

# 2023/24 ANNUAL REPORT





## 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 both Wadawurrung and 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.

# 2023/24

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"As we reflect on the past year's achievements, challenges and milestones, it is with great pride and dedication that we present this report to our Councillors, stakeholders, and the vibrant community of Golden Plains."

**Cr Brett Cunningham**  
Mayor, Golden Plains Shire Council



# 01: REPORT OF OPERATIONS

# WELCOME TO THE 2023/24 ANNUAL REPORT

## About The Report

Golden Plains Shire Council's Annual Report 2023/24 provides a comprehensive overview of our achievements and performance in the 2023/24 financial year against the five community outcome areas as set out in the Council Plan 2021-2025.

Within these pages, you will find an overview of our financial performance, key initiatives undertaken, community engagements and our commitment to transparency and accountability.

The Report is designed to meet the obligations under Section 98 of the *Local Government Act 2020*.

## Audience for this Report

This Report informs the community and stakeholders including residents, ratepayers, local businesses, visitors, prospective staff, government agencies and other interested groups. It also provides Council staff with organisational performance information and how their efforts have contributed to achieving the vision.

## Accessing this Report

To obtain a copy of this report, head to our website [www.goldenplains.vic.gov.au](http://www.goldenplains.vic.gov.au). You can also access a hard copy, by contacting our Customer Hubs on the details below.

## Customer Hubs

### Bannockburn (Civic Centre)

2 Pope Street, Bannockburn Vic 3331

### Smythesdale (The Well)

19 Heales Street, Smythesdale Vic 3351

## After hours:

enquiries@gplains.vic.gov.au

goldenplains.vic.gov.au

Postal address: PO Box 111,  
Bannockburn Vic 3331

(03) 5220 7111 (24 hours)

Emergency Contacts: 1300 36 30 36



## 01: REPORT OF OPERATIONS

# ABOUT GOLDEN PLAINS 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.**

Situated between Victoria's two largest regional cities, Geelong and Ballarat, Golden Plains Shire is a geographically large municipality of 2,705 square kilometres, with a socio-economically diverse population of approximately 25,000 people living in 56 vibrant rural communities, reflecting a population growth of approximately 2.4% per annum.

Renowned for its award-winning food and wine, community markets, iconic music festivals, rich gold mining history and character, and friendly communities – Golden Plains Shire is an attractive destination to live, visit or socialise.

Residents value the character of Golden Plains' small townships and communities, local facilities and services, and natural environment. Our sweeping landscapes, award-winning businesses and rugged bush landscapes combine with historic townships and growing communities to make for a wonderful place to live, visit or socialise. 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.

Golden Plains Shire also offers many opportunities for businesses, investment, sustainable development and employment, with more than 2,100 businesses including farming, construction, retail and home-based businesses.

The Shire has a strong agricultural sector, with a long history of wool, sheep and grain production. More recently, the Shire is seeing strong growth in intensive agriculture, including poultry, pigs, beef and dairy goats, as well as the expansion of viticulture in the Moorabool Valley. This in turn has driven an increase in the region's 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.

Golden Plains Shire Council has a strong sense of community with people working together to achieve common goals and outcomes.





# SNAPSHOT OF COUNCIL



**26,000+**

ESTIMATED RESIDENT  
POPULATION  
**26,000 PEOPLE**



**42,000+**

2041 PROJECTED  
POPULATION  
**EXCEED 42,000  
PEOPLE**



**16  
TOWNSHIPS**



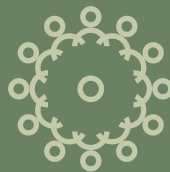
**56  
COMMUNITIES**



LAND AREA  
**2,703 KM<sup>2</sup>**



RATEABLE  
PROPERTIES  
**12,276**



POPULATION DENSITY PER  
PERSON PER SQUARE KM  
**9.36 PERSONS PER KM<sup>2</sup>**



GROWTH RATE PER ANNUM  
(2020-2025)  
**2.4%**



# 01: REPORT OF OPERATIONS

"Amidst a backdrop of growth and evolution, our commitment to fostering a prosperous, sustainable and inclusive future remains unwavering. Join us as we delve into the impactful initiatives, innovative endeavours and collaborative efforts that have shaped our community's progress over the past year."

