



GOLDEN PLAINS SHIRE COUNCIL

# ANNUAL REPORT 2020/21



# ACKNOWLEDGEMENT OF COUNTRY

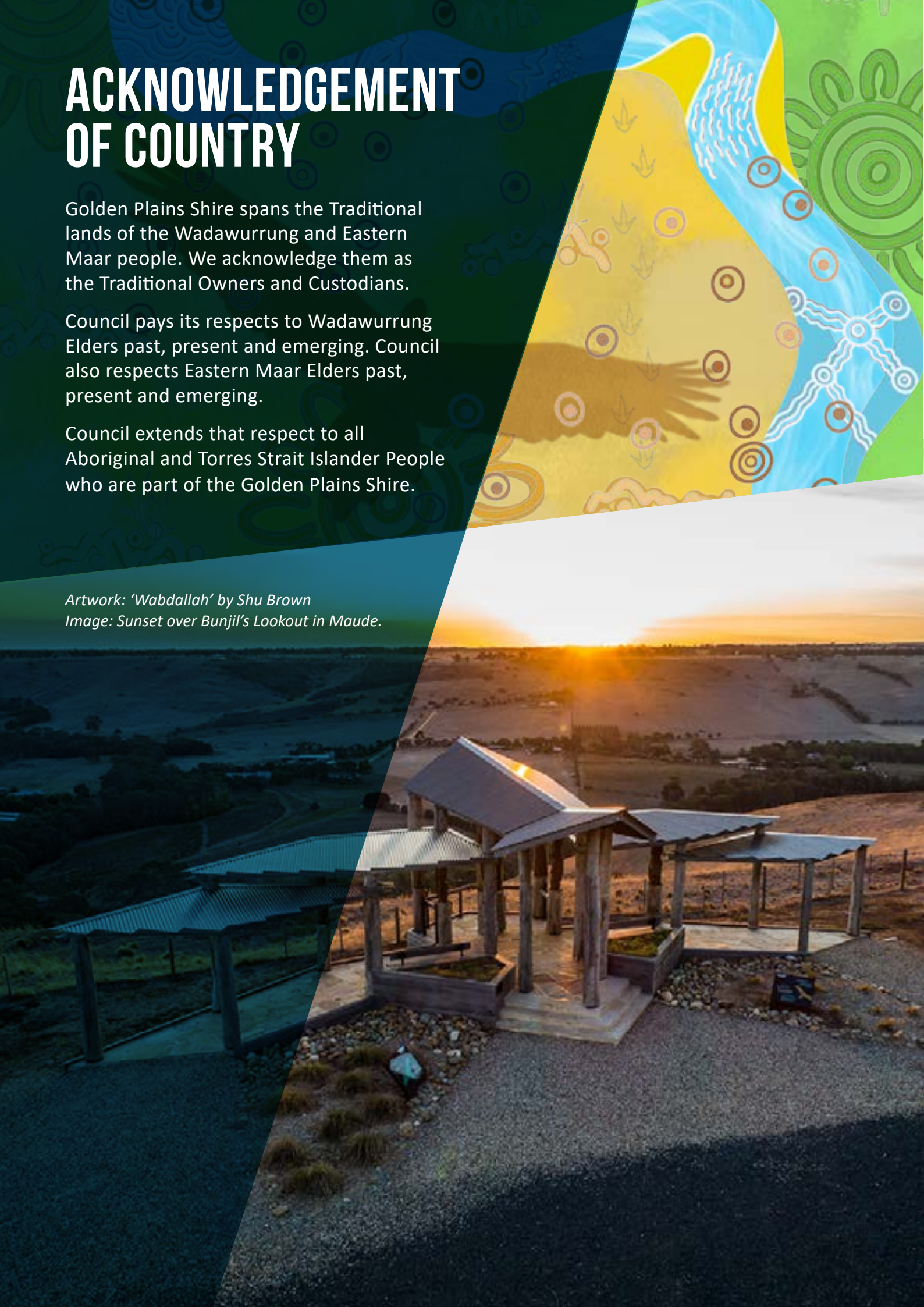
Golden Plains Shire spans the Traditional lands of the Wadawurrung and Eastern Maar people. We acknowledge them as the Traditional Owners and Custodians.

Council pays its respects to Wadawurrung Elders past, present and emerging. Council also respects Eastern Maar Elders past, present and emerging.

Council extends that respect to all Aboriginal and Torres Strait Islander People who are part of the Golden Plains Shire.

*Artwork: 'Wabdallah' by Shu Brown*

*Image: Sunset over Bunjil's Lookout in Maude.*



# I CONTENTS

## 01 REPORT OF OPERATIONS

### INTRODUCTION

Welcome to the Report of Operations 2020/21 of Golden Plains Shire Council	5
Snapshot of Council	5
Our Vision, Our Mission, Our Values	6
Fast Facts Of Council	8
Highlights and Achievements	10
Community Engagement 2020/21	23
Challenges and Future Outlook	24

### THE YEAR IN REVIEW

Mayor's Message	28
Ceo's Message	30
Financial Summary	32

### DESCRIPTION OF OPERATIONS

Introduction and Economic Factors	37
Major Capital Works	38
Major Road Projects	43
Major Changes	46
Major Achievements	49

### OUR COUNCIL

Our Shire	53
Councillors	54

### OUR PEOPLE

Senior Management Team	57
Organisational Structure	58
Council Staff	60
Equal Employment Opportunity Program	63
Other Staff Matters	64

## OUR PERFORMANCE

2	Planning and Accountability Framework	68
4	Council Plan	69
	Strategic Objective 1: Promoting Healthy and Connected Communities	72
	Strategic Objective 2: Enhancing Local Economies	86
	Strategic Objective 3: Maintaining Natural and Built Environments	90
	Strategic Objective 4: Delivering Good Governance and Leadership	105

## GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

26	Governance	117
	Management	121
	Governance And Management Checklist	123
	Statutory Information	126

## FREEDOM OF INFORMATION

37	Statement 1: Organisation and Functions	132
38	Statement 2: Categories of Documents We Hold	138
43	Statement 3: Freedom of Information Arrangements	139
46	Statement 4: Documents Available for Public Inspection & Publicity Material	141

## 02 FINANCIAL REPORT

144	CERTIFICATION OF THE FINANCIAL STATEMENTS	147
	VICTORIAN AUDITOR-GENERAL'S OFFICE REPORT	148

## 67 FINANCIAL STATEMENTS 150

68	Comprehensive Income	150
	Balance Sheet	151
69	Statement of Changes in Equity	152
	Statement of Cash Flow	153
	Statement of Capital Works	154

## 86 NOTES TO FINANCIAL REPORT 155

	Overview	155
90	Note 1	157
	Note 2	163
	Note 3	165
	Note 4	168
	Note 5	171
	Note 6	178
	Note 7	186
	Note 8	188
	Note 9	192
	Note 10	198

## 03 PERFORMANCE STATEMENT 200

202	CERTIFICATION OF THE PERFORMANCE STATEMENT
203	INDEPENDENT AUDITOR'S REPORT
205	DESCRIPTION OF MUNICIPALITY
206	SUSTAINABLE CAPACITY INDICATORS
207	SERVICE PERFORMANCE INDICATORS
210	FINANCIAL PERFORMANCE INDICATORS
212	OTHER INFORMATION



# 01

## REPORT OF OPERATIONS

INTRODUCTION	4
THE YEAR IN REVIEW	26
DESCRIPTION OF OPERATIONS	36
OUR COUNCIL	52
OUR PEOPLE	56
OUR PERFORMANCE	67
GOVERNANCE, MANAGEMENT AND OTHER INFORMATION	116
FREEDOM OF INFORMATION	131







*The Golden Plains Farmer's Market provides a genuine farmers' market experience that strengthens opportunities for local growers and makers, supports the local economy and tourism, and creates a vibrant community meeting place.*



# INTRODUCTION

Welcome to the Report of Operations 2020/21	5
Snapshot of Council	5
Our Vision, Our Mission, Our Values	6
Fast Facts of Council	8
Highlights and Achievements	10
Community Engagements 2020/21	23
Challenges and Future Outlook	24



*Mayor Cr Helena Kirby with Brianna, Jesse and Stella at the Rokewood Recreation Reserve's new swing set, following the playground upgrade in 2020/21.*



# WELCOME TO THE REPORT OF OPERATIONS 2020/21 OF GOLDEN PLAINS SHIRE COUNCIL

Council is committed to transparent reporting and accountability to the community and the Report of Operations 2020/21 is the primary means of advising the Golden Plains Shire community about Council's operations and performance during the financial year.

## SNAPSHOT OF COUNCIL



**2,705**

sqkm of land



**16**

townships



**24,249**

people



**56**

communities



**2.6%**

growth rate per annum

**42,193**

2041 projected population

# OUR VISION, OUR MISSION, OUR VALUES

## VISION

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

**Our Community • Our Economy • Our Pride**

## 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.
---	--	---	---	--

## VALUES

<b>Honesty and Integrity</b> We will act ethically and honestly and work to continue to build the trust and confidence of the community.	<b>Leadership</b> We will demonstrate strong and collaborative community leadership.	<b>Accountability</b> We will act in an open and transparent manner and be accountable to our community for our processes, decisions and actions.	<b>Adaptability</b> We will implement progressive and creative responses to emerging issues and will continue to work to build organisational and community resilience.	<b>Fairness</b> 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 Gheringhap Employment Precinct, located between Bannockburn and Geelong on the Midland Highway, supports the development of the Northern and Western Geelong Growth Areas.*



## FAST FACTS OF COUNCIL

Golden Plains Shire Council delivers more than 70 valuable community services for our local residents including maternal child health care, active ageing and inclusion programs, statutory and strategic planning, and waste management.



**941**

**MATERNAL  
CHILD HEALTH**  
children accessing  
the service

**718,900**

kerbside garbage and recycling bin lifts



**1.8M**  
**IMPRESSIONS**

from 2,878 posts on Council's  
social media pages

**422**

**NEW PLANNING  
PERMITS ISSUED**

The development value for  
these projects is more than

**\$56.3M**



**52,867**

enquiries actioned by Council's  
Customer Service Team

**192**



**CHILDREN ENROLLED**

in Council three-and four-year-old  
kindergarten programs

**NEW PLANNING  
PERMITS ISSUED**

The development value for  
these projects is more than

**\$56.3M**

**664KM**

**GRAVEL ROADS GRADED**



**3,237**

**COMMUNITY  
SAFETY ENQUIRIES**

received by the Council's Community  
Protection team



**26,553M<sup>2</sup>**

local roads reconstructed

**515,315**

**VIEWS OF COUNCIL'S WEBSITE**  
goldenplains.vic.gov.au



Council is proud to undertake this important work to benefit the lives of our community. The service delivery highlights are annual figures of either the 2020/21 Financial Year or 2021 calendar year.

COMMUNITY STRENGTHENING GRANTS VALUE OF

**\$116,459**



**74**



**FOOD SAFETY  
ASSESSMENTS  
COMPLETED**



**22,000+**

**HOURS OF CONSUMER  
SUPPORT SERVICES**

provided by Active Ageing & Inclusion Services

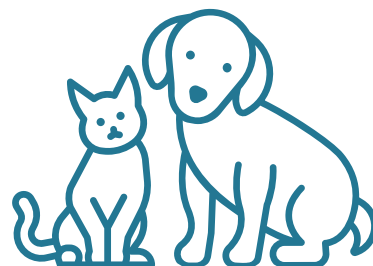


**46,559**

**LIBRARY  
LOANS**

**2,307**

**YOUNG PEOPLE**  
participated in youth programs



**1,939**

**ANIMAL MANAGEMENT REQUESTS**



**290**

**PROPERTIES  
GIVEN FIRE  
PREVENTION  
NOTICES**



**219,006M<sup>2</sup>**

local roads resealed

**222**

**COUNCIL RESOLUTIONS  
PASSED** ordinary or  
council meetings

**393**

**NEW BUSINESSES  
REGISTERED**

# HIGHLIGHTS AND ACHIEVEMENTS



*The deck of the Barwon Park Road Bridge in Inverleigh was widened and replaced, in a joint project of Golden Plains and Surf Coast Shire Councils.*

## AUGUST 20



### A VIRTUAL MILESTONE

Under emergency COVID-19 legislation, Council held its first virtual Council Meeting, livestreamed across the Shire.



### NEW CHANGE ROOMS FOR INVERLEIGH

The \$1.77 million Inverleigh Change Room Upgrade project was announced, a partnership of State Government, Council and the local football and netball club.



### SAFER ROADS FOR GOLDEN PLAINS

Under the Federal Government's 2020/21 Black Spot program, Council secured road upgrades in Mount Mercer and Russells Bridge.



### COVID-19 RATES POLICY

Council approved its COVID-19 Financial Hardship Policy, giving significant rates relief measures to local residents and businesses.



### FIRST MAYORAL YOUTH AWARDS

Forty local young people were recognised with Community Impact Awards as part of Council's first Mayoral Youth Program.



JULY 20



### THE WINTER WALK CHALLENGE

Council and YMCA Geelong partnered on the Golden Plains Shire Winter Walk Challenge, to encourage community members to get active in winter.



### FUNDING FOR MAJOR ROUNDABOUT

The Federal and State Governments announced a \$6.5 million roundabout for the Midland Highway in Bannockburn.



### GROWING A GOLDEN SHIRE

Council launched a new online resource hub dedicated to inspiring local families to grow and cook with more vegetables: Golden Growers.



### MONEY FOR THE COMMUNITY

In 2020/21, 33 community projects received \$145,000 in funding from Council's Community Strengthening Grants program.



### BRIDGE WORKS

Barwon Park Road Bridge in Inverleigh was reopened following a deck replacement joint project by Golden Plains and Surf Coast Shire Councils.



### PAYING RATES MADE EASIER

A new 10 monthly payment option for rates was introduced, to support local businesses and ratepayers.



### SOCCER FACILITY UPGRADE

Funding was announced for the \$1.29 million upgrade of the Bannockburn Soccer Facility including new lighting and female friendly change rooms.



Mayor Cr Helena Kirby, Cr Ian Getsom and Cr Gavin Gamble at the Smythesdale Arts & Music Fiesta for the first Councillor Conversation Post of 2021.

# HIGHLIGHTS AND ACHIEVEMENTS

SEPTEMBER 20

OCTOBER 20



## THE FUTURE OF WASTE

With feedback from 723 residents, Council approved its Waste and Resource Recovery Strategy 2020-2030 to guide waste management in the Shire.



## GROWING GOLDEN PLAINS

Council secured its first grant from the State Government's Growing Suburbs Fund, a partnership to build the Golden Plains Youth Hub.



## GIVING THE GREEN LIGHT

A new online portal united all planning activities on one platform with efficiencies for Golden Plains' residents and businesses.



## PLANNING FOR PLAY

Council's new Sport and Active Recreation Strategy 2020-2030 will lead the Shire's long-term delivery of quality recreation projects and services.



## KEEPING CHILDREN CONNECTED

Children's Week was celebrated differently in the Shire in 2020, with remote craft activities and online interactive playgroup.

Local First Nations artist Shu Brown shared his thoughts on Reconciliation Action Week on film. An artwork by Shu was featured on the cover of Council's Reconciliation Action Plan (RAP) and is included on the inside cover of the Annual Report 2020/21.







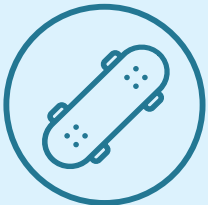
## THE FUTURE OF BANNOCKBURN

Community members had their say on the Bannockburn Growth Plan, a strategic document to guide the town's sustainable growth to 2050.



*Michaela Settle MP and Mayor Cr Helena Kirby announced the new cricket training facility at Linton Recreation Reserve, joined by local cricket players, Claire, Hunter, Liam and Rory.*

## NOVEMBER 20



### A SAFER SKATE PARK

State and Federal Government funding was secured to deliver an upgrade to improve public safety and design of the Bannockburn Skate Park.



### BUILDING BRIDGES

New bridge projects in Meredith and Rokewood were confirmed, funded by Council and the Federal Government's Bridges Renewal Program.



### A NEW COUNCIL FOR GOLDEN PLAINS

The newly-elected Golden Plains Shire Councillors were sworn in to serve the 2020-2024 Council term.



### LOCAL ROADS AND COMMUNITY INFRASTRUCTURE

Playgrounds, roads and bridges and sports grounds across the Shire will be improved under the Federal Government's LRCI Fund.



### BOWLED OVER IN LINTON

A new cricket facility will be built in Linton, following the announcement of a funding partnership with Council and State Government.

# HIGHLIGHTS AND ACHIEVEMENTS

DECEMBER 20



*The ribbon was cut to mark the official opening of the new Haddon Recreation Centre floor with Haddon Primary School students celebrating the improved facility.*



## FLOORED BY THE RESULT

The ribbon was cut on the new floor at the Haddon Recreation Centre, cheered on by local Haddon Primary School students.

FEBRUARY 21

MARCH 21



### OPEN FOR PLAY

Playgrounds in Dereel, Rokewood and Haddon were reopened to local children and families following upgrades at the popular locations.



### TRANSPORT LINK UPGRADE

A section of Colac-Ballararat Road will be upgraded following the announcement of a \$1.89 million commitment from the State and Federal Governments.



### FIXING THE BLACK SPOT

The \$1.1 million upgrade of Shelford-Mount Mercer Road began, funded by the Federal Government's Black Spot Program.



### A COMMITMENT TO ENGAGEMENT

After consultation with the community, Council adopted its Community Engagement Policy, as required under the *Local Government Act 2020*.



### GRANT FOR LBGTIQA+ YOUTH PROGRAM

Council secured a State Government grant to fund a new LBGTIQA+ youth program at Bannockburn College, Golden Plains' only high school.



## JANUARY 21



### CAPTURING COVID-19 ON FILM

*Zoom Me a River*, a short film on COVID-19 social isolation in Golden Plains, was created by local artists with a Regional Arts Australia grant.



### A VISION FOR THE FUTURE

Council adopted the Golden Plains Shire Community Vision 2040, reflecting the community's hopes, aspirations and priorities for the next 20 years.



### COVID-19 QUICK RESPONSE GRANTS

Council launched a new grant program to help the community respond to the changes brought by the COVID-19 pandemic.



### HONOURING OUR COMMUNITY

Twenty-three exceptional community members were nominated for the Golden Plains Shire Council Community Awards 2020.



### BUILDING GENDER EQUITY

Council welcomed inclusion in the Victorian Government's Women Building Surveyors Program, addressing gender inequality in the building sector.



*The winners of the Golden Plains Shire Council Community Awards 2020: Citizen of the Year – Brad McKenzie; Senior Citizen of the Year - Damian Baker; Young Citizen of the Year – Sophie Busuttill; and Community Impact Award – Smythesdale Cemetery Trust.*

# HIGHLIGHTS AND ACHIEVEMENTS

MARCH 21



## CONSULTATION ON THE NEW HUB

Community feedback was sought on the new Digital Hub at The Well in Smythesdale, the Shire's first co-working space.



## AN ACCESSIBLE TRANSITION

Golden Plains Shire Council supported local drivers in the transition to the State Government's new Accessible Parking Permit Scheme.



## A SHIRE HALL FOR ALL

A Committee of Management was established to guide the future of Linton Shire Hall as a community facility.



## A NEW LEASE ON LIFE

Former Council Chambers at Bannockburn Shire Hall were leased and opened as a COVID-19 vaccination clinic.



## DINING OUT IN THE PLAINS

Four permanent outdoor dining locations were established in Golden Plains, supporting takeaway food sales at local businesses.



*Community consultation with trail users gave valuable feedback for the Three Trails Project, upgrading the Ballarat-Skipton Rail Trail, Kuruc a Ruc trail and Rainbow Bird Trail.*





### RESPECT FOR FIRST NATIONS

Council endorsed its first draft Reconciliation Action Plan (RAP) and a new policy for flying the Australian, Aboriginal and Torres Strait Islander flags.



### WELCOME TO YERRAM YALUK BUN

Following community engagement, an Inverleigh play space was named 'Yerram Yaluk Bun', in line with Council's Reconciliation Action Plan commitment.



*Mayor Cr Helena Kirby visited the new outdoor dining location at the Bannockburn Heart; other locations were established in Inverleigh, Smythesdale and Meredith.*

APRIL 21



### POP-UP FOR FUN

Council launched a new Pop-Up Youth Space initiative to connect with young people in more townships across the Shire.



### COMMEMORATING ANZAC DAY

After a very different commemoration in 2020, in-person services returned to mark ANZAC day in our Shire communities.



### SUPPORTING SMALL BUSINESS

Council signed on to the Small Business Friendly Council Initiative with the Victorian Small Business Commission.



### CONNECTING COUNCILLORS AND COMMUNITY GROUPS

A new engagement initiative was launched with local community associations invited to host Councillors at a group meeting.



### TALKING THREE TRAILS

Council consulted users of the Ballarat–Skipton Rail Trail, Kuruc a Ruc Trail and Rainbow Bird Trail to develop plans for the Three Trails project.

## HIGHLIGHTS AND ACHIEVEMENTS



*On ANZAC Day, Golden Plains Shire Councillors attended the official launch of the new oval lighting at Victoria Park in Bannockburn.*

MAY 21



### NEW BRIDGE OPENED

The ageing, load-limited Reserve Road Bridge in Rokewood was replaced with a new double-lane concrete bridge and upgraded approaches.



### PLAY AND ACTIVE REC UPGRADE

A new playground, fitness equipment for adults, picnic facilities and walking trails announced for Ross Creek Recreation Reserve.



### ENGAGE WITH COUNCIL

Council launched *Engage*, a new monthly e-newsletter, to keep residents informed on current consultations and community engagement opportunities.



### NEXT STOP: COMMUNITY HUB

The State Government announced the restoration of Lethbridge Railway Station as a multi-purpose community arts and cultural hub.



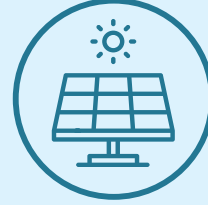
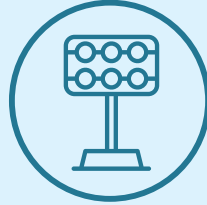
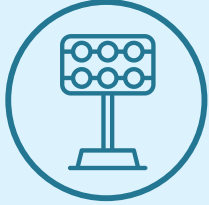
### SHARING ARTISTIC IDEAS

Consultation on Council's Arts, Culture and Heritage Strategy was undertaken with a dedicated reference group, workshops and community survey.



APRIL 21

MAY 21



### LIGHTING UP VICTORIA PARK

The oval lighting upgrade at Victoria Park in Bannockburn was officially opened at the ANZAC Day football match.

### COFFEE AND A CHAT

The first Coffee with your Councillors program was completed with Councillors meeting residents for a chat in 18 towns across the Shire in 2021.

### TRAINING UNDER LIGHTS

Rokewood football and netball players are enjoying training under lights this season, following the upgrade of new oval lighting.

### SUPPORT FOR SOLAR

Council joined the Geelong+ Community Solar Program, supporting local residents and businesses to install solar and battery systems.

### A TRADITIONAL CUSTODIAN BURN

Wadawurrung Traditional Owners Aboriginal Corporation, with Council staff and CFA volunteers, conducted a planned burn at Council's Bakers Lane Reserve.



*Coffee with your Councillors*



*Traditional Custodian Burn*



*Ross Creek Play and Active Recreation Upgrade*



*Lethbridge Railway Station*

# HIGHLIGHTS AND ACHIEVEMENTS

MAY 21



## A STORMWATER SOLUTION

A \$3.1 million stormwater infrastructure project will be built at the Bannockburn Industrial Estate, funded by the State Government and private investment.



## ADVOCATING FOR GOLDEN PLAINS

The Federal Government's Local Roads and Community Infrastructure Fund commitment to Golden Plains Shire topped \$5 million.



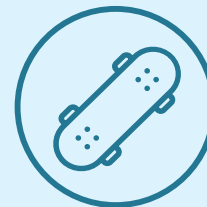
## COLLABORATING FOR CHANGE

Council signed on to the Victorian Energy Collaboration, the largest ever emissions reduction project by local government in Australia.



## THE PUBLIC HOLIDAY DECISION

Considering community feedback, Council resolved to observe Melbourne Cup as a public holiday in the Shire for the next four years.



## A WIN FOR MEREDITH

Young people in Meredith scored a win with the State Government's commitment to upgrade the local skate park and build new BMX trails.



Consultation posts were held in Linton, Smythesdale and Scarsdale to gain valuable community input into the Northern Streetscapes Project.





MAY 21

JUNE 21



### BEAUTIFYING MAIN STREET

Council undertook engagement on the Northern Streetscapes Project to improve the streetscapes of Smythesdale, Scarsdale and Linton.



### LISTENING TO LOCAL YOUTH

With 473 community contributions, Council's Youth Survey collected valuable information to help shape a brighter future for young people in the Shire.



### A PLAN FOR LOCAL ROADS

Following public exhibition, Council adopted its Road Management Plan 2021-2025, setting standards for local road management.



### COUNCIL BUDGET ADOPTED

Following community consultations including online engagement sessions, the Council Budget 2021/22 was adopted.



### A SNAPSHOT OF YOUTH

With a \$2,000 Victorian Government Youth Week grant, Council presented the Youth Photography Competition.

# HIGHLIGHTS AND ACHIEVEMENTS

JUNE 21



## MOBILE TRADERS POLICY

Council sought feedback on a new policy for mobile trading requests, while supporting existing businesses.



## PRIORITISING MENTAL HEALTH

Council, with State Government support, offered free mental health first aid training to local residents.



## READY, SET, DIG!

A sod-turning event with Bannockburn College students marked the start of construction on the Golden Plains Youth Hub.



## PLANNING FOR OUR FUTURE

The Council Plan 2021-2025 was adopted with four key themes reflecting the Community Vision 2040 and the ideas of community members shared in engagement.



## A SAFER CROSSING IN ROKWOOD

The crossing over the Kuruc A Ruc Creek on Geggies Road in Rokewood is now safer and smoother, thanks to the replacement of the old bridge. The new two-lane concrete bridge opened in June.



*Bridie Orr, Bannockburn College P-12 school captain, spoke at the sod-turning event for the start of construction on the Golden Plains Youth Hub.*



# COMMUNITY ENGAGEMENT 2020/21

In February 2021, Council adopted its Community Engagement Policy and continued its commitment to quality engagement with local residents and businesses on the decisions that affect their lives.

Council's Community Engagement Register was promoted with a communications campaign to encourage local residents and businesses to join and the *Engage* e-newsletter was launched, a monthly update featuring all of Council's community engagement opportunities.

In 2020/21, Council completed a significant range of community engagement processes including surveys, in-person and online conversation posts, community reference groups and workshops for the following projects, programs and plans:

- Council Plan 2021-2025
- Council Budget 2021/22
- Community Engagement Policy
- Waste and Resource Recovery Strategy 2020-2030
- Sport and Active Recreation Strategy 2020-2030
- Active Ageing & Inclusion Plan 2020-2024
- Road Management Plan 2021-2025
- Arts, Culture and Heritage Strategy 2022-2026
- Bakers Lane Reserve Management Plan 2020-2030
- G21 & AFL Barwon Towards 2030: Strategy
- Bannockburn Growth Plan
- Local Law No.2
- Bannockburn Family Services Centre Lease
- Review of Mayoral and Councillor Allowances
- Governance Rules and Public Transparency Policy
- Golden Plains Youth Survey
- Mobile Trading Policy
- Three Trails Project
- Bannockburn Skate Park
- Northern Streetscapes Project
- Melbourne Cup Public Holiday Decision
- Digital Hub at The Well
- Inverleigh Play Space Name
- Teesdale Structure Plan
- Lethbridge Road Name
- Golden Plains Youth Hub Community Reference Group
- Leighdale Equestrian Centre Masterplan



*The Coffee with your Councillors initiative was launched with Councillors visiting 18 towns in the Shire including Shelford.*

# CHALLENGES AND FUTURE OUTLOOK

## CHALLENGES

Through extensive engagement with communities across Golden Plains over the past two years, a number of challenges for the Shire have been identified, including:



- Managing population and housing growth across the Shire - attracting new and supporting existing residents with services, facilities and infrastructure that promote liveability.
- Maintaining the country feel that is highly valued by the Golden Plains community and protecting our natural resources, environment and cultural heritage.
- Attracting key services, investment in road infrastructure and expansion of the public transport network to connect our communities to major regional centres.
- Supporting the development of education, training and job opportunities, agriculture and a strong diverse network of businesses within the Golden Plains Shire.
- Providing access to, and advocating for, local services/ support to achieve health and wellbeing outcomes including mental health, physical activity and resilience to climate change.
- Responding to the ongoing health, economic and social challenges posed by the COVID-19 pandemic.
- In response to climate change, the lack of accessible data on Council emissions makes calculating our emissions footprint a complex and difficult exercise.



## THE FUTURE

Through implementation of the Council Plan 2021-2025, Council will continue to partner with community, government and other stakeholders to identify and tackle challenges outlined, including:



- Strategic Land Use Planning that maintains rural and township character while catering for the growth, infrastructure and a variety of affordable housing including with the Bannockburn Growth Plan and Township Structure Plans.
- Fostering and promoting the potential of young Golden Plains residents through the Municipal Early Years Plan, Youth Development Action Plan and opening of the Golden Plains Youth Hub.
- Supporting the preparation, prevention, resilience and recovery capacity of communities, including from natural disasters and the COVID-19 pandemic.
- Preparation and delivery of the Municipal Public Health & Wellbeing four-year action plan – bringing together partners, service providers, funding bodies and stakeholders to raise awareness, advocate and address the identified health and wellbeing priorities.
- Advocacy to State and Federal Government Departments for further investment in roads, community infrastructure, economic development and investment, public transport, health services and youth support across the Shire.
- Engagement and preparation of the Climate Change Action Plan and Emissions Reduction Plan to develop local approaches to mitigate climate change and its impact on health.
- Seeking accreditation of the recently developed Reconciliation Action Plan and continuing to promote positive working relationships, understanding and connection to indigenous culture.
- Development and adoption of the 10-year Financial Plan and Revenue and Rating Plan to deliver long-term financial sustainability.

# THE YEAR IN REVIEW

Mayor's Message	28
CEO's Message	30
Financial Summary	32







*'Bannockburn Skate Park'*  
Photo by Jackson Scheier,  
14 years old.



# I MAYOR'S MESSAGE



As Mayor of Golden Plains Shire and on behalf of my fellow Councillors, I'm proud to introduce the Annual Report 2020/21, detailing Council's achievement of the strategic objectives in the final year of the Council Plan 2017-2021.

**This year has certainly been memorable as the people of our Shire, like those across Australia and the world, lived through another 12 months of the COVID-19 pandemic. It's a testimony to the hard work of Council and the support of our community that in spite of this ongoing crisis, the pages of the Annual Report reflect the many successes of 2020/21.**

## A NEW COUNCIL

This Annual Report bridges two groups of Councillors, with the outgoing Council serving until September 2020 and the new Council group inducted in November 2020. It was my honour to be elected as a Golden Plains Shire Councillor for the fourth consecutive term and to be elected by the new Councillor group to serve as Mayor for the first year of this term.

With three Councillors returned and four first-time Councillors, the new Council group hit the ground running in late 2020. The organisational leadership ably supported the transition with an extensive Councillor induction training program, developing a cohesive and committed Councillor team to serve the community for the 2020-2024 term.

## PLANNING FOR THE SHIRE'S FUTURE

In 2020, Council confirmed and adopted the Golden Plains Shire Community Vision 2040, an aspirational plan that was created and developed by the people of Golden Plains, with Council supporting their vision. With an active program of deliberative engagement, the resulting document is an inspiring framework that will guide Council's strategic planning over the next 20 years. Congratulations to the many community members who made a valuable contribution to the Community Vision, to the benefit of the Shire and its residents, now and into the future.

When a new Council is elected, almost immediately it is tasked with the critical job of developing a Council Plan, detailing its commitment for the term. With the benefit of the Community Vision 2040 to guide us, Councillors and staff undertook a significant program of community engagement, talking to residents about their priorities for the next four years, and developed the Council Plan 2021-2025, an exciting plan for the Shire. We look forward to reporting on this plan in upcoming Annual Reports and sharing its achievements with the Golden Plains community.

## ADVOCACY AND ENGAGEMENT

Golden Plains Shire Council is an active member of three key local government partnerships: G21, Central Highlands Councils Victoria (CHCV) and the Peri Urban Group of Rural Councils (PUGRC). These advocacy alliances continued to kick goals this year and will be valuable for Federal and State Government election lobbying in the coming years.

In 2020/21, it was my privilege to serve as Co-Deputy Chair of PUGRC. Following last year's milestone of PUGRC achieving eligibility under the Victorian Government's Growing Suburbs Fund, Council secured its first funded grant from the program with the Golden Plains Youth Hub, followed by a commitment for the Ross Creek Play and Active Recreation Upgrade. These tangible results highlight the value of advocacy for our Shire and we look forward to more support from this fund in years to come.

Community engagement is a clear commitment of the new Councillor group and it's been a busy year of Councillors meeting directly with residents and listening to their ideas and feedback. In the first six months of the new term, Councillors launched a new Coffee





*Mayor Cr Helena Kirby at the Smythesdale Arts & Music Fiesta with Deputy Mayor Cr Ian Getsom; speaking at the official opening of the Golden Plains Youth Hub (below); and meeting residents at the Scarsdale General Store (bottom right).*

with the Councillors initiative, visiting 18 smaller townships; held face-to-face Conversation Posts in the Shire's larger towns and online; and attended local community group meetings.

### HIGHLIGHTS OF 2020/21

Marking the final year of Council Plan 2017-2021 is a special milestone and in this Annual Report, we celebrate the culmination of several important community projects and programs.

A passionate year of advocacy and sharing the story of Golden Plains in our Shire, and also on Spring Street and in Canberra, has resulted in another record year for government investment. While there are too many to detail here, highlights on this year's list of quality community infrastructure includes the Golden Plains Youth Hub, Lethbridge Lights and Irrigation, Inverleigh Netball Upgrade, Bannockburn Skate Park, Inverleigh Change Rooms Upgrade and Bannockburn Soccer Facility.

In our large rural Shire, road infrastructure is critically important and this year, it was great to see bridge works in Meredith, Rokewood, Napoleons, Steiglitz and Inverleigh, with significant road upgrades in Mount Mercer, Meredith and Bannockburn.

Reviewing this Annual Report, it's true that every project completed is a tick for the Council Plan and brings us closer to the realisation of the long-term Golden Plains Shire Community Vision 2040 – all for the benefit of our residents and making Golden Plains Shire a wonderful place to live, work and visit.

As Council, we are proud to celebrate the successes of 2020/21 and I would like to acknowledge and thank the Golden Plains Shire Councillors, Council staff and local community members and businesses for their contribution to Golden Plains Shire this year.

*Helena Kirby*

**Cr Helena Kirby**

Mayor of Golden Plains Shire



## CEO'S MESSAGE



On behalf of Golden Plains Shire Council, it's a great pleasure to present Council's Annual Report for the year 2020/21.



**Reflecting on the past 12 months, I feel great pride in the hard work and achievements of the organisation. The flexibility and adaptability of Council staff was a hallmark of 2020/21, as the COVID-19 pandemic saw regional Victoria moved in and out of lockdown throughout the year. With serving the community the highest goal, Council's dedicated employees continued delivering quality programs, projects and services for the people of Golden Plains Shire.**

### HIGHLIGHTS OF 2020/21

This year, more staff settled into the Golden Plains Civic Centre, Council's main office, with the completion of Stage 2 allowing all on-site staff to be co-located in one building for the first time in many years.

With Council's new Community Engagement Policy in place, it was a busy year for consultation with our residents. Led by significant conversations on the Community Vision 2040 and the Council Plan 2021-2025, Council strengthened its commitment to encouraging residents to have meaningful input on the decisions that affect their lives, with initiatives including the Community Engagement Register, livestreaming Council Meetings, increased online engagement, greater Councillor engagement and new communication channels.

Marking another fruitful year for advocacy, Council staff also secured an impressive list of grants, many for smaller programs or community projects that would not otherwise have been possible – all of which enriched our communities across the Shire.

In terms of economic development, the completion of the first stage of the Berrybank Wind Farm and the progress of the Golden Plains Wind Farm have confirmed renewable energy as a leading sector in Golden Plains Shire. In the Shire's largest town, the next stage of the Bannockburn Industrial Estate will be unlocked thanks to a partnership of State Government and private investment, and the Bannockburn Growth Plan, mapping out population growth for the next 50 years, is in the final stages.



*CEO Eric Braslis with the Management Team of Golden Plains Shire Council at the Golden Plains Civic Centre.*



## ORGANISATIONAL PERFORMANCE

In an election year, the organisation has a significant list of additional responsibilities and in 2020, Council successfully managed the shutdown of Council communication and engagement prior to the local government election. Upon taking up their elected positions, all Councillors completed a rigorous induction training program, and staff supported the completion of the Community Vision 2040 and the development of the Council Plan 2021-2025.

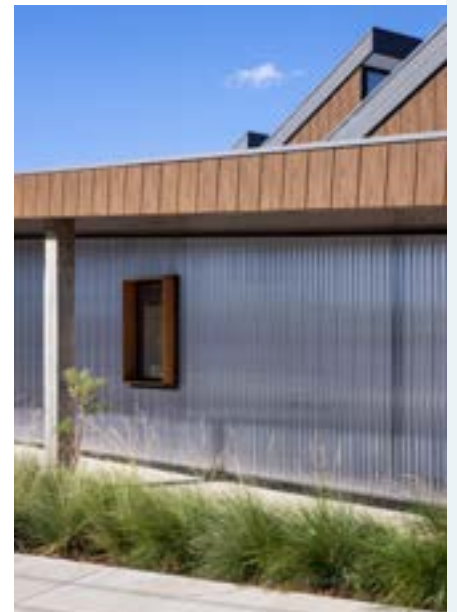
In 2020/21, Council has been busy implementing the Victorian Government's new Local Government Act 2020 and delivering its requirements including the Councillor Code of Conduct, Community Engagement Policy, Community Vision, Council Plan, Annual Budget, and Revenue and Rating Plan. This work will continue in 2021/22.

In a year unlike any other, it's been a privilege to lead the organisation and a team of staff who are dedicated, resilient and who through this crisis, have supported and cared for one another and the people of Golden Plains. Our staff embody our organisational Values of pride, respect, integrity, collaboration and excellence; and strive every day to meet the Vision – Where people matter, communities are connected, and the future is bright.

I would like to take the opportunity to acknowledge Council, the local community and all Golden Plains Shire Council staff who have contributed to delivering the final year of the Council Plan. It's with excitement that we embark on the new Council Plan 2021-2025 next year.

**Eric Braslis**

Chief Executive Officer



# FINANCIAL SUMMARY

The Annual Report conveys the performance of Council for the 2020/21 financial year and is considered in conjunction with the Council Plan 2021-2025, incorporating Council's Strategic Resource Plan, focusing on the long-term objectives of Council.

Council's financial position continues to remain sound. The following key indicators provide a summary of Council's financial performance in 2020/21 with detailed information included in the Financial Statement and Performance Statements in this report.

## OPERATING POSITION

Council achieved a surplus of \$9.1 million in 2020/21. This surplus compares favourably to the prior year surplus of \$5.5 million. As per the Comprehensive Income Statement in the Financial Report, the favourable variance is due mainly to additional operating and capital grants received in 2020/21. The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a deficit of \$0.78 million which compares favourably to the expected underlying deficit of \$1.86 million. Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$497.8 million of community assets under Council's control.

## LIQUIDITY

In 2020/21, cash has increased by \$3.5 million from 2019/20, primarily due to holding funds for capital works projects to be funded in 2021/22. The working capital ratio which assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a percentage of current liabilities. Council's result of 231% is an indicator of satisfactory financial position and well above the target of >125%.

## OBLIGATIONS

Council aims to ensure that it is able to maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver quality services for the community. To bridge the infrastructure gap, Council invested \$6 million in renewal works during the 2020/21 year. This was funded from operations. At the end of 2020/21, Council's debt ratio, which is measured by comparing interest bearing loans

and borrowings to rate revenue, was 53.6%, which was within the expected target band of >60%. Council's asset renewal ratio, which is measured by comparing asset renewal expenditure to depreciation, was 69.1%, which was in excess of the expected target band of 60%.

