
- Ensure facilities and services provided by Council are accessible, equitable and inclusive.
- Embrace diversity and culture.
- Value the rich social and economic contributions people with a disability and older people make to families and communities.
- Support independence, well-being and quality of life for all people as they age.

Council has continued to successfully implement the plan with some key activities including:

- The ongoing support and resourcing of Golden Plains Shire Active Ageing and Inclusion Advisory Group.
- Adopted an integrated approach to developing the 'Active Ageing and Inclusion Plan 2020-2024-Draft' by combining the principles of 'active ageing' and 'disability access and inclusion' into planning for services, programs and infrastructure.
- Developed in partnership with the Active Ageing and Advisory Group a Disability, Access, Ageing and Inclusion Network to advocate and explore prospects for community members, to increase opportunities for inclusion for people with disabilities and ageing in their local communities.
- Installed accessible street furniture in Bannockburn to support wheelchair accessibility and inclusion.

- Council staff have undertaken Dementia Friendly training and development to support Dementia Friendly Communities.
- Increased economic participation through volunteer ship at Council.
- Development of an Easy English version of the Council Plan 2017-2021.
- 'Read Speaker' function on website (screen reader (text to voice) for people who have low vision).
- Advocacy to increase accessibility and inclusiveness of Bannockburn Heart Play Space.
- Commence Installment of an accessible bathroom in the new Civic Centre for community access.

## 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. A new plan is set to be developed in Mid 2021 for the upcoming four years.

Council adopted the current Domestic Animal Management Plan in 2017. The plan was developed through consultation with Council's Animal Management Team and surveys with the community.

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 7789 animals, a 29.3% increase. There are a large number (1100) that were not renewed for the 2020 period which COVID-19 has had a factor.

During 2019-20, the total number of animals impounded by Council Officers or delivered to animal shelters by residents has reduced by 19% to 162 animals. Reclaiming of impounded animals grew from 22% last year to 35% this year.

Council forwarded 65 unpaid animal management infringements to Fines Victoria.

Council also ran a cat desexing program where unregistered cats were offered desexing, microchipping at a heavily discounted rate that included free registration for one year at our local veterinary clinics. Unfortunately this was introduced at the beginning of COVID-19 and was not taken up by many residents.

## 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.





# FINANCIAL REPORT

For the year ended 30 June 2020

## FREEDOM OF INFORMATION

Under the *Freedom of Information Act 1982*, the community has the right to access documents held by Council. During the 2019-20 financial year, a total of eight (8) requests were received by Council and one (1) request was carried over from the 2018-19 financial year.

- 1 was processed outside of the FOI Act
- 3 were withdrawn
- 0 were granted in full
- 3 were granted in part (exemptions applied)
- 1 denied in full
- 1 was not finalised by the end of the financial year (carried over to next year) A total of \$88.80 in application fees was collected.

A total of \$148.00 in application fees was waived on the grounds of hardship, or not required to be paid.

A total of \$316.45 in access fees was collected.

## 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 2019-20 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 2020, 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).





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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 : 9 October 2020  
Bannockburn

In our opinion the accompanying financial statements present fairly the financial transactions of Golden Plains Shire Council for the year ended 30 June 2020 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 : 9 October 2020  
Bannockburn



Councillor Les Rowe

Date : 9 October 2020  
Bannockburn



Eric Braslis  
Chief Executive Officer

Date : 9 October 2020  
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 2020</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 2020 and their 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  
19 October 2020



Sanchu Chummar  
as delegate for the Auditor-General of Victoria



## Comprehensive Income Statement For the Year Ended 30 June 2020

	Note	2020 \$'000	2019 \$'000
<b>Income</b>			
Rates and charges	3.1	23,834	22,951
Statutory fees and fines	3.2	725	667
User fees	3.3	2,147	2,613
Grants - operating	3.4	10,860	11,000
Grants - capital	3.4	5,336	4,103
Contributions - monetary	3.5	1,904	1,644
Contributions - non monetary	3.5	1,043	795
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	18	103
Share of net profits (or loss) of associates	6.2	67	(16)
Other income	3.7	306	773
<b>Total income</b>		<b>46,240</b>	<b>44,633</b>
<b>Expenses</b>			
Employee costs	4.1	16,454	17,133
Materials and services	4.2	14,632	12,760
Depreciation and amortisation	4.3	8,045	7,780
Bad and doubtful debts	4.4	109	16
Borrowing costs	4.5	199	334
Other expenses	4.6	1,317	260
<b>Total expenses</b>		<b>40,756</b>	<b>38,283</b>
<b>Surplus/(deficit) for the year</b>		<b>5,484</b>	<b>6,350</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	9,555	3,103
<b>Total comprehensive result</b>		<b>15,039</b>	<b>9,453</b>

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

## Balance Sheet As at 30 June 2020

	Note	2020 \$'000	2019 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1	21,414	18,563
Trade and other receivables	5.1	2,574	3,798
Other financial assets	5.1	-	2,718
Inventories	5.2	17	4
Other assets	5.2	95	167
<b>Total current assets</b>		<b>24,100</b>	<b>25,250</b>
<b>Non-current assets</b>			
Investments in associates	6.2	791	724
Property, infrastructure, plant and equipment	6.1	462,315	439,603
<b>Total non-current assets</b>		<b>463,106</b>	<b>440,327</b>
<b>Total assets</b>		<b>487,206</b>	<b>465,577</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3	4,344	3,703
Trust funds and deposits	5.3	573	559
Unearned income	5.3	425	-
Provisions	5.5	3,249	3,237
Interest-bearing liabilities	5.4	2,229	7,349
<b>Total current liabilities</b>		<b>10,820</b>	<b>14,848</b>
<b>Non-current liabilities</b>			
Provisions	5.5	2,725	2,967
Interest-bearing liabilities	5.4	11,801	297
<b>Total non-current liabilities</b>		<b>14,526</b>	<b>3,264</b>
<b>Total liabilities</b>		<b>25,346</b>	<b>18,112</b>
<b>Net assets</b>		<b>461,860</b>	<b>447,465</b>
<b>Equity</b>			
Accumulated surplus		187,143	183,105
Reserves	9.1	274,717	264,360
<b>Total Equity</b>		<b>461,860</b>	<b>447,465</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 2020

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2020</b>					
Balance at beginning of the financial year		447,465	183,105	256,153	8,207
Impact of change in accounting policy - AASB 15					
Revenue from Contracts with Customers		(644)	(644)	-	-
Adjusted Opening balance		446,821	182,461	256,153	8,207
Surplus/(deficit) for the year		5,484	5,484	-	-
Net asset revaluation increment/(decrement)	9.1(a)	9,555	-	9,555	-
Transfers to other reserves	9.1(b)	-	(899)	-	899
Transfers from other reserves	9.1(b)	-	97	-	(97)
<b>Balance at end of the financial year</b>		<b>461,860</b>	<b>187,143</b>	<b>265,708</b>	<b>9,009</b>