Cr Brett Cunningham  
Mayor, Golden Plains Shire Council



# GOLDEN PLAINS SHIRE



# 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 SERVICES

Council is responsible for delivering over 70 services to the Golden Plains Shire community. These services encompass a wide range of areas, including recreation management, children and family services, community facilities, waste management, road management and community buildings, to business, tourism and economic development, major infrastructure projects and emergency management. Below is a snapshot of the services provided by Council.

### ADVOCACY

- Seek State and Federal funding for the Shire
- Advocate on a diverse range of issues on behalf of the community, Council and the Shire

### ARTS AND CULTURE

- Program of artistic events and exhibitions
- Management, conservation and periodic display of Council's Cultural Collection
- Community Arts Program – collaboration with Youth team on Youth Arts Workshops

### CHILDREN'S SERVICES

- Kindergartens and Childcare
- Management of contractors for Maternal and Child Health (including early years immunisations)

### COMMUNITY

- Public and Civic Events
- Volunteer functions and support
- Senior Citizens Week celebration
- Community meetings
- Citizenship ceremonies

- Community directories
- Community Grants Program – Arts and Culture, Tourism, Recreation
- Health and Wellbeing – implementation
- Communication - Community Newsletters, Council Website and Online Services
- Aboriginal Partnerships

### CONTRACT MANAGEMENT

- E-Tendering
- Procurement services
- Leases and Licences

### ECONOMIC DEVELOPMENT, TOURISM AND BUSINESS SUPPORT

- Business support and advice
- Business community liaison to local and new industries
- Tourism information, advice and promotion of the Shire

### EMERGENCY MANAGEMENT

- Municipal emergency management services
- Support strategic planning/ coordination for fire and other emergencies, relief and recovery, community resilience

### ENVIRONMENTAL SUSTAINABILITY

- Support and assist residents to reduce everyday environmental impacts
- Natural resource management
- Resource's efficiency – CO2 emissions, water
- Climate resilient communities

### INFRASTRUCTURE SERVICES

- Roads sealed
- Roads unsealed
- Footpaths
- Civil Works Design, Construction and Maintenance Delivery
- Infrastructure asset management
- Infrastructure investigation
- Public lighting
- Drainage

### WASTE MANAGEMENT SERVICES

- Collection, processing and disposal of general household garbage and recycling
- Management and Operations of Rokewood Transfer Station
- Collection and Processing of Public Place Waste and Recycling





Golden Plains Shire Farmers' Market

### LOCAL LAWS

- Parking
- Domestic Animal registration and control
- School crossing
- Fire restriction enforcement
- Stock on roads
- Enforcing Local Laws and State Legislation
- Animal Welfare services

### PARKS, RESERVES AND PUBLIC PLACES

- Rural/landscape design
- Public toilets, litter control, street cleaning
- Maintain and develop parks, playgrounds, reserves, and open space
- Civic and community buildings – maintenance, restoration and new construction

### PLANNING AND BUILDING SERVICES

- Planning permits
- Strategic Planning
- Policy and zoning
- Heritage Advisory Service
- Building control
- Safety and emergency services

### PUBLIC HEALTH

- Food safety – monitoring of standards relating to food premises, food preparation processes, food labelling and its composition
- Specialised infectious disease control
- Immunisation programs for children and adults
- Pest control
- Waste management including domestic wastewater systems in un-sewered areas, solid waste management services, recycling, medical, infectious and hazardous waste management
- Environmental pollution investigation and control, such as noise emissions and air quality
- Housing standards
- Public health emergency response and incident management

### LIBRARIES

- Online resources
- Preschool story time and school holiday activities
- IT training

### ACCESS AND INCLUSION

- Supports the community to increase community participation for people with a disability
- Advocates and supports intersectional approaches to service delivery, policies and projects

### RECREATION SERVICES

- Club development – advice, advocacy and support
- Management of sporting grounds, reserves, skate parks and open space
- Planning and delivery of active sport infrastructure

### YOUTH SERVICES

- Youth Activation Committee
- Youth Hub
- School based skills building program
- Linkages to local, regional and Federal networks and developments
- Youth orientated events and festivals – FReeZA, Careers Expo, National Youth Week

# 01: REPORT OF OPERATIONS

## FAST FACTS

We deliver over 70 services and programs to the Golden Plains Shire community. Here's a snapshot of some key facts and highlights from the past financial year.