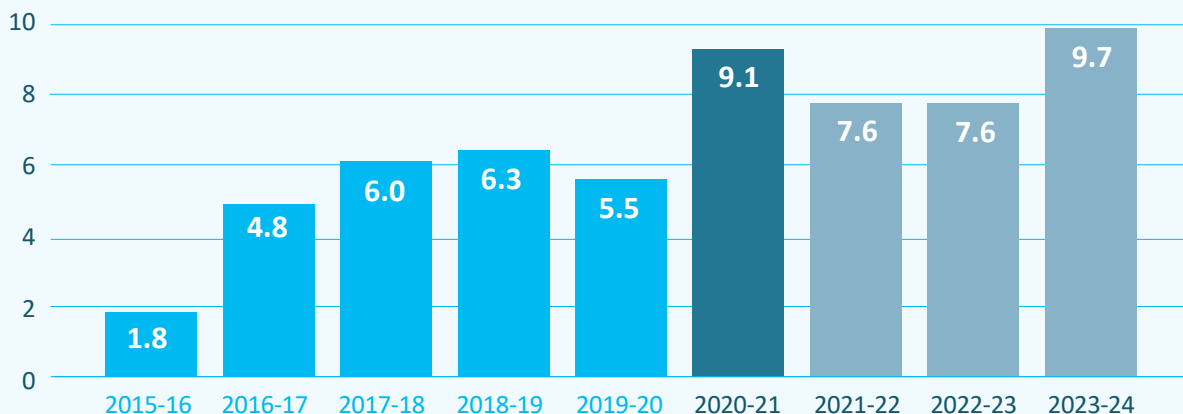
## STABILITY AND EFFICIENCY

Council raises a wide range of revenues including rates, user fees, fines, grants and contributions. Despite this, Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 55.8% for the 2020/21 year, which is mid-range of the expected target band of 40%-80%. Council has focused on broadening its revenue base and for the 2020/21 year, the rate increase was within the rate cap increase of 2%. This resulted in an average rate assessment of \$1,793 which compares favourably to similar-sized rural councils.



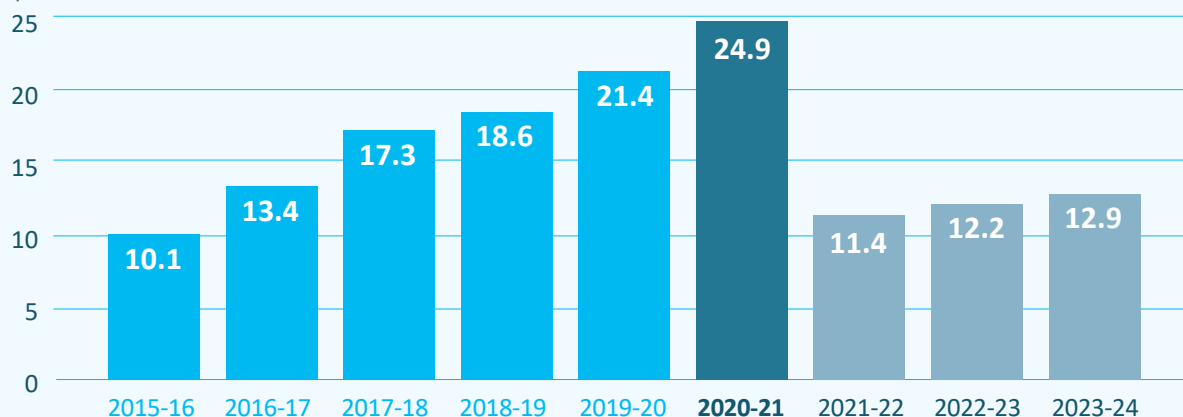
### OPERATING POSITION

\$million



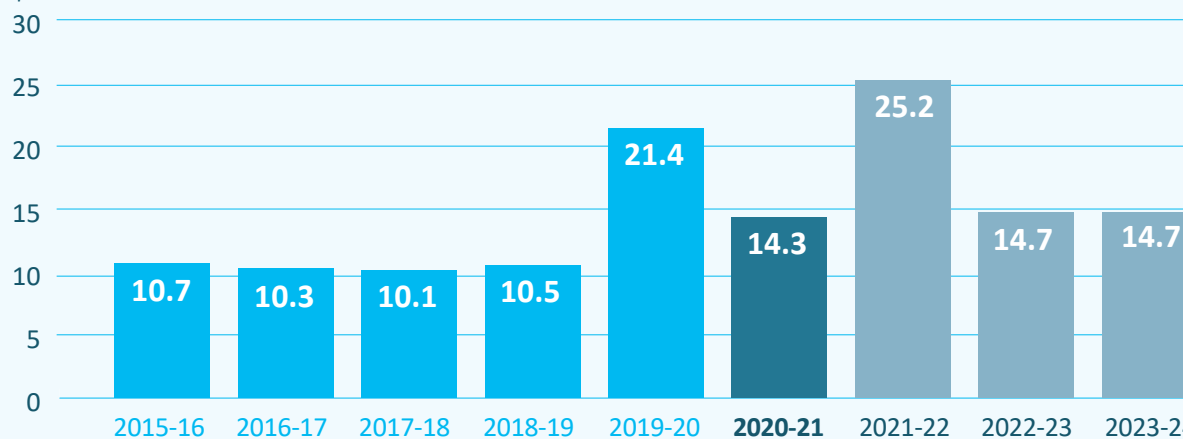
### CASH BALANCE

\$million



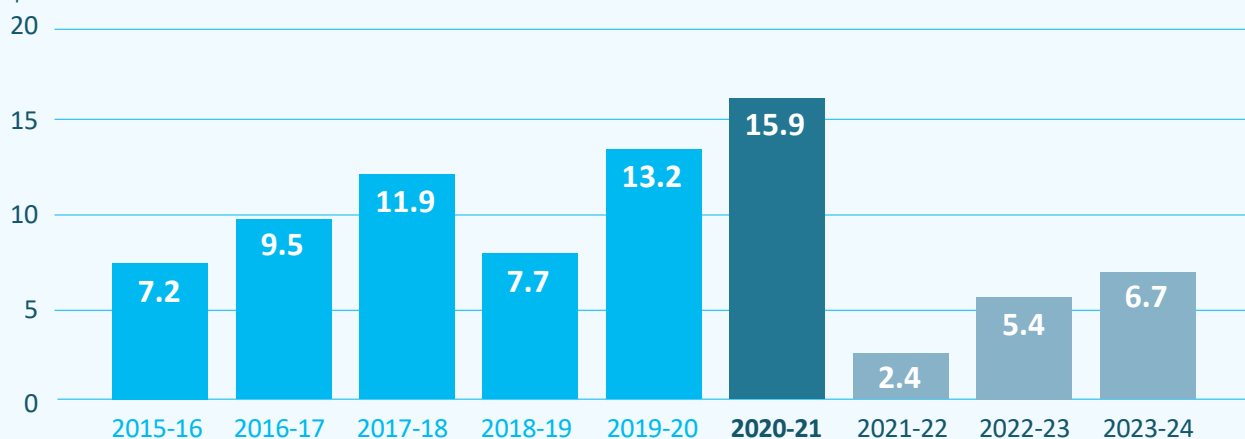
### CAPITAL EXPENDITURE

\$million

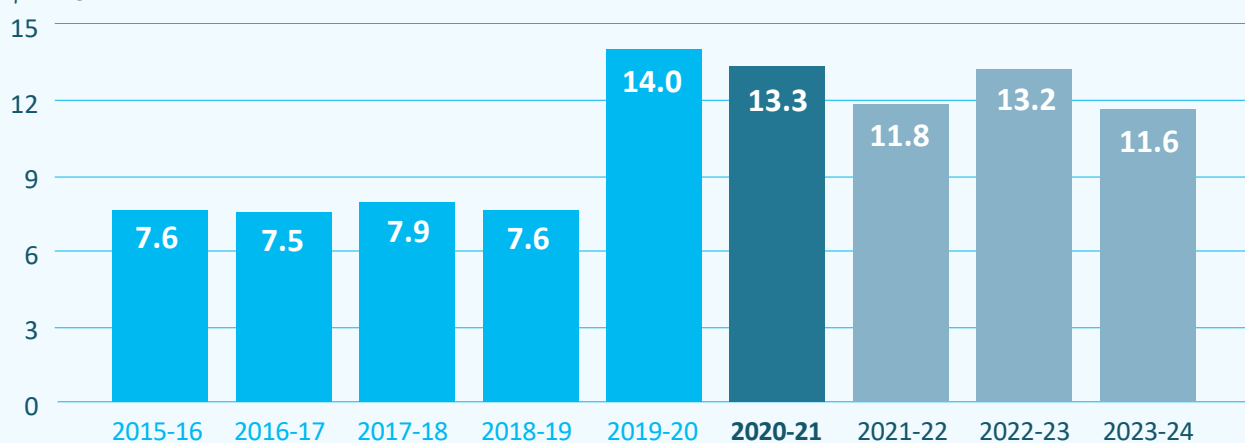


**WORKING CAPITAL**

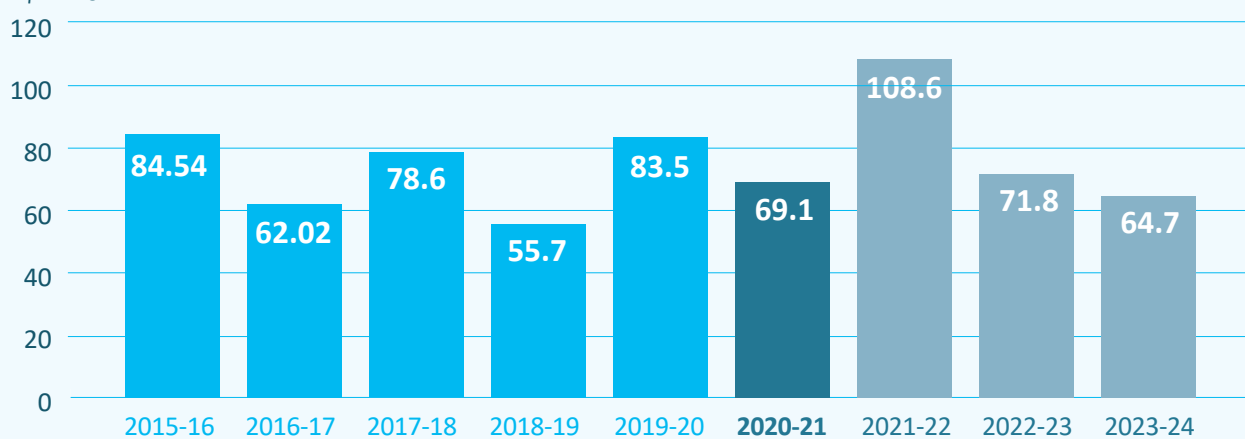
\$million

**BORROWINGS**

\$million

**ASSET RENEWAL RATIO**

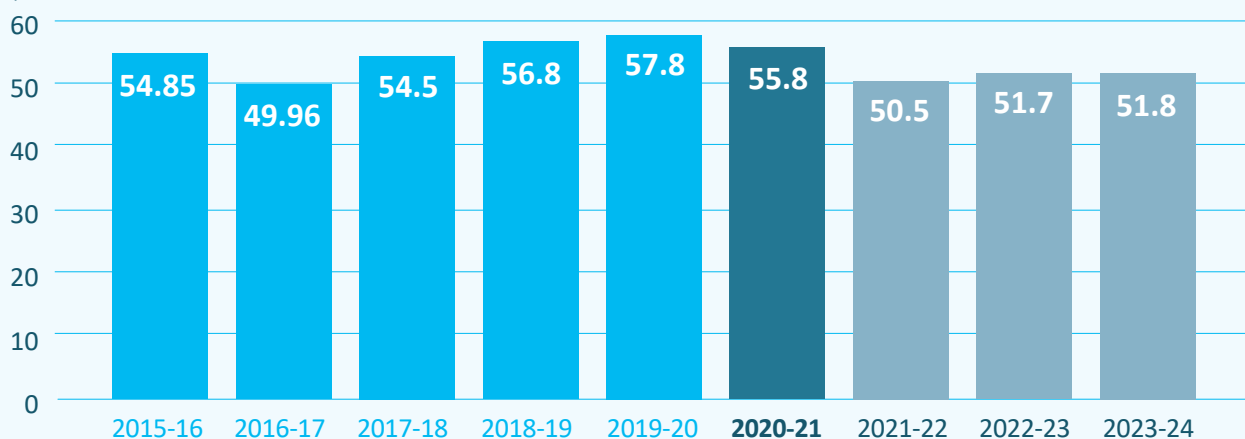
\$million





### RATES CONCENTRATION RATIO

\$million



*In 2020/21, Stage 2 of the Golden Plains Civic Centre was completed, uniting Council's office staff under one roof for the first time in many years.*



# DESCRIPTION OF OPERATIONS

Introduction and Economic Factors	37
Major Capital Works	38
Major Road Projects	43
Major Changes	46
Major Achievements	49



*Council provides quality kindergarten services at Rokewood, Teesdale, Meredith, Bannockburn and Inverleigh, with 196 children enrolled in 2020/21.*



# I INTRODUCTION AND ECONOMIC FACTORS

Council delivers more than 70 services for the people of Golden Plains Shire including waste management, planning, family and children's services, youth programs, active ageing and inclusion services, economic and business development, and community and social infrastructure.

This broad range of community services and infrastructure for residents supports the wellbeing and prosperity of the Golden Plains Shire community. Council's Vision, Strategic Objectives and strategies to further improve services and facilities are detailed in the Council Plan 2017-2021 and the Council Budget 2020/21 and reported upon in the Annual Report 2020/21.

The delivery of services, facilities, support and advocacy to achieve the Strategic Objectives is measured by a set of service performance indicators and measures. Council also has a wide range of responsibilities under Victorian and Australian legislations.

For more information on Council services, refer to the Our Performance section of the Annual Report 2020/21.

## ECONOMIC FACTORS

Like municipalities across Australia during 2020/2021, Golden Plains Shire residents and business owners continue to experience one of the most challenging economic periods in our history.

While Council still awaits the statistical economic modelling by the various reporting agencies, the results are very likely to portray a considerable downturn in the economy of the Shire.

- The Gross Regional Product of Golden Plains Shire was \$693,170 million in 2020, marginally up on the 2019 period. The three highest industry sectors were Agriculture (20.3%), Construction (18.5%), and Rental, Hiring & Real Estate Services (17.1%).
- In the March 2021 quarter, the unemployment rate in Golden Plains Shire was 3.5%. This is up from the 2019 average unemployment rate of 2.9%, demonstrating a 20.1% increase in unemployment for Golden Plains residents.
- The business community in Golden Plains Shire grew with 393 new businesses established in 2020/21- 304 of these

were sole traders. This figure is down on 2019/20, when a total of 445 new businesses were established, however the downturn is expected to be reflected across Victoria as a result of economic uncertainty and the restrictions imposed during the COVID-19 pandemic.

- The population of Golden Plains Shire in 2021 is 24,292, an increase of 570 people since 2020. At a rate of 2.4% in 2021, the growth rate is slightly down on the 2020 figure of 2.6%.
- Renewable energy continues as a dominant sector in Golden Plains Shire with Berrybank Wind Farm Stages 1 and 2, and the Golden Plains Wind Farms under construction. A new suite of training programs is in development by Federation University, along with the construction of the Renewable Energy Training Centre which includes \$1.8 million funding from industry participants. As these projects progress, renewable energy will continue to provide valuable employment opportunities for Golden Plains Shire residents.

Source: REMPLAN

## MAJOR CAPITAL WORKS



Golden Plains Civic Centre

### GOLDEN PLAINS CIVIC CENTRE

Council opened the doors of the new Golden Plains Civic Centre (GPCC) in May 2020, following the completion of Stage One works. In 2020/21, Stage Two of the project – the redevelopment of the original Bannockburn Customer Service Centre – was completed and staff moved into the improved office space. Construction of Stage Three, including the relocation of the final portable offices and construction of a new carpark, began this year and will be completed in late 2021.

The Golden Plains Civic Centre has delivered:

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

The budget for the Golden Plains Civic Centre is \$9.5 million and the project has been 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.



### GOLDEN PLAINS YOUTH HUB

A sod-turning event on 18 June 2021 marked the start of construction of the Golden Plains Youth Hub. The \$562,000 project will see the redevelopment and relocation of a Council portable office into a vibrant facility that will provide inclusive, innovative and accessible programs and services for young people in a growing community.

Located at the Bannockburn Recreation Precinct, opposite the Shire's only high school, Bannockburn College P-12, the Youth Hub will support improved health, social, education and employability outcomes, and provide stronger connections between the local community and services young people need.





*Golden Plains Youth Hub*

The Golden Plains Shire Youth Hub is a partnership project, supported by \$271,032 from the Victorian Government's Growing Suburbs Fund, \$100,000 from the Federal Government's Local Roads and Community Infrastructure program and \$100,000 from Bannockburn & District Grants. Council also made a \$90,720 in-kind contribution of the portable structure, which was relocated from its Bannockburn office to serve as the new youth hub.

The Golden Plains Youth Hub project is expected to be completed and opened in late 2021.



*Lethbridge Lights and Irrigation*

### LETHBRIDGE LIGHTS AND IRRIGATION

The Lethbridge Lighting and Irrigation project was completed in June 2021, delivering the installation of four new lighting towers at Lethbridge Recreation Reserve and a subsurface irrigation system.

A quality community sport facility catering for junior sport in Lethbridge, the new lighting to AFL training standards (50 lux) enables the increased use of the facility, as well as providing further opportunities for quality physical activity for the township's children. The subsurface irrigation works addressed safety issues for users, through improving the surface condition of the oval. Works included the installation of an automatic irrigation system, tanks and pumps.

The \$450,000 project was a partnership project between all three tiers of government, with \$250,000 from the Victorian Government's Local Sport Infrastructure Fund, \$100,000 from the Australian Government's Community Development Grants Program, and \$100,000 from Council.



Bannockburn Skate Park



Inverleigh Netball Opening

### INVERLEIGH NETBALL OPENING

Works to upgrade the Inverleigh Sporting Complex's two courts were completed in 2020, however, the COVID-19 pandemic impacted upon the planned opening and use for competition games.

The project included the construction of two new fully compliant local competition standard netball courts, with court lighting also to competition standard. The new courts replaced the two existing courts which had been identified as unsafe and non-compliant in the G21 AFL Barwon Football and Netball Regional Strategy.

The \$448,700 Inverleigh Netball Courts Upgrade was a partnership project, with \$250,000 from the Victorian Government's Local Sport Infrastructure Fund and \$198,700 from Council.

### BANNOCKBURN SKATE PARK

The project to rejuvenate and upgrade the Bannockburn Skate Park and address public safety and security issues at the site and in the wider precinct is underway. Community consultation was undertaken on the design of the upgrade in early 2021 with feedback incorporated into the final plans.

The project incorporates a safe, accessible and modern design to maximise site usability and ownership, while supporting local economic activity. New skate elements including ramps and jumps will be installed, as well as a shade shelter, drinking fountain, rock bollards, bicycle locking stands, bag storage and safety signage. Resurfacing of the existing concrete slab, with landscaping and electrical works will also be included as part of the project, as well as new lighting, landscaping, artwork and rubbish bins.

The Bannockburn Skate Park upgrade is funded by \$250,000 from the Victorian Government's Community Safety Infrastructure Grants program and \$199,900 from the Federal Government's Local Roads and Community Infrastructure Program.

### INVERLEIGH CHANGE ROOMS UPGRADE

Construction is underway on the Inverleigh Change Rooms Upgrade at Inverleigh Sporting Complex. The project will deliver two new female friendly/unisex change rooms and umpire change rooms with supporting amenities, including first aid and storage spaces. Two existing change rooms will also be refurbished and a new septic system installed as part of this extensive project.





The significant upgrade is funded by \$1.52 million from the Victorian Government's Community Sport Infrastructure Stimulus Program, \$177,700 from the Federal Government's Local Roads and Community Infrastructure Program, and the Inverleigh Sporting Complex Committee of Management and the Inverleigh Football and Netball Club also contributed \$72,000 to the project.

The new change rooms will add to the upgrade of the social rooms that have been fully funded by \$500,000 from the Federal Government. The Inverleigh Football & Netball Club advocated to the Federal Government for the upgrade of the social rooms which will cater for increased activity at the Inverleigh Sporting Complex.

The new change and social rooms join an impressive list of works that have been completed at the Inverleigh Sporting Complex in the past few years including the brand new netball courts, the oval lighting upgrade and new cricket nets.

### **BANNOCKBURN SOCCER FACILITY**

The Bannockburn Soccer Facility will have new change rooms and lights, with construction underway.

The \$1,296,535 Bannockburn Soccer Facility Change Rooms Project will deliver two new female friendly/unisex change rooms with a referee change room, first aid room and dedicated storage area to service the recently constructed second soccer pitch. The project also includes Football Federation Victoria night match compliant sports lighting on the second pitch and perimeter fencing.

To deliver the projects, the Victorian Government has invested \$464,535 from its World Facilities Game Fund, following the successful grant application from Council. This contribution partners with the Federal Government's \$832,000 election commitment, to deliver the full project.

The second pitch change rooms and lights complete the soccer infrastructure projects in Stage Two of the Bannockburn Recreation Precinct Masterplan. Along with the Bannockburn Soccer Pavilion built in 2017 and the lights and work on the first pitch in 2014, this reserve has received more than \$3 million in funding over the past six years and been transformed into a quality sporting facility for local soccer players and supporters.

## FUNDING GRANTS 2020/21

In 2020/21, Council secured a valuable collection of grants to deliver important 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	\$1,512,680
Bridges Renewal Program (Round Five) – Slate Quarry Road Bridge, Meredith	\$1,150,000
Community Development Grant – Bannockburn Soccer Change Rooms	\$832,000
Bridges Renewal Program (Round Five) – Geggies Road Bridge, Rokewood	\$350,000
COVIDSafe Australia Day Grant	\$8,000
Recovery Boost – Relief Grant	\$5,000
Aged-Care Workforce Retention Bonus	\$1,920
Australia Day Branding Grant	\$1,000

**The following funding commitments were confirmed from the Victorian Government:**

Program Name	Grant Award
Regional Infrastructure Fund – Bannockburn South West Industrial Estate	\$2,000,000
Community Sports Infrastructure Stimulus Program – Inverleigh Female Friendly Change Rooms	\$1,527,300
AgriLinks Upgrade Funding	\$783,333
2019/20 World Game Facilities Fund – Bannockburn Soccer Change Rooms	\$464,535
Growing Suburbs Fund – Ross Creek Play Space Upgrade	\$450,000
Growing Suburbs Fund – Golden Plains Youth Hub	\$271,032
2020/21 Local Sports Infrastructure Fund – Lethbridge Lighting and Oval Upgrade	\$250,000
Local Councils Outdoor Eating and Entertainment Package	\$250,000
Community Safety Infrastructure Grants – Bannockburn Skate Park Upgrade	\$250,000

Women Building Surveyors Program 2020/21	\$150,000
Municipal Emergency Resourcing Program 2020-2024	\$146,400
Rural Council Infrastructure Program – Technology upgrade at Council Chamber to support livestreaming meetings	\$100,000
Regional Digital Fund Agreement – Digital Hub at The Well, Smythesdale	\$97,500
LG Business Concierge and Hospitality Support Program	\$60,000
Community Events Funding (Bushfires)	\$50,000
Flexible Local Transport Solutions – Golden Plains Shire Transport Connections Study	\$45,562
Community Events Grant	\$30,000
COVID-19 Vaccination Program – Community Grant	\$20,000
Bridge approach warning signage – Sharp Road, She Oaks	\$17,000
Transfer Station Upgrade Fund	\$13,800
Household Recycling Reform Program	\$10,000
Household Recycling Reform Program	\$10,000
Reimaging Health Grants – Vic Health – Move Your Way	\$9,750
Kindergarten Admin Support Grant – Central Enrolment	\$6,000
Sleep and Settling Training- for Maternal and Child Health staff	\$5,129
HEY (Healthy Equal Youth) Grant – LGBTIQA+ Youth Program	\$5,000
Municipal Association of Victoria – 16 Days of Activism Against Gender-Based Violence Initiative 2020	\$2,500
Victorian Youth week	\$2,000
Children's Week 2020	\$1,000

**The following funding commitments were confirmed from the community:**

Program Name	Grant Award
Bannockburn District Grants Inc – Golden Plains Youth Hub	\$100,000
Buninyong & District Community Bank – Golden Plains Community Bus Trial	\$6,920



## MAJOR ROAD PROJECTS



*Slate Quarry Road Bridge*



*Shelford-Mt Mercer Road*



*Meredith-Shelford Road*

### **Slate Quarry Road Bridge, Meredith**

The \$2.3 million new Slate Quarry Road bridge was jointly funded by Council and the Australian Government's Bridges Renewal Program- Round Five.

Crossing the Moorabool River, Slate Quarry Road is the major link between the Midland Highway and Geelong-Ballan Road. The previous bridge was load limited to 15 tonne on a road network that connects many local businesses. The new unrestricted bridge has eliminated a 20km detour for an estimated 25 heavy vehicles per day, equating to 130,000km saved each year. With bushland to the northeast of Meredith, the new bridge provides greater access to this important route for response vehicles, significantly reducing travel times in emergencies.

### **Shelford-Mt Mercer Road, Mount Mercer**

Road safety works on a section of Shelford-Mt Mercer Road in Mount Mercer has been completed, fully funded by the Federal Government's 2020/21 Black Spot Program.

The \$1.1 million upgrade of Shelford-Mt Mercer Road improved 3.5km of the road, with the road shoulder widened and sealed between Grahams Road and Rices Road. The project also included the installation of guard fencing on the east side of the road, improved delineation, and replacement of damaged signs.

### **Meredith-Shelford Road, Meredith**

Stage One works on the Meredith-Shelford Road widening project to widen and seal 2km of the road between Hendersons Road in Bamganie and Lower Plains Road in Meredith has been completed. The \$1 million first stage was funded by Council's Roads to Recovery funding allocation from the Australian Government.

The next stage of the project is underway, to widen a further 2km of Meredith-Shelford Road from the intersection with Lower Plains Road. The \$832,000 stage is fully funded from Council's 2020/2021 roads budget. When completed, the upgraded Meredith-Shelford Road will support a safer transportation network to the nearby Golden Plains Food Production Precinct.



Reserve Road Bridge



Franklin Bridge



Geggies Road Bridge



Steiglitz Bridge

### Reserve Road Bridge, Rokewood

Drivers on Reserve Road in Rokewood are benefiting from the recently completed replacement of the road's bridge over the Kuruc A Ruc Creek.

The bridge replacement project saw the aged, single-lane timber bridge replaced with a new unrestricted, double-lane concrete bridge on an improved road alignment, with upgraded approaches. Safety on the bridge has also been improved through the installation of guardrails.

The \$541,374 new Reserve Road Bridge was funded with \$508,447 from Round One of the Australian Government's Local Roads and Community Infrastructure program, and \$32,927 from Council.

### Geggies Road Bridge, Rokewood

The new Geggies Road Bridge spanning the Kuruc A Ruc Creek in Rokewood is a new two-lane unlimited concrete bridge that will support the future expansion of existing livestock businesses in the area and will eliminate a 10km detour for the local school bus.

The new bridge is funded equally by Council and the Australian Government from its Bridges Renewal Program. The \$390,857 construction contract for the new bridge was awarded and completed by Golden Plains-based, Begbies Contracting.

### Franklin Bridge, Napoleons

Works on the new Franklin Bridge in Napoleons were completed in late 2020. The new \$2.85 million bridge was a partnership project with a \$512,000 contribution from Council and the remaining funding from City of Ballarat and the Federal Government. City of Ballarat has managed the construction of the project.

### Steiglitz Bridge, Steiglitz

Traffic is once again flowing over Sutherlands Creek in Steiglitz, with the reopening of Steiglitz-Duridwarrah Road after works were completed in 2020. The maintenance works completed on the Steiglitz Bridge include replacing timber components on the deck and sub-structure.





### **Barwon Park Road Bridge, Inverleigh**

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

### **Major Roundabout for Bannockburn**

Bannockburn Township Entrance Safety Project: Construction on the \$3.2 million roundabout to improve public safety at the entrance to the business centre of Golden Plains Shire's largest town is underway.

Fully funded by the Federal Government, Regional Roads Victoria is building the new roundabout at this site, designed to safely control the five entry and departure roads that meet at the intersection, including the main entries to town from Geelong and Ballarat. The project also includes concrete splitter islands at each entry to the roundabout and street lighting to VicRoads' standards.

The Bannockburn Community Plan identifies the entrance roundabout as one of the most important local issues in the fast-growing town. With more than 10,000 vehicles travelling through the intersection every day and 10 percent of these heavy vehicles, Council has long pushed for government investment for this Priority Project.

Midland Highway: In July 2020, Council welcomed the news that the Midland Highway and Clyde Road intersection in Bannockburn will be upgraded by the Federal and Victorian Governments, with \$6.5 million allocated to fund Regional Roads Victoria's planned roundabout at the busy intersection. The Midland Highway is an important transport link that connects Golden Plains Shire to Geelong and Ballarat, providing residents with easy access to services and jobs.

# MAJOR CHANGES



## CHANGES IN GOLDEN PLAINS SHIRE

**In 2020/21, population growth continued to be a significant change for Golden Plains' communities, with the Shire's population reaching 24,249, an increase of 2.6% from 2019/20. With more people moving to regional townships and the Shire's location so close to Geelong and Ballarat, Golden Plains is an attractive option for those seeking a rural change and will welcome more residents every year, moving toward the projected population of 42,193 people in 2041.**

## The COVID-19 Pandemic

The impacts of the COVID-19 pandemic to the organisation and the people of Golden Plains Shire continued in 2020/21. As regional Victoria moved in and out of lockdown throughout the year, Council continued to deliver its many services to the community, changing and adapting to varied COVID-19 restrictions. Many staff continued to work from home, a transition that was supported by Council's digital transformation project over the past two years. During periods that staff were able to return to the office, the modern workplace in the Golden Plains Shire Civic Centre and at the Customer Service Centre at The Well provided COVIDSafe environments with social distancing that would not have been possible in Council's previous office spaces.

## New Councillors 2020-2024

In October 2020, Golden Plains Shire residents elected its new Councillors to serve the 2020-2024 term. Three Councillors were re-elected with four new Councillors to serve their first term in the role. Prior to the election, all candidates completed the mandated candidate information course and all elected Golden Plains Shire Councillors completed a full induction and training program.

Mayor Cr Helena Kirby, the longest-running Councillor, was elected Mayor for the 2020/21 term, having previously served in the role in 2017/18.



### Federal Electoral Boundaries

Council welcomed the changes to the Corangamite and Ballarat Federal Electoral boundaries announced in June 2021. The new boundaries will see the majority of Golden Plains Shire sit within the Ballarat division which has been expanded to the south-west and now includes the Golden Plains townships of Teesdale, Lethbridge, Maude, Meredith, Rokewood, Pitfield, Linton, Garibaldi, Napoleons and Smythesdale. While Bannockburn, Inverleigh, Murgheboluc, Gheringhap and Russells Bridge will remain within the Corangamite division.

Following the release of the proposed redistribution maps, which recommended the townships of Inverleigh, Teesdale, Lethbridge move into the Ballarat division, Council advocated for these three towns to remain in Corangamite as the communities more closely aligned to the Bannockburn and Geelong area.

### ORGANISATIONAL AND OPERATIONAL CHANGES

#### Bannockburn Children's Service– Long Day Care

On 24 December 2020, the doors of the Bannockburn Children's Service Long Day Care (BCS LDC) closed for the final time, with the new childcare provider opening its service at the same location in the first week of January 2021.

Following a significant review of the BCS LDC in 2019, Council undertook an Expression of Interest process for the lease of part of the Bannockburn Family Services Centre for the purpose of providing long day care services in January 2020.

At its meeting on 8 September 2020, Council resolved to lease part of the centre to Kardinia Childcare Inc. Council communicated with staff and families of the BCS through the review and lease process, and both Council and Kardinia committed to working collaboratively to ensure a smooth transition for children and their families at the Bannockburn centre.

The transition was successful completed and on 7 January 2021, Kardinia Childcare Inc. opened its long day care service at BFSC.

Council acknowledges all the staff of BCS LDC for their dedicated education and care of hundreds of local children and families over the years, particularly during this challenging year with the COVID-19 pandemic.

#### Golden Plains Civic Centre – Stage Two and Three

Council opened the doors of the new Golden Plains Civic Centre (GPCC) in May 2020, following the completion of Stage One works. In 2020/21, Stage Two of the project – the redevelopment of the original Bannockburn Customer Service Centre was completed – and staff moved into the improved office space. Importantly, the completion of Stage Two unified the office-based staff at GPCC under one roof, strengthening the culture and engagement of staff and with the community.

Constructions of Stage Three, including the relocation of the final portable offices and construction of a new carpark, began this year and will be completed in late 2021.

The GPCC has delivered an accessible customer service centre, modern workspaces for staff, private meeting rooms and a new Council Chamber. The building is accessible for people of all abilities (*Disability Discrimination Act compliance*).

At the GPCC and at the Well in Smythesdale, significant technology upgrades have supported Council's digital transformation and improved ICT for staff and customers.



*The Bannockburn Shire Hall was leased to the Bannockburn Surgery with the iconic location transformed into a COVID-19 vaccination clinic.*

### Restructure of the Works team

In October 2020, Council commissioned a review of the functions and structure of the Works Department to ensure that the department and the organisation are best positioned to deliver quality services and infrastructure to the Golden Plains community, both now and into the future. Following engagement with staff, a new directorate structure was implemented to better respond to increased demand for services and infrastructure, and greater complexity in work in this department.

The creation of the new Community Places & Environment department provides a more strategic alignment of a related set of highly visible functions and will allow planning and maintenance of public places to occur in a more integrated way. Conversely, the creation of the new Asset Services department provides a stronger nexus between the short- and long-term strategic management of Council's assets and the continued development and implementation of associated processes, technology and work methods.

### Bannockburn and Linton Shire Halls

The upgraded Customer Service Centre opened at The Well in Smythesdale in the first week of July 2021, offering greater opportunity for the use of the Linton Shire Hall. A Committee of Management featuring Council staff and local Linton residents, selected through an Expression of Interest process, was formed to guide the management, activation and future use of the Main Street building.

With the new Council Chamber opened at the GPCC, the Bannockburn Shire Hall was advertised for lease. New leasee, Bannockburn Surgery, has established and is currently operating a dedicated COVID-19 vaccination service in the Main Street building. Residents of Golden Plains Shire have enjoyed easy access to a local COVID-19 vaccination facility housed in an iconic Bannockburn location.

### Working for Victoria Employment Program

During the year, Council employed an additional 26 staff under the Working from Victoria (W4V) program which was a COVID-19 pandemic initiative funded by the State Government. Staff in this program were employed for six months with Council in a variety of roles including in IT, Town Maintenance and Road Maintenance crews, and the Health and Wellbeing, Community Safety, Rates and Property, and Building Services teams. A number of contracts for the W4V staff were extended for an additional six months (funded by Council) to continue the work they were undertaking during the W4V program. Five staff have since successfully obtained permanent roles with Council and an additional three have had fixed term contracts extended.



# MAJOR ACHIEVEMENTS



*Mayor Cr Helena Kirby, Minister for Regional Infrastructure Mary-Anne Thomas and John O'Shannessy, Director of Josco Pty Ltd. at the announcement of the \$3.1 million stormwater project at the Bannockburn Industrial Estate.*

**Rising to meet the challenges of the COVID-19 pandemic, Golden Plains Shire Council and the people and communities it serves continued to grow, strengthen and celebrate great achievements in 2020/21. In addition to the many projects and milestones detailed in the Major Capital Works, Major Road Projects and Major Changes sections of the Annual Report, Council marked important successes in strategic planning and advocacy.**

## Advocating for Golden Plains Shire

Lobbying and advocacy for the people and communities of Golden Plains is a key focus of Council.

While 2020/21 was not an election year for the Federal or State Governments, Council continued to meet regularly with local members of parliament, Ministers and members of the opposition to share the story of Golden Plains Shire. Most notably, Council lobbied for an increased allocation in Phase 2 and 3 of the Australian Government's Local Roads and Community Infrastructure Program, resulting in a total of \$5 million for the Shire.

Council is pleased to have secured funding for several pivotal Priority Projects this year including the Bannockburn South West Industrial Estate, Bannockburn Soccer Change Rooms, Golden Ross Creek Play and Active Recreation Upgrade, Bannockburn Skate Park Upgrade; Lethbridge Recreation Reserve Lighting, Irrigation and Cricket Nets; Outdoor Dining, Digital Hub and several important road and bridge projects. A full list of funding grants is published in the Report of Operations.

In December 2020, Mayor Cr Helena Kirby was elected Co-Deputy Chair of the Peri Urban Group of Rural Councils (PUGRC) for the 2020/21 term.

The Peri Urban Group of Rural Councils (PUGRC) is an alliance of six councils with fast-growing populations that are located bordering major cities: Golden Plains Shire, Bass Coast, Baw Baw Shire, Moorabool Shire and Surf Coast Shire. The peri urban region is a key part of Victoria's population growth response outside of Melbourne, Geelong, Ballarat and Bendigo; and the PUGRC is a leader in advocating

for support and solutions for the Victorian peri urban region, at the local, state and national level.

Last year, Council's membership in the Peri-Urban Group of Rural Council's realised the milestone of eligibility under the Victorian Government's Growing Suburbs Fund. In 2020/21, Council secured commitments from this program to fund two projects: Golden Plains Youth Hub and Ross Play and Active Recreation Upgrade.

From December 2019 to October 2020, Cr Owen Sharkey served as Chair of the Central Highlands Council Victoria (CHCV), when he was Mayor of Golden Plains Shire. CHCV is an alliance of eight central Victorian municipal councils: Ararat, Central Highlands Shire, City of Ballarat, Golden Plain Shire, Hepburn Shire, Moorabool Shire, Northern Grampians Shire and Pyrenees Shire Councils. The group advocates for a strong economic and social future for the region, working collaboratively on issues and projects of mutual importance to make a positive impact on the communities in the Central Highlands region.



### Community Vision 2040

In December 2020, Council formally adopted the Golden Plains Shire Community Vision 2040 (Community Vision).

The Community Vision reflects the community's hopes, aspirations and priorities for the next 20 years. The document features four key themes: Community; Liveability; Sustainability; and Prosperity. These themes are supported and expanded on with the creation of a number of Community Priorities and Vision Statements.

The long-term visionary document was developed in partnership with a dedicated Community Vision 2040 Reference Group and was informed by extensive engagement with communities across Golden Plains Shire during 2020. Community consultation on the Community Vision included 534 people contributing to the survey, roundtable discussions with youth and submissions to the Vision Themes and the Draft Community Vision.



### Planning for Golden Plains' Future

In 2020/21, Council undertook a significant program of strategic planning to meet the requirements of the *Local Government Act 2020* and the new Council term.

With the strategic direction and framework of the Community Vision 2040, the new Council developed its Council Plan 2021-2025, incorporating the Municipal Public Health and Wellbeing Plan, which was adopted by Council in June 2021.

The Council Plan 2021-2025 details the priority initiatives and actions for Council services, infrastructure and advocacy to be provided to the Golden Plains Shire community over the next four years.

The Plan directly addresses and aligns with the Themes of the Golden Plains Shire Community Vision 2040: Community, Liveability, Sustainability and Prosperity; with the additional theme of Leadership added to represent the Council-specific regulatory, governance, leadership and advocacy activities required to achieve outcomes for the community.

The Plan has been developed in accordance with the Strategic Planning Principles of the *Local Government Act 2020*, and details 21 Strategic Objectives, with 83 key actions for delivery during the Council term.

Council's Municipal Public Health and Wellbeing Plan, required under the *Public Health and Wellbeing Act 2008*, has been incorporated into the Council Plan 2021-2025 and reflects the important role Council has in supporting the health and wellbeing of all people living in the Golden Plains Shire.

In 2020/21, Council developed and adopted a list of key strategic plans including the Community Engagement Policy, Waste and Resource Recovery Strategy 2020-2030, Active Ageing & Inclusion Plan 2020-2030, Sport and Active Recreation Strategy 2020-2030, and Road Management Plan 2021-2025.

### Organisational Vision and Values

In 2020, Council's Senior Management Team led the development of a new corporate Vision and Values. Supported by a volunteer group of staff members called the Values Champions, consultation was undertaken with all staff and the final Vision and Values celebrated in December 2020.

The Vision is 'Where people matter, communities are connected, and the future is bright'.

The Values are Pride, Respect, Collaboration, Integrity and Excellence.

Council is continuing work to embed the Vision and Values across the organisation in many varied ways including recruitment, performance evaluation and a reward and recognition program.





# VISION & VALUES

Where people matter  
Communities are connected  
And the future is bright



## PRIDE

We know that our work is important, and we take pride in doing the best job we can.

- We take accountability for actions and results.
- We recognise and celebrate our achievements.
- We lead our staff with trust and empowerment.
- We approach our work with energy and enthusiasm.



## RESPECT

We treat each other with courtesy and respect, and are committed to keeping our environment safe, and free from judgement.

- We are inclusive and appreciate our diversity.
- We show compassion and kindness to one another.
- We bring a positive mindset to work, and contribute to a positive culture.



## INTEGRITY

We are committed to being authentic, honest and ethical in our work.

- We do what we say, and honour our commitments.
- We use open and transparent communication.
- We speak up when we see behaviours that compromise our values.



## COLLABORATION

We partner together to achieve shared goals and deliver community focussed outcomes.

- We build and maintain productive relationships.
- We work resourcefully and united by shared goals.
- We work as a team to bring out the best in each other.



## EXCELLENCE

We are committed to delivering the best community experience and outcome that we are capable of providing.