		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>

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 2020

	Note	2020 Inflows/ (Outflows) \$'000	2019 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		23,545	22,509
Statutory fees and fines		725	667
User fees		2,262	2,568
Grants - operating		12,585	10,735
Grants - capital		4,692	4,103
Contributions - monetary		2,103	1,692
Interest received		321	327
Trust funds and deposits taken		226	408
Net GST refund/payment		761	736
Employee costs		(17,166)	(16,794)
Materials and services		(14,724)	(13,991)
Trust funds and deposits repaid		(212)	(139)
<b>Net cash provided by/(used in) operating activities</b>		<b>15,118</b>	<b>12,821</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	6.1	(21,363)	(10,534)
Proceeds from sale of property, infrastructure, plant and equipment		193	385
Payments of loans and advances		-	(785)
<b>Net cash provided by/(used in) investing activities</b>		<b>(21,170)</b>	<b>(10,934)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(199)	(334)
Proceeds from borrowings		13,000	-
Repayment of borrowings		(3,898)	(261)
<b>Net cash provided by/(used in) financing activities</b>		<b>8,903</b>	<b>(595)</b>
Net increase (decrease) in cash and cash equivalents		2,851	1,292
Cash and cash equivalents at the beginning of the financial year		18,563	17,271
<b>Cash and cash equivalents at the end of the financial year</b>		<b>21,414</b>	<b>18,563</b>
Financing arrangements	5.4		
Restrictions on cash assets	5.1	1,005	799

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 2020

	2020 \$'000	2019 \$'000
<b>Property</b>		
Land	-	45
<b>Total land</b>	-	45
Buildings - Specialised	301	1,211
Buildings - Non Specialised	5,782	187
<b>Total buildings</b>	6,083	1,398
<b>Total property</b>	6,083	1,443
<b>Plant and equipment</b>		
Plant, machinery and equipment	666	1,942
Computers, Fixtures, fittings and furniture	344	200
<b>Total plant and equipment</b>	1,010	2,142
<b>Infrastructure</b>		
Roads	6,862	4,108
Bridges	2,727	360
Footpaths and cycleways	243	347
Drainage	-	-
Recreational, leisure and community facilities	4,110	1,955
Parks, open space and streetscapes	335	127
Off street car parks	27	50
<b>Total infrastructure</b>	14,304	6,947
<b>Total capital works expenditure</b>	<b>21,397</b>	<b>10,532</b>
<b>Represented by:</b>		
New asset expenditure	3,529	2,756
Asset renewal expenditure	6,715	4,331
Asset expansion expenditure	5,774	-
Asset upgrade expenditure	5,379	3,445
<b>Total capital works expenditure</b>	<b>21,397</b>	<b>10,532</b>

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 2020

### 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)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- 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 (except where transitional requirements of *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities* do not require restatement of comparatives under the modified retrospective approach adopted by the Council), and disclosure has been made of any material changes to comparatives.



Notes to the Financial Report  
For the Year Ended 30 June 2020

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 25 June 2019. 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 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
<b>Income</b>					
Rates and charges	23,649	23,834	185	1%	
Statutory fees and fines	606	725	119	20%	1
User fees	2,526	2,147	(379)	-15%	2
Grants - operating	10,718	10,860	142	1%	
Grants - capital	4,000	5,336	1,336	33%	3
Contributions - monetary	1,569	1,904	335	21%	4
Contributions - non monetary	1,125	1,043	(82)	-7%	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	18	18	100%	
Share of net profits/(losses) of associates and joint ventures	-	67	67	100%	
Other income	251	306	55	22%	
<b>Total income</b>	<b>44,444</b>	<b>46,240</b>	<b>1,796</b>		
<b>Expenses</b>					
Employee costs	18,208	16,454	1,754	10%	5
Materials and services	14,680	14,632	48	0%	
Bad and doubtful debts	12	109	(97)	100%	6
Depreciation and amortisation	8,295	8,045	250	3%	
Borrowing costs	536	199	337	63%	7
Other expenses	275	1,317	(1,042)	-379%	8
<b>Total expenses</b>	<b>42,006</b>	<b>40,756</b>	<b>1,250</b>		
<b>Surplus/(deficit) for the year</b>	<b>2,438</b>	<b>5,484</b>	<b>3,046</b>		

Notes to the Financial Report  
For the Year Ended 30 June 2020

(i) Explanation of material variations

Ref	Item	Explanation	\$'000
<b>1</b>	<b>Statutory fees and fines</b>		
	Town Planning Permit Fees and Lodgement Fees	Increase in the number of property planning and rezoning activities.	109
	Pool Permit Information Search and Pool Registration Fees	Additional revenue due to new pool safety regulations introduced during the year	29
	Animal Infringement Fines	Reduced fines due to increased compliance	(26)
<b>2</b>	<b>User Fees</b>		
	Childcare/Children's Programs	Reduced childcare centre revenue due to increased competition and lower enrolment.	(330)
	Animal Registration Charges	Registration payments have been extended until September	(77)
	Subdivision Supervision Fees	Increased number of applications for sub-divisions	27
<b>3</b>	<b>Grants - Capital</b>		
	Grant - Roads to Recovery	Grant funding received was higher than anticipated	467
	Grant - Bannockburn Heart (NSRF)	Grant received in 2019-20 year, originally expected in 2018-19	1,140
	Grant - Heart (State)	Grant received in 2019-20 year, originally expected in 2018-19	150
	Grant - Fixing Country Road	Grant received in 2018-19 year, originally expected in 2019-20	(814)
	Grant - Wall Bridge Renewal	Grant received in 2019-20 year, originally expected in 2018-19	304
	Grant - Bannockburn Vic park Oval	Grant funding received in 2018-19	(500)
<b>4</b>	<b>Contributions - monetary</b>		
	Public Open Space Contributions	Higher subdivision activities than expected	205
	Developer Community Contributions	Increase in developer contribution payments due to increased development and building activity	152
	Debt Collection Recoupment	Decrease in debt collection activities due to COVID-19 related relief measures	(168)
	Contributions - Berrybank - Teesdale	Contribution received in 2018-19, budgeted in 2019-20	(68)
	Central Highlands Councils Victoria (CHCV) - Contributions	Contribution received for new project	115
	Contributions - Barwon Park Bridge Deck Replacement	Contribution received was higher than originally budgeted	110
<b>5</b>	<b>Employee Costs</b>		
	Wages and Salaries	Vacant positions during the year which took longer to fill and reduction of temporary staff in Childcare	1,499
<b>6</b>	<b>Bad and Doubtful Debts</b>		
	Animal, Parking & Local Laws	Increase in long outstanding fines and infringement notices	(41)
	Quarry Works	Provision for doubtful debtors	(40)
	Aged and Disability	Provision for doubtful debtors	(10)



Notes to the Financial Report  
For the Year Ended 30 June 2020

<b>7 Borrowing Costs</b>		
Interest on Borrowings	Low interest rates and budgeted loan drawdowns later in the year.	337
<b>8 Other expenses</b>		
De-recognition non-current assets	De-recognition of footpath and trails due to not being owned by Golden Plains Shire Council	(1,030)

Notes to the Financial Report  
For the Year Ended 30 June 2020

Note 1 Performance against budget (cont'd)