**OVER 70**

Number of services provided to our community



**338**

Number of new planning permits issued

**\$78 MILLION**

Value of new planning permits issued



**7,399**

Community safety enquiries



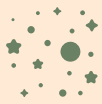
**141**

Number of food safety inspections completed



**OVER 1.1 MILLION IMPRESSIONS**

Number of social media views



**8,300**

Number of people who attended the 2023 December Twilight Market



**582,655**

Number of kerbside general waste and recycling bin lifts



**126**

Council resolutions passed – Ordinary or Council meetings

**738 KM**

Gravel roads graded

**38,860 M<sup>2</sup>**

Local roads reconstructed

**75,000 M<sup>2</sup>**

Local roads resealed

**49,894**



Number of enquiries actioned by Council's Customer Experience team

**9,815**



Number of young people who participated in youth events facilitated by Council

**989**



Number of young people who attended programs at the Golden Plains Youth Hub

**\$174,000**



Community Strengthening Grants value

**\$406,937**



Berrybank Wind Farm Community Grants value

**266**



Number of New Births

**1,650 KM**



Regionally controlled weeds treated along roadsides

**2,176**



Registered businesses

**230**



Number of children enrolled in Council three and four year old Kindergarten

**558**



Number of properties given Fire Prevention Notices

**1,000**



Native trees and grasses planted

**2**



Council managed prescribed burns





# THE YEAR IN REVIEW

*Nimmons Bridge*



# MAYOR'S REPORT

On behalf of Golden Plains Shire Council, I am pleased to present the Mayor's Report in Council's 2023/24 Annual Report. This report marks the culmination of our Council's term, a period defined by dedicated service to our community and unwavering commitment to progress.

Throughout this financial year, we have continued to uphold our values of transparency, innovation, and inclusivity, striving to make Golden Plains a vibrant, sustainable and thriving place for all who call it home. In the following pages, you will find a comprehensive overview of our accomplishments, initiatives and the impact of our collective efforts on the lives of our residents. It is my hope that this report serves not only as a testament to our achievements but also as a roadmap for the bright future ahead for Golden Plains Shire.

This year has brought forth significant changes, foremost being the departure of our respected CEO Eric Braslis in May. Eric's dedication and leadership for more than 6 years at Golden Plains Shire Council has been instrumental in shaping our community.

During his tenure, Eric successfully navigated the organisation through challenging times, including the impacts of the COVID-19 pandemic. He led a number of visionary initiatives such as the preparation of the Bannockburn South Growth Plan and the implementation of the Growing Places Strategy, a comprehensive roadmap for managing the Shire's growth up to 2051, anticipating a population exceeding 50,000 residents.

Notable achievements also include the exploration of private land development opportunities in Teesdale and Bannockburn, the successful commercialisation of the Bannockburn Shire Hall

and the transition of Council-run childcare services to private providers, which now generates revenue for the Council.

Eric fostered strong relationships with both State and Federal Governments, and his persistent advocacy resulted in record levels of funding directed towards the Shire in recent years. On behalf of the Councillors and the whole of the organisation, I wish him every success in the next opportunity. While Eric's departure leaves a void within the organisation, we are confident in our reputation and capabilities to secure a suitable replacement to guide the newly elected Council in November.

With 2024 marking a local government election year, we stand at a pivotal moment to reaffirm our commitment to serving the residents of Golden Plains. As we prepare for this democratic process, rest assured that their voices will continue to be heard, and their priorities remain at the heart of our actions. The challenges posed by the rising cost of living have not gone unnoticed. We understand the impact this has on families and individuals within our Shire, and we are actively working on initiatives to mitigate these burdens where possible. Amidst these challenges, Council has seen substantial growth. Our community continues to flourish, attracting new residents and businesses alike. This growth brings with it opportunities for development and progress, and we are committed to managing growth sustainably, ensuring a bright future for all.