- We conduct our work with professionalism.
- We seek opportunities to innovate and continuously improve.
- We effectively respond to the changing needs of the community.

# OUR COUNCIL

Our Shire  
Councillors

53  
54



**2,705**  
sqkm of land



**16**  
townships



**24,249**  
people



**56**  
communities



**2.6%**  
growth rate per annum

**42,193**  
2041 projected population



# I OUR SHIRE

Golden Plains Shire is situated between Victoria's two largest regional cities, Geelong and Ballarat, with a population of 24,249 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 to 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 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 20 years through the Community Vision process. 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 - The Well**

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



### MAYOR CR HELENA KIRBY

Mayor Cr Helena Kirby has lived in Rokewood for 30 years and with her family, she owns and operates the Rokewood Take Away store. Serving her fourth consecutive

term as a Councillor, she was elected Mayor for 2020/21, a role she previously held in 2017/18.

Cr Kirby is passionate about ensuring equity of services in the Shire's small towns, community consultation and engagement, and community planning. During the Council term, she is focused on economic development, activating community spaces including local halls and playgrounds, and protecting the rural lifestyle of Golden Plains Shire.

In her role as Mayor, Cr Kirby serves on the Audit & Risk Committee, G21 Board of Directors, Central Highlands Councils Victoria and the Berrybank Wind Farm Community Engagement Committee. Cr Kirby is also Council's representative on the Peri Urban Group of Rural Councils, Golden Plains Disability Access & Inclusion Committee and Rural Financial Counselling Service – Colac Local Reference Group.

### CR LES ROWE

Cr Les Rowe is a life-long resident of Sutherlands Creek, where he and his family farm properties in the Moorabool Valley, near the land his ancestors settled more than 160 years ago.

Cr Rowe is a strong advocate for the local agricultural industry and rural communities. Serving his second term as a Councillor, he is dedicated to improving the local road and bridge network, community consultation, supporting local businesses and job creation, and Council delivering on the Community Vision 2040.

Cr Rowe is a Corporate Services Portfolio Councillor and Council's representative on the Geelong Heritage Centre Collection Advisory Committee, Golden Plains Municipal Fire Management Planning Committee and the G21 Education & Training and Arts, Heritage & Culture Pillars.

### CR OWEN SHARKEY

Cr Owen Sharkey is a resident of Batesford who brings career experience from the construction and housing industry to his role in Council. Elected to serve his second term as a Councillor, Cr Sharkey was Mayor of Golden Plains Shire in 2018/19 and 2019/20.

Cr Sharkey is dedicated to supporting local youth, cultural diversity and business development, with a focus on recovery from the COVID-19 pandemic. His priorities for Council include maintaining strong regional partnerships, highlighting the challenges for peri urban municipalities and advocating for an improved rating structure.

Cr Sharkey is a Community Services Portfolio Councillor and Council's representative on to the Municipal Association of Victoria and its Human Service Committee, as well as the Geelong Regional Library Corporation Board.

### CR CLAYTON WHITFIELD

Cr Clayton Whitfield has lived in Inverleigh for the past 14 years and brings managerial skills and statutory knowledge from his experience in the domestic building sector, as a Trade Section Commander in the Army, a vocational educator at The Gordon, and a building consultant.

Cr Whitfield is passionate about improving Council's asset maintenance and budget efficiency, supporting youth in rural areas and community consultation. He sees balancing the Shire's population growth while maintaining rural appeal as an important challenge for Council.

Cr Whitfield is an Infrastructure and Development Portfolio Councillor and Council's representative on the Municipal Association of Victoria's Emergency Management Committee and the G21 Planning and Services Pillar.



*Left to right: Deputy Mayor Cr Ian Getsom, Cr Gavin Gamble, Cr Les Rowe, Cr Brett Cunningham, Mayor Cr Helena Kirby, Cr Owen Sharkey, Cr Clayton Whitfield*

### DEPUTY MAYOR CR IAN GETSOM

Deputy Mayor Cr Ian Getsom is a long-term Piggoreet resident, living on a rural property farmed by his sons. He has volunteered for almost 40 years with the CFA and is the President of the Happy Valley community hall. With a career in transport, he worked as a train controller during his 15 years on Victorian railways and now drives school and charter bus runs in the north of the Shire.

Cr Getsom prides himself on being an approachable Councillor and looks forward to building strong working relationships with the Council staff. He is passionate about boosting services across the many townships of the Shire and improving the vitality of its villages.

Cr Getsom is a Community Services Portfolio Councillor and is Deputy Mayor for 2020/21. He is also Council's representative on Timber Towns, Ballarat Regional Landfill Monitoring Committee and the G21 Transport Pillar.

### CR GAVIN GAMBLE

As a Teesdale local of 18 years, Cr Gavin Gamble has a long history of active community involvement in the Shire, including as a Community Coordinator and Cub Scout leader, on Friends groups and the Turtle Bend Committee of Management, and with sporting clubs. He has professional experience as a school teacher, brewer and now operates his own gardening business across Golden Plains Shire.

Cr Gamble is a member of the Australian Greens and is passionate about pursuing action to address climate change, protecting the Shire's unique biodiversity, responsible development and township enhancements, provision of greater transport and recreational options, and support for cultural and wellbeing initiatives.

Cr Gamble is an Infrastructure and Development Portfolio Councillor and Council's representative on the Grampians Central West Waste and Resource Recovery Group, the G21 Environment Pillar and the Municipal Association of Victoria's Transport and Infrastructure Committee and Environment Committee.

### CR BRETT CUNNINGHAM

A resident of Bannockburn and formerly Teesdale, Cr Brett Cunningham has professional experience in marketing, corporate services and stakeholder relations roles. He is the chairperson of Bannockburn & District Grants Inc. and the Bannockburn and Surrounds Neighbourhood Watch.

Cr Cunningham is dedicated to strengthening confidence in Council and building community support through transparency and engagement. He is focused on developing youth and mental health services, greater road funding and improved facility maintenance.

Cr Cunningham is a Corporate Service's Portfolio Councillor and a member of Council's Audit and Risk Committee. He is Council's representative on the Tourism Greater Geelong and Bellarine Board, the Municipal Association of Victoria's Financial Assistance Grants and Rate Capping Taskforce, and the G21 Economic Development, Health and Wellbeing, and Sport and Recreation Pillars.

# | OUR PEOPLE

Senior Management Team	57
Organisational Structure	58
Council Staff	60
Equal Employment Opportunities Program	63
Other Staff Matters	64



*In 2020/21, Council staff developed the organisation's new Vision: Where people matter, Communities are connected, And the future is bright.*



# SENIOR MANAGEMENT TEAM



Three Directors together with the CEO form the Senior Management Team (SMT) and lead the organisation.

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.

The areas of responsibility held by members of SMT are listed under the CEO and the Directors.



**ERIC BRASLIS**  
**Chief Executive Officer**

- Communications, Engagement & Advocacy
- Economic Development



**PHILIPPA O'SULLIVAN**  
**Director Corporate Services**

- Finance
- Governance & Risk
- ICT and Digital Transformation
- People & Culture



**LISA LETIC**  
**Director Community Services**

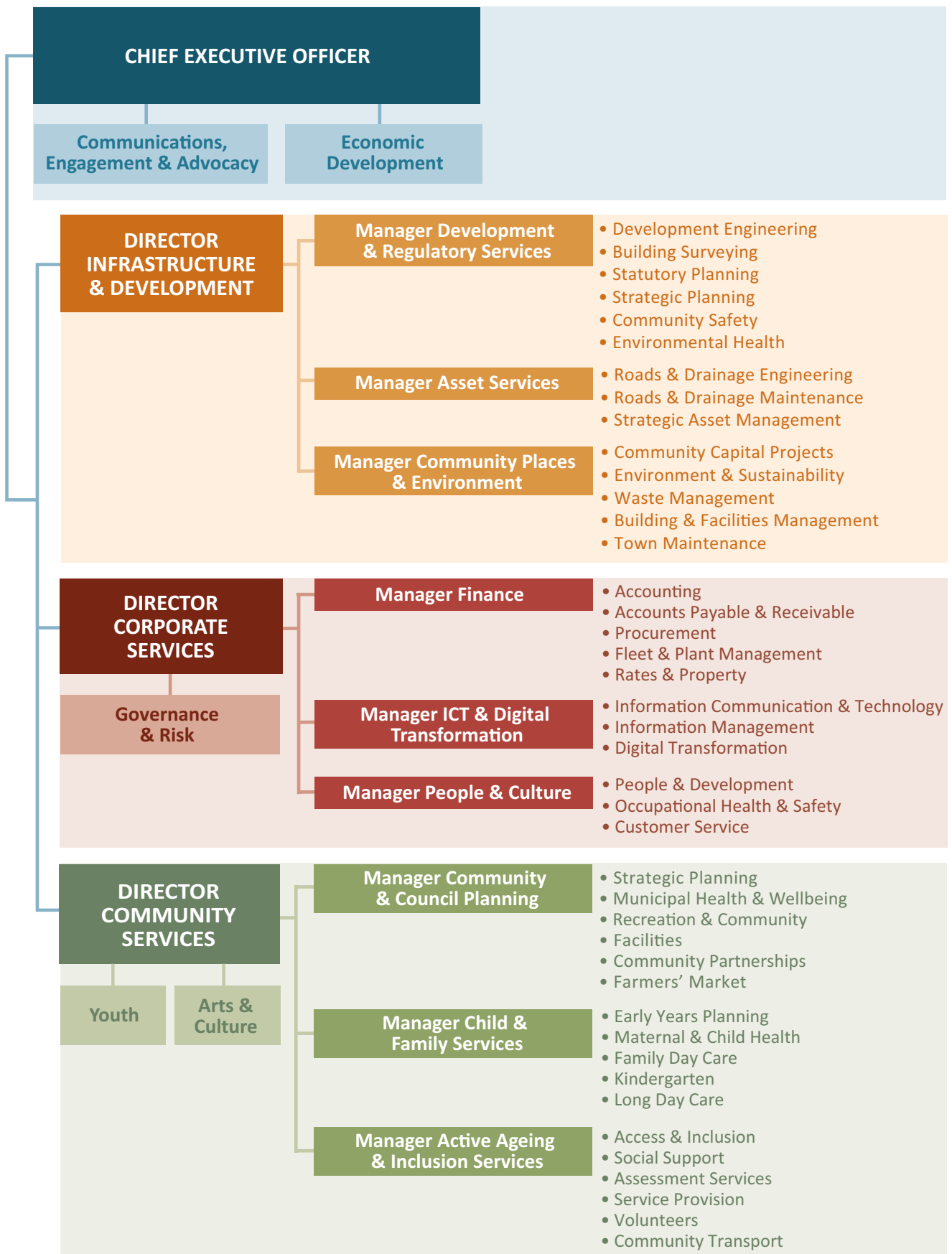
- Active Ageing & Inclusion Services
- Arts & Culture
- Child & Family Services
- Community & Council Planning
- Youth Development



**PHIL JOSIPOVIC**  
**Director Infrastructure and Development**

- Asset Services
- Community Places & Environment
- Development & Regulatory Services

# ORGANISATIONAL STRUCTURE





# VISION & VALUES

Where people matter  
Communities are connected  
And the future is bright

PRIDE RESPECT INTEGRITY COLLABORATION EXCELLENCE



*Council's new Golden Plains Civic Centre is a modern, accessible building for staff, customers and Councillors.*



## COUNCIL STAFF



*In 2020/21, there was a large increase in the number of animals rehomed by Council, with 52 animals rehomed out of 148 animals collected.*

### WORKFORCE

At 30 June 2021, Golden Plains Shire Council employed 248 people (in full-time, part-time and casual employment) in a diverse range of positions, including Engineering, IT, Customer Service, Administration, Finance, Children's and Aged & Inclusion Services, Youth Development, Sport and Recreation, Community Development, Works, Town Maintenance, Planning, and Management. Currently, there are 129 full-time (119 permanent and 10 temporary), 82 part-time (78 permanent and 4 temporary) and 37 casual employees, which equals 171 FTE.

This FTE compares to the 2020/21 budget of 207 FTE. This number is lower than the previous year due to the reduction in staff numbers due to the conclusion of the Working for Victoria program (30 June 2021) and the transition of the Bannockburn Children's Services long day care service (24 December 2020) to an external provider. The budget for 2021/22 is 183 FTE.

See Tables 1 and 2 on page 62 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 2021, the unfilled advertised vacancies equate to 17.4 FTE. Of this FTE, 9.2 (FTE) have been successfully recruited, with the incumbents commencing in July and August 2021.

The average age of our workforce is 46 years. Fifty-seven percent of our staff are aged 45 years and older, and 21 percent aged over 54 years. Nineteen 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.

Employment type by gender indicates that the permanent full-time workforce is made up of 59% males (which is 7% up from last year's 52%). Council's part-time workforce is predominantly female at 91% (down by 2%), with 50 of 75 women employed part-time by Council being engaged in the Community Services directorate. Casual work is predominantly female at 86%.

Voluntary permanent staff turnover was 19%, with 2 retirements included in this figure.

During the year, Council employed an additional 26 staff under the Working for Victoria (W4V) program which was funded by the State Government. Staff under this program were employed for six months with Council in a variety of roles including in IT, Town Maintenance and Road Maintenance crews, as well as the Health & Wellbeing, Community Safety, Rates & Property and Building Services teams. A number of the W4V staff were extended for an additional 6 months (funded by Council) to continue the work they were undertaking during the W4V program.

### **Bannockburn Children's Service – Long Day Care**

On 24 December 2020, the doors of the Bannockburn Children's Service Long Day Care (BCS LDC) closed for the final time, with the new childcare provider opening its service at the same location in the first week of January 2021.

Council acknowledges all the staff of BCS LDC for their dedicated education and care of hundreds of local children and families over the years, particularly during this challenging year with the COVID-19 pandemic.

Following a significant review of the BCS LDC in 2019, Council undertook an Expression of Interest process for the lease of part of the Bannockburn Family Services Centre for the purpose of providing long day care services in January 2020. At its meeting on 8 September 2020, Council resolved to lease part of the centre to Kardinia Childcare Inc.

Council communicated with staff and families of the BCS through the review and lease process, and both Council and Kardinia committed to working collaboratively to ensure a smooth transition for children and their families at the Bannockburn centre. Of the 21 full-time and part-time staff and 8 casuals who were employed by the LDC service, 3 chose to transfer their employment to the new provider.

The transition was successful completed and on 7 January 2021, Kardinia Childcare Inc. opened its long day care service at BFSC.

### **RECRUITMENT**

Council advertised 102 positions during 2020/2021, attracting a total of 1,359 applications.

In addition, through the Working for Victoria Initiative, we advertised 30 vacancies and employed 26 people. Five people have since successfully obtained permanent roles with Council and an additional three have had fixed-term contracts extended.

These vacancies became available in the following Directorates and included 4 Manager positions and 13 Coordinator positions:

- Community Services – 32
- Corporate Services – 34
- Infrastructure & Development – 22
- Office of Chief Executive Officer – 5

Council received an average of 13 applications per vacancy, with 114 applications received for a Graduate Engineer position and a total of 291 applications for our Customer Service Officer vacancies advertised throughout the year.

There has been a noticeable reduction in the number of applicants for many positions. And it is currently very challenging to fill the roles of Community Care Workers and Maternal Child Health Nurses.

Thirty-two positions were filled by internal applicants who applied for career advancement reasons or to gain additional opportunities, and 22 people were employed from within the Golden Plains Shire.

At 30 June 2021, Council had 16 active vacancies in various stages of the recruitment process, and 7 new employees appointed prior to 30 June to commence in July and August 2021.

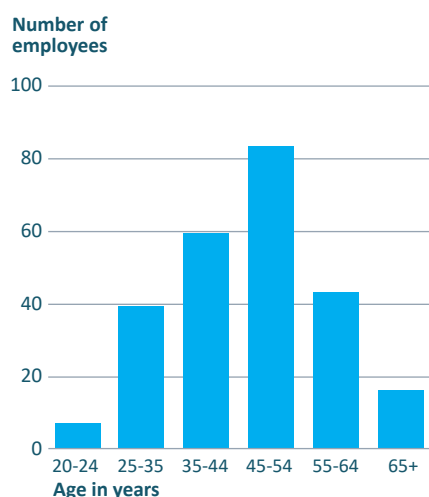
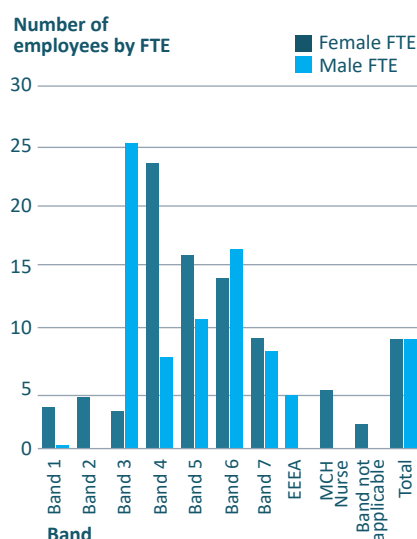
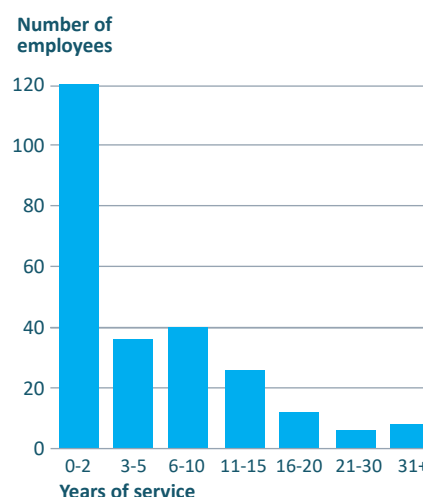
**Table 1 - Number of Golden Plains Shire Council Employees by Division (at 30 June 2021)**

Division	Full-time female FTE	Full-time male FTE	Part-time female FTE	Part-time male FTE	Casual female FTE	Casual male FTE	Total
Community Services	10.00	6.00	24.49	0.73	3.00	0	44.22
Infrastructure & Development	14.00	52.00	6.05	0.88	2.00	4.40	79.33
Corporate Services	17.00	6.00	7.32	0	2.82	2.00	35.14
CEO & Executive	6.00	5.00	0.60	0.60	0	0	12.2
<b>Total</b>	<b>47.00</b>	<b>69.00</b>	<b>38.46</b>	<b>2.21</b>	<b>7.82</b>	<b>6.40</b>	<b>170.89</b>

Unfilled positions have not been included in the FTE figures in Table 1. At 30 June 2021, the unfilled vacancies equate to 17.4 FTE. Recruitment for several vacant roles were put on hold during COVID-19 and also due to the reduction of demand in both the childcare and the aged support services areas.

**Table 2 - Number of Golden Plains Shire Council Employees by Band (at 30 June 2021)**

Employment Classification	Female FTE	Male FTE	Total FTE
Band 1	3.46	0.26	3.72
Band 2	4.24	0	4.24
Band 3	3.08	25.16	28.24
Band 4	23.6	7.56	31.16
Band 5	15.92	10.7	26.62
Band 6	14.04	16.4	30.44
Band 7	9.12	8.01	17.13
Teacher	4.5	0	4.5
Kindergarten Assistant	4.81	0	4.81
MCH Nurse	2.03	0	2.03
Band not applicable	9	9	18
<b>Total</b>	<b>93.8</b>	<b>77.09</b>	<b>170.89</b>

**AGE OF WORKFORCE****BAND OF CLASSIFICATION BY GENDER****TENURE**



# I EQUAL EMPLOYMENT OPPORTUNITY PROGRAM

Golden Plains Shire Council is an Equal Opportunity and Child Safe Employer. As such, the organisation is committed to providing and promoting a work environment which embraces diversity and inclusion by embedding the principles of Equal Employment Opportunity (EEO) into every work practice.

Council supports removing barriers to participation and making reasonable adjustments to ensuring that no existing staff member or potential employee receives less favourable treatment on the grounds of their race, gender identity, lawful sexuality/sexual orientation, marital or relationship status or family responsibilities, body, ability, age, belief, spirituality, employment, industrial or political activity cultural background or identity, or any other attribute and association with these definitions.

Valuing the experience and contribution every individual can bring to help us deliver its services to the community, Council acknowledges the need to review its policies, procedures and practices on a continuous basis to maintain its efforts to remove any direct and indirect discrimination. Council undertook a review in December 2020 and has made these policies and procedures accessible digitally to all staff via the Intranet and in other forms, as and when required.

As part of its commitment to equal opportunity, over the last year Council has undertaken the following actions:

- Developing and implementing the:
  - Respectful Workplace Policy, which is designed to set principles to support a harmonious organisational culture that is reflective of the Code of Conduct and promotes a safe, inclusive and productive workplace; and
  - Responding to Bullying Harassment and Discrimination Procedure, to provide guidance on the steps to respond to bullying, harassment and discrimination concerns at Council.
- Council has an appointed and trained designated Equal Employment Opportunity Officer to provide confidential assistance and support to staff members who believe they may be affected by discrimination or harassment in the workplace or experiencing family violence.

- All staff undertake EEO education as part of the onboarding and induction process with Council. This will now be completed as an online module utilising the new Learning Management System (LMS) which was purchased in June 2021.
- An action plan was developed to implement the recommendations of the VAGO report into Sexual Harassment in Local Government.

In the event a complaint arises, Council ensures that such matters are dealt with promptly and confidentially through a formal investigation process.

### VICTORIAN AUDITOR-GENERAL'S OFFICE ON SEXUAL HARASSMENT IN LOCAL GOVERNMENT

In June 2020, Golden Plains Shire Council staff and Councillors were invited to participate in a survey conducted by the Victorian Auditor General's Office (VAGO) on Sexual Harassment in Local Government. In the findings, VAGO concluded that Councils were not providing workplaces which are free from sexual harassment and that more than one in four survey respondents had experienced sexual harassment in the last 12 months.

The report provided 11 recommendations to Victorian local councils and 1 to the Department of Jobs, Precincts and Regions, in relation to identifying and acting on risk factors, regularly collecting data on the prevalence of sexual harassment and the development of regular data collection methodology. All recommendations VAGO made were accepted by Golden Plains Shire Council and an action plan has been developed by Council to incorporate these recommendations and also the requirements of the *Gender Equality Act 2020* due to the close alignment. Progress against the action plan will be reported on a quarterly basis to Council's Audit and Risk Committee.



## I OTHER STAFF MATTERS

### ENTERPRISE BARGAINING AGREEMENT

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. Staff voted overwhelmingly to support this proposal and the Golden Plains Shire Council Enterprise Agreement No. 8, 2017 (as varied and extended) was approved by the Fair Work Commission in October 2020.

The *Early Education Employees Agreement 2020* under which certain Kindergarten employees are covered was approved on 21 April 2021 by the Fair Work Commission.

### PROFESSIONAL DEVELOPMENT

Council employees have shown to be extremely resilient and adaptable when it comes to how to deliver Council's services, navigating the unknown and many challenges posed by the COVID-19 virus with a growth mindset and can-do attitude.

Council recognises the importance of the development of skilled, knowledgeable and dedicated employees for organisational success.

During the yearly performance review process, all employees are provided with the opportunity to voice their individual development goals in order to improve or alter the technical and behavioural skills required to successfully perform their current role requirements, or to gain competencies that are necessary to follow their career path aspirations.

By engaging a Learning Management System software supplier, Council is proud to have started the journey to providing Blended Learning experiences to its employees, showing commitment to recognising, centralising and professionalising its existing learning delivery as well as providing greater flexibility for all staff to steer their own learning requirements and interests to progress their performance and career.

We were also pleased that the Director Community Services was accepted into the LG Pro Executive Leadership Program. This program is designed to equip and support senior executives in Local Government, particularly Chief Executive Officers and Directors, to expand and develop their skills and knowledge to assist them to become confident and capable leaders in the sector.

We were also very pleased when one of our officers was accepted to participate in the Victorian Government's Women Building Surveyors Program, which has been developed to improve the gender balance in the Victorian construction industry by providing 40 women with the opportunity to train to become a building surveyor. The program allows candidates to study an Advanced Diploma of Building Surveying or Bachelor of Building Surveying and gain work experience within Council, as well as attending professional development events and opportunities through program partner, LGPro.

## SERVICE RECOGNITION

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

In December 2020, the Chief Executive Officer formally recognised the contribution made by long-serving staff, including four staff who completed the milestone of 10 years of service, one staff member who completed 20 years of service and two staff who completed 30 years of service.

## GENDER EQUITY AND PREVENTING VIOLENCE AGAINST WOMEN

Council is committed to intentionally providing gender equitable workplace and community opportunities by addressing gender inequality through reviewing, redeveloping, and implementing policies, processes, services and programs.

Council's Enterprise Agreement includes support for employees impacted by family violence. We are also developing new ways of 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.

Council continues its affiliation with Women's Health Grampians and the Act@Work program, which is designed to prevent violence against women through promoting gender equality and together with a designated Gender Equity Leadership group on the program, promote a culture of non-violence, respect and gender equity across the organisation.

## GENDER EQUALITY ACT 2020

Council has established a working group to progress the requirements of the *Gender Equality Act 2020*, which includes the Director Corporate Services, Director Community Services, Manager People & Culture, Coordinator Health & Wellbeing and the Manager Community Places & Environment. The organisation will also be supported by Women's Health Grampians (WHG) over a period of six months from May 2021 to November 2021 to deliver the actions required by the Act.

Progress on the three key activities required by the legislation is provided below:

- **Gender Impact Assessments**  
(GIA)- Review to ensure all Council's policies, programs and services benefit Victorians of all genders. A GIA template has been developed and a desktop assessment will be undertaken for the Arts, Culture & Heritage Strategy.
- **Workplace Gender Auditing**  
- *The Gender Equality Act 2020* requires organisations to regularly collect and report data through a workplace gender audit. Council conducted the mandatory Gender Equality Survey in June 2020 with results available in mid-July 2021. Results from the survey and the audit will be included in the Gender Equality Action Plans (GEAP) and link directly to the strategies and measures. The results will also allow Council to identify where data gaps exist and how Council can establish a more robust dataset or reporting system for these measures.



- **Gender Equality Action Plans**

- Organisations are required to develop Gender Quality Action Plans (GEAP) every four years to help achieve gender equality in their workplace. This action plan will include strategies and measures for promoting gender equality in the workplace of the defined entity, based on workplace gender audit results, and is required to be submitted by 31 March 2022.

## OCCUPATIONAL HEALTH AND SAFETY

Council maintains a strong commitment to ensuring its workplaces are safe and that the organisation has a proactive safety culture. Over the last 12 months, Council has implemented an online OHS management system so that staff can report incidents, near misses or risks they identify in the workplace. OHS inductions are embedded as a standard onboarding training.

Council's OHS Committee meets every two months to identify and discuss issues, compliance and training/awareness opportunities.

During the pandemic, Council has created a dedicated COVID-19 Working Group to help navigate and develop clear communication and accessible tools to meet the external requirements of the pandemic, while reflecting Council's interest to keep every stakeholder virus and exposure free.

Council has also focused its efforts on a Business Continuity Management System which is intended to provide the organisation with a structured framework in the event of significant business disruption.

## SUPPORTING AND INFORMING STAFF

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

In 2020/2021, these included:

- an **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 planning sessions**
- Online seminars to provide additional **wellbeing and support during COVID-19**

Council also fosters various channels of interaction to inform and engage its staff. Council publishes the weekly 'In the Loop' newsletter which is emailed directly to staff and Councillors, to share organisational and community news, recruitment opportunities and encourages active contribution and consultation feedback. In addition, Council produces a quarterly staff newsletter called 'Plain Talking' which focuses on sharing employee and team success stories.

In June 2020, staff participated in two important surveys to assist the organisation to strengthen the culture and environment now and into the future:

- **Staff Engagement Survey** – An internal survey which is undertaken every two years to help to strengthen the organisational culture through providing staff with the opportunity to voice their experiences on Council's vision, values, behaviours and performance. The key survey themes were Leadership, People & Teams, Your Role, Growth & Development and Strategic Direction. Action plans will be developed from the results of the survey in the first quarter of 2021/22.
- **Gender Equality Survey** – a survey run across the Public Sector of Victoria which is a requirement of the *Gender Equality Act 2020*. This is a new bi-annual survey to help Council better understand gender equality, diversity and inclusion in the workplace, identify gaps and build the Gender Equality Action Plan.



*Mayor Cr Helena Kirby congratulates Council's Assistant Building Surveyor Julie Harris on joining the Victorian Government's Women Building Surveyors Program.*

# OUR PERFORMANCE

Planning and Accountability Framework	68
Council Plan	69
1. Promoting healthy and connected communities	72
2. Enhancing local economies	86
3. Maintaining natural and built environments	90
4. Delivering good governance and leadership	105



*Council delivers Maternal Child Health Services in six communities across the Shire with programs including Enhanced Clients, First Time Mothers, Supported Play Group, and Sleep and Settling.*

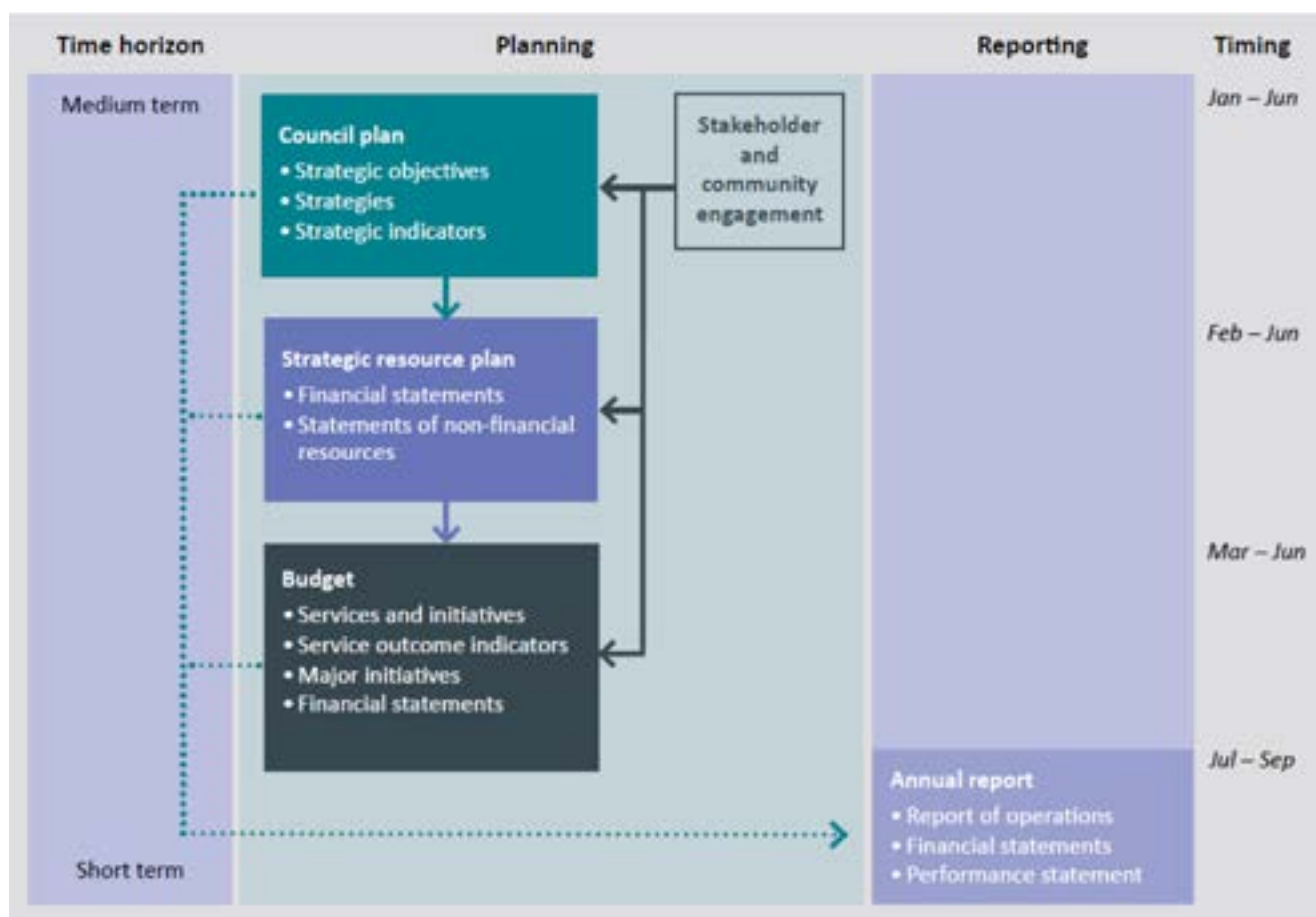
# PLANNING AND ACCOUNTABILITY FRAMEWORK

The planning and accountability framework is found in part 6 of the Act and in the Local Government (Planning and Reporting) Regulations 2014 (the regulations).

## The legislation requires councils to prepare the following documents:

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

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





# COUNCIL PLAN

The Council Plan 2017-2021 is the key document that has governed the strategic direction for Golden Plains Shire for the past four years.




The Council Plan 2017-2021 also incorporates the Municipal Public Health and Wellbeing Plan that outlines Council's priorities for supporting, protecting and improving the health and wellbeing of the Golden Plains 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.

The Council Plan 2017-2021 included strategic objectives, strategies for achieving these objectives, strategic indicators for monitoring achievement of the strategic objectives and a strategic resource plan.

The four strategic priorities that provide the framework for achieving the vision in the Council Plan 2017-2021 are:

Key Result Area	Strategic Objective
<b>1. PROMOTING HEALTHY AND CONNECTED COMMUNITIES</b> 	We commit to creating a healthy, active and safe community that provides opportunities for all residents to connect and engage with their local and broader community.
<b>2. ENHANCING LOCAL ECONOMIES</b> 	We work with business, government and community partners to sustain a diverse, resilient, prosperous and socially responsible economy, through investment attraction, supporting local business, and tourism development.
<b>3. MAINTAINING NATURAL AND BUILT ENVIRONMENTS</b> 	We work to promote, conserve, enhance and protect the natural environment and ensure that growth and change in the built environment is managed for the benefit of all of our community.
<b>4. DELIVERING GOOD GOVERNANCE AND LEADERSHIP</b> 	We will govern with integrity, plan for the future, and advocate for our community.

## PERFORMANCE

Council's performance for the 2020/21 year – the final year of the Plan – has been reported against each strategic objective to demonstrate how Council has delivered the Council Plan 2017-2021.

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 Council's Budget 2020/21.
- 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 AND WELLBEING PRIORITIES

We are committed to the following health and wellbeing priorities that underpin the Council Plan and our strategic framework for 2017-2021 and beyond:



### 1. Healthy eating and active living

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



### 2. Access to local health and community services

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



### 3. Healthy and sustainable environments

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



### 4. Connected communities

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



### 5. Family violence and gender equity

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

## MUNICIPAL HEALTH AND WELLBEING ACTION PLAN

### ***Collaborating and strengthening partnerships to improve health and wellbeing outcomes of our community.***

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

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 MHWAP throughout the past four years and particularly in its final year of delivery.

Council has worked with partners to conduct evaluation of activities held throughout 2020/21 and assess short-term outcomes. When assessing short-term outcomes, the evaluation focuses on 'What did we do?' and 'How well did we do it?'.

### **The 2020/21 MHWAP Evaluation**

Nineteen external partners and 15 internal units of Council reported on 180 health and wellbeing activities across the 5 priority areas within the MHWAP. The impacts of COVID-19 were considered in the evaluation.

During 2020/21, the final year of the MHWAP, activities were adapted to align with the Victorian Government's health

directives due to the COVID-19 pandemic. Health Priority Areas most impacted by COVID-19 during 2020/21 were 'Connected Communities' and 'Access to Local Health and Community Services'.

Approximately 70% of the MHWAP's activities were impacted by COVID-19, ranging from minor to major impacts with time and resources diverted away from approximately one-third of activities. Observed impacts included shifting activities to online or electronic platforms, new complexities/procedures for health service delivery, events/activities postponed or cancelled, and facilities closed. Several new initiatives were implemented to support community and respond to emerging needs during COVID-19 with networks developed to facilitate this.

The Community Activation and Social Isolation Initiative (CASI), funded by the Victorian Government and managed by Council's Health and Wellbeing Unit, provided valuable opportunities for community groups to reconnect, adapt and recover from the effects of the pandemic. The total community reach of this funding was approximately 4,000 community members.

### **Anecdotal evidence of COVID-19 impact:**

*'Cancellation of all face-to-face activities'*

*'Health services partners were redeployed'*

*'Competing priorities within organisations'*

*'Uncertainty with funding requirements and ability to deliver actions'*

*'Impacted roles and responsibilities and communication between partners'*





## STRATEGIC OBJECTIVE

# 1: PROMOTING HEALTHY AND CONNECTED COMMUNITIES



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




*In 2020/21, Council prepared for the introduction of funded three-year-old kindergarten, with Golden Plains Shire coming into scope in 2022, under the State Government's kindergarten commitment.*



## STRATEGIC INDICATORS


The following statement reviews the performance of Council against the strategic indicators included in the Council Plan 2017-2021.

Strategic Indicator/ Measure	Result	Comments
<b>Increased healthy eating and active living</b> 		<b>Municipal Public Health and Wellbeing Plan 2021-2025:</b> Increased healthy eating and active living are priority areas for the next four years.
		<b>Maternal and Child Health (MCH):</b> Healthy eating and active living form the foundations of MCH delivery, supports and programs. Discussions with clients and groups about diet, exercise, social interaction and sleep are crucial and include Maternal Child Health Nurse facilitation along with allied health delivered dietitian, diabetes and lactation specialist support.
		<b>Kindergarten:</b> Programs embed Nutrition and Active Play Policies into programs, this includes sharing information and education with families and committees. In 2020/21 during COVID-19, these group sessions moved to an online format.
	Two senior women's cricket teams	<b>Barwon Game Changer:</b> Led to the development of two senior women's cricket teams and recruitment of women on the club's committee. Facilitated by Regional Sports Assembly Leisure Networks, Lethbridge Cricket Club was the host/beneficiary club.
	Two programs delivered with women taking part	<b>Active Golden Plains:</b> Two programs were delivered with approximately 20 women taking part (COVID-19 impacted delivery of this initiative). Delivered by Regional Sports Assembly Sports Central, this program provided opportunities for women in Golden Plains to participate in safe, welcoming and inclusive physical activity initiatives.
	Online social media campaign encouraging women/girls to get active	<b>This Girl Can:</b> As part of the G21 Women and Girls Physical Activity Working Group, Council successfully applied for VicHealth Funding to deliver a social media campaign and major event, in partnership with the other Local Government Areas. Unfortunately, due to the impact of COVID-19, the event was cancelled, and Council focused on smaller local initiatives.
	Various activity sessions with 30 participants	<b>Coordinated Delivery</b> (although impacted by COVID-19) of: <ul style="list-style-type: none"> <li>• Haddon Yoga Session plus Walk – 9 participants</li> <li>• 'Seniors Get Active' Sessions – 7 participants</li> <li>• Outdoor Yoga Session – 10 Participants</li> <li>• Evening 'Hatha Yoga' – 4 participants</li> </ul>
	30 participants over 5 sessions	<b>Woody Yaloak Warriors Cricket Blaster Program:</b> Introductory junior cricket program with 30 participants aged 12 years and younger over 5 sessions. Coordinated by Council and delivered by Sports Central and Cricket Victoria, the program was to test interest in cricket in the region, with the aim of establishing a junior cricket section in the Woody Yaloak Junior Football Netball Club.
	70 community members participated	<b>Shake It Off program</b> (dance program): Dance project conducted during lockdown that consisted of online dance classes for children/families to learn parts of a routine each week and then film themselves performing it in their homes. Four sessions were held during lockdown as well as a 'celebration/performance' at the end of the program with 70 participants.