1.2 Capital works

	Budget 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
<b>Property</b>					
Land	-	-	-		
Land improvements	1,500	-	(1,500)	100%	1
<b>Total Land</b>	<b>1,500</b>	<b>-</b>	<b>(1,500)</b>		
Buildings - specialised	80	301	221	276%	2
Buildings - unspecialised	4,610	5,782	1,172	25%	3
<b>Total Buildings</b>	<b>4,690</b>	<b>6,083</b>	<b>1,393</b>		
<b>Total Property</b>	<b>6,190</b>	<b>6,083</b>	<b>(107)</b>		
<b>Plant and Equipment</b>					
Plant, machinery and equipment	1,055	666	(389)	-37%	4
Fixtures, fittings and furniture	10	-	(10)	-100%	
Computers and telecommunications	500	344	(156)	-31%	5
<b>Total Plant and Equipment</b>	<b>1,565</b>	<b>1,010</b>	<b>(555)</b>		
<b>Infrastructure</b>					
Roads	6,175	6,862	687	11%	6
Bridges	1,500	2,727	1,227	82%	7
Footpaths and cycleways	368	243	(125)	-34%	8
Recreational, leisure and community facilities	2,515	4,110	1,595	63%	9
Parks, open space and streetscapes	362	335	(27)	-7%	
Off street car parks	25	27	2	8%	
<b>Total Infrastructure</b>	<b>10,945</b>	<b>14,304</b>	<b>3,359</b>		
<b>Total Capital Works Expenditure</b>	<b>18,700</b>	<b>21,397</b>	<b>2,697</b>		
<b>Represented by:</b>					
New asset expenditure	3,844	3,529	(315)		
Asset renewal expenditure	4,267	6,715	2,448		
Asset expansion expenditure	-	5,774	5,774		
Asset upgrade expenditure	10,589	5,379	(5,210)		
<b>Total Capital Works Expenditure</b>	<b>18,700</b>	<b>21,397</b>	<b>2,697</b>		



Notes to the Financial Report  
For the Year Ended 30 June 2020

(i) Explanation of material variations			
Variance Ref	Item	Explanation	\$'000
<b>1</b>	<b>Land</b>		
	Land for Re-sale - Bakers Lane Stage 4 Development cost	Project is in planning stage, development to be started in 2020-21	(1,500)
<b>2</b>	<b>Buildings - Specialised</b>		
	Haddon stadium floor replacement	Works carried out in 2019-20, originally budgeted in 2018-19	221
<b>3</b>	<b>Buildings - Unspecialised</b>		
	Golden Plains Community & Civic Centre	GPCCC Project Stage 1 were carried out in 2019-20. Original budget in 2018-19	1,194
	Linton Depot Refurbishment	Project currently in progress, to be completed in 2020-21	(15)
<b>4</b>	<b>Plant, machinery and equipment</b>		
	Crane Truck (P338) Replacing Isuzu FRR500	Purchases to be completed in 2020-21	(160)
	Tow behind site hut (Linton depot)	Purchases to be completed in 2020-21	(91)
	Ute Purchases	Budgeted purchases have been delayed to next year	(60)
	Gang Mower (P434) Replacing Jacobson	Not being replaced, purchase has been cancelled.	(60)
<b>5</b>	<b>Computer and telecommunications</b>		
	Computer Hardware & Software	Purchases to be completed in 2020-21	(215)
	Asset Management Software System	New project which was not originally budgeted	36
<b>6</b>	<b>Roads</b>		
	Teesdale-Lethbridge Rd Upgrade	Works carried out in 2019-20, originally budgeted in 2018-19	287
	Local Roads Improvements (Roads to Recovery)	Additional Grant funded works on road network	506
	Linton Mannibadar Road	Project cost was higher than initially anticipated	146
	Cressy-Pitfield Road Widening	Project cost was lower than initially anticipated	(286)
<b>7</b>	<b>Bridges</b>		
	Wall Bridge renewal	Works carried out in 2019-20, originally budgeted in 2018-19	597
	Barwon Park Road Bridge Deck Replacement	Project cost was higher than initially anticipated	253
	Franklin Bridge Replacement Project	New project which was not originally budgeted	138
	Bridge Rehabilitation - Coopers Bridge	Project cost was higher than initially anticipated	239
<b>8</b>	<b>Footpaths and cycleways</b>		
	Footpaths & Trails	Project cost was lower than initially anticipated	(98)
<b>9</b>	<b>Recreational, leisure and community facilities</b>		
	World Game - Bannockburn Soccer Pitch	Works carried out in 2019-20, originally budgeted in 2018-19	445
	Bannockburn Bowls Upgrade	Design works started, to be completed in 2020-21	(586)
	Lethbridge Lighting Install	Delay in funding approval, to be completed in 2020-21	(85)
	Bannockburn Heart (RDV)	Originally budgeted in 2017-18. Construction completed in 2019-20.	1,998

Notes to the Financial Report  
For the Year Ended 30 June 2020

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 2020

**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>2020</b>					
Citizen & Customer Service	8	(1,270)	(1,263)	-	2,630
Civic Leadership	285	(2,434)	(2,149)	120	329
Economic Development	68	(406)	(338)	-	349
Environment & Land use Plan	2,086	(3,742)	(1,655)	69	1,443
Financial Management	29,078	(1,957)	27,121	5,923	916
Human Support Services	5,045	(7,184)	(2,139)	3,863	12,051
Recreation & Community Development	2,899	(6,441)	(3,542)	2,875	61,244
Roads & Streets Infrastructure	3,678	(14,513)	(10,835)	3,344	379,883
Waste Management	3,093	(2,809)	284	-	1,255
Unattributed	-	-	-	-	27,107
	46,240	(40,756)	5,484	16,195	487,206
	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	-	-	-	-	27,667
	44,633	(38,283)	6,350	15,103	465,577

Notes to the Financial Report  
For the Year Ended 30 June 2020

**Note 3 Funding for the delivery of our services**

**3.1 Rates and charges**

**2020**  
**\$'000**

**2019**  
**\$'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 2019/20 was \$5,610 million (2018/19 \$4,704 million).

General Rates	17,435	17,383
Municipal charge	3,232	2,375
Waste management charge	2,956	2,885
Special rates and charges	31	32
Supplementary rates and rate adjustments	134	141
Interest on rates and charges	46	135
<b>Total rates and charges</b>	<b>23,834</b>	<b>22,951</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	551	487
Infringements and costs	56	92
Property information fees	23	25
Land information certificates	25	24
Drainage information fees	41	39
Pool Registration and Permit Information	29	-
<b>Total statutory fees and fines</b>	<b>725</b>	<b>667</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	597	872
Home and Community Care Fees	115	172
Animal Registration Charges	328	388
Early Childhood Education	253	224
Subdivision Supervision Fees	127	217
Gravel Cartage Levy	172	161
Septic Tank Fees	186	170
Food Premises Registration Fees	77	79
Fire Hazard Eradication Fees and Fines	18	31
Bannockburn Family Services Centre Charges	30	29
Bannockburn Cultural Centre Charges	39	51
Smythesdale Business Hub Centre Charges	28	30
Farmers Market Fees	13	21
Lease of Land	43	46
Other	121	122
<b>Total user fees</b>	<b>2,147</b>	<b>2,613</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 2020