As we flowed through each financial year, Council was always looking forward, and as one project was achieved, there were always several more in the works to achieve in our long-term plan. While we celebrate these achievements, we also acknowledge the challenges that have tested our resilience. The impacts of external factors, economic uncertainties, and the ongoing impacts of the

*"Collaborations with partners and funders, alongside prudent decision-making, enable us to balance expectations and ensure sustainable growth."*

Cr Brett Cunningham, Mayor of Golden Plains Shire



global pandemic have required us to adapt swiftly and decisively. Council continues to lodge claims for reimbursement through the Disaster Recovery Funding Arrangements in relation to the flood events in late 2022. Additionally, Council continues to actively pursue other grant funding opportunities and anticipates further sales of the lots in the Teesdale subdivision in the future.

Council remains committed to financial responsibility and transparency. Our dedication to sound financial management remains firm. We will incorporate ongoing review and consideration in our quarterly reports, draft budget preparation, and update our 10-year Financial Plan. We will continue to work diligently to review and consider these factors, deliver essential services, and invest in the well-being of our community, now and into the future.

### **Advocacy and Engagement**

In past few years, Council has been successful in securing financial support for the replacement and significant repair works for several local bridges, however there is an ongoing need for this vital investment. Council recently delivered three key bridge replacement projects in the Shire with its own funds which have made travelling the roads in the Shire safer and smoother for all residents and visitors. In 2023, Council welcomed a \$1.0 million contribution from the Federal Government to complete the Hendersons Road Bridge in Bamganie.

Council celebrated the new undercover arena at Leighdale Equestrian Centre - a \$674,000 project funded by a contribution of \$318,296 from Sport and Recreation Victoria's 2021 Local Sports Infrastructure Fund's (Female Friendly Facilities category), \$325,704 from Council and a further \$30,000 sourced by the Committee of Management and clubs. The Committee of Management and clubs also provided a further \$30,000 for the installation of additional arena fencing and gate works. This first-class facility will provide competition and training opportunities for

local horse riders now and for future generations. Additionally, Council celebrated the opening of the revitalised Lethbridge Play Space, a project that was jointly funded with \$200,000 from the Victorian Government's Living Local – Regional Grants Program and \$200,000 from Council.

Furthermore, we welcomed the infusion of \$100,000 under Regional Development Victoria's (State Government) Council Support Package for upgrade works at Smythesdale Public Gardens. The Package assists regional Victorian Council's to deliver more tourism, sporting and cultural opportunities for their communities for projects that will create the types of legacy outcomes that may have been generated by the hosting of the 2026 Commonwealth Games in Regional Victoria. The State funding will be combined with a further \$20,000 contribution from Council's annual Open Space improvement budget to deliver a total \$120,000 project with delivery of the project to be completed prior to 30 June 2026.

As we look ahead, I urge you to remain engaged and involved in the shaping of our Shire. Your input, ideas, and feedback are invaluable as we navigate the path forward together. I extend my sincerest thanks to Council, staff, volunteers and residents for their unwavering dedication to Golden Plains Shire. It is through our collective efforts that we continue to build a thriving, inclusive and resilient community.

As the journey of the Golden Plains Shire Council continues, I am filled with gratitude for the support of our councillors, dedicated staff and most importantly, the incredible community of Golden Plains Shire. The foundation we have built together will serve as a springboard for even greater success. I extend my heartfelt thanks to all who have contributed to the progress and prosperity of our beloved Golden Plains Shire.

**Cr Brett Cunningham**  
Mayor of Golden Plains Shire

# INTERIM CEO'S REPORT

**In light of the departure of Eric Braslis, who served as CEO for more than 6 years, I am delighted to present the Interim CEO's report as part of the Golden Plains Shire Council 2023/24 Annual Report.**

I would like to recognise Eric's dedicated leadership at Golden Plains Shire Council. I have personally known Eric for some years and know that during his tenure he navigated challenges such as the COVID-19 pandemic, and achieved milestones like the completion of the Civic Centre, the largest capital project in the Shire's history. He led initiatives like the Bannockburn South Growth Plan and the Growing Places Strategy, preparing the Shire for a population of over 50,000 by 2051. His strong relationships with State and Federal Governments helped navigate regulatory landscapes, positioning Golden Plains Shire Council as a proactive leader in collaborative solutions.