Strategic Indicator/ Measure	Result	Comments
<b>Increased healthy eating and active living</b> 	42 community members participated, totaling 2,640km during the 8-week challenge	<b>Winter Walk Challenge:</b> Partnership with YMCA. Eight-week challenge to walk/ride/scoot/skate 20, 40 or 80km during Winter/lockdown engaging 42 participants. Eight social media posts (weekly posts on Council's social media pages) provided information on the importance of keeping active and the health and wellbeing benefits. There was also a photography competition – take a photo on your walk of your favourite place to walk/get active in nature with two competition winners.
	30 respondents to survey providing feedback	<b>Golden Growers:</b> A consultation survey was conducted to gauge the interest and expertise of gardening/growing vegetables at home. A cooking demonstration video was recorded utilising a variety of veggies in a popular Mexican dish.
		<b>Veggie Resource Guide:</b> Council collaborated with the G21 vegetable consumption working group to develop a guide on communicating appropriate healthy eating with a focus on vegetables.
	19 members	<b>Local Support Network:</b> A group established in 2020 to implement the Community Activation and Social Isolation initiative (CASI) with 19 members. The LSN meets monthly to identify projects that will help communities recover from the effects of the COVID-19 pandemic.
	A grant of \$9,975 secured to deliver the program	<b>Move Your Way:</b> Successful application of \$9,975 to support girls aged 12 to 15 years to be more active and move in non-traditional, non-competitive, non-structured ways during a 10-week program. The program built social connections, as well as an education component to break down stigma and barriers to participation and increase girls' confidence and self-esteem.
	10 videos reaching approximately 1,000 children	<b>Backyard Brain Breaks:</b> Partnership project with YMCA included a series of 10 movement-based activity videos of 20 to 30 minutes duration for primary school-aged children to get active while at home in lockdown and remote learning. The videos were sent to all local primary schools, reaching approximately 1,000 children.
	10,600 social media impressions and 5,000 water bottles distributed	<b>Choose Water Every Day:</b> Ten-week social media campaign with 40,000 social media impressions in the G21 region (10,600 in Golden Plains Shire) and advertising on 8 buses. Five thousand water bottles were distributed and water bubblers were installed to encourage water consumption.
	Six footpath renewal projects	<b>Footpath/trail improvements:</b> Improved access for walking to recreation facilities and schools has included new gravel placed on footpaths at Ross Creek-Haddon Road, Sago Hill Road (in front of the Memorial), Pitfield Scarsdale Road, Common Road (Hamilton Highway to Faulkner Road), and Wallace Street, Meredith outside school. A trail was constructed from Russell Street Bridge to the Recreation Reserve in Lethbridge creating a connecting path from the lake to the Recreation Reserve.
<b>Improved access to health and community services for people of all ages, abilities and localities in the Shire</b>	196 Kindergarten enrolments. 104 Family Day Care Educators	<b>Early Years Services:</b> Included the provision of kindergarten services at Rokewood, Teesdale, Meredith, Bannockburn and Inverleigh with 196 enrolments. <ul style="list-style-type: none"> <li>• Maternal Child Health Service delivery within 6 communities across the Shire including Enhanced Service and 27 First Time Mothers.</li> <li>• 104 Family Day Care Educators delivered in home/in venue care throughout the Shire.</li> </ul>



Strategic Indicator/ Measure	Result	Comments
<b>Improved access to health and community services for people of all ages, abilities and localities in the Shire</b>  	2000 cards printed	<b>Wellbeing Support Cards:</b> Designed to improve residents' knowledge of the availability of national, state-wide and local services. A list of priority settings for distributing the 2000 cards included community health centres, community services/customer facing roles in GPSC, Barwon Child Youth and Family, and Stand by Suicide Support Program.
	Five women attended in 2020/21	<b>Breast Screening:</b> Partnership with BreastScreen Victoria has commenced for females in the community to access the mobile breast screening van.
	Four meetings held (1 each quarter) with guest speakers	<b>GP and Service Provider Network:</b> Meetings are held quarterly and Council has engaged external services to present at this network in order to build the knowledge of available services and referrals. These included the Orange Door (family violence service), 1800MYOPTIONS (sexual health service), Diversitat (migrant and refugee service), and Stand By support (mental health/suicide support service).
	Two surveys conducted	<b>Stay Safe, Stay Healthy, Stay Independent:</b> Two surveys were conducted over the phone to collate information such as fitness goals, wearing a Fitbit and increasing fitness challenges. Council's Social Support Team will continue to support consumers with its Social Support Program activities.
	130 alarms	<b>Stay Safe - Livelife Mobile Alarm:</b> A letter was sent to all Commonwealth Home Support Program participants in Active Ageing & Inclusion Services and 130 alarms were issued to consumers through a grant-funded program. The Livelife Mobile Alarm allows the consumer to go anywhere knowing help is just a press of a button away.
	110 fitness trackers	<b>Stay Healthy - The Fitbit Charge 4:</b> A letter was sent to all Commonwealth Home Support Program participants in Active Ageing & Inclusion Services and 110 fitness trackers were issued to consumers through a grant-funded program.
	20 iPads	<b>Stay Independent - Smart Devices:</b> Twenty iPads were purchased to utilise in Social Support Programs. The smart devices are to support consumers in activities of daily living and to optimise independence, health, wellbeing and quality of life.
<b>Increased community safety indicators</b>	42 immunisation sessions 56 inspections 41 food samples	<b>Environmental Health activities included:</b> <ul style="list-style-type: none"> <li>• 42 community immunisation sessions held at venues across the Shire.</li> <li>• 56 tobacco compliance inspections completed.</li> <li>• 41 food samples obtained from businesses and sent off for analysis.</li> </ul>
<b>Reduced prevalence of family violence</b>  		<b>Maternal Child Health:</b> All MCH early years programs and staff training sessions are specifically directed to providing support and/or reduce the prevalence of family violence, most notably, the Supported Playgroup program.
		<b>Commonwealth Home Support Program:</b> The Charter of Aged Care Rights is sent to all consumers receiving the Commonwealth Home Support Program. The book informs consumers of their rights and advice to ensure their rights are supported. Community Care Workers are also trained in elder abuse and how to report concerns.

Strategic Indicator/ Measure	Result	Comments
<b>Increased connection to culture and communities</b> 		<b>Municipal Public Health and Wellbeing Plan:</b> Preventing family violence is a priority area with activities including: <ul style="list-style-type: none"> <li>• 16 Days of Activism – Events delivered to build an understanding of family violence and bystander action (for community).</li> <li>• WRISC Family Violence Support – Council has partnered with WRISC to provide support to women and children who have experienced family violence. Program based in Smythesdale.</li> <li>• Family violence posters – Developed during lockdown to highlight the common forms of violence and provide help seeking information.</li> <li>• Family violence support guide – Prepared to assist leaders to respond to disclosures and provide appropriate referral pathways. A more concise document was developed for staff which highlighted family violence as an issue and provided information on diverse support services.</li> </ul>
		<b>Trails:</b> The Three Trails project was progressed to upgrade the Ballarat to Skipton Rail Trail, Rainbow Bird Trail and Kuruc a Ruc Trail. Extensions and improvements to trails in Bannockburn Lock Up and Lethbridge Lake were also completed utilising Council's Open Space and Trails Budgets.
	Three programs 40 participants	<b>Reconciliation Action Plan:</b> A 'Reflect' Reconciliation Action Plan was developed and endorsed by Council for submission to Reconciliation Australia for review. Reconciliation Action Plans in Early Years Services are in place for five kindergartens and Family Day Care.
		<b>Arts in Action:</b> Three sessions were held with more than 40 participants: "Being Market Ready", Working Together Effectively," and "Digital Communities.
	23 community plans	<b>Community Planning Program:</b> Twenty-three plans are active across the Shire providing a multitude of history, arts, events and social interaction. The program is run by community volunteers, with Council providing mentoring, training and funding assistance. Mentoring has occurred on how to develop inclusive projects and engagement via resourcing and knowledge. Provision of the International Indigenous Design Charter Resource to community coordinators interested in learning how to do cultural engagement and co-design has occurred. Project currently being developed on engaging with Wadawurrung Traditional Owners.
	27 nominations for community awards	<b>Golden Plains Shire Council Community Awards 2020:</b> Attracted nominations of impressive local people and community groups from their fellow community members in the following categories: Citizen of the Year, Senior Citizen of the Year, Young Citizen of the Year and Community Impact Award. All nominees were promoted across traditional and digital communication channels by Council.
		<b>Active Ageing &amp; Inclusion:</b> A Draft Sexuality, Intimacy, Body and Gender Identity/Expression Policy has been developed. The purpose of this policy is to ensure that each consumer's right to intimacy, body, sexuality and identity/gender expression is recognised and respected.
<b>Increased community led action volunteering, participation in community groups &amp; events</b>	Five committees	<b>Kindergarten:</b> Five Volunteer Parent Committees actively support the delivery of Council's funded kindergarten services.
	250 attendees	<b>Youth Development:</b> The FReeZA Committee has continued to plan, implement and deliver a range of quality events by local young people for local young people. The Barwon South West Skate, Scoot and BMX competition was held at the Bannockburn Skate Park in early 2021 which attracted more than 250 community members. A similar competition was held at the Smythesdale Skate Park, attracting a strong community response.

Strategic Indicator/ Measure	Result	Comments
<b>Increased community led action volunteering, participation in community groups &amp; events</b>  	92 community volunteers	<b>Community Planning Program:</b> Ninety-two volunteer community coordinators undertake the delivery of community-led actions, events and community activities including: <ul style="list-style-type: none"> <li>• A key event was held at Meredith to celebrate the history of the area with 80 people attending.</li> <li>• To build the capacity of volunteers, a 2-part workshop was delivered to 20 volunteers. Through these workshops, volunteers from CFA, Landcare, Progress Associations, Arts and Community Planning gained a better understanding of taking an idea to project.</li> <li>• National Volunteer Week Event was held in May 2021 to recognise volunteer contributions.</li> <li>• A Community Planning three-year action plan was developed and adopted by Council.</li> </ul>
	41 successful grant applications	<b>Quick Response Community Grants:</b> The COVID-19 Quick Response Community Grants program was designed to fund activities to assist community groups adapt and recover from the effects of the pandemic. The funding was provided from the Victorian Government with 41 applications successful throughout the Shire. \$66,934.70 was awarded for a total project value of \$92,344.63 and total community reach of this funding is approximately 3,000 community members.
	250 responses	<b>Development of the Municipal Public Health and Wellbeing Plan 2021-2025:</b> Community consultation for the Plan included postcards, listening posts, Coffee with your Councillors sessions, online surveys, email and letter responses. Approximately 250 responses identified the top five priorities for both community and stakeholders, which were adopted in the MHWAP.
<b>Increased support and access to Council delivered, and independent provider, programs</b>  	196 kindergarten enrolments	<b>Early Years Services:</b> Kindergarten services were delivered at Rokewood, Teesdale, Meredith, Bannockburn and Inverleigh.
	MCH supported 292 births and participation of 941 children	<b>Maternal Child Health Services:</b> were delivered in six communities across the Shire including Enhanced Clients, First Time Mothers, Supported Play Group Participation, and Sleep and Settling.
	74 participants 10 presenters	<b>Mental Health First Aid training:</b> This training was provided to a range of service providers, community groups and sporting clubs to help address a lack of mental health support services across the Shire.
	508 hours delivered	<b>Speech pathology:</b> Council facilitates a speech pathology service undertaken by Barwon Health to provide assessment and treatment of communication issues in children.
	Average of 40 young people per week	<b>Youth Development:</b> A range of online programs and activities yielded unprecedented levels of engagement and participation during the periods of lockdown in 2020/21. A weekly schedule of activities was devised in consultation with local young people with a variety of implemented including: keynote speakers, trivia, music performances, movie nights and training courses. The Pop-Up Youth Space model which has been trialled in 2021 has been an early success and a significant community response at the Inverleigh Program saw an average of 40 young people per week.
		<b>Home and Community Care Program for Younger People:</b> A communications and marketing campaign was completed, targeting consumers under 65 years who are not eligible for NDIS funding and need support in their home to maintain their independence.



## MAJOR INITIATIVES

The following statement reviews the progress of Council in relation to major initiatives identified in the Council Budget 2020/21.

Major Initiatives	Progress
<b>Theme 1</b>	<b>Promoting Healthy and Connected Communities</b>
<b>Children Services</b> – Development of Municipal Early Years Plan	Commenced work on scope. The Municipal Early Years Plan 2021-2025 is due to be completed and adopted by December 2021.
<b>Children Services</b> – Development of Early Years infrastructure draft plans for Inverleigh and Teesdale	Kindergarten Infrastructure Services Planning (KISP) agreement with DET is in progress to be completed and adopted by December 2021. Supply and Demand analysis completed across all the Shire's early years services/facilities. Concept plans for extension to Teesdale Children's Centre in progress. Inverleigh Kindergarten draft plans and proposed site to be progressed alongside future Inverleigh Primary School and residential development.
<b>Children Services</b> – Development of strategic planning for Maternal Child Health and Family Day Care	Maternal Child Health and Family Day Care strategic planning is reviewed annually. Family Day Care is reviewed annually due to the supply demand restraints. COVID-19 impacts resulted in reduced educator availability and capacity to deliver services ongoing.
<b>Children Services</b> – Planning and implementation of new Sleep and Settling program funded by DHHS (ongoing)	Parenting Support training has been undertaken by Maternal Child Health staff in 2020/21. Some aspects were impacted by COVID-19 restrictions and lockdown, however adjustments are expected in 2021/2022 financial year.
<b>Children Services</b> – Planning and implementation of school readiness funding implementation 2021	DET individual service plans have been approved and implementation of the program of school readiness funding commenced in 2021.
<b>Children Services</b> – Planning and implementation of funded three-year-old kindergarten commencing 2022	Service planning and supply analysis for 2022 implementation of three-year-old kindergarten has been undertaken. Council will commence the implementation of funded kindergarten across all Council-operated services and support private and not-for-profit providers.
<b>Children Services</b> – Undertake service user satisfaction survey	Kindergarten user satisfaction survey was completed for funded kindergarten service programs with low participation rates. Review of communication processes for families and enrolment online system updates has been undertaken. Survey feedback will support programs in the following year.
<b>Active Aged &amp; Disability</b> – Action Plan: Aged Care Quality Standards (effective 1 July 2019), to ensure understanding, implementation and compliance across service provision	Continuing to imbed the Aged Care Quality Standards is occurring with the Active Ageing & Inclusion team and adhering to the Aged Care Quality Standards within services delivery.
<b>Active Aged &amp; Disability</b> – Action Plan: <i>Active Ageing and Inclusion Plan 2020-2024</i> to identify current and future needs of older residents and people living with disabilities	Council adopted the Active Ageing & Inclusion Plan 2020-2024 in 2021. Establishment of an Active Ageing & Inclusion (AA&I) internal working group to ensure an accessibility and age friendly 'lens' is applied to the advocacy, management and facilitation for all Councils events, meetings or community consultations. Intergenerational projects proposed in 2021/22.

Major Initiatives	Progress
<b>Theme 1</b>	<b>Promoting Healthy and Connected Communities</b>
<b>Community Facilities</b> – Deliver safety and amenity improvement works to the Bannockburn Cultural Centre	At Bannockburn Cultural Centre, upgrades to the Main Hall Digital Projector and Barwon Room Projector were made to increase community and Council use of the spaces for presentations. Hesse Rural Health Services have signed a hire agreement for the ongoing use of the Bannockburn Room, Grenville Room and Youth Room (following the opening of the Golden Plains Youth Hub).
<b>Community Development</b> – Deliver the new and improved Community Grants Program including implementing funding streams and quick response grants	Implementation of the new and improved Community Strengthening Grants program has been completed. In Round 2 of the 2020 Community Strengthening Grants, 17 applications were approved for \$71,928 in funding. In Round 1 of the 2021 Community Strengthening Grants, 12 applications were approved for \$44,531 in funding.
<b>Community Development</b> – Work with local communities to delivery six new community plans and review the Community Planning Program	The Community Planning Program Action Plan 2021–2024 was presented to Council and adopted in March 2021. Local Community Plans have been developed with Community Planners and residents in Barunah Park, Garibaldi, Scarsdale-Newtown and Smythesdale, with a new plan for Napoleons also well advanced.
<b>Health Promotion</b> – Develop and adopt the Municipal Public Health and Wellbeing Plan	Under Section 27 of the <i>Public Health and Wellbeing Act 2008</i> , Council sought and was granted an exemption from the Department of Health Victoria to produce a stand-alone Municipal Public Health and Wellbeing Plan through the inclusion of public health and wellbeing matters into the Council Plan 2021-2025. The five priority health and wellbeing areas for Golden Plains Shire in the Municipal Public Health and Wellbeing Plan are: Improving mental wellbeing, Increasing active living, Preventing family violence and advancing gender equity, Increasing healthy eating, and Tackling climate change and its impact on health.
<b>Health Promotion</b> – Consider and develop the priorities from the CASIMO report for implementation	The Community Service and Infrastructure Plan (CSIP) has been developed over the last 18 months and provides a Vision, Planning Principles, an evidence-base and methodology to identify potential improvements to community services and facilities provision across Golden Plains Shire. The final report will be provided to Council for adoption in August 2021.
<b>Arts &amp; Culture</b> – Creative Wanderings promoting professional arts/music/public art	Creative Wanderings is a publication of artwork and details of 20 artists or artist studios, 6 festivals and 7 community arts groups, designed to celebrate and support the Golden Plains Shire creative industry. Five hundred copies were distributed to artist studios, wineries and bespoke accommodation in Golden Plains Shire, as well as at key locations throughout regional Victoria, including Creative Victoria offices, regional museums and galleries, and funding and arts lobbying organisations.
<b>Arts &amp; Culture</b> – Facilitating opportunities for creatives – brokering access to space and capacity-building programs	<ul style="list-style-type: none"> <li>• ‘Zoom me a River’ was a collaborative Council and community creative response to social isolation and community connectedness sparked by the re-introduction of COVID-19 Stage 3 Restrictions for Victoria in September 2020.</li> <li>• Three Arts in Action sessions were held with more than 40 program participants and included “Being Market Ready,” “Working Together Effectively” and “Digital Communities”.</li> <li>• In partnership with the Australian Museum and Galleries Association – Victorian Branch, a number of free workshops were held targeting local historical society members.</li> </ul>

Major Initiatives	Progress
<b>Theme 1</b>	<b>Promoting Healthy and Connected Communities</b>
<b>Youth Development</b> – Develop a Youth Strategy Action Plan	A comprehensive review of the Youth Development program commenced in 2020, with the service plan endorsed by Council in 2020. A Youth Survey in early 2021 provided 500 responses with strong representation from ages, genders and communities. The Youth Development Action Plan is being finalised in 2021.
<b>Youth Development</b> – Progress the Golden Plains Youth Hub	The Golden Plains Youth Hub secured funding from the Victorian and Federal Government, Bannockburn District Grants Inc and Council for the refurbishment of the repurposed portable building in the Bannockburn recreation precinct. Detailed design was completed with community stakeholder consultation. A Community Reference Group was established to provide input into governance and programming. A formal sod-turning event was held on Friday 18 June 2021 to celebrate the start of construction on the Hub. A prospectus has been developed to encourage service providers to deliver outreach at the space. The development of an operational model is in progress.
<b>Youth Development</b> – Deliver programs with Engage and FReeZa funding	Councils Engage and FReeZA programs were able to progress during the periods of lockdown in 2020 through a migration to various online platforms. Online engagements and two face-to-face FReeZA events were held in early 2021 with Skate, Scoot and BMX competitions held at the Bannockburn and Smythesdale Skate Parks. Strict indoor capacity restrictions prompted the other events being cancelled or deferred. The Engage program has continued to thrive with strong participation in training courses (Barista, RSA and First Aid), Youth Spaces (Bannockburn and Inverleigh), and Leadership Programs (Nurturing Young Minds for their Future, School for Student Leadership).
<b>Recreation Planning</b> – Implement <i>Sport and Active Recreation Strategy 2020-2030</i>	In line with the Sport and Active Recreation Strategy 2020-2030, a number of design and construction projects have been completed or are in progress, including: <ul style="list-style-type: none"> <li>• Bannockburn Bowls Upgrade</li> <li>• Bannockburn Soccer Facility Upgrade</li> <li>• Inverleigh Sporting Complex Upgrade</li> <li>• Inverleigh Netball Club Upgrade</li> <li>• Lethbridge Lighting &amp; Irrigation Upgrade</li> </ul>
<b>Recreation Planning</b> – <i>Play Space Strategy 2019-2029</i> implementation	Actioning of recommendations in Council's <i>Play Space Strategy 2019-2029</i> to improve the quality and play diversity of play spaces across the Shire has occurred. Several projects were brought forward as a result of successful funding applications, while the majority of maintenance items identified in the bi-annual independent play space audits have been addressed. External funding has been secured for upgrades at Enfield (Harrison Reserve), Linton and Ross Creek Play Spaces, with conceptual designs also completed. The Bannockburn Skate Park and Meredith Recreation Reserve received funding to improve active recreation facilities.
<b>Recreation Planning</b> – Concept planning and detailed design for Sport and Active Recreation projects	During 2020/21, Council developed conceptual plans for a number of projects and in readiness for external funding opportunities. This included developing schematic plans for the Leighdale Equestrian Centre, detailed designs completed for the Bannockburn Soccer Facility Upgrade, Lethbridge and Linton Cricket Net Upgrades, Linton Recreation Reserve Oval Upgrade; and concept plans for the play space upgrades being undertaken. Plans for the Bannockburn Skate Park Upgrade were also developed to support the construction.



Major Initiatives	Progress
<b>Theme 1</b>	<b>Promoting Healthy and Connected Communities</b>
<b>Recreation Planning</b> – Master planning for recreation reserves	Council commenced three Masterplan updates during this financial year, for Don Wallace Recreation Reserve (Teesdale), Rokewood Recreation Reserve and Ross Creek Recreation Reserve. These plans included a thorough review of the existing plans, updated facility condition assessments, an analysis of current participation and user groups, a review of population demographics, and the updating and reclassification of development priorities. Completion of these plans was delayed due to the ongoing COVID-19 pandemic, with final versions to be presented to Council for endorsement in 2021/22.
<b>Recreation Construction</b> – Bannockburn Soccer Changerooms, lighting and fencing	This project is still under construction, with two of the three stages – fencing and lighting – completed. Construction of unisex changerooms, including storage and medical spaces, is due to commence in 2021/22. Additional landscaping and beautification will also be completed during this stage of construction.
<b>Recreation Construction</b> – Linton Cricket Nets	Designs have been completed for the Linton Cricket Nets project with the tendering of works to be completed in 2020/21. Completion is expected for the second half of the 2021/22 cricket season.
<b>Recreation Construction</b> – Inverleigh Social Room Upgrade	Construction commenced, with Council supporting the user clubs with temporary facilities to ensure activities can still occur during the construction period. Some delays due to the availability of timber has been experienced as a result of the COVID-19 impact on the supply of materials. Construction completion expected in October 2021. Council is continuing to support the user clubs to increase participation opportunities and have engaged the local Regional Sports Assembly and State Sporting Associations to assist with this. Participation, activation plans and outcomes are strongly linked to the funding agreement in place with the State Government.
<b>Recreation Plan Construction</b> – Lethbridge Lighting and Irrigation Upgrade	This project has been successfully completed, with the community now benefiting from the provision of suitable sports oval lighting and an automatic irrigation system which use a sustainable water source to care for the surface. Council is now supporting user clubs to increase participation in the Lethbridge clubs and activate the reserve.
<b>Recreation Infrastructure maintenance</b> – Working with Committee of Management groups to identify priority maintenance projects	Council completed annual maintenance assessments across a number of key facilities and to ensure a proactive maintenance program was in place for 2020/21, including working with the committees of management to identify and prioritise maintenance issues and schedule works. Minor upgrades were undertaken to improve facilities and support and encourage use which included a painting upgrade at the Don Wallace Recreation Reserve in Teesdale, building improvements at the Woady Yaloak Equestrian Centre and electrical upgrades at Linton Recreation Reserve.
<b>Recreation Infrastructure maintenance</b> – Service Planning & Asset Rationalisation Review	The Community Services and Infrastructure Plan was developed to provide a Vision, Planning Principles and an evidence-based methodology to identify potential improvements to community services and facilities across the Shire. This will optimise and upgrade services and facilities to meet current and future community needs. A framework has been developed to inform and assist with decision-making relating to the consolidation/decommissioning of Council-managed play spaces. This framework aligns with recommendations within the <i>Play Space Strategy 2019-29</i> and provides a clear process to review and seek endorsement to rationalise community infrastructure.

## SERVICES

The following statement provides information on the services funded in Council's Budget 2020/21 and the persons or sections of the community who are provided the service.

Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Maternal Child Health</b>	Provides a comprehensive and focused approach for the promotion, prevention and early identification of the physical, emotional and social factors affecting young children and their families.  The service supports child and family health, wellbeing and safety, focusing on maternal health and father inclusive practice as key enablers to optimise child learning and development.	220 <u>267</u> 46
<b>Children Services</b>	Improve the health and wellbeing of families by increasing access to a range of quality universal and specialist children and family services. Support access through advocacy and promotion of services operated throughout the Shire including Council-operated, private and not-for-profit services that providing families choice and promoting quality services that meet community needs. Establish networks, develop relationships with service providers and consider gaps in community access to services.	318 <u>505</u> 187
<b>Active Ageing &amp; Disability Home &amp; Community Care Program for Younger People (HACC PYP)</b>	Provision of individual and group support services including assessment to enhance the health and wellbeing of the Shire's community members whose functional limitations affect their ability to manage day-to-day activities and need support to live independently at home and stay connected to the community.  Wellness and reablement are an essential part of Council's service delivery and promote independence, improved quality of life, and support a 'doing with' approach that delivers positive outcomes for clients, carers and communities.  People who are eligible, include frail people under 65 years, younger people with disabilities not eligible for the NDIS and carers. The 2020/21 budget incorporated realignment of program areas across HACC & CHSP programs and increase in social support group services.	167 <u>312</u> 145
<b>Active Ageing and Disability – Home Support Program (CHSP)</b>	Provision of individual and group support services including assessment to enhance the health and wellbeing of community members whose functional limitations affect their ability to manage day-to-day activities and need support to live independently at home and stay connected to the community.  Wellness and Reablement are an essential part of our service delivery and promote independence, improved quality of life, and support a 'doing with' approach that delivers positive outcomes for clients, carers and communities.  To be eligible for the program, people must be 65 years of age and older. The 2020/21 budget incorporates realignment of program areas across HACC & CHSP programs.	258 <u>646</u> 388
<b>Community Transport</b>	The Golden Connections community transport service provides a flexible, responsive transport service for isolated residents to stay connected to services within the Shire and beyond.  Volunteers provide the transport service and eligibility is based on individual circumstances.	61 <u>115</u> 54

Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Community Centres</b>	Improving the health and wellbeing of Golden Plains Shire residents and facilitating the development of healthy vibrant communities. Providing opportunity to support and access a range of services and programs at Council-managed facilities across the Shire.	765 <u>913</u> 148
<b>Kindergartens</b>	Early Years Management of five funded kindergartens and accompanying early learning facilities located at Bannockburn, Meredith, Inverleigh, Rokewood and Teesdale. Council works closely with Incorporated Volunteer Parent Committees (Advisory Groups) to deliver quality education and care programs. Funded four-year-old sessional kindergarten is offered from all facilities whilst three-year-old activity group/pre-kindergarten programs operate from four of the locations. Preparation is underway for the introduction of funded three-year-old kindergarten, with Golden Plains Shire coming into scope in 2022.	(317) <u>19</u> 336
<b>Bannockburn Children Services</b>	Management and operation of the integrated children's service at Bannockburn, incorporating childcare and funded kindergarten programs. The service caters for children from 6 weeks to school age.	(92) <u>107</u> 198
<b>Family Day Care</b>	Family Day Care Service management of contracted educators operating throughout the Shire in their own residences or from approved in venue facilities. Qualified educators provide education and care to between four and seven children per day and like childcare and kindergartens, are strictly regulated under National Regulation and Law. Some educators also provide before and after school care options for families.	33 <u>62</u> 29
<b>Community Development</b>	Supporting and strengthening local communities and local leadership through the development of Community Plans and Council's community grants program.	638 <u>1,008</u> 370
<b>Health Promotion</b>	Collaboratively working with community, government, health and wellbeing partners and agencies to support, protect and improve the health and wellbeing of residents.	161 <u>143</u> (18)
<b>Libraries</b>	Providing an excellent fixed and mobile library service to residents of Golden Plains Shire through Council's participation in the Geelong Regional Library Corporation.	608 <u>453</u> (155)
<b>Arts and Culture</b>	Facilitating the development of community arts and cultural development projects and creative industries 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.	161 <u>180</u> 19
<b>Youth Development</b>	Working to improve the health and wellbeing of young people living in Golden Plains Shire. Using community engagement and capacity building strategies to inform initiatives which support community mental health, social connection and build civic pride. To increase capacity and opportunity for young people to participate, increase skills, knowledge and leadership abilities, and provide meaningful pathways into education, training and careers.	228 <u>315</u> 88



Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Recreation Planning</b>	Working to develop a range of recreation facilities and services, with the aim to increase active living in our community. By identifying, supporting and applying for grant funding, strategically planning recreation service and facility provision, building capacity and supporting local leadership in facility management, and providing participation and engagement opportunities.	474 <u>561</u> 87
<b>Recreation Construction</b>	Construction of community facilities, including halls, paths and trails, recreation reserves and pavilions, sporting facilities and playgrounds.	(4,250) <u>(1,609)</u> 2,641
<b>Recreation Infrastructure maintenance</b>	Undertaking general maintenance of all Council owned and controlled land (DELWP), buildings and facilities and supporting communities that undertake these activities on behalf of Council. Maintenance completed in line with programs and Committee of Management agreements and conditions. Work completed through a mixture of in-house resources and contractors. 37% of this budget relates to depreciation.	3,130 <u>3,162</u> 32
<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.	23 <u>44</u> 21

## SERVICE PERFORMANCE INDICATORS

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

Maternal and Child Health (MCH)					
	Results				
Service / Indicator / measure	2018	2019	2020	2021	Comments
<b>Service standard</b> <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	100.00%	101.20%	101.52%	100.68%	
<b>Service cost</b> <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$82.67	\$84.74	\$83.90	\$80.01	Slight reduction in costs and hours worked by MCH nurses in 2020/21 compared to 2019/20.
<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	86.34%	82.31%	83.30%	84.58%	

<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	91.67%	86.96%	80.00%	86.05%	32% increase in Aboriginal children who attended MCH service in 2020/21.
<b>Satisfaction</b> <i>Participation in four-week Key Age and Stage visit</i> [Number of four-week key age and stage visits / Number of birth notifications received] x100	New in 2020	New in 2020	101.14%	95.27%	

### Library Services

	Results				
Service / Indicator / measure	2018	2019	2020	2021	Comments
<b>Utilisation</b> <i>Physical library collection usage</i> [Number of physical library collection item loans / Number of library physical collection items]	4.94	4.57	3.53	2.53	Physical usage of Council's library facilities has been impacted by the COVID-19 pandemic.
<b>Resource standard</b> <i>Recently purchased library collection</i> [Number of library collection items purchased in the last five years / Number of library collection items] x100	73.74%	74.71%	71.94%	73.98%	
<b>Participation</b> <i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	12.10%	10.50%	10.69%	9.04%	Active library borrowers in the municipality has been impacted by the COVID-19 pandemic.
<b>Service cost</b> <i>Cost of library service per population</i> [Direct cost of the library service / Population]	\$16.45	\$15.71	\$14.78	\$14.80	

## 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.



*Mayor Cr Helena Kirby signed Council on to the Victorian Small Business Commission's (VSBC) Small Business Friendly Council initiative, joined by VSBC Commissioner Judy O'Connell.*



## STRATEGIC INDICATORS

The following statement reviews the performance of Council against the strategic indicators included in the Council Plan 2017-2021.

Strategic Indicator/ Measure	Result	Comments
Growth in business development		<b>Business Development</b> was progressed with a number of COVID-19 Support initiatives being implemented including facilitating the Outdoor Dining Grant. A business mentoring service at no cost to business owners was introduced utilising the Federal Government Entrepreneurship Facilitators Program. Council established a relationship with the Bannockburn & District Chamber of Commerce providing financial support and meeting room access.
Increased business engagement	600 businesses	<b>Engagement</b> with local businesses has increased with Council delivering 12 Golden Plains Business News e-newsletters to more than 600 Golden Plains Shire businesses.
Growth in visitor economy		<b>Visitor economy</b> partnerships, promotions and initiatives continue to be accessed and progressed through Council maintaining membership of Greater Geelong & The Bellarine Tourism.
		<b>Community events</b> were supported by Council to return under COVID-19 restrictions including the pop-up café and bar at Teesdale Turtle Bend, the return of the Golden Plains Farmer's Market and Twilight Market, the Smythesdale Arts and Music Fiesta, Australia Day Council and community events, Reconciliation Week and NAIDOC Week.
Key projects and initiatives funded	\$2.83 million in funding \$7.5 million of new civil infrastructure Projects delivered across the Shire	<b>Key projects funded</b> included a \$2 million co-contribution to the expansion of the Bannockburn South West Industrial Estate provided by the Victorian Infrastructure Fund. The Digital Hub project in Smythesdale, the Shire's first co-working hub, and the Golden Plains Youth Hub were two key projects that were launched in 2020/21.
		<b>Key projects officially opened</b> included new floor at Haddon Recreation Centre; playground upgrades in Haddon, Dereel and Rokewood; outdoor dining locations in Bannockburn, Meredith, Smythesdale and Inverleigh; and Victoria Park lighting upgrade in Bannockburn.
		<b>Bridge works</b> included: Geggies Road Bridge, Slate-Quarry Road Bridge, Reserve Road Bridge and Franklin Bridge. Road widening and safety improvement works were undertaken on the following roads: Mt Mercer-Shelford Road, Brislane/Harvey Road intersection, Maude-She Oaks Road, Meredith-Shelford Road, Barwon Park Road, Thompson Road/Hargreaves Road intersection, Russells Bridge Road and Sharp Road. New Kerb and Channel was constructed in Byron Street, Bannockburn.
		<b>Successful grants</b> were received from the Federal Government's Roads to Recovery Program, Federal Government's Local Roads and Community Infrastructure Program, Federal Government's Round 5 Bridges Renewal Program, and State Government's Agrilinks program. A full list of grants included in the Description of Operations in the Annual Report 2020/21.
Increased labour market participation		<b>Local jobs</b> in Golden Plains Shire have increased from 4,224 in 2016 to 4,400 in 2020. Golden Plains Shire residents employed increased from 10,760 in 2016 to 12,171 in 2020.

## MAJOR INITIATIVES

The following statement reviews the progress of Council in relation to major initiatives identified in the Council Budget 2020/21.

Major Initiatives	Progress
<b>Theme 2</b>	<b>Enhancing Local Economies</b>
<b>Investment Attraction &amp; Business Support</b> – Implement the Golden Plains Economic Development and Tourism Strategy 2017-2021	<p>Implementation of the Golden Plains Economic Development and Tourism Strategy 2017-2021 has included:</p> <ul style="list-style-type: none"> <li>• An Investment Attraction Strategy is in development with a number of new initiatives being advanced.</li> <li>• Establishment of the Digital Hub at the Well, Smythesdale is ongoing with the opening to occur in August 2021.</li> <li>• The Golden Plains Farmers Market returned to operation with a higher number of stall holders engaged from February to May 2021.</li> <li>• Participation in the Tourism Greater Geelong &amp; The Bellarine is ongoing with monthly meeting and events.</li> <li>• Consultation with DJPR, RDV and DELWP is occurring regarding State Government investment in the region.</li> <li>• Engagement with NBNCo representatives regarding digital connectivity across the region to provide greater services.</li> <li>• Participating Member in the G21 Economic Development Practitioners Forum.</li> <li>• Maintaining membership with Committee for Ballarat.</li> <li>• Signed the Small Business Friendly Council Charter conducted by the Victorian Small Business Commission.</li> <li>• Providing financial and resources support for the Bannockburn &amp; District Chamber of Commerce.</li> <li>• Implemented a free business mentoring service in Bannockburn and Smythesdale.</li> </ul>
<b>Investment Attraction &amp; Business Support</b> – Implement business support initiatives in response to the COVID-19 crisis	<p>Recruitment of a COVIDSafe Business Support Officer and development of program management resources by an external consultant is in progress, due for completion in 2021.</p> <p>Council reapplied for funding for COVIDSafe resources and materials for small scale local community events. This is due for approval later in 2021.</p>
<b>Investment Attraction &amp; Business Support</b> – Develop the Three Trails project to upgrade the Ballarat-Skipton Rail Trail, the Rainbow Bird Trail and the Kuruc-a-ruc Trail	<p>Ongoing work on the Three Trails project is occurring with completion of the project due by 30 June 2022.</p> <p>Facilitation of Project Working Group meetings to develop and prioritise the scope of works and budget and progress engagement has continued in 2020/21.</p>
<b>Investment Attraction &amp; Business Support</b> – Develop new Golden Plains Economic Development, Tourism and Investment Attraction Strategy	<p>A project brief has been developed and consultant appointed to continue until March 2022. Project consultants have been engaged with the inception meeting completed for the Strategy. Key reference documents have been provided.</p>
<b>Golden Plains Farmers' Market</b> – Support local producers, business and tourism through a monthly Farmer's Market and annual Twilight Market.	<p>Support for local producers, business and tourism has included conducting 6 monthly Farmers' Markets and the Annual Twilight Market in Bannockburn during 2020/21. Despite the cancellation of 5 Farmers' Markets due to COVID-19, strong growth and attendances have been recorded with an average of 40 stallholders and average attendance of 633 people recorded across the 7 markets.</p>

## SERVICES

The following statement provides information on the services funded in Council's Budget 2020/21 and the persons or sections of the community who are provided the service.

Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Economic Development</b>	This service facilitates and supports a diverse, resilient, prosperous and socially responsible economy. This is achieved by working with business, government and community partners, through attracting investment, supporting local business, lobbying and advocating for improved infrastructure, and developing tourism.	103 358 254
<b>Golden Plains Farmers' Market</b>	To provide a genuine farmers' market experience for visitors and residents that strengthens opportunities for local growers and makers, supports the local economy and tourism, and creates a vibrant community meeting place.	49 49 0

Despite the cancellation of 5 planned Golden Plains Farmers' Markets due to COVID-19, strong growth was recorded with an average of 40 stallholders and attendance of 633 people recorded across 7 markets.





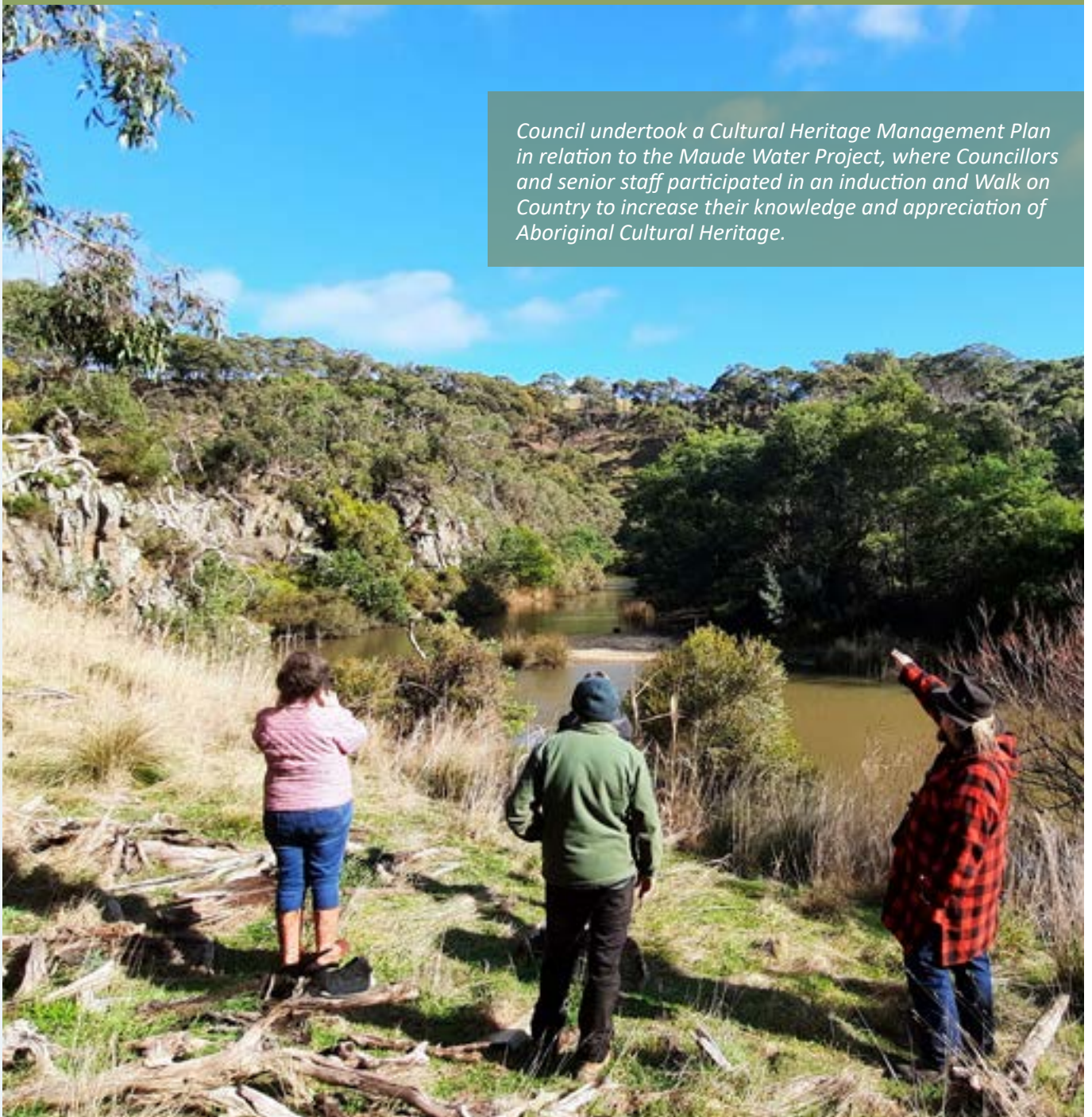
## STRATEGIC OBJECTIVE

# 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.

*Council undertook a Cultural Heritage Management Plan in relation to the Maude Water Project, where Councillors and senior staff participated in an induction and Walk on Country to increase their knowledge and appreciation of Aboriginal Cultural Heritage.*




## STRATEGIC INDICATORS


The following statement reviews the performance of Council against the strategic indicators included in the Council Plan 2017-2021.