	2020 \$'000	2019 \$'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	11,034	9,375
State funded grants	5,162	5,728
<b>Total grants received</b>	<b>16,196</b>	<b>15,103</b>
<b>(a) Operating Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Financial Assistance Grants - General	3,811	3,887
Financial Assistance Grants - Local Roads	2,113	2,069
Children's Services	1,540	1,872
General home care	987	963
Other	25	-
<b>Recurrent - State Government</b>		
Kindergarten	683	786
Community Health	482	468
Home Care	192	189
Maternal and Child Health	361	405
Emergency Management	120	120
Youth projects	65	67
Other	77	97
<i>Environment Projects</i>	48	51
<b>Total recurrent operating grants</b>	<b>10,504</b>	<b>10,974</b>
<b>Non-recurrent - State Government</b>		
Environment Projects	8	23
Youth projects	2	3
Other	215	-
Children's Services	71	-
Community Health	33	-
Homecare	27	-
<b>Total non-recurrent operating grants</b>	<b>356</b>	<b>26</b>
<b>Total operating grants</b>	<b>10,860</b>	<b>11,000</b>

Notes to the Financial Report  
For the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
<b>(b) Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads to recovery	1,334	585
<b>Total recurrent capital grants</b>	<b>1,334</b>	<b>585</b>
<b>Non-recurrent - Commonwealth Government</b>		
Recreational Leisure & Community	1,225	-
<b>Non-recurrent - State Government</b>		
Roads	1,669	1,809
Recreational Leisure & Community	766	1,709
Buildings Specialised	38	-
Bridges	304	-
<b>Total non-recurrent capital grants</b>	<b>4,002</b>	<b>3,518</b>
<b>Total capital grants</b>	<b>5,336</b>	<b>4,103</b>
<b>(c) Unspent grants received on condition that they be spent in a specific manner</b>		
<b>Operating</b>		
Balance at start of year	1,030	955
Received during the financial year and remained unspent at balance date	707	877
Received in prior years and spent during the financial year	(1,030)	(802)
<b>Balance at year end</b>	<b>707</b>	<b>1,030</b>
<b>Capital</b>		
Balance at start of year	-	-
Received during the financial year and remained unspent at balance date	85	-
<b>Balance at year end</b>	<b>85</b>	<b>-</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.		
<b>3.5 Contributions</b>		
Monetary	1,904	1,644
Non-monetary	1,043	795
<b>Total contributions</b>	<b>2,947</b>	<b>2,439</b>
<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
Land	7	3
Infrastructure	1,036	792
<b>Total non-monetary contributions</b>	<b>1,043</b>	<b>795</b>
Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.		
<b>3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>		
Proceeds of sale	193	385
Written down value of assets disposed	(175)	(282)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>18</b>	<b>103</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 2020

	2020 \$'000	2019 \$'000
<b>3.7 Other income</b>		
Interest on Investment	188	378
Present value discount for gravel pit provision	44	393
Present value discount for landfill provision	72	-
Other	2	2
<b>Total other income</b>	<b>306</b>	<b>773</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	14,671	15,335
WorkCover	257	297
Superannuation	1,364	1,327
Fringe benefits tax	160	161
Other	2	13
<b>Total employee costs</b>	<b>16,454</b>	<b>17,133</b>

**(b) Superannuation**

Council made contributions to the following funds:

**Defined benefit fund**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	173	126
	173	126
Employer contributions payable at reporting date.	-	-

**Accumulation funds**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	830	755
Employer contributions - other funds	431	558
	1,261	1,313
Employer contributions payable at reporting date.	111	46

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 2020

	2020 \$'000	2019 \$'000
<b>4.2 Materials and services</b>		
Delivery of projects and Services	2,030	1,853
General maintenance	4,354	3,372
Garbage Operations	2,380	2,117
Contractors and Consultants	1,773	1,552
Vehicle and Machinery Operations	519	552
Building maintenance	718	452
Information technology	532	534
Utilities	378	383
Printing, Stationery and Postage	265	252
Telecommunication	268	291
Debt Collection and Legal Fee	199	136
Cleaning	354	319
Insurance	255	198
Training	115	129
Advertising	106	134
Election Expenses	-	29
Gravel Pit Operation	29	69
Other Expenses	357	388
<b>Total materials and services</b>	<b>14,632</b>	<b>12,760</b>

**4.3 Depreciation and amortisation**

Infrastructure	6,126	5,929
Plant and Machinery	831	762
Buildings	907	900
Furniture and Equipment	181	189
<b>Total depreciation</b>	<b>8,045</b>	<b>7,780</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 2020

	2020 \$'000	2019 \$'000
<b>4.4 Bad and doubtful debts</b>		
Community Protection	51	49
Long day Care	-	3
Waste Management	6	(36)
Home Care	10	-
Other	42	-
<b>Total bad and doubtful debts</b>	<b>109</b>	<b>16</b>

**Movement in provisions for doubtful debts**

Balance at the beginning of the year	142	132
New Provisions recognised during the year	109	16
Amounts already provided for and written off as uncollectible	-	(6)
Balance at end of year	251	142

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	199	334
<b>Total borrowing costs</b>	<b>199</b>	<b>334</b>

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	50	45
Internal Auditors' remuneration	32	14
Councillors' allowances	205	201
De-recognition of Non-current Assets	1,030	-
<b>Total other expenses</b>	<b>1,317</b>	<b>260</b>

**Note 5 Our financial position**

**5.1 Financial assets**

**(a) Cash and cash equivalents**

Cash on hand	3	3
Cash at bank	3,342	1,465
Short Term Deposit	13,069	13,484
At call deposits	5,000	3,611
<b>Total cash and cash equivalents</b>	<b>21,414</b>	<b>18,563</b>

Notes to the Financial Report  
For the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
<b>(b) Other financial assets</b>		
Term deposits - current	-	2,718
Term deposits - non-current	-	-
<b>Total other financial assets</b>	<b>-</b>	<b>2,718</b>
<b>Total financial assets</b>	<b>21,414</b>	<b>21,281</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))	432	240
- Trust funds and deposits (Note 5.3)	573	559
Total restricted funds	1,005	799
Total unrestricted cash and cash equivalents	20,409	17,764

**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	6,475	6,947
- Unspent grant funding - operational	707	264
- Long Service Leave Investment Account	1,500	1,500
Total funds subject to intended allocations	8,682	8,711

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 2020

	2020 \$'000	2019 \$'000
<b>(c) Trade and other receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	2,144	1,847
Infringement debtors	226	207
Provision for doubtful debts - infringements	(174)	(123)
Net GST receivable	1	357
Other debtors	454	1,532
Provision for doubtful debts - other debtors	(77)	(22)
<b>Total current trade and other receivables</b>	<b>2,574</b>	<b>3,798</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)	144	1,222
Past due by up to 30 days	10	29
Past due between 31 and 180 days	50	115
Past due between 181 and 365 days	9	2
Past due by more than 1 year	25	21
<b>Total trade &amp; other receivables</b>	<b>238</b>	<b>1,389</b>

**(ii) Ageing of individually impaired Receivables**

At balance date, other debtors representing financial assets with a nominal value of \$ 23,453 (2019: \$17,427) were impaired. The amount of the provision raised against these debtors was \$ 23,453 (2019: \$17,427). 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
Past due between 181 and 365 days	23	-
Past due by more than 1 year	-	-
<b>Total trade &amp; other receivables</b>	<b>23</b>	<b>17</b>