Eric improved organisational culture and staff satisfaction, marked by annual improvements since his appointment. His leadership prioritised gender equity, affirmative action against sexual harassment, and the establishment of corporate values within the organisation.

Over the past year, we achieved significant milestones, navigated challenges and fostered community progress. As we develop our next Council Plan 2025-2029, we will prioritise community involvement. Our infrastructure advancements and vision for connectivity exemplify our dedication to empowering communities. Despite external challenges, our resilience and adaptability have been tested and proven.

Looking back gives us insight into what is important when looking to the future. Although our financial reports, infrastructure and statistics are important indicators of our achievements during the year, it is the stories from the communities we serve that show the true impact of our work in delivering more than 70 services.

Our achievements, from the opening of new modules at Kardinia Early Learning in Bannockburn, to the Hendersons Road Bridge project, a \$742,000 project funded from Round 6 of the Federal Government's Bridge Replacement Program, with additional funding from Council's Bridge Replacement Program, underscore our commitment to serving our community's best interests.

As we reflect on the accomplishments, challenges, and growth we've experienced together over the past year, I would like to acknowledge how Council has navigated through pivotal moments, continuously striving to serve the needs and aspirations of our vibrant community. We have upheld a commitment to transparency, accountability and innovation. Together with the dedicated Councillors, staff, and community partners, we have achieved significant milestones in infrastructure development, community engagement and sustainability initiatives.

Our Vision is a clear one, *Where people matter, communities are connected, and the future is bright*, and a fantastic vision to work towards. Our Vision cements our commitment to empower our staff to ensure our communities are connected and have access to over 70 services now and into the future.

As we move into the final year of our Council Plan 2021-2025, we will be taking an 'outside in' approach, bringing our community in as we work towards developing our next Council Plan 2025-2029. This will involve extensive consultation with stakeholders and we will continue to enhance community wellbeing through various programs and services.

## **Community Engagement and Wellbeing**

Council's core vision is embedded in our community, and over the past year, we have made significant strides in improving our engagement and communication efforts to ensure every voice is heard. For example, the Community Vision 2040 Refresh project consultation exemplified our commitment to this vision. Through this initiative, we sought to determine if the Community Vision





2040, endorsed in 2020, still resonates with our community. We gathered feedback from over 400 residents through surveys, pop-up events, targeted community group engagements and workshops.

Looking ahead, we will continue to strengthen our engagement with residents, valuing their input in shaping local policies and initiatives. Our dedication to enhancing community wellbeing is evident in the successful implementation of various programs and services, including the BreastScreen Program, Local Food Forum, Unpacking the Man Box, Mental Health First Aid training, Bins 4 Blokes, Sensory Gardens, Circle of Security and Recovery to Resilience Workshops. We are proud of the progress we have made in creating supportive and empowering spaces for our community members.

### **Sustainability and Environmental Stewardship**

Recognising the importance of sustainability, we have taken significant steps towards becoming a greener and more environmentally conscious Council, with initiatives like the Reusable Products Rebate Program (which saw over \$7,000 in rebates being awarded to residents), Waste Management Programs, Renewable Energy Projects, and the preservation of our natural landscapes underscore our commitment to future generations. Council's participation in the Victorian Government's Green Links Program has paved the way for Council to commence work on the Riparian Restoration on the Moorabool River in Batesford. Council is also a member of the Barwon South West Climate Alliance which provides opportunities for collaboration across a number of organisations, such as the successful Federal Government grant funding of \$245,000 to deliver the Resilient Community Assets Project.

There is still much to do in this area, and we will work hard over the next 12 months and beyond to achieve our Council and community aspirations.

### **Balancing Priorities**

In the delicate balance of community progress, Council remains steadfast in its commitments to balance the scales of expectation. We recognise the inherent value of infrastructure, the lifeline of growth and well-being of our community. We continue to honour our pledge of fiscal responsibility, understanding the weight of economic realities.