Strategic Indicator/ Measure	Result	Comments
Increased environmental sustainability and quality	\$50,000 of DELWP funding	<p>Increased environmental sustainability and quality has been achieved through:</p> <ul style="list-style-type: none"> <li>• Development of the Bakers Lane Management Plan</li> <li>• Council led the Bakers Land Traditional Custodian Burn in support of Wadawurrung</li> <li>• Continued in-house ecological burn program</li> <li>• Sought and received \$50,000 of DELWP funding for Central Highlands IWM Climate Adaptation projects</li> <li>• Joined the Victorian Energy Collaboration to supply Council operations with 100% green power</li> <li>• Undertaking revegetation works across Council reserves with school and community groups.</li> </ul>
Ensure that land use planning facilitates sustainable growth and maintains township character		<p>The <b>Bannockburn Growth Plan</b> has been finalised and is awaiting Ministerial approval. Other land use planning to facilitate sustainable growth and maintains township character has included:</p> <ul style="list-style-type: none"> <li>• Amendment C93 (Batesford LSIO): Approved</li> <li>• Amendment C87 (Inverleigh Structure Plan): Approved</li> <li>• Amendment C90 (Planning Policy Framework Translation): Approved</li> <li>• Teesdale Structure Plan: Prepared</li> <li>• Smythesdale Structure Plan: Commenced preparation</li> </ul>
Recognition of Aboriginal Cultural Heritage in planning and development		<p><b>Recognition of Aboriginal Cultural Heritage</b> in planning and development activities has included:</p> <ul style="list-style-type: none"> <li>• Council has developed a draft Reflect Reconciliation Action Plan (RAP) that has been submitted to Reconciliation Australia for review and will be adopted early in 2021/22. Recognition of Aboriginal Cultural Heritage in planning and development activities has been included in the RAP.</li> <li>• Council undertook a Cultural Heritage Management Plan in relation to the Maude Water Project, where Councillors and senior staff participated in an induction and Walk on Country to increase their knowledge and appreciation of Aboriginal Cultural Heritage.</li> <li>• The International Indigenous Design Charter was distributed to community volunteers and through the community planning program to enable a better understanding of connection to country and co-design practice.</li> <li>• Cultural Values Assessment and Cultural Heritage Impact Assessment undertaken for the Bannockburn South East PSP area. Engagement with the Wadawurrung as part of the preparation of the Leigh River Masterplan. Cultural Heritage Management Plans prepared as required for Statutory Planning applications.</li> <li>• Council officers liaised with the Wadawurrung Traditional Owners Aboriginal Corporation when considering Strategic Planning Projects.</li> </ul>



Strategic Indicator/ Measure	Result	Comments
Ensure consistent delivery of the Roads Maintenance Program to adopt standards	769km of gravel roads graded 14.75km of gravel roads re-sheeted	An <b>Annual Grading Program</b> is delivered between August to November and March to July each year. Information on the program is made public on Council's website with 769km of grading and 14.75km of re-sheeting occurring across the network in 2020/21.
	219,000m <sup>2</sup> of roads resealed	The <b>Reseal Program</b> took place between October and November 2020 with 219,000m <sup>2</sup> of sealed roads resealed. All roads are inspected annually for condition monitoring in accordance with the Road Management Plan and any defects at intervention are identified for rectification and repair.
Improved and maintained community infrastructure and open space  		<b>Facility upgrades and masterplanning</b> has been undertaken in 2020/21 for community infrastructure and open space including: <ul style="list-style-type: none"> <li>• Leighdale Equestrian Centre Masterplan: Developed and endorsed by Council</li> <li>• Don Wallace Recreation Reserve and Ross Creek Recreation Reserve Masterplan Updates: Commenced</li> </ul>
		<b>Planning and construction</b> of: <ul style="list-style-type: none"> <li>• Bannockburn Bowls Club Upgrade: Commenced</li> <li>• Bannockburn Skate Park Upgrade: Commenced</li> <li>• Golden Plains Youth Hub: Commenced</li> <li>• Bannockburn Soccer Facility Upgrade: Commenced</li> <li>• Dereel Play Space Upgrade: Completed</li> <li>• Garibaldi Play Space Upgrade: Commenced</li> <li>• Haddon Lions Park Play Space Upgrade: Completed</li> <li>• Inverleigh Sporting Complex Social Room Upgrade: Commenced</li> <li>• Inverleigh Sporting Complex Change Room Upgrade and Extension: Commenced</li> <li>• Lethbridge Lake Trail Extension and Improvements: Completed</li> <li>• Lethbridge Recreation Reserve Lighting and Irrigation Upgrade: Completed</li> <li>• Lethbridge Recreation Reserve Cricket Net Upgrade: Commenced</li> <li>• Linton Play Space Upgrade: Commenced</li> <li>• Linton Recreation Reserve Cricket Net Upgrade: Commenced</li> <li>• Rokewood Play Space Upgrade: Completed</li> <li>• Ross Creek Play Space and Active Rec Upgrade: Commenced</li> <li>• Turtle Bend Upgrade: Commenced</li> <li>• Yerram Yaluk Bun Play Space (Inverleigh): Completed</li> </ul>
		<b>Successful Funding Applications</b> announced: <ul style="list-style-type: none"> <li>• Meredith BMX, Skate and Play Space Upgrade</li> <li>• Leighdale Equestrian Centre Undercover Arena. Leighdale Equestrian Centre Masterplan supported Council's application for funding and highlights the importance of these strategic long-term documents</li> </ul>
		<b>Community Planning Program</b> – Community volunteers contribute to improving and maintained community infrastructure and open space including the Beautify Bannockburn Volunteer program commencement as a Council volunteer program. Six volunteers completed the Council and program induction and were ready to commence volunteering in 2021/22.



Strategic Indicator/ Measure	Result	Comments
<b>Improved walkability and travel connections</b>  	Three upgrades	<b>Trail extensions</b> to improve walkability and travel connections have occurred or are in progress including the Three Trails Upgrade, Bannockburn Lock Up Trail Extension and Lethbridge Lake Trail extension and improvements.
	Six renewal projects	<b>Footpath renewal projects</b> were delivered improving access to recreation facilities and schools. New gravel has been placed on the following footpaths: Ross Creek-Haddon Road, Sago Hill Road (in front of the Memorial), Pitfield Scarsdale Road (outside school), Common Road (Hamilton Highway to Faulkner Road), and Wallace Street, Meredith (outside school). A trail was constructed from Russell Street Bridge to the Recreation Reserve in Lethbridge creating a connecting path from the lake to the Recreation Reserve.
<b>Reduce fire impacts within the community</b>	290 Fire Prevention notices issued	<b>Fire Prevention and Hazard Works</b> – Council undertook pre-summer slashing of Council's sealed roadsides and completed Fire Hazard Inspections with 290 Fire Prevention Notices issued in 2020/21. Council facilitates the Municipal Fire Management Sub Committee made up of CFA, FRV, FFMV, VicPol, Parks Vic, DoT and Council staff. Council has installed 2 static water supplies in Shelford and Mt Mercer and has contributed to a water tank in Berringa. Council has undertaken works in a Fire Access Track in Dereel where hazardous trees were identified. These trees were impacted in the 2013 Dereel Fire and did not recover.

## MAJOR INITIATIVES

The following statement reviews the progress of Council in relation to major initiatives identified in the Council Budget 2020/21.

Major Initiatives	Progress
<b>Theme 3</b>	<b>Maintaining Natural and Built Environments</b>
<b>Development Services</b> – Undertake targeted planning scheme enforcement and compliance checks	As a result of COVID-19, targeted inspections have not been able to be completed and officers are in the process of developing an implementation plan for the next financial year.
<b>Development Services</b> – Implement the Northern Settlement Strategy	Council officers continue to work with DELWP in the implementation of the Northern Settlement Strategy and this body of work will be used to inform the Shire-wide settlement strategy.
<b>Development Services</b> – Commence the process of developing new land use policy directions for the township of Teesdale	The Teesdale Structure Plan has been completed.
<b>Development Services</b> – Complete the development of a new structure plan for the township of Teesdale	The Panel report has been provided to Council and officers are working through the recommendations contained within the Panel report.

Major Initiatives	Progress
<b>Development Services</b> - Explore opportunities for the identification of new employment land in the Shire	The identification of additional employment land remains a focus for the municipality, and the development of a Shire-wide settlement strategy will include the identification of any additional employment land. Additional employment land has been identified through the development of the Bannockburn Growth Plan and Council is working with the permit applicant in undertaking this rezoning exercise.
<b>Development Services</b> - Implement Council's Domestic Waste Water Management Plan	The Domestic Wastewater Management Plan (DWMP) continues to be implemented. Council is in the process of reviewing the Domestic Wastewater Management Plan in 2021 to ensure best practice principles are reflected within the DWMP.
<b>Development Services</b> - Implement a targeted inspection program to ensure high levels of swimming pool barrier compliance	Council continues to ensure compliance against the swimming pool registration and inspection program, noting that the dates have been extended due to COVID-19.
<b>Sealed Roads Routine Maintenance</b> - Road condition survey and revaluation program	Road condition survey and revaluation program was not scheduled. Subject to budget, this work will be undertaken in 2022/23.
<b>Sealed Roads Routine Maintenance</b> - Sealed road maintenance and rehabilitation	Ongoing maintenance of sealed roads and rehabilitation has been undertaken via pothole patching and edge break repairs.
<b>Sealed Roads Routine Maintenance</b> - Yearly fire prevention program of roadside slashing	The annual contract for fire prevention works has been rolled out for roadside slashing and fire track maintenance.
<b>Local Roads Resealing</b> - Road condition survey and revaluation program	A total of 219,000 square metres of sealed roads was resealed across the Shire. Road condition survey and revaluation program was not scheduled. Subject to budget, this work will be undertaken in 2022/23.
<b>Local Roads Rehabilitation</b> - Road condition survey and revaluation program	Road condition survey and revaluation program was not scheduled. Subject to budget, this work will be undertaken in 2022/23.
<b>Local Roads Rehabilitation</b> - Major patching and maintenance	Ongoing maintenance of sealed roads has occurred via major patching.
<b>Local Roads Improvements</b> - Deliver the Roads to Recovery Funding Program	The Meredith-Shelford Road upgrade was delivered under the Federal Government's Roads to Recovery Program.
<b>Local Roads Improvements</b> - Delivery of Fixing Country Roads Program (if funding becomes available)	No funding was available to undertake this activity in 2020/21.
<b>Local Roads Improvements</b> - Lobbying for government and external road funding	Council secured \$5.8 million in funding for road projects through Local Roads and Community Infrastructure, Blackspot and Agrilinks Programs.
<b>Local Roads Improvements</b> - Road Design investigation	Ongoing programs of road designs was investigated and scoped for projects to be constructed in the following year.
<b>Local Roads Improvements</b> - Road Management Practice Improvements (Systems, Policies and Community Engagement)	A review of process to add roads to Road Register has occurred. Adoption of Road Management Plan 2021-2025 scheduled in early 2021/22.
<b>Gravel Roads Routine Maintenance</b> - Road condition survey and revaluation program	Road condition survey and revaluation program was not scheduled. Subject to budget, this work will be undertaken in 2022/23.

Major Initiatives	Progress
<b>Gravel Roads Routine Maintenance</b> - Road Management Practice Improvements (Systems, Policies and Community Engagement)	A review of process to add roads to Road Register has occurred. Adoption of Road Management Plan 2021-2025 scheduled in early 2021/22.
<b>Gravel Roads Routine Maintenance</b> - Gravel road maintenance as per Customer Charter and maintenance program	In 2020/21, 769km of gravel roads were graded across the Shire with 1 grade per year. A review of the Charter has been undertaken to increase the level of service on 10 roads to 2 grades per year.
<b>Gravel Roads Routine Maintenance</b> - Dust suppression additive trials	No dust suppression additive trials were undertaken, as Council no longer undertakes a dust suppression program. Council has improved its grading and gravel re-sheeting programs to minimise the impacts of dust. Alternate low costs sealing options are being investigated.
<b>Gravel Resheeting</b> - Road condition survey and revaluation program	In 2020/21, 14.75km of gravel roads were re-sheeted with additional gravel to improve the condition of the roads. Road condition survey and revaluation program was not scheduled. Subject to budget, this work will be undertaken in 2022/23.
<b>Bridge Maintenance</b> - Bridge condition survey and revaluation program	Bridge condition survey and revaluation program was not scheduled. Subject to budget, this work will be undertaken in 2022/23.
<b>Bridge Maintenance</b> - Lobbying for government and external bridge funding	Funding received for bridge projects through Local Roads and Community Infrastructure and Round 5 Bridge Renewal Programs. Bridge replacements include Geggies Road Bridge, Slate-Quarry Road Bridge, Reserve Road Bridge and Franklin Bridge.
<b>Bridge Maintenance</b> - Bridge and large culvert routine maintenance	Ongoing maintenance of bridges and major culverts continues based on the inspection program.
<b>Bridge Maintenance</b> - Obtaining contributions from other Councils where bridges are on Council boundaries	The replacement of Franklin Bridge on Scotchmans Lead Road in Napoleons was completed in partnership with City of Ballarat.
<b>Tree Clearing</b> - Cypress Trees strategy, Meredith & Inverleigh Avenues of significance	Works deferred to 2021/22 due to lack of an arboricultural resource. Resource now on board and this will be a priority project in future years.
<b>Tree Clearing</b> - Tree routine maintenance and clearing	Works carried out across the region in response to customer requests, safety assessments and weather events.
<b>Tree Clearing</b> - Roadside verge clearing	Works carried out across the region in response to customer requests, safety assessments and weather events.
<b>Asset Management</b> - Service Planning & Asset Rationalisation Review	Service planning and asset rationalisation review was not scheduled. Subject to budget, this work will be undertaken in 2022/23.
<b>Asset Management</b> - Building Inspections and Condition Report	Building inspections and condition program was not scheduled. Subject to budget, this work will be undertaken in 2022/23.
<b>Asset Management</b> - Road and bridge asset revaluation and condition assessment	Bridge condition survey and revaluation program was not scheduled. Subject to budget, this work will be undertaken in 2022/23.
<b>Asset Management</b> - Procurement of asset management system	The Assetic Asset Management System has been procured and data upload across asset categories is progressing.
<b>Line marking, Guideposts and Sign</b> - Managing road user safety through line marking and sign maintenance	The Linemarking Renewal Program was rolled out in 2020/21. New and replacement signs and guideposts have been installed across the Shire.



Major Initiatives	Progress
<b>Street Lighting</b> - Management of power costs for street lighting	Ongoing management of street lighting operation and maintenance is occurring with Council's provider.
<b>Street Lighting</b> - Conversion of lighting to energy efficient systems where possible	Rollout of LED lighting has been undertaken where practicable in new estates and for replacement of existing lights.
<b>Township Maintenance</b> - Working with Committee of Management groups	Local community volunteer group, Beautify Bannockburn, is working in collaboration with Council to undertake maintenance, gardening and landscaping works to improve the appearance of the streetscapes in Bannockburn. Engagement with residents and local community groups is occurring for delivery of the Northern Streetscapes Project in 2021/22. This project will deliver beautification upgrades to enhance the character of the town centres in Smythesdale, Scarsdale and Linton including improving accessibility and connectivity.
<b>Township Maintenance</b> - Township mowing and general/routing maintenance	The township maintenance plan has been implemented. Previous service levels have been exceeded due to the Working for Victoria resources available.
<b>Township Maintenance</b> - Working with Community Coordinators to achieve community plan outcomes	Mentoring on the development and delivery of location-based community plans occurs via training, resources and knowledge support. Volunteer Project Management Training has been undertaken to enable volunteers to build their skills and knowledge to assist in the delivery of projects. Support with funding opportunities to enable delivery of location community-based projects has included development of an Auspice Agreement resource to provide communities the ability to apply for grants and contribute to local projects. National Volunteer Week in May 2021 included an exhibition of 23 location-based community plans and allowed 80 Volunteer Community Coordinators to connect, collaborate and share knowledge and experience of community projects delivered or projects in development.
<b>Paths and Trails</b> - Maintenance of Council paths and trails	Ongoing maintenance of paths and trails has occurred via crack sealing, slab replacement and/or additional gravel material being added.
<b>Garbage Collections</b> - Kerbside collection and disposal of garbage	Kerbside residual waste collection was completed across the Shire. In 2020/21, 4882 tonnes of waste were collected and transported to landfill.
<b>Garbage Collections</b> - Kerbside collection and treatment of recycling	Kerbside recycling collection was completed across the Shire. In 2020/21, 2863 tonnes of kerbside recyclables were delivered to VCRR MRF. A total of 37% of kerbside waste was diverted from landfill.
<b>Garbage Collections</b> - Education	A limited education activity was completed during 2020/21, however a communications plan is in development to facilitate future education around waste topics with a focus on recycling.
<b>Garbage Collections</b> - Review waste management strategy	The Golden Plains Waste and Resource Recovery Strategy 2020-2030 was adopted in August 2020. An action in the Strategy is the development of an Emergency Waste Management Plan by 2022.
<b>Municipal Landfills</b> - Operation of Rokewood Transfer Station	Rokewood Transfer Station has been operated as per nominated service levels. Interruptions to services have been limited with COVID-19 restrictions.
<b>Municipal Landfills</b> - Management of State Government's new e-waste policy	E-waste is accepted and sorted at Rokewood Transfer Station under the State Government's e-waste policy.

## SERVICES

The following statement provides information on the services funded in Council's Budget 2020/21 and the persons or sections of the community who are provided the service.

Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Major Projects</b>	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.	2,502 <u>851</u> (1,652)
<b>Statutory Planning</b>	To provide a range of statutory planning services to promote the fair, orderly and sustainable development of land in the Shire.	(522) <u>131</u> 654
<b>Strategic Planning</b>	Undertake long-term land use planning to meet the sustainable needs of current and future generations. The 2020/21 budget includes restructure impacts from separating Strategic and Statutory Planning.	509 <u>465</u> (43)
<b>Community Safety</b>	To implement local laws, school crossing supervision, fire protection, emergency management and animal control programs to ensure the safety of residents and visitors to the Shire.	230 <u>147</u> (83)
<b>Environment and Sustainability</b>	To implement a range of sustainable strategies and environmental management programs to ensure the protection and enhancement of identified environmental assets.	586 <u>631</u> 44
<b>Environmental Health</b>	To protect and enhance the health of the public and the environment via a range of education and enforcement programs. To deliver services addressing domestic waste, water management, food safety, immunisation and tobacco control regulations.	255 <u>375</u> 120
<b>Building Control</b>	To undertake a range of regulatory compliance actions to ensure a safe build environment for all Golden Plains Shire residents. The Budget 2020/21 includes additional corporate overheads in relation to ICT software, an additional \$150,000 to implement new registration and safety compliance requirements, and a reduction of \$60,000 in pool registration and pool permit information search fees.	299 <u>645</u> 346
<b>Fire Protection</b>	Implementation of the Municipal Fire Management Plan which includes undertaking fire hazard inspections, completing maintenance in reserves and provides financial and physical support to the CFA for burning of Municipal land.	250 <u>256</u> 6
<b>Sealed Roads Routine Maintenance</b>	Routine maintenance of the Road Register sealed local road network. Council road maintenance crew activities related to upkeep and maintenance of Council's 987km sealed road network. Provision of fire prevention measures of roadside slashing and guidepost spraying for the sealed road network.	1,756 <u>1,506</u> (250)
<b>Local Roads Resealing &amp; Rehabilitation</b>	Bituminous resealing of Council's local sealed road network. Council depreciation of the sealed road network. Repairs of major and significant road failures (hazardous) not identified in capital works improvement program. <i>Note: 97% of the budget relates to depreciation.</i>	450 <u>433</u> (17)

Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Local Roads Depreciation</b>	Depreciation for sealed roads.	4,015 <u>3,813</u> (203)
<b>Local Roads Improvements</b>	Road design to allow Council to submit grant applications. Majority of budget relates to income from these grant applications.	(4,218) <u>(4,863)</u> (644)
<b>Gravel Roads Re-sheeting &amp; Routine Maintenance</b>	Routine maintenance of the Road Register gravel road network. Council road maintenance crew activities related to upkeep and maintenance of Council's 692km of gravel road network. There is also 69km of formed and unmade roads not included on the road registers with minimal budget allocated to these roads. Reconstruction of gravel roads by gravel resheeting programs conducted on Council's local gravel roads.	1,453 <u>1,242</u> (211)
<b>Gravel Road Depreciation</b>	Depreciation for gravel roads.	1,299 <u>1,206</u> (93)
<b>Bridge Maintenance</b>	General maintenance of Council's 138 bridges and major culverts. Maintenance activities are aligned to condition surveys and activities to keep assets safe and serviceable. Activities do not relate to asset improvement or upgrade. This budget includes income from grant funding applications. <i>Note: 44% of the budget relates to depreciation.</i>	84 <u>(887)</u> (972)
<b>Tree Clearing</b>	Tree clearing works on Council's local road network and managed land, to ensure community safety and in response to customer requests. Maintenance work is delivered via internal staff and contractors. Council receives more than 400 customer requests per year for tree maintenance.	642 <u>159</u> (483)
<b>Gravel Pits</b>	Operation of Council Sago gravel pit. This budget relates to the extraction and use of Sago gravel in the Shire in line with licence requirements. Sago gravel is used in Council road projects, gravel re-sheeting and general gravel road maintenance. <i>Note: 20% of the budget relates to depreciation.</i>	94 <u>77</u> (17)
<b>Asset Management</b>	Strategic management of Council's significant asset base including but not limited to roads, bridges, footpaths, buildings, recreation reserves, drainage systems, parks and playgrounds. The 2020/21 budget included the re-allocation of 2 FTEs, additional corporate overheads, and \$80,000 for an asset rationalisation review.	622 <u>632</u> 10
<b>Drainage Maintenance</b>	Maintenance of Council's significant township and rural drainage assets including pipe systems, open drains, discharge points, treatment wetlands, and kerb and channel. The budget is split between urban and rural drainage projects. <i>Note: 16% of the budget relates to depreciation.</i>	704 <u>686</u> (18)



Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Private Works</b>	Provision of private works services for residents, other Councils and developers. External parties can request Council to provide quotation to complete works on their behalf. These requests normally relate to works that have potential impact on existing Council assets. Requests are dependent on Council resource availability.	25 <u>13</u> (11)
<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 to Australian and VicRoads guidelines. This work includes maintenance and new signage as well as addressing customer requests.	314 <u>270</u> (44)
<b>Street Lighting</b>	Provision of street lighting across Council's local road network. This includes power costs associated with running streetlights, installation of new streetlights and maintenance where required.	141 <u>114</u> (28)
<b>Township Maintenance</b>	Provision of all township maintenance services including street beautification works, roadside, parkland and recreation facility grass cutting in accordance with Council policy. Tree planting and maintenance. Street furniture maintenance and replacement. General litter removal and removal of graffiti.	1,073 <u>785</u> (288)
<b>Bus Shelters</b>	Provision and maintenance of bus shelters across the Shire in line with Council policy.	16 <u>13</u> (3)
<b>Paths and Trails</b>	Maintenance of Council's network of footpaths and trails. Council maintains paths constructed from concrete, asphalt and gravel including all signage, drains and bollards. <i>Note: 58% of this budget relates to depreciation.</i>	245 <u>236</u> (8)
<b>Garbage Collections</b>	Collection of domestic garbage and recyclables and disposal of garbage across the Shire. Management of ongoing shared services contracts including recycling, disposal and collection.	(457) <u>(66)</u> 391
<b>Municipal Tips</b>	Operation of the Rokewood Transfer Station including sorting and appropriate recycling and disposal. Rehabilitation and environmental monitoring of Council's registered historic landfill sites.	124 <u>113</u> (11)
<b>Litter Control</b>	Control of general litter and illegal dumping that occurs across the Shire. Dumping is normally seen in remote areas of low traffic. Council investigates all dumping to identify sources. Dumped rubbish is collected and disposed of properly.	68 <u>53</u> (15)
<b>Development Engineering</b>	To provide engineering requirements to developments being approved within the Shire, ensuring WSUD principles are considered and implemented, together with best practice results.	109 <u>147</u> 38

## SERVICE PERFORMANCE INDICATORS

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

Statutory Planning					
	Results				
Service / Indicator / measure	2018	2019	2020	2021	Comments
<b>Statutory Planning</b> <b>Timeliness</b> <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	77.00	68.00	80.00	78.00	
<b>Service standard</b> <i>Planning applications decided within required timeframes</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	46.94%	83.80%	77.81%	66.20%	34% increase in number of planning applications received in 2020/21, compared to 2019/20.
<b>Service cost</b> <i>Cost of statutory planning service</i> [Direct cost of statutory planning service / Number of planning applications received]	\$1,731.84	\$1,679.15	\$1,035.16	\$707.84	Decrease in costs of delivering the Statutory Planning service due an increase in the number of planning application during 2020/21. In particular Council saw a spike in the number of applications for sheds. It is considered that this increase related to people being at home more during the Covid-19 pandemic and having more time to facilitate these projects.
<b>Decision making</b> <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	100.00%	0.00%	100.00%	0.00%	Council had one appeal determined by VCAT during the year. This appeal related to the levying of a developer contribution levy on a subdivision application. VCAT determined that the developer contribution levy on this application be set aside.

Animal Management					
	Results				
Service / Indicator / measure	2018	2019	2020	2021	Comments
<b>Timeliness</b> <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.00	1.00	1.00	1.00	Council actions all animal management requests on the day received.
<b>Service standard</b> <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x 100	19.85%	22.95%	25.22%	20.95%	31 animals were reclaimed by residents in 2020/21, a decrease from 58 reclaimed in 2019/20, 56 in 2018/19 and 48 in 2017/18.
<i>Animals rehomed</i> [Number of animals rehomed / Number of animals collected] x 100	New in 2020	New in 2020	5.22%	35.14%	A large increase in the number of animals rehomed combined with a reduction in the number of animals collected has generated a large increase in this indicator. Fifty-two animals were rehomed out of 148 animals collected in 2020/21, compared to 12 animals rehomed out of 230 collected in 2019/20.
<b>Service cost</b> <i>Cost of animal management service per population</i> [Direct cost of the animal management service / Population]	\$18.95	\$18.66	\$17.42	\$19.22	13% increase in costs (impounding and registration costs) with a 2% increase in population.
<b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	100.00%	100.00%	



Food Safety					
	Results				
Service / Indicator / measure	2018	2019	2020	2021	Comments
<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]	1.06	1.92	1.00	1.00	
<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	100.00%	100.00%	100.00%	60.16%	Council was unable to inspect a large number of businesses due to COVID-19 pandemic. Some businesses were closed and unable to trade as a result of the pandemic.
<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> ]	\$207.64	\$201.19	\$225.67	\$417.35	The methodology previously used has been reviewed and updated based on current staffing structure. Council engaged additional staff in this area in 2019. These costs have now been incorporated into the indicator for the first time. This explains the significant increase in the indicator compared to the previous year.
<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	100.00%	100.00%	100.00%	100.00%	

Roads Management					
	Results				
Service / Indicator / measure	2018	2019	2020	2021	Comments
<b>Satisfaction of use</b> <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	7.11	28.86	52.08	80.12	In 2020/21, 43.65% increase in sealed road requests. Council now logs all sealed road requests on its computerised Customer Action Requests System. In prior reporting periods some this data was collated via a manual system. The new computer system has improved the accuracy of the collection of this data.
<b>Condition</b> <i>Sealed local roads maintained to condition standard</i> [Number of kilometres of sealed local roads below the renewal intervention level set by council / Kilometres of sealed local roads] x100	99.54%	98.98%	98.98%	98.83%	
<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]	\$33.71	\$49.25	\$42.67	\$64.83	The program costs year-to-year vary dependent on the rural or urban nature of the works.
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$3.87	\$4.64	\$4.25	\$4.52	Slight increase in cost due to 5% reduction in area of sealed local roads resealed compared to 2019/20.
<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]	47.00	44.00	39.00	39.00	

Waste Collection					
	Results				
Service / Indicator / measure	2018	2019	2020	2021	Comments
<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	83.18	87.95	101.48	115.91	Increase in number of collection requests in 2020-21.
<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	2.89	2.70	4.85	4.88	
<b>Service cost</b> <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$137.56	\$132.97	\$129.79	\$133.75	
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$82.15	\$112.09	\$140.48	\$136.38	
<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	40.81%	38.13%	22.46%	36.97%	No recycling collection during recycling crisis from July until mid-December 2019 impacted on the 2019/20 figure. The recycling industry stabilised in 2020/21, which saw Council's performance return to prior levels.



## STRATEGIC OBJECTIVE

# 4: DELIVERING GOOD GOVERNANCE AND LEADERSHIP



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

*Cr Les Rowe met with local residents at the Scarsdale General Store as part of the second Coffee with your Councillors engagement day on 8 May 2021.*



## STRATEGIC INDICATORS


The following statement reviews the performance of Council against the strategic indicators included in the Council Plan 2017-2021.


Strategic Indicator/Measure	Result	Comments
<b>Improved community engagement</b>		<b>Community Engagement Policy:</b> In February 2020, Council adopted its Community Engagement Policy, featuring guiding principles, requirements and processes for Council to follow when undertaking community engagement.
	27 community engagement campaigns	<b>Community Consultations:</b> In 2020/21, Council completed a significant range of community engagement processes including surveys, in-person and online conversation posts, community reference groups and workshops for the following projects, program and issues: Council Budget 2021/22, Council Plan 2021-2025, Review of Mayoral and Councillor Allowances; Arts, Culture and Heritage Strategy 2022-2026; Mobile Trading Policy, Three Trails Project, Bannockburn Skate Park plans, Northern Streetscapes Project, Road Management Plan 2021-2025, G21 & AFL Barwon Towards 2030: Strategy, Melbourne Cup Public Holiday Decision, Digital Hub, Active Ageing & Inclusion Plan 2020-2024, Inverleigh Play Space Name, Youth Survey, Teesdale Structure Plan, Lethbridge Road Name, Golden Plains Youth Hub Community Reference Group, Bannockburn Growth Plan, Draft Local Law No.2, Community Engagement Policy, Bannockburn Family Services Centre Lease, Sport and Active Recreation Strategy 2020-2030, Leighdale Equestrian Centre Masterplan, Waste and Resource Recovery Strategy, Governance Rules and Public Transparency Policy, and Bakers Lane Reserve Management Plan 2020-2030.
	Councillor engagement visits to 20 townships	<b>Councillor Engagement Program:</b> An extensive engagement program was launched by the new Councillor group for 2021 including Councillor Conversation Posts in Smythesdale and Bannockburn, as well as the first online Conversation Post; the new Coffee with your Councillor initiative with Councillors meeting with residents in 18 towns; and the Connecting Councillors & Community Groups project for local groups and organisations to host a Councillor at their local meeting.
		<b>Community Engagement Register</b> was promoted with a communications campaign to encourage local residents and businesses to join and the Engage e-newsletter was launched, a monthly update featuring all of Council's community engagement opportunities.
	515,315 Council website page views 2,878 social media posts 1.8 million social media impressions 151,275 social media engagements Six issues of the <i>Gazette</i>	<b>Communications and Engagement:</b> Council's Communications and Engagement team manages Council's primary communications channels including the <i>Gazette</i> community magazine, social media accounts, the Council website, and Council News page in the <i>Golden Plains Times</i> and local community newsletters. Council engages with local community members on its many and varied projects, programs, events and consultation opportunities. In 2020/21, Council's communication profile embraced live streaming Council meetings, increased video communication and launched new subscription e-newsletters.

Strategic Indicator/Measure	Result	Comments
Improved community engagement	120 media releases 1,746 media mentions	<b>Media Relations:</b> Council's Communications and Engagement team manages Council's media relations and drives positive coverage of Golden Plains' stories in local and metro newspapers, radio and television stations and news websites.
	698 hours 146 consumers 57 social wellness plans	<b>Social Support</b> engaged the community with phone contact made to AA&I Consumers with a total of 698 hours. One hundred and forty-six consumers were engaged across the AA&I area including for: social support wellness plan home visits, social wellness calls and Planned Activity Groups. Regional Assessment delivered a community engagement session to the Inverleigh Senior Citizens Group, discussing Assessment, My Aged Care and Service Provisions which resulted in several audience members registering with My Aged Care.
		<b>Community Planning Program</b> engagement has included: <ul style="list-style-type: none"> <li>• Distribution of best practice in community engagement information was provided to volunteer Community Coordinators.</li> <li>• Mentoring on project management and development of engagement during COVID-19 restrictions.</li> <li>• Community Planning Action Plan was developed and approved, with a three-year timeline for improvements to community planning in capacity building, engagement and governance of the program.</li> </ul>
Increasing leadership in the area of family violence, gender equality and inclusion		<p><b>The Gender Equality Act 2020:</b> Council has established a working group to progress the requirements of the Act, which includes representation from a number of senior staff. The organisation will be supported by Women's Health Grampians (WHG) over a period of six months from May 2021 to November 2021 to deliver the actions required by the Act. Progress on the three key activities required by the legislation is as follows:</p> <ul style="list-style-type: none"> <li>• Gender Impact Assessments – Gender Impact Assessments (GIA) to ensure all policies, programs and services benefit Victorians of all genders. A GIA template has been developed and a desktop assessment will be undertaken for the Arts, Culture and Heritage Strategy.</li> <li>• Workplace Gender Auditing – The <i>Gender Equality Act 2020</i> requires organisations to regularly collect and report data through a workplace gender audit. Council conducted the mandatory Gender Equality Survey in June 2020 with results available in July 2021. Results from the survey and the audit will be included in the Gender Equality Action Plans and link directly to the strategies and measures. The results will also allow Council to identify where data gaps exist and how Council can establish a more robust dataset or reporting system for these measures.</li> <li>• Gender Equality Action Plans – Organisations are required to develop Gender Quality Action Plans (GEAP) every four years to help achieve gender equality in their workplace. This will include strategies and measures for promoting gender equality in the workplace of the defined entity, based on workplace gender audit results and is required to be submitted by 1 December 2021. Council has been proactive in working with sporting clubs to promote increased female participation and has been successful in obtaining grants for female friendly facilities.</li> </ul>





Strategic Indicator/Measure	Result	Comments
<b>Increasing leadership in the area of family violence, gender equality and inclusion</b>  		<b>Youth Development</b> staff completed the LoveBites Facilitator Training in 2020/21 which equips them with the skills and knowledge to deliver sexual assault and respectful relationships training to young people.
	2000 cards printed and distributed	<b>Wellbeing Support Cards:</b> A clear and concise explanation of family violence was purposefully included in this resource as a strategy to provide education to community members.
		<b>WRISC Family Violence Support:</b> Council has partnered with WRISC to provide support to women and children who have experienced family violence. Family violence posters and a family violence support guide were developed as support resources.
	2 events 90 staff attended	<b>16 Days of Activism:</b> Included 2 events with 90 staff in attendance with a recording available for staff who could not attend.
		<b>Achievement Program:</b> Family Planning Victoria was engaged to deliver Sexuality and Respectful Relationship education workshops to teachers to build their capacity. This was completed virtually during lockdown.
<b>Improved community ratings for overall Council direction, leadership and advocacy</b>	Council Direction Score – 45 Leadership and Advocacy Score – 50	The 2021 <b>Local Government Community Satisfaction Survey</b> results were generally similar or marginally improved on previous years. <ul style="list-style-type: none"> <li>• The Overall Performance index score improved by 2 points to a score of 51.</li> <li>• The Overall Council Direction index score remained the same as 2020 at 45 index points</li> <li>• Lobbying on behalf of the community (Leadership and Advocacy) also improved by 2 points to an index score of 50.</li> </ul>
<b>Maintain financial stability</b>	70 services	Golden Plains Shire Council's <b>Budget 2021/22</b> was adopted by Council at its meeting on 29 June 2021. The Budget sets out Council's continuing commitment to operating more than 70 services for the community and maintaining its assets and infrastructure under the rate cap of 1.5%.
		The <b>Financial Plan</b> is well progressed and is due for adoption prior to 31 October 2021. It plans and documents how the viability and financial sustainability of Council will be achieved over the 10-year period. In the shorter term (up to four years), it will show the resources required to implement the Council Plan and other legislated responsibilities.  The Financial Plan defines the broad fiscal boundaries for the Council Plan, Asset Plan, other subordinate policies and strategies and budget processes. It will include 10-year forecasts across the mandated key financial statements: income statement, cash flow statement, balance sheet, statement of changes of equity, capital works statement and statement of human resources.
<b>Recognition for long-term planning in Council decision-making</b>	534 community responses	The <b>Golden Plains Shire Community Vision 2040</b> (adopted in December 2020) was developed to capture the long-term vision and aspirations of the Golden Plains community. This Plan was developed with the guidance of a dedicated community reference group that included analysis of 534 community responses.

Strategic Indicator/Measure	Result	Comments
Recognition for long-term planning in Council decision-making		The <b>Council Plan 2021-2025</b> (adopted in June 2021) is Council's commitment to delivering on the goals and aspirations outlined in the Golden Plains Shire Community Vision 2040. The Council Plan 2021-2025 details the priority initiatives and actions for Council services, infrastructure and advocacy to be provided to the Golden Plains Shire community over the next four years. It directly addresses and aligns with the Themes of the Golden Plains Community Vision 2040: Community, Liveability, Sustainability and Prosperity; with the additional theme of Leadership added to represent the Council-specific regulatory, governance, leadership and advocacy activities required to achieve outcomes for the community. The Council Plan incorporates the Municipal Public Health and Wellbeing Plan.
		<b>Local Government Act 2020</b> implementation is progressing to ensure the long-term planning in Council decision-making and the integration of key strategic documents – this includes development and adoption of the Community Vision, Council Plan, Community Engagement Policy, Budget, Financial Plan, Asset Plan and Revenue and Rating Plan.



## MAJOR INITIATIVES

The following statement reviews the progress of Council in relation to major initiatives identified in the Council Budget 2020/21.

Major Initiatives	Progress
<b>Theme 4</b>	<b>Delivering Good Governance and Leadership</b>
<b>Communications &amp; Marketing</b> – Develop a new design for the Council website with a dedicated focus on customer service and navigation	The Council website upgrade project began in 2020/21 and will be completed in early 2021/22. The project was expanded to include the migration of the website to a new platform and will deliver a more accessible and inclusive digital communication for all residents.
<b>Communications &amp; Marketing</b> – Acknowledgement of days of significance including ANZAC Day and International Women's Day	In 2020/21, Council acknowledged and celebrated several important days of significance within COVID-19 pandemic restrictions, including Australia Day, ANZAC Day, International Women's Day, NAIDOC Week, National Reconciliation Week, Children's Week, Harmony Week, International Day of Persons with Disabilities and Youth Week.
<b>Communications &amp; Marketing</b> – Develop the Golden Plains Shire New Residents Program	Due to COVID-19 restrictions, the launch of Council's New Residents Program will be celebrated in 2021/22.
<b>Communications &amp; Marketing</b> – Promote new communications channels including the Golden Plains <i>eGazette</i> and Instagram	In 2020/21, Council expanded its communications channels to include a new community engagement e-newsletter, <i>Engage</i> , and Council's new Instagram page. The new Golden Plains <i>eGazette</i> was also developed in 2020/21, with the first issue sent out in August 2021.
<b>Customer Service Centres</b> – Undertake a community satisfaction survey	The annual Community Satisfaction Survey was conducted in early 2021 through telephone surveying of 400 Golden Plains residents with results reported to Council in June 2021.  Community perceptions of Council's performance have improved marginally from 2020 with positive movement in the index score results recorded for Overall performance, Lobbying on behalf of community, Decisions made in the interests of community (all +2 index points) and Sealed local roads (+3 index points).
<b>Customer Service Centres</b> – Review and implementation of a revised Customer Complaint Handling Policy and process	Planning commenced for the new Complaints Handling Policy which is due to be implemented by 31 December 2021.
<b>Emergency Management</b> – Maintenance of neighbourhood safer places	Neighbourhood Safer Places were maintained throughout the Fire Danger Period.
<b>Emergency Management</b> – Maintain and revise Municipal Emergency Management Plan in line with new Emergency Management Legislation	The Municipal Emergency Management Plan is currently being updated and is due for auditing later in 2021.
<b>Emergency Management</b> – Conduct multi-agency emergency management meetings	In 2020/21, Council chaired three Municipal Emergency Management Committee meetings.
<b>Emergency Management</b> – Promote safer emergency practices by the community	Prior to and during the Fire Danger Period, Council ran a communications campaign educating and encouraging residents to undertake works and prepare their properties for the fire season.