Notes to the Financial Report  
For the Year Ended 30 June 2020

<b>5.2 Non-financial assets</b>	<b>2020</b>	<b>2019</b>
<b>(a) Inventories</b>	<b>\$'000</b>	<b>\$'000</b>
Inventories held for distribution	17	4
<b>Total inventories</b>	<b>17</b>	<b>4</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	88	73
Accrued income	7	94
<b>Total other assets</b>	<b>95</b>	<b>167</b>

**5.3 Payables**

**(a) Trade and other payables**

Trade payables	3,476	2,902
Accrued expenses	868	801
<b>Total trade and other payables</b>	<b>4,344</b>	<b>3,703</b>

**(b) Trust funds and deposits**

Refundable deposits	573	559
<b>Total trust funds and deposits</b>	<b>573</b>	<b>559</b>

**(c) Unearned income**

Grants received in advance - operating	313	-
Grants received in advance - capital	112	-
<b>Total unearned income</b>	<b>425</b>	<b>-</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  
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5.4 Interest-bearing liabilities

	2020	2019
	\$'000	\$'000
<b>Current</b>		
Borrowings - secured	2,229	7,349
	<b>2,229</b>	<b>7,349</b>
<b>Non-current</b>		
Borrowings - secured	11,801	297
	<b>11,801</b>	<b>297</b>
<b>Total</b>	<b>14,030</b>	<b>7,646</b>
Borrowings are secured by Council rates and charges	14,030	7,646
(a) The maturity profile for Council's borrowings is:		
Not later than one year	2,229	7,349
Later than one year and not later than five years	6,562	147
Later than five years	5,239	150
	<b>14,030</b>	<b>7,646</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>2020</b>				
Balance at beginning of the financial year	3,714	1,655	835	6,204
Additional provisions	844	-	-	844
Amounts used	(957)	-	-	(957)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	(72)	(45)	(117)
Balance at the end of the financial year	<b>3,601</b>	<b>1,583</b>	<b>790</b>	<b>5,974</b>
<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>

Notes to the Financial Report  
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	2020	2019
	\$'000	\$'000
<b>(a) Employee provisions</b>		
<b>Current provisions expected to be wholly settled within 12 months</b>		
Rostered days off	72	70
Annual leave	904	846
Long service leave	31	248
	<b>1,007</b>	<b>1,164</b>
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	144	120
Long service leave	2,038	1,843
	<b>2,182</b>	<b>1,963</b>
<b>Total current employee provisions</b>	<b>3,189</b>	<b>3,127</b>
<b>Non-current</b>		
Long service leave	412	587
<b>Total non-current employee provisions</b>	<b>412</b>	<b>587</b>
Aggregate carrying amount of employee provisions:		
Current	3,189	3,127
Non-current	412	587
<b>Total aggregate carrying amount of employee provisions</b>	<b>3,601</b>	<b>3,714</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>2020</b>	<b>2019</b>
- discount rate	1.5%	1.3%
- inflation rate	2.2%	4.3%
<b>(b) Landfill restoration</b>	<b>2020</b>	<b>2019</b>
	<b>\$'000</b>	<b>\$'000</b>
Current	-	50
Non-current	1,583	1,605
	<b>1,583</b>	<b>1,655</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  
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	2020	2019
	\$'000	\$'000
<b>(c) Gravel Pit restoration</b>		
Current	60	60
Non-current	730	775
	<b>790</b>	<b>835</b>
Total current provisions	3,249	3,237
Total non-current provisions	2,725	2,967
<b>Total provisions</b>	<b>5,974</b>	<b>6,204</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 Financing arrangements

	2020	2019
	\$'000	\$'000
The Council has the following funding arrangements in place as at 30 June 2020.		
Bank overdraft	-	-
Credit card facilities	150,000	150,000
Other facilities	-	-
Total facilities	<b>150,000</b>	<b>150,000</b>
Used facilities	(23,471)	(44,300)
Unused facilities	<b>126,529</b>	<b>105,700</b>

Notes to the Financial Report  
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5.7 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>2020</b>					
<b>Operating</b>					
Waste Management	1,580	1,620	-	-	<b>3,200</b>
Suppliers	1,448	1,196	912	-	<b>3,556</b>
Total	<b>3,028</b>	<b>2,816</b>	<b>912</b>	<b>-</b>	<b>6,756</b>
<b>Capital</b>					
Buildings	1,445	-	-	-	<b>1,445</b>
Roads	45	-	-	-	<b>45</b>
Computer Software	163	145	-	-	<b>308</b>
Recreational, leisure and Community	89	-	-	-	<b>89</b>
Plant & Machinery	20	-	-	-	<b>20</b>
Total	<b>1,762</b>	<b>145</b>	<b>-</b>	<b>-</b>	<b>1,907</b>
<b>2019</b>					
<b>Operating</b>					
Waste Management	1,319	1,352	-	-	<b>2,671</b>
Suppliers	752	274	-	-	<b>1,026</b>
Total	<b>2,071</b>	<b>1,626</b>	<b>-</b>	<b>-</b>	<b>3,697</b>
<b>Capital</b>					
Buildings	5,940	-	-	-	<b>5,940</b>
Roads	558	-	-	-	<b>558</b>
Computer Software	2	-	-	-	<b>2</b>
Recreational, leisure and Community	2,187	-	-	-	<b>2,187</b>
Plant & Machinery	175	-	-	-	<b>175</b>
Total	<b>8,862</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,862</b>



Notes to the Financial Report  
For the Year Ended 30 June 2020

Note 6 Assets we manage  
6.1 Property, infrastructure, plant and equipment  
Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2019 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfers \$'000	At Fair Value 30 June 2020 \$'000
Land	34,621	-	7	-	-	-	-	-	34,628
Buildings	29,575	343	-	3,554	(908)	-	-	53	32,617
Plant and Equipment	5,334	993	-	-	(1,012)	(210)	-	59	5,164
Infrastructure	366,852	13,853	1,036	6,001	(6,124)	-	(1,030)	1,633	382,221
Work in progress	3,221	6,209	-	-	-	-	-	(1,745)	7,685
<b>Total</b>	<b>439,603</b>	<b>21,398</b>	<b>1,043</b>	<b>9,555</b>	<b>(8,044)</b>	<b>(210)</b>	<b>(1,030)</b>	<b>-</b>	<b>462,315</b>

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Closing WIP \$'000
Buildings	1,541	5,739	(65)	7,215
Plant and Equipment	59	17	(59)	17
Infrastructure	1,621	453	(1,621)	453
<b>Total</b>	<b>3,221</b>	<b>6,209</b>	<b>(1,745)</b>	<b>7,685</b>

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Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$'000
Property		
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

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## (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 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
<b>Movements in fair value</b>									
Additions	-	-	-	-	301	42	343	5,739	6,082
Contributions	7	-	7	-	-	-	-	-	7
Revaluation	-	-	-	114	3,174	266	3,554	-	3,554
Disposal	-	-	-	-	-	-	-	-	-
Write-off	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	53	-	53	(65)	(12)
	7	-	7	114	3,528	308	3,950	5,674	9,631
<b>Movements in accumulated depreciation</b>									
Depreciation and amortisation	-	-	-	(56)	(768)	(84)	(908)	-	(908)
	-	-	-	(56)	(768)	(84)	(908)	-	(908)
At fair value 30 June 2020	4,342	30,286	34,628	3,032	42,802	4,385	50,219	7,215	92,062
Accumulated depreciation at 30 June 2020	-	-	-	(2,004)	(13,898)	(1,700)	(17,602)	-	(17,602)
	4,342	30,286	34,628	1,028	28,904	2,685	32,617	7,215	74,460