Through strategic planning and prudent decisions, we navigate these currents, ensuring essential services while safeguarding the financial stability of our community. Each step forward in infrastructure development is a measured stride toward sustainable growth, harmonising the needs of today with the prosperity of tomorrow, all while keeping costs contained for our residents.

Moving forward, Council remains committed to delivering important services while supporting Capital Works programs, despite economic challenges. The 2024/25 Budget incorporates a 2.75% average rate cap increase, an operating surplus of \$7.3 million, with an overall underlying surplus of \$85,000, which speaks to Council's commitment to responsible financial planning. Key projects include the Rokewood Community Hub, Linton Oval, and the Teesdale Don Wallace Reserve developments.

Council has welcomed the infusion of up to \$5 million from the Victorian Government's Building Blocks Partnership to expand kindergarten programs in the Shire. This allocation of funding has resulted in two refurbished kindergartens in Haddon and Bannockburn. Additionally, we received over \$660,000 in Federal funding towards a macro mobile site in Rokewood for improved connectivity. Council also welcomes the significant increase in the Federal Government's Roads to Recovery funding over the next 5 years.

As we continue our strong focus on delivering services to our community, Council awarded over \$13 million of tenders to progress significant road improvement projects and maintenance activities for Council buildings and facilities throughout the Shire. The way we provide services to our community is continually being reviewed to ensure Council provides the best possible outcomes at the lowest cost for ratepayers.

Maintaining, repairing and improving Council managed roads in our Shire is always a priority for our roads and drainage teams. Significant projects have progressed, including the ongoing reconstruction of the Linton-Piggoreet Road Bridge, the replacement of Hendersons Road Bridge in Bamganie and ongoing drainage and road grading works located across the Shire.

## INTERIM CEO'S REPORT CONT.

In the face of upcoming State and Federal elections, Golden Plains Shire Council anticipates challenges and opportunities that will shape its future. Uncertainties regarding funding allocations and policy changes loom large, requiring proactive strategies to navigate potential shifts in government priorities. Balancing community needs with evolving political landscapes is paramount, necessitating agile decision-making and robust advocacy efforts. Collaborative partnerships with State and Federal counterparts will be vital in securing resources and implementing effective policies.

### Partnerships

Advocacy serves as the lifeblood of progress, connecting Golden Plains Shire Council with all levels of government to champion the needs of our community. Through steadfast advocacy efforts, our aim is to secure crucial funding and the support for vital infrastructure projects. By fostering robust relationships with Federal, State, and local authorities, we ensure that the voice of our residents is heard loud and clear. This collaborative approach enables us to deliver essential services and infrastructure that enhance the quality of life for all. Advocacy isn't just a task - it's our commitment to empowering our community and building a brighter, more resilient future together.

In September 2023, the Greater Ballarat Alliance of Councils (GBAC) was inaugurated, replacing the Central Highlands Councils of Victoria. GBAC advocates as a unified voice for its member councils, addressing common issues like infrastructure requirements and equitable access to government funding.

Over the past year, Council has actively supported businesses across the Shire providing mentoring sessions, training and resources to foster growth and resilience. Our efforts have been crucial during emergencies like floods and fires, providing immediate aid and long-term recovery support in collaboration with lead agencies. Most recently, we worked closely with agencies to manage significant Avian Influenza (Bird Flu) outbreaks, assisting

impacted businesses with guidance and advocacy support. These collaborative efforts ensured swift response and minimised economic disruption. Our commitment to the business community remains strong, aimed at building a more resilient and prosperous Shire.

### Investing in our people

Our achievements are driven by our dedicated people, and we remain steadfast in our commitment to their development and wellbeing. By investing in our employees, we enhance job satisfaction, boost productivity and innovation, and cultivate a positive work environment. I extend my heartfelt gratitude to the teams at Golden Plains Shire Council. Their attentiveness and adaptability have been crucial in delivering exceptional services to our community.

I also acknowledge the recent passing of John Relayson, a dedicated and valued staff member who made significant contributions to the Council and community. Unfortunately, I didn't get to meet John but am advised his commitment and professionalism left an indelible mark on our organisation. John will be greatly missed by all who had the privilege of working with him.