Major Initiatives	Progress
<b>Emergency Management</b> – Contribution to Barwon Flood warning management	Council contributed to the Barwon River flood warning management system.
<b>Governance</b> – Implementation of the new <i>Local Government Act 2020</i>	The <i>Local Government Act 2020</i> (the Act) received Royal Assent on 24 March 2020. Progressive implementation is occurring over four stages with Council well advanced to meet all obligations of the Act.
<b>Occupational Health and Safety</b> – Implement MAV Workcare OHSMS Plan	Progress of this program has been put on hold due to MAV Workcare no longer an accredited workcare provider. Further work to be conducted to determine best path forward for OHSMS in the coming financial year.
<b>Occupational Health and Safety</b> – Staff Flu Vaccinations	Council's Staff Influenza Vaccination program was delivered in April 2021. Every flu vaccination administered to staff is recorded on the Australian Immunisation Register.
<b>Occupational Health and Safety</b> – Implement council's Occupational Health and Safety plan	Work ongoing to further develop the Council Occupational Health and Safety plan. Further work to be conducted the coming financial year.
<b>Risk Management</b> – Review and implementation of a revised Risk Management Strategy	Council commenced a Risk Management Strategy Development Project in January 2020 and adopted a new Risk Management Framework in December 2020. Roll out and implementation of the comprehensive Risk Framework has commenced across Council services and will continue during 2021/22.
<b>Digital Transformation</b> – Implementation of a corporate Digitisation Plan for greater accessibility to corporate records.	A digitisation plan has been developed for Inwards Correspondence and is currently still in draft form. Council has entered into a contract with CouncilFirst for an ERP system replacement project during the 2021/22 budget year. This project includes the replacement of the Enterprise Content Management system. The draft digitisation plan will be applied across the new platform when configured.
<b>Digital Transformation</b> - Delivery of the key actions of the corporate Digital Transformation Strategy covering the four pillars: Data and Information Reform, Digital Opportunity, Technology Reform and Capability Uplift	<p>The Digital Transformation Strategy has delivered a number of key outcomes:</p> <p>Information &amp; Data Reform – The Information Asset Register is currently in draft form and will be finalised in 2021/22. Council has received acknowledgement from the Office of the Victorian Information Commissioner of the progress of the VPDSF plan. IOT initiatives off the back of the community LoraWAN infrastructure include refrigeration temperature modelling.</p> <p>Technology Reform – Council has awarded the contract to CouncilFirst for the replacement of the Customer Property &amp; Regulatory system, Customer Service processes and Records Management. The payroll system contract has been awarded to Aurion with implementation in 2021/22.</p> <p>Digital Opportunity – The Office 365 project has been implemented and is currently being consolidated throughout the organisation, with priority given to business applications. The platform upgrade of Council's website has commenced.</p> <p>Capability Uplift – The technology upgrade at The Well in Smythesdale is complete and the Digital Hub will soon open. Documentation around new systems continues and training and support will leverage the recent Learning Management System acquisition. A change management plan is being enacted for the new CouncilFirst project.</p>

Major Initiatives	Progress
<b>Corporate Planning</b> – In collaboration with the Community Reference Group, complete and adopt the Golden Plains Shire Community Vision 2040.	The Golden Plains Shire Community Vision 2040 was developed in partnership with a dedicated Community Reference Group and informed by extensive and deliberative community engagement. The Plan captures the visions and aspirations of the Golden Plains community under the four Themes of Community, Liveability, Sustainability and Prosperity. The Golden Plains Shire Community Vision 2040 was presented to the outgoing Council for endorsement in August 2020 and was adopted the newly elected Council in December 2020. The Vision provides the high-level framework for the development and alignment of the Council Plan 2021-2025.
<b>Corporate Planning</b> – Develop and adopt the Council Plan 2021-2025, in accordance with the provisions of the new <i>Local Government Act 2020</i>	Following deliberative community engagement, internal priority setting and a series of Councillor workshops, the Draft Council Plan 2021-2025 was endorsed for public exhibition for the period, 28 April to 26 May 2021. Ten public submissions were provided and considered on the Draft Council Plan 2021-2025 by Council at a Special Meeting on 8 June 2021. The Council Plan 2021-2025 (incorporating the Municipal Public Health and Wellbeing Plan) provides Strategic Objectives, Actions and Strategic Indicators across the four Themes of the Golden Plains Shire Community Vision 2040: Community, Liveability, Sustainability and Prosperity with inclusion of an additional theme of Leadership. The Plan was developed in accordance with the provisions of the <i>Local Government Act 2020</i> and was adopted by Council on 29 June 2021 with a copy of the document provided to the Minister for Local Government.



*Council's Community Care team provides services to enhance the health and wellbeing of community members who need support to live independently at home and stay connected to the community.*

## SERVICES

The following statement provides information on the services funded in Council's Budget 2020/21 and the persons or sections of the community who are provided the service.

Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Communications and Marketing/Engagement</b>	Articulate clearly Council initiatives, strategies, benefits and services to internal and external stakeholders through communication channels including corporate publications, traditional and digital media and online.	522 <u>518</u> (4)
<b>Customer Service Centres</b>	Operation of customer service centres to provide bases from which Council can deliver services.	608 <u>593</u> (15)
<b>Events</b>	Deliver corporate and community events for local residents and visitors that celebrate the culture, spirit and achievements of Golden Plains including Australia Day, Citizen of the Year awards and days of national significance. In a restructure in 2020, the Events and Community Engagement teams were moved into the newly-named Communications and Engagement team. The budget will be reallocated in 2021/22.	1 <u>182</u> 181
<b>Governance Elections</b>	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 focus for Council.	898 <u>821</u> (77)
<b>Elections</b>	Maintenance of voters' rolls in readiness for 2020 local government election.	165 <u>204</u> 39
<b>Meetings</b>	Conduct Council meetings, committee meetings, workshops and other meetings of Council with management.	54 <u>40</u> (15)
<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.	1,132 <u>1,145</u> 13
<b>Emergency Management</b>	This service ensures Council staff are prepared and resources are ready to assist before, during and after an emergency.	(75) <u>(2)</u> 73
<b>Occupational Health and Safety</b>	Identify, monitor and manage Council's risks in relation to employee relations, occupational health and safety, workforce requirements, infrastructure, property and business operations.	292 <u>300</u> 9
<b>Risk Management</b>	Implement and maintain Council's Risk Management Strategy, including regular monitoring and review of the risk action plans.	68 <u>52</u> (16)
<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.	(29,626) <u>(28,832)</u> 795



Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Property and Rating</b>	Management of Council's rating system, including levying rates and charges, outstanding interest and valuing all rateable properties.	465 <u>361</u> (104)
<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.	372 <u>393</u> 21
<b>Procurement and Contract Management</b>	Develop and maintain documented standards for procurement governance and procurement processes which result in value for money outcomes and minimal procurement risk. Also, development of the contract management capacity of Council.	335 <u>378</u> 42
<b>Records Management</b>	This service supports the recordkeeping functions of Capture, Control, Storage, Access, Disposal and Operational Management according to the standards outlined by the Public Record Office Victoria. No cost in 2020/21 budget as moved to corporate overheads.	0 <u>0</u> 0
<b>Borrowings</b>	Effective management of Council borrowings.	291 <u>335</u> 44
<b>Plant Replacement</b>	Management and replacement of Council's plant and equipment in accordance with the plant replacement schedule.	(12) <u>48</u> 60

## SERVICE PERFORMANCE INDICATORS

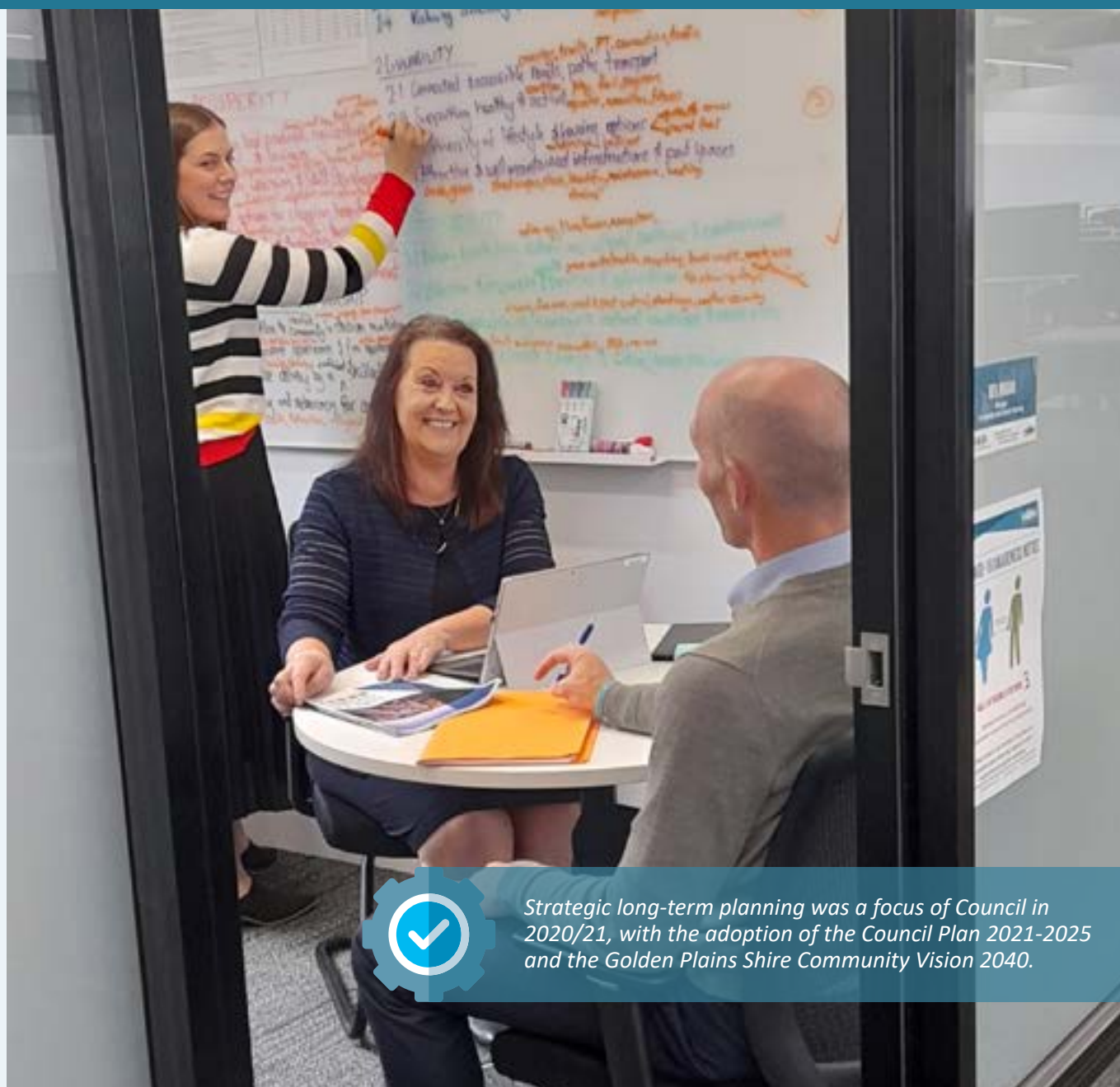
The following statement provides the results of the prescribed service performance indicators and measures including explanation of results in the comments.

Governance					
	Results				
Service / Indicator / measure	2018	2019	2020	2021	Comments
<b>Transparency</b> <i>Council decisions made 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	1.36%	0.92%	5.31%	2.70%	In 2020/21, Council made six resolutions in meetings closed to the public. By comparison, Council in 2019/20 made 11 such resolutions. The previous year's figure was impacted by 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.

Governance					
	Results				
Service / Indicator / measure	2018	2019	2020	2021	Comments
<b>Consultation and engagement</b> Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how council has performed on community consultation and engagement]	50.00	47.00	49.00	47.00	
<b>Attendance</b> Councillor attendance at council meetings [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	99.05%	96.94%	95.92%	99.05%	
<b>Service cost</b> Cost of elected representation [Direct cost of the governance service / Number of councillors elected at the last council general election]	\$35,832.86	\$42,699.71	\$44,124.14	\$39,805.86	Lower governance costs in 2020/21 compared to 2019/20.
<b>Satisfaction</b> Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	51.00	47.00	47.00	49.00	

# GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

Governance	117
Management	121
Governance and Management Checklist	123
Statutory Information	126



Strategic long-term planning was a focus of Council in 2020/21, with the adoption of the Council Plan 2021-2025 and the Golden Plains Shire Community Vision 2040.



# 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 important 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; and
- 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.

## MEETINGS OF COUNCIL

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 or to ask a question during Public Question Time. All Council meetings are recorded and livestreamed on Council's YouTube page.

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 2020/21 year, Council held the following meetings:

- 13 scheduled Council meetings
- 2 unscheduled Council meetings

The following table provides a summary of Councillor attendance at scheduled meetings of Council and unscheduled meetings of Council for the 2020/21 financial year.

Councillor	Scheduled Meetings	Unscheduled Meetings	Total Meetings
Cr Brett Cunningham	10	1	11
Cr Gavin Gamble	10	1	11
Cr Ian Getsom	10	1	11
Mayor Cr Helena Kirby	14	1	15
Cr Les Rowe	14	0	14
Cr Owen Sharkey	14	1	15
Cr Clayton Whitfield	10	1	11
Cr David Evans	4	0	4
Cr Joanne Gilbert	4	0	4
Cr Nathan Hansford	4	0	4
Cr Des Phelan	4	0	4

## SPECIAL COMMITTEES

Council can establish special committees consisting of Councillors, Council staff, other persons or any combination of these persons. There were no Special Committees established by Council in the 2020/21 year.

## COUNCILLOR CODE OF CONDUCT

Council reviewed and adopted a new Councillor Code of Conduct 2021 and Councillor Dispute Resolution Policy 2021 at its scheduled meeting on 23 February 2021.

The Councillor Code of Conduct 2021 (Code of Conduct) sets out the values and standards of conduct Councillors have committed to adopting in the performance of their role. The Code of Conduct requires Councillors to be accountable, transparent, collaborative and engaged with the municipal community. Councillors must treat others with dignity, fairness, objectivity, courtesy and respect, including taking positive action to eliminate discrimination, sexual harassment and victimisation, and supporting Council to achieve and promote gender equality.

The Code of Conduct operates in conjunction with the Councillor Dispute Resolution Policy 2021. This policy sets out the formal processes adopted to manage allegations of misconduct, serious misconduct and gross misconduct made against a Councillor for alleged breaches of the Code of Conduct and *Local Government Act 2020*.

## GOOD GOVERNANCE PRINCIPLES

The Code of Conduct imposes specific obligations on Councillors when performing their duties and functions, including giving effect to overarching principles of 'good' governance. This obligation requires Councillors to:

- Give priority to achieving the best outcomes for the municipal community, including future generations.
- Promote the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risk.
- Engage the municipal community in strategic planning and strategic decision-making.
- Pursue innovation and continuous improvement.
- Seek to collaborate with other councils, governments and statutory bodies.
- Ensure the ongoing financial viability of Council.
- Consider regional, state and national plans and policies in strategic planning and decision-making.
- Ensure the transparency of Council decisions, actions and information.

When giving effect to these principles, Councillors are required to engage in meaningful and informed community engagement, describe the ways Council information will be made publicly available, adopt an integrated approach to the preparation of strategic documents, focus on the ongoing financial viability of Council, and provide a framework for Council to deliver services to the municipal community.

## CONFLICT OF INTEREST

Councillors are elected to represent the diversity of needs and interests of the municipal community. This is a position of trust that requires Councillors to act in the public interest. A conflict of interest arises when Councillor's private interests could result in that person acting in a manner that is contrary to their public duty, or a Councillor could gain a benefit or suffer a loss depending on the outcome of the matter. A Councillor exercising a power, duty or function, or making a decision in relation to any matter must disclose a conflict of interest and exclude themselves from the decision-making process.

Declarations of conflicts of interest are a standard agenda item at all Council meetings. The minutes of Council meetings record all disclosed conflict of interests. During 2020/21, 15 conflicts of interest were declared at Council meetings.

The obligation to declare a conflict of interest and exclude themselves from the decision-making process also applies to a the Council officer or Committee when Council delegates its powers to the individual or group.

## COUNCILLOR ALLOWANCES

Under the *Local Government Act 2020*, the Mayor and Councillors are entitled to receive an allowance for performing their duties and functions.

The Victorian Government sets the upper and lower limits for all allowances paid to the Mayor and Councillors. Councils are divided into three categories based on the income and population of each council.

Golden Plains Shire Council is recognised as a Category 2 council. In 2020/21, the allowance for a Category 2 Councillor ranged from \$10,917 to \$26,245, and the Mayoral allowance range was up to \$81,204.

For the period 1 July 2020 to 30 June 2021, the annual allowance for the Mayor was \$62,856, and Councillor's allowances were \$20,953 per annum. The amount equivalent to the superannuation guarantee under Commonwealth taxation legislation (currently 9.5%) was payable in addition to these amounts.

The following table contains the allowances paid to the Mayor and Councillors in 2020/21:

Councillor	Allowance
Mayor Cr Helena Kirby	\$62,855.71
Cr Brett Cunningham	\$20,952.51
Cr Gavin Gamble	\$20,952.51
Cr Ian Getsom	\$20,952.51
Cr Les Rowe	\$20,952.51
Cr Owen Sharkey	\$20,952.51
Cr Clayton Whitfield	\$20,952.51
Cr David Evans	\$7,941.96
Cr Joanne Gilbert	\$7,941.96
Cr Nathan Hansford	\$7,941.96
Cr Des Phelan	\$7,941.96

On 29 June 2021, Council passed a resolution to increase the Mayoral allowance to \$63,798.55 and Councillor allowances to \$22,000 plus applicable superannuation, to reflect the increasing population that the Mayor and Councillors now represent and serve. The decision was made following a resolution on 27 April 2021 to invite and hear public submissions.



*Crs Clayton Whitfield, Les Rowe and Owen Sharkey met with residents to discuss the Council Plan 2021-2025 at a Councillor Conversation Post in Bannockburn.*



## COUNCILLOR AND DELEGATE COMMITTEE MEMBER EXPENSES

Council is required to reimburse Councillors and delegated committee members for expenses incurred whilst performing their role. Council is required to adopt a policy for the reimbursement of expenses for Councillors and delegated Committee members. The policy contains procedures to be followed in applying for, and the reimbursement of, expenses.

The details of the Councillor expenses for the 2020/21 year are set out in the following table:

Councillor	Travel	Council Car Expenses	Childcare	Information & Communications	Conference & Training	Total \$
Mayor Cr Helena Kirby	472	2,902	-	867	3,746	7,987
Cr Brett Cunningham	-	-	-	451	721	1,172
Cr Gavin Gamble	-	-	-	451	273	724
Cr Ian Getsom	1,126	-	-	451	942	2,519
Cr Les Rowe	1,510	-	-	479	839	2,828
Cr Owen Sharkey	28	1,577	-	523	4,982	7,110
Cr Clayton Whitfield	-	-	-	451	269	720
Cr David Evans	-	-	-	28	-	28
Cr Joanne Gilbert	-	-	-	137	-	137
Cr Nathan Hansford	-	-	-	29	-	29
Cr Des Phelan	-	-	-	312	-	312

## AUDIT & RISK COMMITTEE INDEPENDENT MEMBERS SITTING FEE

Independent Member	Sitting Fee
Joseph Adamski	\$1,759.50
Philip Delahunty	\$2,346.50
Andrew Pearce	\$3,516.96

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

Independent Member	Travel	Car Mileage	Information & Communications	Conference & Training	Total \$
Joseph Adamski	-	\$59.40	-	-	\$59.40
Philip Delahunty	-	\$158.40	-	--	\$158.40
Andrew Pearce	-	\$198.00	-		\$198.00

# I 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 *Local Government Act 2020* 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 in the section below. 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 attend 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 2020/21 was completed with the following reviews conducted:

- Business Continuity Management Systems
- Human Resources Review – Part 1: Recruitment and Onboarding.



### EXTERNAL AUDIT

Council is externally audited by the Victorian Auditor-General. In 2020/21, 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.

Council has adopted the Risk Management Framework in line with current best practice in the management of business enterprise risks and current AS/NZS 31000 guidelines. The Risk Management Framework addresses items such as:

- Risk management commitment
- Best practice in risk management
- Roles and accountabilities
- Communication and consultation
- Risk management process
- Risk registers
- Monitoring and review





# 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
<b>1. Community Engagement Policy</b> (policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the <i>Local Government Act 2020</i> . Date of adoption: 23 February 2021
<b>2. Community Engagement Guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Incorporated into the Community Engagement Policy (Appendix 2 & 3). Date of adoption: 23 February 2021
<b>3. Financial Plan</b> (plan under section 91 of the <i>Local Government Act 2020</i> outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted as part of the new Council Plan 2021-2025 on 29 June 2021, in accordance with section 91 of the <i>Local Government Act 2020</i> .
<b>4. Annual Budget</b> (plan under section 94 of the <i>Local Government Act 2020</i> setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the <i>Local Government Act 2020</i> . Date of adoption: 29 June 2021
<b>5. Asset Plan</b> (plan under section 92 of the <i>Local Government Act 2020</i> setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the <i>Local Government Act 2020</i> .  Asset Management Policy 2018 Asset Management Strategy 2019-2021 Roads & Carparks Plan: 27 August 2019 Bridges & Culverts Plan: 27 August 2019 Buildings 2010 Road Management Plan: 27 July 2021 Unsealed Road Grading Maintenance Charter: 23 July 2019
<b>6. Revenue and Rating Plan</b> (plan under section 93 of the <i>Local Government Act 2020</i> setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the <i>Local Government Act 2020</i> . Date of adoption: 29 June 2021
<b>7. Risk Policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Incorporated into the Risk Management Framework 2020. Date of commencement: 23 July 2020
<b>8. Fraud Policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Date of commencement of current policy: 26 November 2019.

Governance and Management Items	Assessment
<b>9. 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 60ADB of the <i>Emergency Management Act 2013</i> . Date of preparation: 22 May 2018
<b>10. Procurement Policy</b> (policy under section 108 of the <i>Local Government Act 2020</i> outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the <i>Local Government Act 2020</i> . Date of adoption: 29 June 2021
<b>11. 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)	Date of approval: March 2017 Last updated: June 2020
<b>12. 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)	Date of preparation: March 2017 Last updated: June 2020
<b>13. Risk Management Framework</b> (framework outlining Council's approach to managing risks to the Council's operations)	Date of operation of current framework: 23 July 2020
<b>14. Audit &amp; Risk Committee</b> (advisory committee of Council under section 53 & 54 of the <i>Local Government Act 2020</i> 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 53 of the <i>Local Government Act 2020</i> . Date of establishment: 27 February 1997
<b>15. 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)	Date of engagement of current provider: 1 July 2012
<b>16. 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 <i>Local Government Act 1989</i> )	Date of operation of current framework: 1 July 2014
<b>17. Council Plan Report</b> (quarterly 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)	Date reports presented: 24 November 2020, 23 February 2021, 27 April 2021, 27 July 2021
<b>18. Financial reporting</b> (quarterly statements to Council under section 138(1) of the <i>Local Government Act 1989</i> comparing actual and budgeted results and an explanation of any material variations)	Statements presented to council in accordance with section 138(1) of the <i>Local Government Act 1989</i> . 24 November 2020, 23 February 2021, 27 April 2021, 27 July 2021
<b>19. Risk Management &amp; Insurance Reporting</b> (quarterly reports of strategic risks to Council's operations, their likelihood, and consequences of occurring and risk minimisation strategies)	Date Reports Presented: 28 September 2020, 2 December 2020, 9 February 2021, 11 May 2021
<b>20. Performance Reporting</b> (six monthly reports of indicators measuring results against financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i> )	Date of Report: 2 December 2020

Governance and Management Items	Assessment
<b>21. Annual Report</b> (annual report under sections 131, 132 and 133 of the <i>Local Government Act 1989</i> containing a report of operations and audited financial and performance statements)	Presented at a meeting of the Council in accordance with section 134 of the <i>Local Government Act 1989</i> on 24 November 2020.
<b>22. Councillor Code of Conduct</b> (Code under section 139 of the <i>Local Government Act 2020</i> , setting out the standards of conduct to be followed by Councillors and other matters)	Reviewed and adopted in accordance with section 139 of the <i>Local Government Act 2020</i> . Date reviewed: 23 February 2021
<b>23. Delegations</b> (Document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the <i>Local Government Act 2020</i> )	Reviewed in accordance with section 11(7) of the <i>Local Government Act 2020</i> and a register kept in accordance with sections 11(8) and 47(7) of the <i>Local Government Act 2020</i> . Date of Review Council to Staff 28 July 2020, 25 August 2020, 31 September 2020, 23 March 2021
<b>24. Meeting procedures</b> (governance rules under section 60 of the <i>Local Government Act 2020</i> governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the <i>Local Government Act 2020</i> . 25 August 2020

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



Eric Braslis  
 Chief Executive Officer  
 Dated



Cr Helena Kirby  
 Mayor  
 Dated



## 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 *Local Government Act 2020* at Golden Plains Civic Centre, 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 *Local Government Act 2020*, 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 *Local Government Act 2020* and are confidential information within the meaning of section 77(2) of the *Local Government Act 2020*.
- the minutes of meetings of Special Committees established under section 86 of the *Local Government Act 2020* 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 *Local Government Act 2020* and are confidential information within the meaning of section 77(2) of the *Local Government Act 2020*.
- a register of delegations kept under sections 87(1) and 98(4) of the *Local Government Act 2020*, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the *Local Government Act 2020*.
- a document containing details of all leases involving land which were entered into by Council as lessor, including the lessee and the terms and the value of the lease.
- a register maintained under section 224(1A) of the *Local Government Act 2020* of authorised officers appointed under that section.
- a list of donations and grants made by 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.

## SERVICE PERFORMANCE PRINCIPLES

In accordance with section 208B of the *Local Government Act 1989*, 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, and online feedback
- A Council Plan which is reflective of the community's needs
- Community Satisfaction Surveys
- Community planning framework
- Supporting local and regional procurement practices
- Collaboration with other Councils and various agencies

## CARERS RECOGNITION

The *Carers 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.

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 2020/21, Council did not enter into any contracts valued at \$150,000 or more for services or \$200,000 or more for works or more of a kind specified in section 186(5)(a) and (c) of the *Local Government Act 1989*.

Council did not enter into any contracts valued at \$150,000 or more for goods and services, or \$200,000 or more for works, without first engaging in a competitive process, in accordance with Council's Procurement Policy.

## DISABILITY ACTION PLAN

The *Disability Act 2006* (Section 38) requires all government organisations to have a Disability Action Plan (or similar). A Disability Action Plan identifies actions to remove physical, civic and attitudinal barriers for people with a disability. It is also designed to increase employment opportunities and influence community attitudes.

At its meeting on 23 February 2021, Council resolved to adopt the Active Ageing & Inclusion Plan 2020-2024 (AAIP), which ensures Council's continued compliance with the *Disability Act 2006* legislative requirements.

The information contained in the AAIP builds on the work undertaken previously in the Access and Inclusion Plan 2016-2019 and the Ageing Well in Golden Plains Shire Strategy and Action Plan 2012-2016.

The AAIP provides the framework for Council to address current and future needs of older residents and people with disability and will assist to improve awareness of ageing, disablement and associated issues. The Plan also ensures continued support for people with disabilities and other access challenges to engage with Council and access all areas of the organisation's operations.

A key component in the development of the AAIP was consultation with the Golden Plains' community, as well as Council staff.

The Draft AAIP was placed on public exhibition for a six-week period from 16 December 2020 to 31 January 2021, and additionally engagement posts ran through January 2021 across the Shire to make available the Draft AAIP and proactively seek feedback. This consultation process assisted Council in identifying access barriers, issues, opportunities and potential priorities for access and inclusion.

The AAIP identifies four priority areas for access and inclusion in order to meet objectives and goals over the next four years:

1. Our Social Environment – Accessible events, community grants, consultations, social supports and diversity.
2. Our Support Environment – Aged and disability services, transport and safety, and continuing to strive to achieve best practice whilst considering the impacts of policy and funding changes in the sector.
3. Our Built and Natural Environments – Infrastructure access and inclusion continuing to improve accessible parking provision, improving the quality of accessible toilets, and playgrounds and recreation especially for children with a disability.
4. Our Leadership – Operational processes in the areas of employment, communication with the community and advocacy roles Council will undertake with external stakeholders.

It is envisaged the AAIP will:

- Build a stronger, more vibrant community through increased participation in community life for aged residents and people with a disability;
- Demonstrate Council's leadership in the areas of access, inclusion and equality;
- Ensure facilities and services provided by Council are accessible, equitable and inclusive;
- Demonstrate Council's commitment to diversity and culture;
- Improve outcomes across Council's various roles of construction, planning, regulation and the provision of programs and services;
- Value the rich social and economic contributions people with a disability and older people make to families and communities; and
- Support independence, wellbeing and quality of life for all people as they age.

Some of Council's successful initiatives that have contributed to the reduction in barriers for people with a disability and older residents to fully participate in community life, include:

- The Bannockburn Heart community space, equipped with accessible public toilets and parking spaces, and adequate seating areas.
- The fully accessible Batesford Community Play Space and Inverleigh Community Play Space; multi-age, fully accessible play spaces, catering to people of all abilities.
- Inclusion aids provided for children with a disability at Council managed early years services.
- Dementia awareness training offered to all staff.
- The completion of Auslan Communication Training by Customer Service Staff, teaching basic skills to communicate with deaf people in Auslan on a range of topics that involve simple, everyday language.
- The Well at Smythesdale extension, accommodating additional health and wellbeing services, and room hire for senior citizens and other community groups.
- The "What's your Ability" video was developed and featured local residents sharing their stories and celebrating their achievements.







- Council adopted the “Read Speaker” function on its website, to assist people who have low vision. This function allows the text on the website to be read out loud, enabling the information to be understood easily.
- Golden Plains Shire resident Scott Cooper living with a disability himself, was named as a National Volunteer Ambassador for 2020.
- Council continues to support and celebrate the annual International Day of People with a Disability, which aims to increase public awareness, understanding and acceptance of people with disability, and seeks to create a society that enables people with disability to fulfil their potential as equal citizens.
- The ongoing support and resourcing of Golden Plains Shire Active Ageing & Inclusion Advisory Group.

The AAIP will continue to guide Council into the future as it identifies the needs of older residents and people with a disability, and assist Council to improve awareness of ageing, disablement and all associated issues within the Shire, placing us in a better position to respond.

## DOMESTIC ANIMAL MANAGEMENT PLAN 2017-2021

In accordance with the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan 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 late 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 its Domestic Animal Management Plan 2017-2021:

- 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

As outlined in the Domestic Animal Management Plan 2017-2021, Council has completed several actions 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 the discounted desexing of cats for eligible community members.

Since the commencement of the Domestic Animal Management Plan 2017-2021, animal registration has grown from 6,102 animals to 7,253 animals, a 18.9% increase over the length of the plan.

During 2020/21, the total number of animals impounded by Council officers or delivered to animal shelters by residents was 148 animals, a reduction of 9% from 2019/20. Reclaiming of impounded animals decreased from 35% in 2019/22 to 21% in 2020/21.

Council is also running a cat desexing program with the National Desexing Network where cats were offered desexing, microchipping at a heavily discounted rate that included free registration for one year at local veterinary clinics for eligible residents.

In 2021/22, Council will develop a new Domestic Animal Management Plan for the 2021-2024 period.

### 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 2020/21.

### 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*, Council must include in its Annual Report information about how to access the procedures established by Council under Part 9 of that Act. Procedures on how to make a disclosure are publicly available on Council's website:

[goldenplains.vic.gov.au](http://goldenplains.vic.gov.au)

It is also required to provide certain information about the number and types of protected disclosure complaints investigated during the financial year. During 2020/21, no disclosures were notified to Council officers appointed to receive disclosures, or to the Independent Broad-based Anti-Corruption Commission (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 2020/21.

### NATIONAL COMPETITION POLICY

For the year ended 30 June 2021, 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).



Council employed an additional 26 staff under the Working for Victoria (W4V) program which was funded by the State Government. Staff under this program were employed for six months with Council in a variety of roles.

# | FREEDOM OF INFORMATION

Statement 1: Organisations and Functions	132
Statement 2: Categories of Documents We Hold	138
Statement 3: Freedom of Information Arrangements	139
Statement 4: Documents available for Public Inspection & Publicity Material	141

The *Freedom of Information Act 1982* provides the community with a right to access information, unless categorised as exempt, in the possession of the Government of Victoria and other bodies constituted under the law of Victoria.

Section 7 of the Act requires all agencies to publish a set of statements describing their powers and functions, the documents and information they keep, and the way people can access them.

Documents listed in this statement are available for inspection and/or purchase either on the Golden Plains Shire Council's website ([goldenplains.vic.gov.au](http://goldenplains.vic.gov.au)) or by contacting customer service:

**Golden Plains Shire Council**  
2 Pope Street, Bannockburn or  
Ph: 5220 7100  
Email: [enquiries@gplains.vic.gov.au](mailto:enquiries@gplains.vic.gov.au)  
Website: [goldenplains.vic.gov.au](http://goldenplains.vic.gov.au)

Requests to access documents not available through the relevant department can be made under the *Freedom of Information Act 1982*. Application charges will apply and further charges may be applicable for searching and supply of documents.

Freedom of Information requests can be made by contacting:

**Freedom of Information Officer**  
Golden Plains Shire Council  
2 Pope Street, Bannockburn,  
VIC 3331  
Ph: 5220 7100  
Email: [enquiries@gplains.vic.gov.au](mailto:enquiries@gplains.vic.gov.au)



'Dog Rocks' - Photo taken by Kyle Funston, 12-18 years



## STATEMENT 1: ORGANISATION AND FUNCTIONS

This Statement includes information about Council's functions, decision-making powers, meetings and committees and how community members can be involved. There are also contact details for libraries and reading rooms within the Shire.



Golden Plains Shire Council was established on 6 May 1994, incorporating the former Shires of Bannockburn and Leigh and parts of the former Shires of Grenville and Buninyong.

### COUNCIL FUNCTIONS

Council's functions, as prescribed within the *Local Government Act 2020*, are as follows:

- advocate and promote proposals which are in the best interests of the local community;
- plan for and provide services and facilities for the local community;
- provide and maintain community infrastructure in the municipality;
- strategically plan and regulate land use in the municipality;
- raise revenue to enable Council to perform its functions;
- make and enforce local laws;
- exercise, perform and discharge duties, functions and powers of the Council under the *Local Government Act 2020* and other Acts, (eg: *Food Act 1984*, the *Building Act 1993* and the *Public Health and Wellbeing Act 2008*, etc.); and
- perform any other function relating to the peace, order and good government of the municipal district.

Council enforces local laws which affect residents, businesses and visitors to the Shire. Many of Council's powers and functions are assigned to it by other Acts of Parliament, corresponding Regulations and Council Local Laws.

Further information about Council's functions and powers is set out on the following page.

## Functions

<b>1.</b>	<b>Animal Management</b>
1.1	Domestic animal registrations
1.2	Domestic animal business registration
1.3	Responsible pet ownership
1.4	Enforcement
<b>2.</b>	<b>Building</b>
2.1	Building permit management
2.2	Municipal building surveyor services
<b>3.</b>	<b>Communications, Advocacy and Economic Development</b>
3.1	Advocacy & lobbying
3.2	Communications & marketing
3.3	Economic development
3.4	Major projects
3.5	Tourism
3.6	Events
<b>4.</b>	<b>Community Safety</b>
4.1	Local laws investigations and enforcement
4.2	Animal management
<b>5.</b>	<b>Community Services</b>
5.1	Community development
5.2	Early years planning
5.3	Maternal and child health service provision
5.4	Childcare and early education provision
5.5	Immunisation management
5.6	Youth services
5.7	Health & wellbeing
5.8	Community services access & inclusion
5.9	Active ageing and disability services
<b>6.</b>	<b>Emergency Management</b>
6.1	Community preparedness
6.2	Emergency response
6.3	Community recovery

<b>7.</b>	<b>Environmental Health</b>
7.1	Premises or business registration
7.2	Compliance management
7.3	Infectious disease management
7.4	Immunisation management
7.5	Consumer safety management
7.6	Septic management
7.7	Health concerns and complaints
<b>8.</b>	<b>Environmental Management</b>
8.1	Ecosystem management
8.2	Illegal dumping and litter management
8.3	Native flora and fauna management
8.4	Sustainability initiatives
<b>9.</b>	<b>Finance</b>
9.1	Compliance reporting
9.2	Audit & quality assurance
9.3	Accounts payable/receivable
9.4	Procurement
9.5	Fleet management
<b>10.</b>	<b>Governance &amp; Risk</b>
10.1	Planning, preparation and conduct of local government elections and polls of voters
10.2	Challenges to election conduct or results
10.3	Law-making
10.4	Compliance administration and enforcement
10.5	Corporate risk management
10.6	Corporate and Community insurances
10.7	Privacy
10.8	Freedom of Information
10.9	Public Interest Disclosures
<b>11.</b>	<b>Land Use planning</b>
11.1	Planning scheme management
11.2	Planning scheme amendments
11.3	Permits
11.4	Subdivision

12.	Rates and Valuation
12.1	Property valuation
12.2	Rates management
13.	Recreational and Cultural Services
13.1	Arts & culture
13.2	Facilities & programs
13.3	Library services
14.	Works and Maintenance Services
14.1	Road management and planning
14.2	Community infrastructure
14.3	Asset management
14.4	Community projects
14.5	Township maintenance
15.	Waste Management
15.1	Waste management
15.2	Illegal dumping and litter management
15.3	Sustainability initiatives

16.	Common Administrative Functions
16.1	Committees
16.2	Community relations
16.3	Contracting-out
16.4	Equipment and stores
16.5	Financial management
16.6	Government relations
16.7	Industrial relations
16.8	Information management
16.9	Legal services
16.10	Occupational health & safety
16.11	Personnel management
16.12	Policy
16.13	Property management
16.14	Publication
16.15	Reporting
16.16	Staff development
16.17	Strategic management
16.18	Technology and telecommunications

## ORGANISATIONAL STRUCTURE & ADMINISTRATION

Golden Plains Shire Council is led by the CEO and three directors, who each have responsibility for a directorate.

The three directorates are:

1. Corporate Services
2. Community Services
3. Infrastructure and Development

Council's Chief Executive Officer reports directly to the Council and is supported by three Directors who together comprise the Senior Management Team (SMT).

The organisational structure is published in the Our People section of the Annual Report 2020/21.

## Principal Officer

The current Principal Officer is: Mr Eric Braslis, Chief Executive Officer

2 Pope Street, Bannockburn, VIC 3331

Ph: 03 5220 7100

Email: [enquiries@gplains.vic.gov.au](mailto:enquiries@gplains.vic.gov.au)

The functions of the CEO are described in section 46 of the *Local Government Act 2020*.

## Council

Council is constituted by seven councillors, including a Mayor and Deputy Mayor. The Mayor is elected by the councillors each year.

Councillor profiles are published in the Our Council section of the Annual Report 2020/21.

## Council Meetings

Council exercises its decision-making powers at ordinary Council meetings and special meetings of Council which are called for occasionally to deal with any urgent matters that may arise. These meetings are generally held on the second to last or last Tuesday of the month. The meetings are held in Council Chambers and start at 6pm. All meetings are open to the public. The only time meetings may be closed is when there are confidential matters to discuss, or it has been deemed unsafe for the public to attend.

Council now uploads a link to watch the meetings via livestream, which is updated prior to each meeting on Council's website: [goldenplains.vic.gov.au](https://goldenplains.vic.gov.au)





*In 2020/21, Council Meetings were held at the Council Chamber at the Golden Plains Civic Centre (pictured), Linton Shire Hall and virtually.*

The dates and location of all meetings are published online. Agendas for all meetings are made available on Council's website: [goldenplains.vic.gov.au](https://goldenplains.vic.gov.au). Minutes in the same format are generally available to the public within one week after the meeting, except when the meeting is closed.

The public has the opportunity to submit public questions and/or public presentations. Council's Public Participation in Council Meetings Policy can be found on Council's website: [goldenplains.vic.gov.au](https://goldenplains.vic.gov.au). Please also refer to Council's Public Question Time webpage.

### Consultation with the public

Council is required to consult with other persons and bodies in relation to its activities, in developing its policy and practice and the impact on internal and external stakeholders.

Council's Community Engagement Policy can be found Council's website: [goldenplains.vic.gov.au](https://goldenplains.vic.gov.au)

Copies of all documents (including policy, planning, strategy, setting of fees and charges) for which community comment is sought, and information on how to provide that comment is made available at Council's offices and on Council's website: [goldenplains.vic.gov.au](https://goldenplains.vic.gov.au)

Members of the public are encouraged to write directly to Council (PO Box 111, Bannockburn 3331) or complete the online form seek information on any aspect of its operations, available at Council's website: [goldenplains.vic.gov.au](https://goldenplains.vic.gov.au).