Notes to the Financial Report  
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## (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 2019	7,884	2,554	59	10,497
Accumulated depreciation at 30 June 2019	(3,042)	(2,062)	-	(5,104)
	4,842	492	59	5,393
<b>Movements in fair value</b>				
Additions	649	344	17	1,010
Contributions	-	-	-	-
Revaluation	-	-	-	-
Disposal	(422)	(79)	-	(501)
Write-off	-	-	-	-
Transfers	59	-	(59)	-
	286	265	42	509
<b>Movements in accumulated depreciation</b>				
Depreciation and amortisation	(831)	(181)	-	(1,012)
Accumulated depreciation of disposals	212	79	-	291
	(619)	(102)	-	(721)
At fair value 30 June 2020	8,170	2,819	17	11,006
Accumulated depreciation at 30 June 2020	(3,661)	(2,164)	-	(5,825)
	4,509	655	17	5,181



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(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	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
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
<b>Movements in fair value</b>										
Additions	6,390	2,727	715	-	3,803	191	-	27	453	14,306
Contributions	786	-	180	70	-	-	-	-	-	1,036
Revaluation	5,375	-	721	(96)	-	-	-	-	-	6,001
Disposal	-	-	-	-	-	-	-	-	-	-
Write-off	-	-	(1,251)	-	-	-	-	-	-	(1,251)
Transfers	(279)	361	187	227	1,034	92	11	-	(1,621)	12
	12,272	3,088	552	202	4,837	283	11	27	(1,168)	20,104
<b>Movements in accumulated depreciation</b>										
Depreciation and amortisation	(4,852)	(359)	(171)	(161)	(432)	(64)	(61)	(24)	-	(6,124)
Accumulated depreciation of disposals	-	-	221	-	-	-	-	-	-	221
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-
	(4,852)	(359)	50	(161)	(432)	(64)	(61)	(24)	-	(5,903)
At fair value 30 June 2020	426,632	33,656	13,817	8,056	14,041	1,832	1,231	1,183	453	500,901
Accumulated depreciation at 30 June 2020	(90,971)	(18,133)	(1,700)	(2,609)	(3,295)	(536)	(867)	(116)	-	(118,227)
	335,661	15,523	12,117	5,447	10,746	1,296	364	1,067	453	382,674

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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 2020. 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 2020 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Land	-	30,286	-	Jun-19
Specialised land	-	-	4,342	Jun-20
Heritage Buildings	-	-	1,028	Jun-20
Non - Specialised Buildings	-	-	2,685	Jun-20
Specialised Buildings	-	-	28,904	Jun-20
Total	-	30,286	36,959	

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For the Year Ended 30 June 2020

**Valuation of infrastructure**

Valuation of Roads, Footpaths and Drainage infrastructure assets have been determined in accordance with an independent valuation undertaken by Australian Road Research Board (ARB) as at 30 June 2020.

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 2020.

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 2020 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Roads	-	-	335,661	Jun-20
Bridges	-	-	15,523	Jun-19
Footpaths and cycleways	-	-	12,117	Jun-20
Drainage	-	-	5,447	Jun-20
Recereational, leisure and community facilities	-	-	10,746	Jun-20
Parks, open space and streetscapes	-	-	1,296	Jun-20
Off street car parks	-	-	1,067	Jun-20
Gravel Pit	-	-	364	Jun-20
Total	-	-	382,221	

**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 \$0.01 and \$1,849.06 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 2020

	2020 \$'000	2019 \$'000
<b>6.2 Investments in associates</b>		
<b>(a) Investments in associates</b>		
Investments in associates accounted for by the equity method are:		
- Equity in Geelong Regional Library (GRL)	791	724
<b>Geelong Regional Library (GRL)</b>		
<i>Background</i>		
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.		
<b>Fair value of Council's investment in Geelong Regional Library</b>	<b>791</b>	<b>724</b>
<b>Council's share of accumulated surplus/(deficit)</b>		
Council's share of accumulated surplus(deficit) at start of year	724	740
Reported surplus(deficit) for year	67	(16)
Council's share of accumulated surplus(deficit) at end of year	<b>791</b>	<b>724</b>
<b>Council's share of expenditure commitments</b>		
Operating commitments	395	406
Council's share of expenditure commitments	<b>395</b>	<b>406</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 2020

	2020 No.	2019 No.
<b>Note 7 People and relationships</b>		
<b>7.1 Council and key management remuneration</b>		
<b>(a) Related Parties</b>		
Parent entity		
Golden Plains Shire Council		
<b>(b) Key Management Personnel</b>		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
<b>Councillors</b>		
Helena Kirby (1/7/19 - 30/6/20)		
Des Phelan (1/7/19 - 30/6/20)		
David Evans (1/7/19 - 30/6/20)		
Joanne Gilbert (1/7/19 - 30/6/20)		
Nathan Hansford (1/7/19 - 30/6/20)		
Les Rowe (1/7/19 - 30/6/20)		
Owen Sharkey (1/7/19 - 30/6/20)		
<b>Chief Executive Officer and other Key Management Personnel</b>		
Eric Braslis, Chief Executive Officer - (1/7/19 - 30/6/20)		
Philippa O'Sullivan, Director Corporate Services - (1/7/19 - 30/6/20)		
Greg Anders, Director Infrastructure and Development - (1/7/19 - 13/9/19)		
Phil Josipovic, Director Infrastructure and Development - (24/2/20 - 30/6/20)		
Lisa Letic, Director Community Services - (1/7/19 - 30/6/20)		
<b>Total Number of Councillors</b>	<b>7</b>	<b>7</b>
<b>Total Chief Executive Officer and other Key Management Personnel</b>	<b>5</b>	<b>8</b>
<b>Total Key Management Personnel</b>	<b>12</b>	<b>15</b>

Notes to the Financial Report  
For the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
<b>(c) Remuneration of Key Management Personnel</b>		
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,025	983
Long-term benefits	17	18
Post employment benefits	68	70
Termination benefits	56	65
<b>Total</b>	<b>1,166</b>	<b>1,136</b>
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
	<b>No.</b>	<b>No.</b>
\$20,000 - \$29,999	6	6
\$40,000 - \$49,999	-	2
\$50,000 - \$59,999	-	1
\$70,000 - \$79,999	1	2
\$80,000 - \$89,999	1	-
\$100,000 - \$109,999	-	1
\$130,000 - \$139,999	-	1
\$170,000 - \$179,999	1	-
\$200,000 - \$209,999	2	1
\$250,000 - \$259,999	-	1
\$280,000 - \$289,999	1	-
	<b>12</b>	<b>15</b>
<b>7.2 Related party disclosure</b>	<b>2020</b>	<b>2019</b>
<b>(a) Transactions with related parties</b>	<b>\$</b>	<b>\$</b>
During the period Council entered into the following transactions with related parties.	-	-
<b>(b) Outstanding balances with related parties</b>		
The following balances are outstanding at the end of the reporting period in relation to transactions with related parties.	-	-
<b>(c) Loans to/from related parties</b>		
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:	-	-
<b>(d) Commitments to/from related parties</b>		
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 2020

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 liabilities

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.

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.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

MAV Workcare

Council is a participant of the MAV WorkCare Scheme. The MAV WorkCare scheme provides workers compensation insurance. The MAV WorkCare Scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years

Notes to the Financial Report  
For the Year Ended 30 June 2020

8.2 Change in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2020 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.

**AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)**

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset;
- reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset;
- initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in AASB 13 Fair Value Measurement. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with AASB 116 Property, Plant and Equipment or AASB 138 Intangible Assets, as appropriate, except as specified AASB 1059;
- recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and
- disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

Based on the Council's current assessment, there is expected to be no material impact on the transactions and balances recognised in the financial statements.

**AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)**

The Standard principally amends AASB 101 Presentation of Financial Statements and AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

**AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)**

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.



Notes to the Financial Report  
For the Year Ended 30 June 2020

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.

(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 2020

(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.

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 2020

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

On 8 September 2020 Council approved the lease of part of the Bannockburn Family Service Centre to Kardinia Childcare Incorporated who will provide the child care long day care service. The lease agreement includes an initial term of 5 years and 4 months with a further 5 year option, with commencement of operations on 4 January 2021.

8.6 COVID-19

On 11 March 2020, COVID 19 was declared as a global pandemic by world health organisation. Since then, various measures are taken by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis and measures taken to mitigate it has impacted Council's operations in the following areas for the financial year ended 30 June 2020:

- In response to government directive amidst the COVID-19 outbreak, the libraries and community centres were closed. These closures resulted in a decrease in useage of these facilities however a minimal impact on revenue.
- Council developed a COVID-19 hardship policy in response to this crisis on 9 April 2020. This resulted in an increase in customers on payment plans.
- Council waived interest on outstanding rates and charges from April 2020. The financial impact from the interest free period is a reduction in interest on rates and charges of \$24,000. This has also resulted in an increase in the rates debtor balance as at 30 June 2020 by \$297,000 compared to last year.
- Compliance with government directives has resulted in additional expenditure of \$28,000 on protective equipment

Notes to the Financial Report  
For the Year Ended 30 June 2020

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserves

2020

Property

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
Land	15,970	-	15,970
Land Under Roads	165	-	165
Buildings	8,858	3,554	12,412
	24,993	3,554	28,547

Infrastructure

Roads	220,589	5,375	225,964
Bridges	5,507	-	5,507
Footpaths and cycleways	2,160	721	2,881
Drainage	2,867	(95)	2,772
Offstreet car parks	37	-	37
	231,160	6,001	237,161

Total asset revaluation reserves

	256,153	9,555	265,708
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2019

Property

Land	9,484	6,486	15,970
Land Under Roads	165	-	165
Buildings	8,858	-	8,858
	18,507	6,486	24,993

Infrastructure

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

Total asset revaluation reserves

	253,050	3,103	256,153
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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 2020

	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>2020</b>				
Recreation Lands	52	120	-	172
Unexpended project reserve	6,838	265	-	7,103
LSL Investment Reserve	587	-	(97)	490
Developer Contribution reserve	240	192	-	432
Quarry Levy	-	36	-	36
Waste Management	490	286	-	776
<b>Total Other reserves</b>	<b>8,207</b>	<b>899</b>	<b>(97)</b>	<b>9,009</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>

**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 2020

	2020 \$'000	2019 \$'000
<b>9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
Surplus/(deficit) for the year	5,484	6,350
Depreciation/amortisation	8,045	7,780
Cost of Infrastructure assets written-off to Income Statement	1,030	-
(Profit)/loss on acquisition/disposal of property, infrastructure, plant and equipment	(18)	(103)
Contributions - Non-monetary assets	(1,043)	(795)
Gravel Pit / Landfill re-measurement adjustment	-	(229)
Grant received in previous year recognised in current year	(644)	-
Finance cost	199	334
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in trade and other receivables	1,224	(1,380)
(Increase)/decrease in accrued income	87	(43)
(Increase)/decrease in prepayments	(15)	102
Increase/(decrease) in trade payables	574	283
Increase/(decrease) in Unearned income	425	-
Increase/(decrease) in accrued expenses	67	(149)
(Increase)/decrease in other assets	(67)	16
(Increase)/decrease in inventories	(13)	7
Increase/(decrease) in trust funds	14	270
Increase/(decrease) in provisions	(231)	378
<b>Net cash provided by/(used in) operating activities</b>	<b>15,118</b>	<b>12,821</b>

Notes to the Financial Report  
For the Year Ended 30 June 2020

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 2020, 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.

A triennial actuarial review is currently underway for the Defined Benefit category as at 30 June 2020 and is expected to be completed by 31 December 2020.

As at 30 June 2019, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 107.1%. The financial assumptions used to calculate the VBIs were:

Net investment returns 6.0% pa  
Salary information 3.5% pa  
Price inflation (CPI) 2.0% pa.

Vision Super has advised that the estimated VBI at 30 June 2020 was 104.6%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the interim 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 2017 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 2020, this rate was 9.5% of members' salaries (9.5% in 2018/2019). 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 2020

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or 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 purpose of SPS 160 and 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.

The 2019 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which 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 2019 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 Council is a contributing employer:

	2019 \$m	2017 \$m
- A VBI Surplus	151.3	69.8
- A total service liability surplus	233.4	193.5
- A discounted accrued benefits surplus	256.7	228.8

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 2019.

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 as at 30 June 2019.

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 as at 30 June 2019.

Council was notified of the 30 June 2019 VBI during August 2019 (2017: August 2018).



Notes to the Financial Report  
For the Year Ended 30 June 2020

2020 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2020. It is anticipated that this actuarial investigation will be completed by 31 December 2020. The Final assumption for the purposes of this investigation are:

	2020 Triennial investigation	2017 Triennial investigation
Net investment return	5.6% pa	6.5% pa
Salary inflation	2.5% pa for the first two years and 2.75% pa thereafter	3.5% pa
Price inflation	2.0% pa	2.5% pa

Superannuation Contribution

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2020 are detailed below:

			2020	2019
Scheme	Type of Scheme	Rate	\$,000	\$,000
Vision super	Defined benefit	9.50%	173	126
Vision super	Accumulation fund	9.50%	830	755
Other Funds	Accumulation fund	9.50%	431	558

Notes to the Financial Report  
For the Year Ended 30 June 2020

10 Change in accounting policy

Council has adopted *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities*, from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

Due to the transition methods chosen by Council in applying these standards, comparative information throughout these financial statements has not been restated to reflect the requirements of the new standards except in relation to contracts that were not complete at 1 July 2019. The transition impact of these are detailed below.

a) AASB 15 Revenue from Contracts with Customers - Impact of Adoption

*AASB 15 Revenue from Contracts with Customers* applies to revenue transactions where Council provides services or goods under contractual arrangements.

Council adopted *AASB 15 Revenue from Contracts with Customers* using the modified (cumulative catch up) method. Revenue for 2019 as reported under *AASB 118 Revenue* is not adjusted, because the new standard is only applied from the date of initial application.

*AASB 15 Revenue from Contracts with Customers* requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract.

b) AASB 1058 Income of Not-for-Profit Entities

*AASB 1058 Income of Not-for-Profit Entities* applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements.