### Committees established by Council

The following committees of Council have been established for the purpose of advising Council in accordance with the *Local Government Act 2020*:

- Audit and Risk Committee
- Golden Plains Disability, Access and Inclusion Committee
- Golden Plains Municipal Fire Management Planning Committee

- Municipal Emergency Management Planning Committee (MEMPC)
- Municipal Relief and Recovery Planning Committee (MRRPC)

Golden Plains Shire Council is a member of the following strategic partnerships:

- Central Highlands Councils Victoria
- G21 Geelong Regional Alliance
- Peri Urban Group of Rural Councils
- Rural Councils Victoria
- Timber Towns Victoria
- Municipal Association of Victoria

Council do not have Delegated committees established under the *Local Government Act 2020*.

To make enquiries about any of the committees, please contact Customer Service on 5220 7111.

## ACTS, REGULATIONS & LOCAL LAWS ADMINISTERED

Council performs its functions through the enforcement and administration of a large number of principal Acts and corresponding Regulations and Council Local Laws which may include:

<i>Aboriginal Heritage Act 2006</i>	<i>Freedom of Information Act 1982</i>
<i>Associations Incorporation Reform Act 2012</i>	<i>Gambling Regulation Act 2003</i>
<i>Building Act 1993</i>	<i>Gender Equality Act 2020</i>
<i>Building Regulations 2018</i>	<i>Graffiti Prevention Act 2007</i>
<i>Catchment and Land Protection Act 1994</i>	<i>Health Records Act 2001</i>
<i>Child Wellbeing and Safety Act 2005</i>	<i>Heavy Vehicle National Law 2012</i>
<i>Children Youth and Families Act 2005</i>	<i>Heavy Vehicle National Law Application Act 2013</i>
<i>Climate Change Act 2017</i>	<i>Heritage Act 2017</i>
<i>Conservation, Forests and Land Act 1987</i>	<i>Housing Act 1983</i>
<i>Country Fire Authority Act 1958</i>	<i>Impounding of Livestock Act 1994</i>
<i>Country Fire Authority Regulations 2014</i>	<i>Independent Broad-Based Anti-Corruption Commission Act 2011</i>
<i>Cultural and Recreational Lands Act 1963</i>	<i>Infringements Act 2006</i>
<i>Dangerous Goods (Explosives) Regulations 2011</i>	<i>Infringements Regulations 2016</i>
<i>Dangerous Goods Act 1985</i>	<i>Land Acquisition and Compensation Act 1986</i>
<i>Development Victoria Act 2003</i>	<i>Land Acquisition and Compensation Regulations 2010</i>
<i>Disability Act 2006</i>	<i>Land Act 1958</i>
<i>Domestic Animals Act 1994</i>	<i>Liquor Control Reform Act 1998</i>
<i>Domestic Building Contracts Act 1995</i>	<i>Livestock Disease Control Act 1994</i>
<i>Drugs, Poisons and Controlled Substances Regulations 2017</i>	<i>Local Government (Electoral) Regulations 2016</i>
<i>Education and Care Services National Law Act 2010</i>	<i>Local Government (General) Regulations 2015</i>
<i>Education and Training Reform Act 2006</i>	<i>Local Government (Long Service Leave) Regulations 2012</i>
<i>Electoral Act 2002</i>	<i>Local Government (Planning and Reporting) Regulations 2014</i>
<i>Electricity Safety Act 1998</i>	<i>Local Government Act 2020</i>
<i>Emergency Management Act 1986</i>	<i>Magistrates' Court Act 1989</i>
<i>Emergency Management Act 2013</i>	<i>Major Transport Projects Facilitation Act 2009</i>
<i>Environment Protection Act 2017</i>	<i>Marine and Coastal Act 2018</i>
<i>Estate Agents Act 1980</i>	<i>Mineral Resources (Sustainable Development) Act 1990</i>
<i>Family Violence Protection Act 2008</i>	<i>Miscellaneous and Administrative Powers</i>
<i>Fences Act 1968</i>	<i>National Parks Act 1975</i>
<i>Filming Approval Act 2014</i>	<i>Occupational Health and Safety Regulations 2017</i>
<i>Fines Reform Act 2014</i>	<i>Pipelines Act 2005</i>
<i>Fire Services Property Levy Act 2012</i>	<i>Planning and Environment (Fees) Regulations 2016</i>
<i>Flora and Fauna Guarantee Act 1988</i>	
<i>Food Act 1984</i>	

<i>Planning and Environment Act 1987</i>
Planning and Environment Regulations 2015
<i>Privacy and Data Protection Act 2014</i>
<i>Protected Disclosure Act 2012</i>
<i>Public Health and Wellbeing Act 2008</i>
Public Health and Wellbeing Regulations 2009
<i>Public Records Act 1973</i>
<i>Rail Safety (Local Operations) Act 2006</i>
Residential Tenancies (Caravan Parks and Movable Dwellings Registration and Standards) Regulations 2010
<i>Residential Tenancies Act 1997</i>
Road Management (General) Regulations 2016
Road Management (Works and Infrastructure) Regulations 2015
<i>Road Management Act 2004</i>
Road Safety (General) Regulations 2009
Road Safety (Traffic Management) Regulations 2009
Road Safety (Vehicles) Regulations 2009
<i>Road Safety Act 1986</i>
Road Safety Road Rules 2017
<i>Rooming House Operators Act 2016</i>
<i>Second Hand Dealers and Pawnbrokers Act 1989</i>
<i>Service Victoria Act 2018</i>
<i>Sex Work Act 1994</i>
<i>Sheriff Act 2009</i>
<i>Sport and Recreation Act 1972</i>
Subdivision (Fees) Regulations 2016
Subdivision (Procedures) Regulations 2011
Subdivision (Registrar's Requirements) Regulations 2011
<i>Subdivision Act 1988</i>
<i>Summary Offences Act 1966</i>
<i>Taxation Administration Act 1997</i>
<i>Transfer of Land Act 1958</i>
<i>Transport (Safety Schemes Compliance and Enforcement) Act 2014</i>
<i>Transport Integration Act 2010</i>
<i>Valuation of Land Act 1960</i>

<i>Victoria Grants Commission Act 1976</i>
<i>Victoria State Emergency Service Act 2005</i>
<i>Victorian Data Sharing Act 2017</i>
Victorian Energy Efficiency Target (Project-Based Activities) Regulations 2017
<i>Victorian Environmental Assessment Council Act 2001</i>
<i>Victorian Inspectorate Act 2011</i>
<i>Victorian Planning Authority Act 2017</i>
<i>Water Act 1989</i>

Copies of Victorian legislation are available on the Victorian Legislation and Parliamentary Documents website: [www.legislation.vic.gov.au](http://www.legislation.vic.gov.au).

### LIBRARY AND READING ROOMS

Council is a member of Geelong Regional Library Corporation and has a public library at Bannockburn. Council also has a mobile library service operated by Geelong Regional Libraries which services the Shire.

Bannockburn Library	
27 High Street, Bannockburn VIC 3331	
Phone: (03) 4201 0661	
Opening Hours:	Monday: 10am – 1pm
	Tuesday: 10am – 5pm
	Wednesday: 10am – 6pm
	Thursday: 10am – 5pm
	Friday: 10am – 5pm
	Saturday: 9am – 12pm
Sunday: Closed	
<a href="http://www.grlc.vic.gov.au/locate/bannockburn-library">www.grlc.vic.gov.au/locate/bannockburn-library</a>	

Mobile Library
Timetable and locations vary
Phone: (03) 4201 0658
<a href="http://www.grlc.vic.gov.au/locate/mobile-libraries">www.grlc.vic.gov.au/locate/mobile-libraries</a>



## STATEMENT 2: CATEGORIES OF DOCUMENTS WE HOLD

Council uses a centralised Electronic Document Records Management System (EDRMS) for capturing and storing any information that relates to Council business.

Hard-copy records including property, contract files, financial accounts, building, planning, environmental health, engineering and personnel records, are stored at either the Bannockburn Customer Service Centre or at Council's PROV-approved offsite storage facility (Grace Information Management).

These records are stored and disposed of in accordance with the Public Records (PROV) Standards and Specifications. Some records inherited from the 1994 amalgamation of councils are in the custody of Council or local historical societies.

### CATEGORIES OF DOCUMENTS MAINTAINED BY COUNCIL

Council maintains an extensive range of documents, in accordance with the *Public Records Act 1987*. Documents range from general correspondence with members of the public and external bodies to Council adopted policies and resolutions. Some of those documents in Council's possession include:

Agendas and minutes of meetings
Animal registration applications and registrations issued
Annual and financial reports
Audit reports
Building and planning permits and associated documents, including plans
Client services, including health information
Community grants
Council resolutions
Councillor correspondence
Council policies
Departmental publications, including newsletters
Disclosures of conflict of interest
Documents submitted by third parties
Event documentation and plans
General correspondence
Immunisation records

Internal administration documents relating to staff management and the operation of Council. This includes personnel records, recruitment records and staff policies.

Legal documents such as Local Laws, court documents, contracts, leases, agreements, instruments of delegation, authorisations, legal advice and licences

Mailing lists

Maternal and child health records

Media releases, communications and advertising

Officer recommendations

Organisational policies and procedures

Permit applications and permits issued under Council's Local Laws such as disabled parking permits, permit to burn, and permit to keep more than two cats or dogs

Plans and strategies

Public registers

Public and stakeholder consultation processes and outcomes

Privacy enquires and complaints

Records of administration and enforcement of legislation and Local Laws

Reports prepared by external consultants

Requests for information under the *Freedom of Information Act 1982*, including files and papers relevant to the consideration of those requests

Risk management assessments

Councillor election campaign donations

Councillor election inductions

Surveys, statistics and data

Submissions received by Council

Tenders and evaluations

Training material

Written and verbal complaints received and records of any consequent investigations

# I STATEMENT 3: FREEDOM OF INFORMATION ARRANGEMENTS

## FREEDOM OF INFORMATION (FOI) REQUEST

The *Freedom of Information Act 1982* gives the right of access to documents that Council holds. If an individual cannot find the document they require, they are encouraged to call Council to enquire if it is available prior to making an FOI application.

Council will respond to requests for information in alignment with the Act and the Public Transparency Principles. Council officers will continue to explore opportunities to make further documents available on Council's website or on request.

## FREEDOM OF INFORMATION ARRANGEMENTS

Requests for access to documents should first be directed to the area of Council that is primarily responsible for maintaining the document requires. If Council is not able to meet the request informally, requests for access to documents in the possession of Council can be made under the *Freedom of Information Act 1982*. Applications must be:

- made in writing to the Council;
- accompanied by the application fee of \$30.06, unless a waiver or reduced fee is sought on the grounds of hardship; and
- sufficiently clear to enable Council to identify the document sought in the request.

Council will not process a request that is not valid under the Act. If a request is not valid, Council will take reasonable steps to contact the applicant within 21 days of receiving the request to explain why it is not valid and reasonably assist the applicant to make a valid request.

## HOW TO MAKE A REQUEST

To make a request, please lodge the completed Freedom of Information request form at a Council office or alternatively to:

### Email Address:

Enquiries@gplains.vic.gov.au

### Address:

2 Pope Street Bannockburn

### PO Box:

PO Box 111 Bannockburn, Victoria 3331

Payment of the application fee can be made by cheque, credit card or debit card over the phone or at a Council office.

Under Section 17(2B) of the *Freedom of Information Act 1982*, Council has the ability to waive or reduce the payment of the Freedom of Information application fee on the grounds of hardship and subject to any conditions determined by the Council.

To seek a waiver or reduced fee, an applicant will need to provide evidence of hardship such as a concession card, financial statements or evidence of welfare assistance.

## PROCESSING A REQUEST

The applicant will be notified of Council's decision at request and the review rights, within 30 days of Council receiving a valid request. There may be situations where the 30-day period is extended, such as an extension of up to 15 days if consultation with third parties is required.

Please note that applicants may be required to pay access charges, such as for search time and photocopying, before access can be granted to documents released under the Act. Further information about access charges can be found in the Freedom of Information (Access Charges) Regulations 2014.

*The Freedom of Information Act 1982* allows an agency to refuse access to certain documents or information. These documents or information are often called 'exempt' documents. In some cases, the applicant may be refused access to an entire document. Alternatively, the applicant may be given access to a document with exempt information deleted or 'redacted'.

Each document is assessed on its merits before a decision regarding exempt information and release is made.

*Community groups meet regularly at Council-managed facilities including The Well in Smythesdale and the Bannockburn Cultural Centre. Disrupted by COVID-19 restrictions, Council hopes these groups return to face-to-face meetings soon.*



## RIGHT OF APPEAL

The Information Commissioner may decide to release the document the applicant requested in full, in part, or deny access in full.

If the applicant is not satisfied with the decision on their request, they may then apply to the Office of the Victorian Information Commissioner for a review of the decision.

### Office of the Victorian Information Commissioner

PO Box 24274, Melbourne 3000  
Telephone: 1300 006 842  
Email: [enquiries@ovic.vic.gov.au](mailto:enquiries@ovic.vic.gov.au)  
Website: [www.ovic.vic.gov.au](http://www.ovic.vic.gov.au)

## FREEDOM OF INFORMATION OFFICERS

The Chief Executive Officer of Council is the Council's Principal Officer under the Act.

### Principal Officer

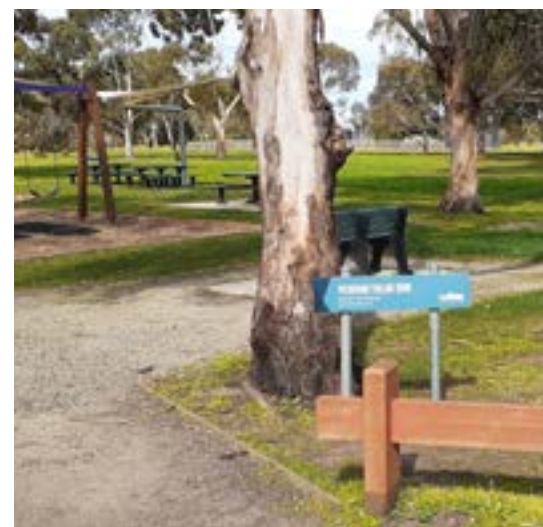
Mr. Eric Braslis  
Chief Executive Officer

### Freedom of Information Officer

Candice Robinson

### Further Information

For further information and advice on making a request or the Freedom of Information process, please refer to Council's website [goldenplains.vic.gov.au](http://goldenplains.vic.gov.au)



*A play space at Inverleigh was named Yerram Yaluk Bun, meaning 'bank of the morning river,' following community consultation.*



# STATEMENT 4: DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION & PUBLICITY MATERIAL

## DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

Council has a number of documents available for public inspection upon request.

The following information is available for public inspection at Council's Customer Service Centre, 2 Pope Street, Bannockburn. Some of these documents are also available on Council's website: [goldenplains.vic.gov.au](http://goldenplains.vic.gov.au)

Type	Description
<b>Council Records</b>	Agendas, minutes, live stream and video recordings of Council Meetings
	Reporting from Committees to Council
	Terms of Reference or Charters for Council committees
<b>Local Laws</b>	Community Amenity Local Law
	Meeting Procedure and Common Seal Local Law (Repealed August 2020, replaced by Governance Rules)
	Governance Rules
<b>Policies, Strategies, Reports</b>	Council Plan
	Annual Report
	Strategies
	Council Policies
	Budget
<b>Organisation</b>	Organisational chart
<b>Councillors</b>	Councillor payment summaries
	Councillor profiles
	Councillor Code of Conduct
<b>Council Elections</b>	Election Campaign Donation Returns
	Candidate Information (during elections)
<b>Donations &amp; Grants</b>	Grant programs
<b>Planning</b>	Development plans, reference and incorporated docs
	Development contributions
	Current planning applications
<b>Property</b>	How rates are calculated
	Current planning applications
	Development contributions
<b>Businesses</b>	Council's Terms and Conditions
	Awarded Tenders
<b>Council operations</b>	Events information
	Waste management and recycling information
	Information relating to families, positive ageing, childcare and pets

<b>Registers</b>	Register of Building Occupancy Permits
	Register of Authorised Officers
	Register of Delegations
	Register of Personal Interests
	Register of Leases
	Register of Overseas or Interstate Travel
	Register of Gifts, Benefits and Hospitality (Councillors and staff)
<b>Process/Other Information</b>	Application processes for approvals, permits, grants, access to Council services
	Community engagement processes
	Complaints handling processes
	Practice notes
	Online payments and applications
	Employment with Council
	Lodging a request/complaint
	Economic and population profiles

In addition to documents made available for public inspection under Section 11 of the Local Government (General) Regulations 2015, the *Freedom of Information Act 1982* requires Council to make available certain documents for inspection and purchase.

This statement applies to documents that are provided by Council for:

- The use or guidance of Council or its officers
- Making decisions/recommendations
- Providing advice to persons outside Council with respect to rights, privileges, benefits, obligations penalties

Copies of all documents are made available for inspection and for purchase by members of the public. A large number of the documents are available from Council's website and copies can be arranged by contacting Council on 5220 7111.

This list is not an exhaustive list of documents used by Council or its officers, it is an example of the types of documents which are frequently referred to assist to make decisions.

### Council Reports and Plans

- Annual Budget
- Annual Report
- Council Plan
- Council Strategies and policies
- Golden Plains Planning Scheme
- Municipal Public Health and Wellbeing Plan

### Laws and Regulations

Local Law No 1 – Council Meeting Procedures and Common Seal (repealed August 2020 – replaced by Governance Rules)

Local Law No 2 – General Public Amenity

Those interested in viewing a document who are unable to locate it on Council's website can contact Council by:

Phone: 5220 7111.

Email: [enquiries@gplains.vic.gov.au](mailto:enquiries@gplains.vic.gov.au)  
[goldenplains.vic.gov.au/contact-us](https://goldenplains.vic.gov.au/contact-us)

### Information Options

Some Council information may not be made publicly available, where the information is confidential information as defined by section 3 of the *Local Government Act 2020*, if its release would be contrary to the public interest or not in compliance with the *Privacy and Data Protection Act 2014*.

For more information, please refer to Council's Public Transparency Policy which can be found on Council's website: [goldenplains.vic.gov.au](https://goldenplains.vic.gov.au)

*Council has formed a Committee of Management with local residents to progress the community activation of the Linton Shire Hall.*



## PUBLICITY MATERIAL AND ONLINE COMMUNICATION

Council uses a range of communication channels to keep residents informed on the latest news, including Council's website, community magazine and social media, including Facebook, LinkedIn, Twitter and YouTube. Council also uses local media to inform the community including the *Golden Plains Times* and community newsletters.

## Subscription Services and Email Lists

Council has the below literature available by way of subscription services or free mailing lists. These publications can be subscribed to on Council's website: [goldenplains.vic.gov.au](http://goldenplains.vic.gov.au):

- Golden Plains Business News
- Golden Plains Farmers' Market
- *eGazette*
- *Engage* – community engagement e-newsletter

## Corporate Publications

Council produces a number of policies, strategies and plans to help guide decisions and to achieve outcomes and goals. The following documents are available at Council's website:

- Annual Report
- Council Plan and Strategic Resource Plan
- Councillor Code of Conduct
- Annual Budget
- Local Laws
- Policies, plans and strategies

## Report Literature

Under section 11 of the *Freedom of Information Act 1982*, Council must report on, and keep records of, all decisions relating to policy and the administration of policy that would be considered of interest to the public. These reports and records must be made available for inspection or purchase.

Council reports, policy documents and records of decisions, relating to Council policy (recorded in the Council Meeting Minutes), are available to download from Council's website: [goldenplains.vic.gov.au](http://goldenplains.vic.gov.au)

## Reports, Statements and Submissions

Council makes the following two classes of document accessible to the public wherever possible:

- A document prepared outside the Council for consideration by the Council.
- A document prepared within the Council for consideration by the Council.



# 02

## FINANCIAL REPORT

CERTIFICATE OF THE FINANCIAL  
STATEMENTS 147

VICTORIAN AUDITOR-GENERAL'S  
OFFICE REPORT 148

FINANCIAL STATEMENTS 150

NOTES TO THE FINANCIAL REPORT 155





*Mayor Cr Helena Kirby and Deputy Mayor Cr Ian Getsom attended a family skate, scoot and BMX clinic and competition at the Smythesdale Skate Park.*





# FINANCIAL REPORT TABLE OF CONTENTS

<b>CERTIFICATION OF THE FINANCIAL STATEMENTS</b>	<b>147</b>		
<b>VICTORIAN AUDITOR-GENERAL'S OFFICE REPORT</b>	<b>148</b>		
<b>FINANCIAL STATEMENTS</b>	<b>150</b>		
Comprehensive Income Statement	150		
Balance Sheet	151		
Statement of Changes in Equity	152		
Statement of Cash Flows	153		
Statement of Capital Works	154		
<b>NOTES TO FINANCIAL REPORT</b>	<b>155</b>		
Overview	155	<b>Note 5 Our financial position</b>	<b>171</b>
<b>Note 1 Performance against budget</b>	<b>157</b>	5.1. Financial assets	171
1.1. Income and expenditure	157	5.2. Non-financial assets	173
1.2. Capital works	160	5.3. Payables	173
<b>Note 2</b>		5.4. Interest-bearing liabilities	174
2.1 Analysis of Council results by program	163	5.5. Provisions	174
<b>Note 3 Funding for the delivery of our services</b>	<b>165</b>	5.6. Financing arrangements	176
3.1. Rates and charges	165	5.7. Commitments	177
3.2. Statutory fees and fines	165	<b>Note 6 Assets we manage</b>	<b>178</b>
3.3. User fees	165	6.1. Property, infrastructure plant and equipment	178
3.4. Funding from other levels of government	166	6.2. Investments in associates	185
3.5. Contributions	167	<b>Note 7 People and relationships</b>	<b>186</b>
3.6. Net gain/(loss) on disposal of property, infrastructure, plant and equipment	168	7.1. Council and key management remuneration	186
3.7. Other income	168	7.2. Related party disclosure	187
<b>Note 4 The cost of delivering services</b>	<b>168</b>	<b>Note 8 Managing uncertainties</b>	<b>188</b>
4.1. Employee costs	168	8.1. Contingent assets and liabilities	188
4.2. Materials and services	169	8.2. Change in accounting standards	189
4.3. Depreciation and amortisation	169	8.3. Financial instruments	189
4.4. Bad and doubtful debts	170	8.4. Fair value measurement	190
4.5. Borrowing costs	170	<b>Note 9 Other matters</b>	<b>192</b>
4.6. Other expenses	170	9.1. Reserves	192
		9.2. Reconciliation of cash flows from operating activities to surplus/(deficit)	194
		9.3. Superannuation	195
		<b>Note 10 Change in Accounting Policy</b>	<b>198</b>



## 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 : 21 September 2021  
 Bannockburn

In our opinion the accompanying financial statements present fairly the financial transactions of Golden Plains Shire Council for the year ended 30 June 2021 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 Helena Kirby**  
**Mayor**

Date : 21 September 2021  
 Bannockburn



**Councillor Brett Cunningham**

Date : 21 September 2021  
 Bannockburn



**Eric Braslis**  
**Chief Executive Officer**

## 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 2021</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 2021 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  
27 September 2021



Sanchu Chummar  
as delegate for the Auditor-General of Victoria



**Golden Plains Shire Council**  
**2020/2021 Financial Report**

## Comprehensive Income Statement For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
<b>Income</b>			
Rates and charges	3.1	24,706	23,834
Statutory fees and fines	3.2	847	725
User fees	3.3	2,091	2,147
Grants - operating	3.4	12,698	10,860
Grants - capital	3.4	8,774	5,336
Contributions - monetary	3.5	1,780	1,904
Contributions - non monetary	3.5	1,800	1,043
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	114	18
Share of net profits (or loss) of associates	6.2	(154)	67
Other income	3.7	88	306
<b>Total income</b>		<b>52,744</b>	<b>46,240</b>
<b>Expenses</b>			
Employee costs	4.1	18,434	16,454
Materials and services	4.2	14,875	14,632
Depreciation and amortisation	4.3	8,795	8,045
Bad and doubtful debts	4.4	152	109
Borrowing costs	4.5	290	199
Other expenses	4.6	1,134	1,317
<b>Total expenses</b>		<b>43,680</b>	<b>40,756</b>
<b>Surplus/(deficit) for the year</b>		<b>9,064</b>	<b>5,484</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	29,158	9,555
<b>Total comprehensive result</b>		<b>38,222</b>	<b>15,039</b>

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

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Balance Sheet**  
**As at 30 June 2021**

	Note	2021 \$'000	2020 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1	24,935	21,414
Trade and other receivables	5.1	2,940	2,574
Inventories	5.2	14	17
Other assets	5.2	208	95
<b>Total current assets</b>		<b>28,097</b>	<b>24,100</b>
<b>Non-current assets</b>			
Investments in associates	6.2	637	791
Property, infrastructure, plant and equipment	6.1	497,766	462,315
<b>Total non-current assets</b>		<b>498,403</b>	<b>463,106</b>
<b>Total assets</b>		<b>526,500</b>	<b>487,206</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3	3,260	4,344
Trust funds and deposits	5.3	871	573
Unearned income	5.3	3,252	425
Provisions	5.5	3,115	3,249
Interest-bearing liabilities	5.4	1,643	2,229
<b>Total current liabilities</b>		<b>12,141</b>	<b>10,820</b>
<b>Non-current liabilities</b>			
Provisions	5.5	2,665	2,725
Interest-bearing liabilities	5.4	11,611	11,801
<b>Total non-current liabilities</b>		<b>14,276</b>	<b>14,526</b>
<b>Total liabilities</b>		<b>26,417</b>	<b>25,346</b>
<b>Net assets</b>		<b>500,083</b>	<b>461,860</b>
<b>Equity</b>			
Accumulated surplus		192,903	187,143
Reserves	9.1	307,180	274,717
<b>Total Equity</b>		<b>500,083</b>	<b>461,860</b>

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

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Statement of Changes in Equity**  
**For the Year Ended 30 June 2021**

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2021</b>					
Balance at beginning of the financial year		461,860	187,143	265,708	9,009
Surplus/(deficit) for the year		9,064	9,064	-	-
Net asset revaluation increment/(decrement)	9.1(a)	29,159	-	29,159	-
Transfers to other reserves	9.1(b)	-	(3,347)	-	3,347
Transfers from other reserves	9.1(b)	-	43	-	(43)
<b>Balance at end of the financial year</b>		<b>500,083</b>	<b>192,903</b>	<b>294,867</b>	<b>12,313</b>

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
<b>2020</b>					
Balance at beginning of the financial year		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>

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 2021

		2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		24,632	23,545
Statutory fees and fines		847	725
User fees		2,093	2,262
Grants - operating		12,616	12,585
Grants - capital		8,774	4,692
Contributions - monetary		1,790	2,103
Interest received		76	321
Trust funds and deposits taken		298	226
Net GST refund		1,399	761
Employee costs		(18,687)	(17,166)
Materials and services		(15,209)	(14,724)
Trust funds and deposits repaid		-	(212)
<b>Net cash provided by/(used in) operating activities</b>		<b>18,629</b>	<b>15,118</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	6.1	(14,279)	(21,363)
Proceeds from sale of property, infrastructure, plant and equipment		238	193
<b>Net cash provided by/(used in) investing activities</b>		<b>(14,041)</b>	<b>(21,170)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(291)	(199)
Proceeds from borrowings		600	13,000
Repayment of borrowings		(1,376)	(3,898)
<b>Net cash provided by/(used in) financing activities</b>		<b>(1,067)</b>	<b>8,903</b>
Net increase (decrease) in cash and cash equivalents		3,521	2,851
Cash and cash equivalents at the beginning of the financial year		21,414	18,563
<b>Cash and cash equivalents at the end of the financial year</b>		<b>24,935</b>	<b>21,414</b>
Financing arrangements	5.6		
Restrictions on cash assets	5.1	1,430	1,005

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

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Statement of Capital Works**  
**For the Year Ended 30 June 2021**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Property</b>		
Land	116	-
<b>Total land</b>	<u>116</u>	<u>-</u>
Buildings - Specialised	244	301
Buildings - Non Specialised	1,916	5,782
<b>Total buildings</b>	<u>2,160</u>	<u>6,083</u>
<b>Total property</b>	<u>2,276</u>	<u>6,083</u>
<b>Plant and equipment</b>		
Plant, machinery and equipment	677	666
Computers, Fixtures, fittings and furniture	896	344
<b>Total plant and equipment</b>	<u>1,573</u>	<u>1,010</u>
<b>Infrastructure</b>		
Roads	4,634	6,862
Bridges	2,632	2,727
Footpaths and cycleways	104	243
Drainage	118	-
Recreational, leisure and community facilities	1,895	4,110
Parks, open space and streetscapes	735	335
Off street car parks	312	27
<b>Total infrastructure</b>	<u>10,430</u>	<u>14,304</u>
<b>Total capital works expenditure</b>	<u><b>14,279</b></u>	<u><b>21,397</b></u>
<b>Represented by:</b>		
New asset expenditure	2,316	3,529
Asset renewal expenditure	6,079	6,715
Asset expansion expenditure	5,572	5,774
Asset upgrade expenditure	312	5,379
<b>Total capital works expenditure</b>	<u><b>14,279</b></u>	<u><b>21,397</b></u>

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

## Notes to the Financial Report For the Year Ended 30 June 2021

---

### 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)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements



**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**(b) Impact of Covid-19**

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, Council has noted the following significant impacts on its financial operations:

- Additional revenue – Working for Victoria grant funding of \$752,420 was provided for Council to employ local people who were out of work due to impacts from COVID-19. This funding allowed Council to complete additional work utilising these additional resources and provided employment for these people employed during the funding period. \$250,000 funding for Outdoor Eating and Entertainment COVID-19 Activation funding was received for Council to assist local businesses establish outdoor dining areas.
- Revenue reductions – In response to government directives amidst the COVID-19 outbreak libraries and community centres were closed which resulted in a decrease in usage of these facilities however was only a minimal impact on revenue.
- Revenue foregone - Council waived interest on outstanding rates and charges with the financial impact from the interest free period 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 2021 by \$366,000 compared to last year.
- Additional costs – Working for Victoria costs which utilised grant funds for Council to employ local people who were out of work due to impacts from COVID-19. Council developed a COVID-19 hardship policy in response to this crisis on 9 April 2020 which has provided rebates to customers who meet the criteria and also waived some fees totalling \$85,186. Compliance with government directives has resulted in additional expenditure of \$33,620 on protective equipment.
- Asset valuations – there has been no impact on asset valuations resulting from the COVID-19 pandemic.

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

**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 \$20,000 and 10 percent 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 2020. 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 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
<b>Income</b>					
Rates and charges	24,357	24,706	349	1%	
Statutory fees and fines	684	847	163	24%	1
User fees	3,419	2,091	(1,328)	-39%	2
Grants - operating	10,517	12,698	2,181	21%	3
Grants - capital	8,153	8,774	621	8%	4
Contributions - monetary	1,669	1,780	111	7%	5
Contributions - non monetary	1,125	1,800	675	60%	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	-	114	114	100%	7
Share of net profits/(losses) of associates and joint ventures	-	(154)	(154)	100%	8
Other income	202	88	(114)	-56%	9
<b>Total income</b>	<b>50,126</b>	<b>52,744</b>	<b>2,618</b>		
<b>Expenses</b>					
Employee costs	19,344	18,434	910	5%	10
Materials and services	15,163	14,875	288	2%	
Bad and doubtful debts	112	152	(40)	100%	11
Depreciation and amortisation	8,788	8,795	(7)	0%	
Borrowing costs	356	290	66	19%	12
Other expenses	277	1,134	(857)	-309%	13
<b>Total expenses</b>	<b>44,040</b>	<b>43,680</b>	<b>360</b>		
<b>Surplus/(deficit) for the year</b>	<b>6,086</b>	<b>9,064</b>	<b>2,258</b>		

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

**(i) Explanation of material variations**

<b>Ref</b>	<b>Item</b>	<b>Explanation</b>	<b>\$'000</b>
<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	134
	Drainage Information Fees	Additional revenue due to increased developer activity	25
<b>2</b>	<b>User Fees</b>		
	Childcare/Children's Programs	Lower enrolment and discontinuation of Bannockburn childcare services	(1,038)
	Subdivision Supervision Fees	Increased number of applications for sub-divisions	151
<b>3</b>	<b>Grants - Operating</b>		
	COVID-19 Activation Funding	Funding for new initiative announced due to COVID19	250
	Bushfire Recovery	Grant received in 2020-21 year, originally expected in 2019-20	200
	Northern Streetscapes Project	Grant received in 2020-21 year, originally expected in 2019-20	100
	Kindergarten Income	Increased funding for higher enrolments and some grants received in advance	435
	Transition payments and preschool funding	Grant funding for childcare fees exemptions due to COVID19	269
<b>4</b>	<b>Grants - capital</b>		
	Grant - Bannockburn Heart (NSRF)	Grant received in 2020-21 year, originally expected in 2019-20	1,140
	Grant - Wall BridgeRenewal	Grant received in 2020-21 year, originally expected in 2019-20	304
	Grant - Roads to Recovery	Grant funding received higher than anticipated	467
	Grant - Haddon Stadium Floor	Grant received in 2020-21 year, originally expected in 2019-20	220
	Grant - Fixing Country Road	Grant funding for 2020-21 did not materialise	(814)
	Grant - Inverleigh Sporting Complex	Projects carried forward to 2021-22	(500)
<b>5</b>	<b>Contributions - monetary</b>		
	Public Open Space Contributions	Higher subdivision activities than expected	279
	Developer Community Contributions	Increase in developer contribution payments due to increased development and building activity	60
	Debt Collection Recoupment	Decrease in debt collection activities due to COVID19 related relief measures	(60)
	Contributions - Bannockburn Bowls Upgrade	Contribution received in 2020-21, originally expected in 2019-20	140
	Wind Farm Income	Reduced income due to delays in new windfarm operational commencement	(151)

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

<b>6 Contributions - non monetary</b>		
Subdivisions	Increase in subdivisions handed to council	675
<b>7 Net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>		
Plant and Equipment Sale	Net profit from plant sale	123
<b>8 Share of net profits/(losses) of associates and joint ventures</b>		
Geelong Regional Library	Share of net deficit from Geelong Regional Library	154
<b>9 Other Income</b>		
Investment Income	Reduced income due to low interest rates on term deposits	66
<b>10 Employee Costs</b>		
Wages and Salaries	Vacant positions during the year which took longer to fill	1,771
<b>11 Bad and doubtful debts</b>		
Animal Parking Local Laws	Increase in long outstanding fines and infringement notices	22
Kindergartens	Provision for doubtful debtors	7
Other projects	Provision for doubtful debtors	14
<b>12 Borrowing Costs</b>		
Interest on Borrowings	Reduction in borrowing costs due to lower interest rates	65
<b>13 Other expenses</b>		
De-recognition of non-current assets	Impaired Furniture and Fittings and derecognition of buildings not managed by the Council.	868



**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

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

**1.2 Capital works**

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
<b>Property</b>					
Land	-	116	116	100%	1
<b>Total Land</b>	-	116	116		
Buildings - specialised	103	244	141	137%	2
Buildings - unspecialised	620	1,916	1,296	209%	3
<b>Total Buildings</b>	<b>723</b>	<b>2,160</b>	<b>1,437</b>		
<b>Total Property</b>	<b>723</b>	<b>2,276</b>	<b>1,553</b>		
<b>Plant and Equipment</b>					
Plant, machinery and equipment	825	677	(148)	-18%	4
Computers and telecommunications	306	896	590	193%	5
<b>Total Plant and Equipment</b>	<b>1,131</b>	<b>1,573</b>	<b>442</b>		
<b>Infrastructure</b>					
Roads	7,305	4,634	(2,671)	-37%	6
Bridges	3,000	2,632	(368)	-12%	7
Footpaths and cycleways	300	104	(196)	-65%	8
Drainage	100	118	18	100%	
Recreational, leisure and community facilities	1,973	1,895	(78)	-4%	9
Parks, open space and streetscapes	450	735	285	63%	10
Off street car parks	-	312	312	100%	11
<b>Total Infrastructure</b>	<b>13,128</b>	<b>10,430</b>	<b>(2,698)</b>		
<b>Total Capital Works Expenditure</b>	<b>14,982</b>	<b>14,279</b>	<b>(703)</b>		
<b>Represented by:</b>					
New asset expenditure	2,323	2,316	(7)		
Asset renewal expenditure	8,992	6,079	(2,913)		
Asset expansion expenditure	-	5,572	5,572		
Asset upgrade expenditure	3,667	312	(3,355)		
<b>Total Capital Works Expenditure</b>	<b>14,982</b>	<b>14,279</b>	<b>(703)</b>		

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

**(i) Explanation of material variations**

<b>Variance Ref</b>	<b>Item</b>	<b>Explanation</b>	<b>\$'000</b>
<b>1</b>	<b>Land</b>		
	Land for Re-sale - Bakers Lane Stage 4	Project expen for planning stage, project to started in 2021-22	116
<b>2</b>	<b>Buildings - specialised</b>		
	Linton Depot Refurbishment & Major Rec Facilities Renewal	Budgeted under Building Specialisedt, capitalised under Building unspecialised	104
<b>3</b>	<b>Buildings - Unspecialised</b>		
	Golden Plains Community & Civic Centre	project stage 1 & 2 works were. carried out in 2020-21. Original budget in 2019-20	1,869
<b>4</b>	<b>Plant, machinery and equipment</b>		
	Cars and Utes Purchases	Budgeted purchases have been delayed to next year	(293)
	Crane Truck Replacing Isuzu FRR500	Originally budgeted in 2019-20, purchase completed in 2020-21	163
	3 x VMS Trailers Purchase	Purchased from COVID19 Activation Funding grant	68
<b>5</b>	<b>Computers, fixtures, fittings and furniture</b>		
	GPCCC Furniture and Equipment	Furniture & Equipments new building. Original budget in 2019-20	510
	GPCCC IT Equipment	IT equipments for new building. Original budget in 2019-20	111
	Asset Management Software System	Currently in progress and expected to be finalised in 2021-22	(35)
<b>6</b>	<b>Roads</b>		
	Fixing Country Roads	Dealy in grand funding	(1,000)
	Shelford-Mt Mercer and Russells Bridge road	Final stages is in progress, to be completed in 2021-22	(292)
<b>7</b>	<b>Bridges</b>		
	Bridge Replacement - Geggies Road	Currently under construction, to be completed in 2021-22	(225)
	Bridge Renewal - Reserve Road Rokewood	New project which was not originally budgeted	431
	Bridge Rehabilitation - Slate Quarry Bridge	Currently under construction, to be completed in 2021-22	(576)
<b>8</b>	<b>Footpaths and cycleways</b>		
	Footpaths (TAC)	Project is in progress, expected to be completed in 2021-22	(146)

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

**9 Recreational, leisure and community facilities**

Three Trails	Design works started, to be completed in 2021-22	(451)
Bannockburn Heart Stage 2 Design	Design works started, to be completed in 2021-22	(71)
World Game - Soccer Change Lighting and Fencing	Project currently in progress, to be finalised in 2021-22	(234)
Bannockburn Soccer Club - female friendly changerooms	Project currently in progress, to be finalised in 2021-22	(772)
Linton Cricket Nets Upgrade	Project currently in progress, to be finalised in 2021-22	(94)
Inverleigh Sporting Complex Clubroom Upgrade	Originally budgeted in 2019-20, completed in 2020-21	1,289
Turtle Bend Upgrade	Originally budgeted in 2019-20, completed in 2020-21	240

**10 Parks, open space and streetscapes**

Refurbishment of Playgrounds	Project currently in progress, to be finalised in 2021-22	(73)
Playground Renewal	Originally budgeted in 2019-20, completed in 2020-21	258
Tennis Lighting Power Upgrade	Originally budgeted in 2019-20, completed in 2020-21	15

**11 Off Street Car Parks**

GPCCC Car Park	Originally budgeted in 2020-21. Works in progress as part of GPCCC Stage 3 and expected to be completed in 2021-22	312
----------------	--	-----

## **Notes to the Financial Report** **For the Year Ended 30 June 2021**

### **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.

##### **Development and regulatory service**

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.

##### **Assets Services**

To maintain and enhance the road and bridge network at a level that adequately satisfied transportation needs and provide community infrastructure including drainage, street lighting, bus shelters and paths and trails, including the management of Council's assets.

##### **Community Places and Environment**

Continue to provide the current satisfactory garbage bin and recycling bin collection disposal service. Construction and maintenance of recreation infrastructure and provision of township and tree maintenance while ensuring environment sustainability is achieved.