Council adopted *AASB 1058 Income of Not-for-Profit Entities* using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

*AASB 1058 Income of Not-for-Profit Entities* requires income to be recognised as Council satisfies the performance obligations under the contract.

c) Transition impacts

The following table summarises the impact of transition to the new standards on retained earnings at 1 July 2019.

	2019 \$'000
Retained earnings at 30 June 2019	447,465
Revenue adjustment - impact of <i>AASB 15 Revenue from Contracts with Customers</i>	(644)
Retained earnings at 1 July 2019	446,821



# PERFORMANCE STATEMENT

For the year ended 30 June 2020



Performance Statement- For the year

## Certification of the Performance Statement

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.

Philippa O'Sullivan  
Principal Accounting Officer  
Dated: 9 October 2020

In our opinion, the accompanying Performance Statement of the Golden Plains Shire Council for the year ended 30 June 2020 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.

Councillor Owen Sharkey  
Mayor  
Dated: 9 October 2020

Councillor Les Rowe  
Dated: 9 October 2020

Eric Braslis  
Chief Executive Officer  
Dated: 9 October 2020





## Independent Auditor's Report

### To the Councillors of Golden Plains Shire Council

<b>Opinion</b>	<p>I have audited the accompanying performance statement of Golden Plains Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>description of municipality for the year ended 30 June 2020</li> <li>sustainable capacity indicators for the year ended 30 June 2020</li> <li>service performance indicators for the year ended 30 June 2020</li> <li>financial performance indicators for the year ended 30 June 2020</li> <li>other information and</li> <li>the certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2020 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</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 Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff 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 performance statement in Victoria and 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 performance statement</b>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines 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.</p>
<b>Auditor's responsibilities for the audit of the performance statement</b>	<p>As required by the <i>Audit Act 1994</i>, 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.</p> <p>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 Engagements will always detect a material misstatement when it exists.</p>

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 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 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.

MELBOURNE  
19 October 2020



Sanchu Chummar  
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 23,722 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 2.6% per annum.

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

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

Business 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	2017	Results 2018	2019	2020	Material Variations
<b>Population</b>					
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,758.40	\$1,657.34	\$1,655.84	\$1,718.07	
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$19,636.96	\$18,012.28	\$17,516.52	\$18,029.13	
Population density per length of road [Municipal population / Kilometres of local roads]	12.74	13.12	13.73	14.08	
<b>Own-source revenue</b>					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,107.07	\$1,132.16	\$1,171.76	\$1,142.27	
<b>Recurrent grants</b>					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$709.93	\$529.58	\$499.96	\$499.03	
<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]	New in 2020	New in 2020	New in 2020	100%	New measures from July 2019. Replaced previous animal management prosecutions measure.
<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	94.12%	100%	100%	100%	



## Service Performance Indicators

Service/indicator/measure	2017	Results 2018	2019	2020	Material Variations
<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]	48.00	51.00	47.00	47.00	
<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	n/a	n/a	n/a	n/a	
<b>Libraries</b> <b>Participation</b> <i>Active library members</i> [Number of active library members / Municipal population] x100	12.68%	12.10%	10.50%	10.69%	
<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	80.29%	86.34%	82.31%	83.30%	
<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]	38.00	47.00	44.00	39.00	

## Service Performance Indicators

Service/indicator/measure	2017	Results 2018	2019	2020	Material Variations
<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%	100%	0%	100%	
<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	40.65%	40.81%	38.13%	22.46%	Impact of recycle crisis - 40% reduction in weight of recyclables and green organics collected from kerbside bins in 19-20
Service/indicator/measure	2017	Results 2018	2019	2020	Material Variations
<b>RETIRED MEASURES</b> <b>Animal management</b> <b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions] * These figures have been corrected to exclude prosecutions relating to unpaid fines.	2.*	5	5	Retired in 2020	This measure was replaced by the animal management prosecutions measure from July 2019
<b>Efficiency</b> <b>Revenue level</b> <i>Average residential rate per residential property assessment</i> [Residential rate revenue/number of residential property assessments]	\$1,824.45	\$1,896.58	\$2,014.78	Retired in 2020	This measure was replaced by the average rate per property assessment from July 2019
<b>Obligations</b> <b>Asset Renewal</b> <i>Asset renewal compared to depreciation</i> [Asset renewal expenses/Asset Depreciation] x100	71.4%	75.35%	55.67%	Retired in 2020	This measure was replaced by the asset renewal and upgrade compared to depreciation measure from July 2019

Financial Performance Indicators

Dimension/indicator/measure					Material Variations				
	2017	2018	2019	2020	2021	2022	2023	2024	
<b>Efficiency</b> <b>Expenditure level</b> <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,612.18	\$3,438.54	\$3,480.27	\$3,602.58	\$3,892.78	\$3,764.18	\$3,808.62	\$3,904.86	
	New in 2020	New in 2020	New in 2020	\$1,838.68	\$1,886.59	\$1,976.36	\$2,020.51	\$2081.78	
<b>Revenue level</b> <i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]									
<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	12.96%	16.27%	22.43%	23.10%	13.89%	13.89%	13.89%	13.89%	
<b>Liquidity</b> <b>Working capital</b> <i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	234.41%	249.48%	170.06%	216.72%	136.84%	194.36%	204.77%	210.42%	Budgeted \$9.5m new loans taken-up in 19-20
<b>Unrestricted cash</b> <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	136.75%	163.53%	119.29%	183.17%	92.54%	141.24%	152.12%	158.05%	Budgeted \$9.5m new loans taken-up in 19-20
<b>Obligations</b> <b>Loans and borrowings</b> <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	36.42%	36.95%	33.36%	58.94%	55.43%	48.18%	50.45%	42.62%	Budgeted \$9.5m new loans taken-up in 19-20

Financial Performance Indicators

Dimension/indicator/measure	Results				Material Variations				
	2017	2018	2019	2020	2021	2022	2023	2024	
<b>Loans and borrowings repayments compared to rates</b> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3.26%	2.69%	2.60%	17.21%	7.13%	6.37%	1.20%	6.82%	\$3.8m loan repaid in 19-20
<b>Indebtedness</b> Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	40.72%	37.73%	12.05%	53.61%	49.71%	42.16%	43.16%	35.50%	Budgeted \$9.5m new loans taken-up in 19-20
<b>Asset renewal and upgrade</b> Asset renewal and upgrade compared to depreciation [Asset renewal expenses / Asset depreciation] x100	New in 2020	New in 2020	New in 2020	150.35%	144.05%	104.47%	133.11%	97.29%	New indicator for 2020. Replaced asset renewal indicator
<b>Operating position</b> <b>Adjusted underlying result</b> Adjusted underlying surplus (or deficit) / Adjusted underlying revenue] x100	6.85%	5.04%	5.05%	1.07%	-1.21%	9.55%	9.00%	9.78%	Higher capital grants than prior years
<b>Stability</b> <b>Rates concentration</b> Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	49.74%	54.54%	56.84%	57.78%	55.98%	54.19%	55.11%	54.87%	
<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%	0.49%	0.43%	0.40%	0.42%	0.42%	0.43%	This figure should continue to be approximately 0.50% as the Shire grows.



## 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.







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**Bannockburn Customer Service Centre**

8.30am to 5pm, Monday to Friday

**The Well, Smythesdale**

8.30am to 5pm, Monday to Friday



GoldenPlainsShire



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