**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

**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>2021</b>					
Citizen & Customer Service	59	(1,190)	(1,131)	54	2,560
Civic Leadership	218	(2,753)	(2,534)	161	296
Economic Development	344	(496)	(152)	284	326
Development and regulatory service	2,852	(3,980)	(1,129)	204	1,544
Financial Management	29,995	(1,820)	28,175	6,078	931
Human Support Services	4,710	(6,165)	(1,455)	3,879	13,076
Recreation & Community Development	1,655	(6,449)	(4,794)	1,785	28,466
Assets Services	5,162	(12,162)	(7,000)	4,874	407,321
Community Places and Environment	7,874	(8,790)	(916)	4,151	31,871
Unattributed	-	-	-	-	40,109
	52,868	(43,804)	9,064	21,472	526,500

	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
Development and regulatory service	2,145	(3,137)	(992)	61	1,328
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	3,527	(2,882)	644	2,462	61,212
Assets Services	3,691	(13,104)	(9,413)	3,344	371,054
Community Places and Environment	2,394	(8,382)	(5,989)	421	10,230
Unattributed	-	-	-	-	27,107
	46,240	(40,756)	5,484	16,196	487,206

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

<b>Note 3 Funding for the delivery of our services</b>	<b>2021</b>	<b>2020</b>
<b>3.1 Rates and charges</b>	<b>\$'000</b>	<b>\$'000</b>

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 2020/21 was \$6,027 million (2019/20 \$5,610 million).

General Rates	18,066	17,435
Municipal charge	3,354	3,232
Waste management charge	3,081	2,956
Special rates and charges	-	31
Supplementary rates and rate adjustments	101	134
Interest on rates and charges	104	46
<b>Total rates and charges</b>	<b>24,706</b>	<b>23,834</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020, and the valuation will be first applied in the rating year commencing 1 July 2020

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	658	551
Infringements and costs	53	56
Property information fees	34	23
Land information certificates	29	25
Drainage information fees	56	41
Pool Registration and Permit Information	17	29
<b>Total statutory fees and fines</b>	<b>847</b>	<b>725</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	371	597
Home and Community Care Fees	110	115
Animal Registration Charges	388	328
Early Childhood Education	57	253
Subdivision Supervision Fees	231	127
Gravel Cartage Levy	174	172
Septic Tank Fees	248	186
Food Premises Registration Fees	78	77
Fire Hazard Eradication Fees and Fines	12	18
Bannockburn Family Services Centre Charges	6	30
Bannockburn Cultural Centre Charges	14	39
Smythesdale Business Hub Centre Charges	32	28
Farmers Market Fees	16	13
Lease of Land	55	43
Lease of Building	131	-
Town Planning	89	42
Other	79	79
<b>Total user fees</b>	<b>2,091</b>	<b>2,147</b>

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

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

	2021 \$'000	2020 \$'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	13,606	11,034
State funded grants	7,866	5,162
<b>Total grants received</b>	<b>21,472</b>	<b>16,196</b>
<b>(a) Operating Grants</b>		
<b><i>Recurrent - Commonwealth Government</i></b>		
Financial Assistance Grants - General	3,966	3,811
Financial Assistance Grants - Local Roads	2,112	2,113
Children's Services	646	1,540
General home care	985	987
Other	-	25
<b><i>Recurrent - State Government</i></b>		
Kindergarten	1,379	683
Community Health	488	482
Home Care	195	192
Maternal and Child Health	444	361
Emergency Management	191	120
Youth projects	74	65
Other	257	77
Environment Projects	83	48
<b>Total recurrent operating grants</b>	<b>10,820</b>	<b>10,504</b>
<b><i>Non-recurrent - Commonwealth Government</i></b>		
Kindergarten	199	-
Other	9	-
<b><i>Non-recurrent - State Government</i></b>		
Economic Development	1,313	-
Environment Projects	-	8
Youth projects	-	2
Other	-	215
Emergency Management	200	-
Children's Services	-	71
Community Health	7	33
Homecare	-	27
Recreational Leisure & Community	150	-
<b>Total non-recurrent operating grants</b>	<b>1,878</b>	<b>356</b>
<b>Total operating grants</b>	<b>12,698</b>	<b>10,860</b>

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

	2021 \$'000	2020 \$'000
<b>(b) Capital Grants</b>		
<b><i>Recurrent - Commonwealth Government</i></b>		
Roads to recovery	1,921	1,334
<b>Total recurrent capital grants</b>	<b>1,921</b>	<b>1,334</b>
<b><i>Non-recurrent - Commonwealth Government</i></b>		
Roads	2,336	-
Bridges	600	-
Recreational Leisure & Community	832	1,225
<b><i>Non-recurrent - State Government</i></b>		
Roads	-	1,669
Recreational Leisure & Community	2,697	766
Youth projects	271	-
Buildings Specialised	-	38
Bridges	17	304
Other	100	-
<b>Total non-recurrent capital grants</b>	<b>6,853</b>	<b>4,002</b>
<b>Total capital grants</b>	<b>8,774</b>	<b>5,336</b>

**(c) Unspent grants received on condition that they be spent in a specific manner**

<b>Operating</b>		
Balance at start of year	707	1,030
Received during the financial year and remained unspent at balance date	580	707
Received in prior years and spent during the financial year	(707)	(1,030)
<b>Balance at year end</b>	<b>580</b>	<b>707</b>
<b>Capital</b>		
Balance at start of year	85	-
Received during the financial year and remained unspent at balance date	2,711	85
Received in prior years and spent during the financial year	(85)	-
<b>Balance at year end</b>	<b>2,711</b>	<b>85</b>

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

**3.5 Contributions**

Monetary	1,780	1,904
Non-monetary	1,800	1,043
<b>Total contributions</b>	<b>3,580</b>	<b>2,947</b>

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

Land	12	7
Infrastructure	1,788	1,036
<b>Total non-monetary contributions</b>	<b>1,800</b>	<b>1,043</b>

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



**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

	2021 \$'000	2020 \$'000
<b>3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>		
Proceeds of sale	238	193
Written down value of assets disposed	(124)	(175)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>114</b>	<b>18</b>

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

	2021 \$'000	2020 \$'000
<b>3.7 Other income</b>		
Interest on Investment	66	188
Present value discount for gravel pit provision	16	44
Present value discount for landfill provision	-	72
Other	6	2
<b>Total other income</b>	<b>88</b>	<b>306</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	16,604	14,671
WorkCover	252	257
Superannuation	1,436	1,364
Fringe benefits tax	134	160
Other	8	2
<b>Total employee costs</b>	<b>18,434</b>	<b>16,454</b>

**(b) Superannuation**

Council made contributions to the following funds:

**Defined benefit fund**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	189	173
	189	173
Employer contributions payable at reporting date.	Nil	Nil

**Accumulation funds**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	770	830
Employer contributions - other funds	570	431
	1,340	1,261
Employer contributions payable at reporting date.	177	111

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

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

	2021	2020
	\$'000	\$'000
<b>4.2 Materials and services</b>		
Delivery of projects and Services	2,198	2,030
General maintenance	3,895	4,354
Garbage Operations	2,572	2,380
Contractors and Consultants	1,170	1,773
Vehicle and Machinery Operations	730	519
Building maintenance	698	718
Information technology	716	532
Utilities	318	378
Printing, Stationery and Postage	261	265
Telecommunication	366	268
Debt Collection and Legal Fee	249	199
Cleaning	364	354
Insurance	414	255
Training	162	115
Advertising	155	106
Election Expenses	169	-
Gravel Pit Operation	17	29
Other Expenses	421	357
<b>Total materials and services</b>	<b>14,875</b>	<b>14,632</b>
<b>4.3 Depreciation and amortisation</b>		
Infrastructure	6,022	6,126
Plant and Machinery	805	831
Buildings	1,732	907
Furniture and Equipment	236	181
<b>Total depreciation</b>	<b>8,795</b>	<b>8,045</b>

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

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>4.4 Bad and doubtful debts</b>		
Community Protection	32	51
Property & Rating	85	-
Waste Management	-	6
Home Care	4	10
Other	31	42
<b>Total bad and doubtful debts</b>	<b>152</b>	<b>109</b>
<b>Movement in provisions for doubtful debts</b>		
Balance at the beginning of the year	251	142
New Provisions recognised during the year	44	109
Amounts already provided for and written off as uncollectible	-	-
Balance at end of year	<b>295</b>	<b>251</b>
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.		
<b>4.5 Borrowing costs</b>		
Interest - Borrowings	290	199
<b>Total borrowing costs</b>	<b>290</b>	<b>199</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.		
<b>4.6 Other expenses</b>		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	45	50
Internal Auditors' remuneration	23	32
Councillors' allowances	198	205
De-recognition of Non-current Assets	868	1,030
<b>Total other expenses</b>	<b>1,134</b>	<b>1,317</b>

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

	2021 \$'000	2020 \$'000
<b>Note 5 Our financial position</b>		
<b>5.1 Financial assets</b>		
<b>(a) Cash and cash equivalents</b>		
Cash on hand	2	3
Cash at bank	2,343	3,342
Short Term Deposit	18,090	13,069
At call deposits	4,500	5,000
<b>Total cash and cash equivalents</b>	<b>24,935</b>	<b>21,414</b>

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

- Other Reserves (Note 9.1(b))	559	432
- Trust funds and deposits (Note 5.3 (b))	871	573
Total restricted funds	<b>1,430</b>	<b>1,005</b>
Total unrestricted cash and cash equivalents	<b>23,505</b>	<b>20,409</b>

**Intended allocations**

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

- Cash held to fund carried forward capital works	8,804	6,475
- Unspent grant funding - operational	580	707
- Long Service Leave Investment Account	1,390	1,500
Total funds subject to intended allocations	<b>10,774</b>	<b>8,682</b>

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

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



**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

	2021	2020
	\$'000	\$'000
<b>(c) Trade and other receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	2,218	2,144
Infringement debtors	252	226
Provision for doubtful debts - infringements	(206)	(174)
Net GST receivable	3	1
Other Statutory receivable	491	216
Other debtors	271	238
Provision for doubtful debts - other debtors	(89)	(77)
<b>Total current trade and other receivables</b>	<b>2,940</b>	<b>2,574</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)	64	144
Past due by up to 30 days	14	10
Past due between 31 and 180 days	144	50
Past due between 181 and 365 days	2	9
Past due by more than 1 year	47	25
<b>Total trade &amp; other receivables</b>	<b>271</b>	<b>238</b>

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

At balance date, other debtors representing financial assets with a nominal value of \$ 23,453 (2020: \$23,453) were impaired. The amount of the provision raised against these debtors was \$ 23,453 (2020: \$23,453). 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	-	-
Past due between 181 and 365 days	-	23
Past due by more than 1 year	23	-
<b>Total trade &amp; other receivables</b>	<b>23</b>	<b>23</b>

**Golden Plains Shire Council  
2020/2021 Financial Report**

**Notes to the Financial Report  
For the Year Ended 30 June 2021**

<b>5.2 Non-financial assets</b>	<b>2021</b>	<b>2020</b>
<b>(a) Inventories</b>	<b>\$'000</b>	<b>\$'000</b>
Inventories held for distribution	14	17
<b>Total inventories</b>	<b>14</b>	<b>17</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	196	88
Accrued income	12	7
<b>Total other assets</b>	<b>208</b>	<b>95</b>

**5.3 Payables**

**(a) Trade and other payables**

Trade payables	2,194	3,476
Accrued expenses	1,066	868
<b>Total trade and other payables</b>	<b>3,260</b>	<b>4,344</b>

**(b) Trust funds and deposits**

Refundable deposits	871	573
<b>Total trust funds and deposits</b>	<b>871</b>	<b>573</b>

**(c) Unearned income**

Grants received in advance - operating	151	313
Grants received in advance - capital	3,101	112
<b>Total unearned income</b>	<b>3,252</b>	<b>425</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.

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

**5.4 Interest-bearing liabilities**

	2021	2020
	\$'000	\$'000
<b>Current</b>		
Borrowings - secured	1,643	2,229
	<b>1,643</b>	<b>2,229</b>
<b>Non-current</b>		
Borrowings - secured	11,611	11,801
	<b>11,611</b>	<b>11,801</b>
<b>Total</b>	<b>13,254</b>	<b>14,030</b>
Borrowings are secured by Council rates and charges	13,254	14,030

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

Not later than one year	1,643	2,229
Later than one year and not later than five years	6,372	6,562
Later than five years	5,239	5,239
	<b>13,254</b>	<b>14,030</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>2021</b>				
Balance at beginning of the financial year	3,601	1,583	790	5,974
Additional provisions	861	-	22	883
Amounts used	(1,061)	-	-	(1,061)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	-	(16)	(16)
Balance at the end of the financial year	<b>3,401</b>	<b>1,583</b>	<b>796</b>	<b>5,780</b>
<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>

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

	2021	2020
	\$'000	\$'000
<b>(a) Employee provisions</b>		
<b>Current provisions expected to be wholly settled within 12 months</b>		
Rostered days off	76	72
Annual leave	936	904
Long service leave	228	31
	<b>1,240</b>	<b>1,007</b>
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	181	144
Long service leave	1,634	2,038
	<b>1,815</b>	<b>2,182</b>
<b>Total current employee provisions</b>	<b>3,055</b>	<b>3,189</b>
<b>Non-current</b>		
Long service leave	346	412
<b>Total non-current employee provisions</b>	<b>346</b>	<b>412</b>
Aggregate carrying amount of employee provisions:		
Current	3,055	3,189
Non-current	346	412
<b>Total aggregate carrying amount of employee provisions</b>	<b>3,401</b>	<b>3,601</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>2021</b>	<b>2020</b>
- discount rate	1.5%	1.5%
- inflation rate	3.0%	2.2%
	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>(b) Landfill restoration</b>		
Current	-	-
Non-current	1,583	1,583
	<b>1,583</b>	<b>1,583</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.



**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

	2021	2020
	\$'000	\$'000
<b>(c) Gravel Pit restoration</b>		
Current	60	60
Non-current	736	730
	<b>796</b>	<b>790</b>
Total current provisions	3,115	3,249
Total non-current provisions	2,665	2,725
<b>Total provisions</b>	<b>5,780</b>	<b>5,974</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**

	2021	2020
	\$'000	\$'000
The Council has the following funding arrangements in place as at 30 June 2021.		
Bank overdraft	-	-
Credit card facilities	150	150
Other facilities	-	-
Total facilities	150	150
Used facilities	(24)	(23)
Unused facilities	<b>126</b>	<b>127</b>

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

**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>2021</b>					
<b>Operating</b>					
Waste Management	1,360	453	-	-	1,813
Suppliers	431	34	-	-	465
Total	1,791	487	-	-	2,278
<b>Capital</b>					
Buildings	62	-	-	-	62
Roads	1,336	-	-	-	1,336
Computer Software	799	-	-	-	799
Recreational, leisure and Community	2,831	-	-	-	2,831
Plant & Machinery	169	-	-	-	169
Total	5,198	-	-	-	5,198
	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	-	-	3,200
Suppliers	1,448	1,196	912	-	3,556
Total	3,028	2,816	912	-	6,756
<b>Capital</b>					
Buildings	1,445	-	-	-	1,445
Roads	45	-	-	-	45
Computer Software	163	145	-	-	308
Recreational, leisure and Community	89	-	-	-	89
Plant & Machinery	20	-	-	-	20
Total	1,762	145	-	-	1,907

**Golden Plains Shire Council**  
2020/2021 Financial Report

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

**Note 6 Assets we manage**

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

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

	At Fair Value 30 June 2020	Additions	Contributions	Revaluation	Depreciation	Disposal	Write-off	Transfers	At Fair Value 30 June 2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	34,628	-	13	6,778	-	-	-	-	41,419
Buildings	32,617	2,160	-	(168)	(1,045)	(128)	-	7,036	40,472
Plant and Equipment	5,164	1,573	-	-	(1,041)	(92)	-	17	5,621
Infrastructure	382,221	6,647	1,788	22,548	(6,708)	(773)	-	14	405,737
Work in progress	7,685	3,899	-	-	-	-	-	(7,067)	4,517
<b>Total</b>	<b>462,315</b>	<b>14,279</b>	<b>1,801</b>	<b>29,158</b>	<b>(8,794)</b>	<b>(993)</b>	<b>-</b>	<b>-</b>	<b>497,766</b>

**Summary of Work in Progress**

	Opening WIP	Additions	Transfers	Closing WIP
	\$'000	\$'000	\$'000	\$'000
Buildings	7,215	116	(7,036)	295
Plant and Equipment	17	-	(17)	-
Infrastructure	453	3,783	(14)	4,222
<b>Total</b>	<b>7,685</b>	<b>3,899</b>	<b>(7,067)</b>	<b>4,517</b>

Notes to the Financial Report  
For the Year Ended 30 June 2021

## (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 2020	4,342	30,286	34,628	3,032	42,802	4,385	50,219	7,215	92,062
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
<b>Movements in fair value</b>									
Additions	-	-	-	-	244	1,916	2,160	116	2,276
Contributions	13	-	13	-	-	-	-	-	13
Revaluation	858	5,920	6,778	261	4,039	(2,852)	1,448	-	8,226
Disposal	-	-	-	-	-	(192)	(192)	-	(192)
Transfers	-	-	-	-	-	7,036	7,036	(7,036)	-
	871	5,920	6,791	261	4,283	5,908	10,452	(6,920)	10,323
<b>Movements in accumulated depreciation</b>									
Depreciation and amortisation	-	-	-	(62)	(892)	(91)	(1,045)	-	(1,045)
Accumulated depreciation of disposals	-	-	-	-	-	64	64	-	64
Revaluation adjustments	-	-	-	(98)	(2,370)	852	(1,616)	-	(1,616)
	-	-	-	(160)	(3,262)	825	(2,597)	-	(2,597)
At fair value 30 June 2021	5,213	36,206	41,419	3,293	47,085	10,293	60,671	295	102,385
2021	-	-	-	(2,164)	(17,160)	(875)	(20,199)	-	(20,199)
	5,213	36,206	41,419	1,129	29,925	9,418	40,472	295	82,186



**Golden Plains Shire Council**  
2020/2021 Financial Report

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

**(b) Plant and Equipment**

	Plant machinery and equipment	Fixtures fittings and furniture	Work In Progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000
At fair value 30 June 2020	8,170	2,819	17	11,006
2020	(3,661)	(2,164)	-	(5,825)
	4,509	655	17	5,181
<b>Movements in fair value</b>				
Additions	677	896	-	1,573
Disposal	(468)	(621)	-	(1,089)
Transfers	17	-	(17)	-
	226	275	17	484
<b>Movements in accumulated depreciation</b>				
Depreciation and amortisation	(805)	(236)	-	(1,041)
Accumulated depreciation of disposals	392	605	-	997
	(413)	369	-	(44)
At fair value 30 June 2021	8,396	3,094	-	11,490
2021	(4,074)	(1,795)	-	(5,869)
	<b>4,322</b>	<b>1,299</b>	<b>-</b>	<b>5,621</b>

Notes to the Financial Report  
For the Year Ended 30 June 2021

## (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 2020	426,632	33,656	13,817	8,056	14,041	1,832	1,231	1,183	453	500,901
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
<b>Movements in fair value</b>										
Additions	4,520	906	118	217	525	361	-	-	3,783	10,430
Contributions	1,257	-	476	55	-	-	-	-	-	1,788
Revaluation	(1,331)	16,923	3,997	(100)	1,230	179	-	187	-	21,085
Disposal	-	-	-	-	(535)	(427)	-	-	-	(962)
Transfers	-	-	-	-	14	-	-	-	(14)	-
	4,446	17,829	4,591	172	1,234	113	-	187	3,769	32,341
<b>Movements in accumulated depreciation</b>										
Depreciation and amortisation	(5,313)	(379)	(166)	(164)	(528)	(72)	(61)	(25)	-	(6,708)
Accumulated depreciation of disposals	-	-	-	-	109	80	-	-	-	189
Revaluation adjustments	7,983	(1,828)	(3,913)	-	(572)	(158)	-	(49)	-	1,463
	2,670	(2,207)	(4,079)	(164)	(991)	(150)	(61)	(74)	-	(5,056)
At fair value 30 June 2021	431,078	51,485	18,408	8,228	15,275	1,945	1,231	1,370	4,222	533,242
2021	(88,301)	(20,340)	(5,779)	(2,773)	(4,286)	(686)	(928)	(190)	-	(123,283)
	342,777	31,145	12,629	5,455	10,989	1,259	303	1,180	4,222	409,959

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

*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.

*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

*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.

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

*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 Liam McNamara AAPI CPV registration no 63119 in June 2021. 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 2021 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Land	-	36,206	-	Jun-21
Specialised land	-	-	5,213	Jun-21
Heritage Buildings	-	-	1,129	Jun-21
Non - Specialised Buildings	-	-	9,419	Jun-21
Specialised Buildings	-	-	29,924	Jun-21
Total	-	36,206	45,685	



**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

**Valuation of infrastructure**

Valuation of Roads, Bridges, Footpaths and Drainage assets have been determined in accordance with valuations undertaken by Council staff and expert contractors. At balance date 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.

Valuation of Recreational leisure and community, Park open space and streetscapes and Offstreet carpark infrastructure assets have been undertaken by Mr Liam McNamara AAPI CPV registered Certified Practising Valuer as a part of land and buildings valuation as at 30 June 2021.

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 2021 are as follows:

	Level 1	Level2	Level 3	Date of Valuation
Roads	-	-	342,776	Jun-21
Bridges	-	-	31,145	Jun-21
Footpaths and cycleways	-	-	12,629	Jun-21
Drainage	-	-	5,455	Jun-21
Recreational, leisure and community facilities	-	-	10,990	Jun-21
Parks, open space and streetscapes	-	-	1,259	Jun-21
Off street car parks	-	-	1,180	Jun-21
Gravel Pit	-	-	303	Jun-21
Total	-	-	405,737	

**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 \$1,781.25 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.

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

	2021	2020
	\$'000	\$'000

**6.2 Investments in associates**

**(a) Investments in associates**

Investments in associates accounted for by the equity method are:

- Equity in Geelong Regional Library (GRL)	637	791
--	-----	-----

**Geelong Regional Library (GRL)**

*Background*

Council share of the net equity in GRL is 6.11% (6.3% 2020). 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>637</b>	<b>791</b>
<b>Council's share of accumulated surplus/(deficit)</b>		
Council's share of accumulated surplus(deficit) at start of year	791	724
Reported surplus(deficit) for year	(154)	67
Council's share of accumulated surplus(deficit) at end of year	<b>637</b>	<b>791</b>
<b>Council's share of expenditure commitments</b>		
Operating commitments	406	395
Council's share of expenditure commitments	<b>406</b>	<b>395</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.

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

	2021	2020
	No.	No.
<b>Note 7 People and relationships</b>		
<b>7.1 Council and key management remuneration</b>		
<b>(a) Related Parties</b>		
<i>Parent entity</i>		
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 (1/7/20 - 30/6/21)		
Les Rowe (1/7/20 - 30/6/21)		
Owen Sharkey (1/7/20 - 30/6/21)		
Ian Getsom (14/11/20 - 30/6/21)		
Brett Cunningham (14/11/20 - 30/6/21)		
Gavin Gamble (14/11/20 - 30/6/21)		
Clayton Whitfield (14/11/20 - 30/6/21)		
Des Phelan (1/7/20 - 24/10/20)		
David Evans (1/7/20 - 24/10/20)		
Joanne Gilbert (1/7/20 - 24/10/20)		
Nathan Hansford (1/7/20 - 24/10/20)		
<b>Chief Executive Officer and other Key Management Personnel</b>		
Eric Braslis, Chief Executive Officer - (1/7/20 - 30/6/21)		
Philippa O'Sullivan, Director Corporate Services - (1/7/20 - 30/6/21)		
Phil Josipovic, Director Infrastructure and Development - (1/7/20 - 30/6/21)		
Lisa Letic, Director Community Services - (1/7/20 - 30/6/21)		
<b>Total Number of Councillors</b>	<b>11</b>	<b>7</b>
<b>Total Chief Executive Officer and other Key Management Personnel</b>	<b>4</b>	<b>5</b>
<b>Total Key Management Personnel</b>	<b>15</b>	<b>12</b>

Notes to the Financial Report  
For the Year Ended 30 June 2021

	2021	2020
	\$'000	\$'000
<b>(c) Remuneration of Key Management Personnel</b>		
Total remuneration of key management personnel was as follows:		
Short-term benefits	1,009	1,025
Long-term benefits	18	17
Post employment benefits	66	68
Termination benefits	-	56
<b>Total</b>	<b>1,093</b>	<b>1,166</b>

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

	No.	No.
\$1,000 - \$9,999	4	-
\$10,000 - \$19,999	4	-
\$20,000 - \$29,999	1	6
\$30,000 - \$39,999	1	-
\$50,000 - \$59,999	1	-
\$80,000 - \$89,999	-	1
\$170,000 - \$179,999	-	1
\$200,000 - \$209,999	1	2
\$210,000 - \$219,999	2	-
\$280,000 - \$289,999	1	1
	<b>15</b>	<b>12</b>

**(d) Senior Officer Remuneration**

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000

The number of Senior Officers are shown below in their relevant income bands:

	2021	2020
	No.	No.
Income Range:		
\$151,000 - \$159,999	4	3
\$160,000 - \$169,999	1	2
	<b>5</b>	<b>5</b>
	<b>\$'000</b>	<b>\$'000</b>

Total Remuneration for the reporting year for Senior Officers included above, amounted to

746 794

**7.2 Related party disclosure****(a) Transactions with related parties**

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

2021 2020  
\$ \$

- -

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

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

- -

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

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

- -

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

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

- -



**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

**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**

In November 2017, the Victorian WorkCover Authority (the Authority) granted the Municipal Association of Victoria (MAV) a three-year self-insurance licence allowing it to provide workers' compensation insurance to Victorian councils. When the MAV WorkCare Scheme commenced, there were 31 inaugural members, including the MAV.

In accordance with the Authority's decision not to renew the MAV's self-insurance licence, the MAV WorkCare Scheme ceased operation on 30 June 2021. The MAV is continuing to support the orderly transition of claims management responsibilities to the Authority.

Council was a participant of the MAV WorkCare Scheme.

The MAV WorkCare Scheme participation agreement stated that each participant would 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 would continue whether or not the participant remained a participant in future insurance years.

The net financial impact on Council as a result of the cessation of the MAV WorkCare Scheme for the 2020-21 financial year is yet to be determined. Any obligation is dependent upon the Authority's initial actuarial assessment of the trail claims liabilities of the MAV WorkCare Scheme.

In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six-year liability period following the cessation of the MAV WorkCare Scheme. During the liability period, adjustment payments may be required (or received) by Council. The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by the Authority.

## Notes to the Financial Report For the Year Ended 30 June 2021

### 8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

### 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. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. 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.

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

**(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 2021**

---

### *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.



**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

**Note 9 Other matters**

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
<b>9.1 Reserves</b>			
<b>(a) Asset revaluation reserves</b>			
<b>2021</b>			
<b>Property</b>			
Land	15,970	5,920	21,890
Land Under Roads	165	858	1,023
Buildings	12,412	511	12,923
	28,547	7,289	35,836
<b>Infrastructure</b>			
Roads	225,964	6,652	232,616
Bridges	5,507	15,095	20,602
Footpaths and cycleways	2,881	84	2,965
Drainage	2,772	(100)	2,672
Offstreet car parks	37	138	175
	237,161	21,869	259,030
<b>Total asset revaluation reserves</b>	<b>265,708</b>	<b>29,158</b>	<b>294,866</b>
<b>2020</b>			
<b>Property</b>			
Land	15,970	-	15,970
Land Under Roads	165	-	165
Buildings	8,858	3,554	12,412
	24,993	3,554	28,547
<b>Infrastructure</b>			
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
<b>Total asset revaluation reserves</b>	<b>256,153</b>	<b>9,555</b>	<b>265,708</b>

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

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

	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>2021</b>				
Recreation Lands	172	434	-	606
Unexpended project reserve	7,103	2,386	-	9,489
LSL Investment Reserve	490	-	(43)	447
Developer Contribution reserve	432	127	-	559
Quarry Levy	36	135	-	171
Waste Management	776	265	-	1,041
<b>Total Other reserves</b>	<b>9,009</b>	<b>3,347</b>	<b>(43)</b>	<b>12,313</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>

**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.

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

**Notes to the Financial Report**  
**For the Year Ended 30 June 2021**

	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
Surplus/(deficit) for the year	9,064	5,484
Depreciation/amortisation	8,795	8,045
Cost of Infrastructure assets written-off to Income Statement	868	1,030
(Profit)/loss on acquisition/disposal of property, infrastructure, plant and equipment	(114)	(18)
Contributions - Non-monetary assets	(1,800)	(1,043)
Grant received in previous year recognised in current year	-	(644)
Finance cost	290	199
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in trade and other receivables	(366)	1,224
(Increase)/decrease in accrued income	(5)	87
(Increase)/decrease in prepayments	(108)	(15)
Increase/(decrease) in trade payables	(1,282)	574
Increase/(decrease) in Unearned income	2,827	425
Increase/(decrease) in accrued expenses	199	67
(Increase)/decrease in other assets	154	(67)
(Increase)/decrease in inventories	3	(13)
Increase/(decrease) in trust funds	298	14
Increase/(decrease) in provisions	(194)	(231)
<b>Net cash provided by/(used in) operating activities</b>	<b>18,629</b>	<b>15,118</b>

## **Notes to the Financial Report** **For the Year Ended 30 June 2021**

---

### **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 2021, 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 [Employer name] 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 Employee Benefits.

#### **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 for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

- Net investment returns 5.6% pa
- Salary information 2.5% pa for two years and 2.75% pa thereafter
- Price inflation (CPI) 2.0% pa.

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the estimated VBI at 30 June 2021 was 109.7%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 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 2020 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 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

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.



**Golden Plains Shire Council**  
**2020/2021 Financial Report**

## Notes to the Financial Report For the Year Ended 30 June 2021

### **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 2020 triennial 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 is conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

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

	2020 (Triennial) \$m	2019 (Interim) \$m
- A VBI Surplus	100.0	151.3
- A total service liability surplus	200.0	233.4
- A discounted accrued benefits surplus	217.8	256.7

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 2020.

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 2020.

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 2020.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

## Notes to the Financial Report For the Year Ended 30 June 2021

### 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

### Superannuation Contribution

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

			2021	2020
Scheme	Type of Scheme	Rate	\$,000	\$,000
Vision super	Defined benefit	9.50%	189	173
Vision super	Accumulation fund	9.50%	770	830
Other Funds	Accumulation fund	9.50%	570	431

**Golden Plains Shire Council**  
**2020/2021 Financial Report**

## Notes to the Financial Report For the Year Ended 30 June 2021

### 10 Change in accounting policy

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

Council has adopted AASB 1059 Service Concession Arrangements: Grantors, from 1 July 2020. This has resulted in no changes in accounting policies and adjustments to any amounts recognised in the financial statements. Council does not consider it has any assets which are subject to Service Concession arrangements.

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

Council has adopted AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material, from 1 July 2020. All information has been disclosed where material in nature, amount and impact to ensure primary users of the general financial statements are informed and can make decisions on the basis of the information disclosed regarding the entity.

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

Council has adopted AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework from 1 July 2020. These financial statements present fairly the financial position, financial performance and cash flow of the Council. These are a fair presentation of the effects of transactions, other events and conditions in accordance with the definitions and recognition criteria for assets, liabilities, income and expenses set out in the Conceptual Framework for financial reporting.

*This page has been left intentionally blank*



# 03

## PERFORMANCE STATEMENT

CERTIFICATION OF THE PERFORMANCE STATEMENT	202
INDEPENDENT AUDITOR'S REPORT	203
DESCRIPTION OF MUNICIPALITY	205
SUSTAINABLE CAPACITY INDICATORS	206
SERVICE PERFORMANCE INDICATORS	207
FINANCIAL PERFORMANCE INDICATORS	210
OTHER INFORMATION	212





*The Golden Plains Farmer's Market supports local producers, business and tourism through a monthly Farmer's Market and annual pre-Christmas Twilight Market.*



## 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: 21 September 2021

In our opinion, the accompanying Performance Statement of the Golden Plains Shire Council for the year ended 30 June 2021 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 Helena Kirby  
Mayor  
Dated: 21 September 2021



Councillor Brett Cunningham  
Dated: 21 September 2021



Eric Braslis  
Chief Executive Officer  
Dated: 21 September 2021



## 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 the municipality for the year ended 30 June 2021</li> <li>• sustainable capacity indicators for the year ended 30 June 2021</li> <li>• service performance indicators for the year ended 30 June 2021</li> <li>• financial performance indicators for the year ended 30 June 2021</li> <li>• other information and</li> <li>• 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 2021 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. 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  
27 September 2021



Sanchu Chummar

*as delegate for the Auditor-General of Victoria*

# 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 24,249 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	Results				Material Variations
	2018	2019	2020	2021	
<b>Population</b> <b>Expenses per head of municipal population</b> [Total expenses / Municipal population]	\$1,657.34	\$1,655.84	\$1,718.07	\$1,805.19	
<b>Infrastructure per head of municipal population</b> [Value of infrastructure / Municipal population]	\$18,012.28	\$17,516.52	\$18,029.17	\$18,819.25	
<b>Population density per length of road</b> [Municipal population / Kilometres of local roads]	13.12	13.73	14.08	13.98	
<b>Own-source revenue</b> <b>Own-source revenue per head of municipal population</b> [Own-source revenue / Municipal population]	\$1,132.16	\$1,171.76	\$1,142.27	\$1,148.34	
<b>Recurrent grants</b> <b>Recurrent grants per head of municipal population</b> [Recurrent grants / Municipal population]	\$529.58	\$499.96	\$499.03	\$552.11	
<b>Disadvantage</b> <b>Relative socio-economic disadvantage</b> [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> <b>Animal management prosecutions</b> [Number of successful animal management prosecutions]	New in 2020	New in 2020	100%	100%	New measure from July 2019. Replaced previous animal management prosecutions measure.

# SERVICE PERFORMANCE INDICATORS

Service / Indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
<b>Food safety</b> <b>Health and safety</b> <b>Critical and major non-compliance notifications</b> <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</i>	100%	100%	100%	100%	
<b>Governance</b> <b>Satisfaction</b> <b>Satisfaction with council decisions</b> <i>[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]</i>	51.00	47.00	47.00	49.00	
<b>Home and community care</b> <b>Participation</b> <b>Participation in HACC service</b> <i>[Number of people that received a HACC service / Municipal target population for HACC services] x100</i>	n/a	n/a	n/a	n/a	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Governments NDIS and CHSP programs.
<b>Participation</b> <b>Participation in HACC service by CALD people</b> <i>[Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100</i>	n/a	n/a	n/a	n/a	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Governments NDIS and CHSP programs.
<b>Libraries</b> <b>Participation</b> <b>Active library members</b> <i>[Number of active library members / Municipal population] x100</i>	12.10%	10.50%	10.69%	9.04%	Active library borrowers in the municipality has been impacted by the COVID19 pandemic.



Service / Indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
<b>Maternal and child health</b> <b>Participation</b> <b>Participation in the MCH service</b> <i>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</i>	86.34%	82.31%	83.30%	84.58%	
<b>Participation</b> <b>Participation in the MCH service by Aboriginal children</b> <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</i>	91.67%	86.96%	80.00%	86.05%	
<b>Roads</b> <b>Satisfaction</b> <b>Satisfaction with sealed local roads</b> <i>[Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]</i>	47.00	44.00	39.00	39.00	
<b>Statutory Planning</b> <b>Decision making</b> <b>Council planning decisions upheld at VCAT</b> <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</i>	100.00%	0.00%	100.00%	0.00%	Council had one appeal determined by VACT during the year. This appeal related to the levying of a developer contribution levy on a subdivision application. VCAT determined that the developer contribution levy on this application be set aside.
<b>Waste Collection</b> <b>Waste diversion</b> <b>Kerbside collection waste diverted from landfill</b> <i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>	40.81%	38.13%	22.46%	36.97%	No recycling collection during recycling crisis from July until mid-December 2019 impacted on the 2019-20 figure. The recycling industry stabilised in 2020-21 which saw Council's performance return to prior levels.

Service / Indicator / measure	Results				Material Variations
	2018	2019	2020	2021	
<b>Animal management</b> <b>Health and safety</b> <b>Animal management prosecutions</b> <i>[Number of successful animal management prosecutions]</i> <i>* These figures have been corrected to exclude prosecutions relating to unpaid fines.</i>	5	5	Retired in 2020	Retired in 2020	This measure was replaced by the animal management prosecutions measure from July 2019.
<b>Efficiency</b> <b>Revenue level</b> <b>Average residential rate per residential property assessment</b> <i>[Residential rate revenue/ number of residential property assessments]</i>	\$1,896.58	\$2,014.78	Retired in 2020	Retired in 2020	This measure was replaced by the average rate per property assessment from July 2019.
<b>Obligations</b> <b>Asset Renewal</b> <b>Asset renewal compared to depreciation</b> <i>[Asset renewal expenses/Asset Depreciation]x100</i>	75.35%	55.67%	Retired in 2020	Retired in 2020	This measure was replaced by the asset renewal and upgrade compared to depreciation measure from July 2019.

# FINANCIAL PERFORMANCE INDICATORS

Service / Indicator / measure	Results					Forecast Figures			Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
<b>Efficiency</b> <b>Expenditure level</b> <b>Expenses per property assessment</b> [Total expenses/Number of property assessments]	\$3,438.54	\$3,480.27	\$3,602.58	\$3,647.83	\$3,940.25	\$3,960.67	\$3,803.25	\$3,908.42	Annual garbage charge forecast to increase due to mandated increase in State Government landfill levy and commencement of landfill rehabilitation charge to rehabilitate landfill sites no longer in use.
<b>Revenue level</b> <b>Average residential rate per residential property assessment</b> [Residential rate revenue / Number of residential property assessments]	New in 2020	New in 2020	\$1,838.68	\$1,793.42	\$1,840.17	\$1,908.33	\$2,003.33	\$2,075.92	
<b>Workforce turnover</b> <b>Resignations and terminations compared to average staff</b> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	16.27%	22.43%	23.10%	29.40%	13.89%	13.89%	13.89%	13.89%	Council transitioned out of providing Long Day Care services in December 2020. These redundancies have been included in the workforce turnover calculation.
<b>Liquidity</b> <b>Working capital</b> <b>Current assets compared to current liabilities</b> [Current assets / Current liabilities] x100	249.48%	170.06%	216.72%	228.43%	122.34%	171.46%	178.51%	200.44%	Budgeted \$9.5m new loans taken-up in 19-20
<b>Unrestricted cash</b> <b>Unrestricted cash compared to current liabilities</b> [Unrestricted cash / Current liabilities] x100	163.53%	119.29%	183.17%	189.24%	99.12%	134.99%	138.23%	161.73%	Budgeted \$9.5m new loans taken-up in 19-20
<b>Obligations</b> <b>Loans and borrowings compared to rates</b> [Interest bearing loans and borrowings / Rate revenue] x100	36.95%	33.36%	58.94%	53.65%	46.10%	49.60%	41.80%	51.59%	Budgeted \$9.5m new loans taken-up in 19-20

Service / Indicator / measure	Results					Forecast Figures			Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
<b>Loans and borrowings repayments compared to rates</b> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	2.69%	2.60%	17.21%	6.75%	6.60%	6.17%	6.82%	7.03%	\$3.8m loan repaid in 19-20
<b>Indebtedness</b> <b>Non-current liabilities compared to own source revenue</b> [Non-current liabilities / Own source revenue] x100	37.73%	12.05%	53.61%	51.35%	41.62%	44.90%	37.67%	43.73%	Budgeted \$9.5m new loans taken-up in 19-20
<b>Asset renewal and upgrade</b> <b>Asset renewal and upgrade compared to depreciation</b> [Asset renewal and asset upgrade expenses / Asset depreciation] x100	New in 2020	New in 2020	150.35%	72.67%	169.6%	162.1%	152.9%	154.9%	New indicator for 2020. Replaced asset renewal indicator
<b>Operating position</b> <b>Adjusted underlying result</b> <b>Adjusted underlying surplus (or deficit)</b> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	5.04%	5.05%	1.07%	1.06%	6.92%	13.72%	14.75%	12.45%	Higher capital grants in 19-20 and 20-21 than prior years. Capital grants forecast to be lower than in 20-21.
<b>Stability</b> <b>Rates concentration</b> <b>Rates compared to adjusted underlying revenue</b> [Rate revenue / Adjusted underlying revenue] x100	54.54%	56.84%	57.78%	55.84%	50.53%	51.70%	51.80%	53.49%	Lower capital revenue forecast than in 20-21.
<b>Rates effort</b> <b>Rates compared to property values</b> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.50%	0.49%	0.43%	0.41%	0.38%	0.39%	0.40%	0.40%	



## I OTHER INFORMATION



### BASIS OF PREPARATION

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

Where applicable the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on

information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the Council's strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the Performance Statement are those adopted by Council in its financial plan on 29 June 2021 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.





2 Pope Street, Bannockburn, VIC 3331  
19 Heales Street, Smythesdale, VIC 3351

PO Box 111, Bannockburn, VIC 3331

☎ 5220 7111

@ enquiries@gplains.vic.gov.au

💻 goldenplains.vic.gov.au

#### CUSTOMER SERVICE HOURS

Bannockburn Customer Service Centre  
8.30am to 5pm, Monday to Friday

The Well, Smythesdale  
8.30am to 5pm, Monday to Friday

🐦 @GPSCouncilNews

📷 lovegoldenplains

📘 GoldenPlainsShire

👤 GoldenPlainsMayor