### A new way forward

The last 12 months have been an exciting time for Golden Plains Shire Council, as we continued to engage and deliver projects that will transform our Shire. As we move into a new way forward and with the onboarding of a new CEO for Golden Plains Shire Council, I am incredibly proud of the team we have at Council and the work they undertake. I offer my thanks to Mayor Brett Cunningham, Councillors, and staff for their ongoing inspiration, support and faith in me during this transition period. Thank you to our community and businesses with whom we continue to work.

### Michael Tudball

Interim Chief Executive Officer  
(6th May - 30th Aug 2024)

*"The progress we've made in infrastructure development and our successful lobbying initiatives are a testament to the hard work and dedication of Council and staff."*

Michael Tudball, Interim Chief Executive Officer of Golden Plains Shire Council (6th May - 30th Aug 2024)





# HIGHLIGHTS AND ACHIEVEMENTS

*Inverleigh Sod Turning*



## HIGHLIGHTS AND ACHIEVEMENTS

Throughout 2023/24 Council has embraced a year of noteworthy reflection, significant achievements, and remarkable highlights based on five Strategic Objectives consistent with Golden Plains Shire Council's Council Plan 2021-2025. These highlights include the following:

- Asset Management Strategy and Policy adopted
- Updated Disability Action Plan 2025-2029 adopted
- Tracks and Trails Strategy 2023-2033 adopted
- Moorabool River Reserve Masterplan adopted
- Ross Creek Recreation Reserve Masterplan adopted
- Smythesdale Gardens and Brewery Dam Reserve Masterplan adopted
- Election Period Policy adopted
- Media and Communications Policy adopted
- Fair Access Policy adopted
- Council continues with 2024/25 Councillor Engagement Program
- Council welcomes infusion of \$28,950 funding from the Victorian Government's Green Links Grants Program towards the Riparian Restoration on the Moorabool River in Batesford
- Napoleons Kindergarten opens
- Haddon Pre School Centre welcomes upgraded facility
- Bannockburn Kindergarten welcomes new facility
- Opening of Lethbridge Play Space
- Opening of Leighdale Equestrian Centre
- Bannockburn Skate Bowl works commence
- Inverleigh Activite Youth facility well advanced
- Community Plan launched for Cape Clear, Illabarook and Rokewood Junction
- Council announces changes to kerbside recycling collection in Golden Plains Shire
- Works continue on Midland Highway Flood Recovery Program
- Council launches Community Vision 2040 Refresh consultation roadmap
- Council welcomes \$660,793 in Federal funding towards improving mobile connectivity in Rokewood
- Beyond the Valley Music Festival returns to Barunah Plains in Hesse
- Council continues to support healthy living and physical activity with the commencement of works at the Bannockburn Skate Bowl and Netball Pavilion at Victoria Park Recreation Reserve
- Spring in the Shire Photo Essay competition returns to the Shire
- Twilight Market returns to the Shire attracting over 8,000 visitors
- Council progresses significant road widening and safety works in Meredith
- Council teams up with local businesses and community centres as part of Respect Victoria's 16 days of Activism against Gender-Based Violence 2023
- Inverleigh Tree Succession Plan stage one works complete
- Technology upgrades elevate community engagement in Smythesdale
- Sharps disposal service supports healthy communities
- Reusable Products Rebate Program comes to Golden Plains
- Council's Create and Connect Program wins prestigious LGPro 2024 Positive Ageing and Wellbeing Award

*As the community's voice and advocate, Council recognises the profound significance of engaging its residents, businesses, and stakeholders in decision-making processes and fostering a sense of ownership and belonging. This vital connection between Council and its community is a catalyst for positive change and the key to building a resilient, inclusive, and thriving Shire.*

- Council welcomed 35 new citizens in citizenship ceremonies from countries, including Philippines, Sweden, Canada, India, United Kingdom, United States, Ireland, Lebanon, New Zealand, Japan, South Africa, Thailand, France, Britain, Vietnam and Iraq
- Council continues to livestream Council meetings to enable community participation and engagement
- Continued key advocacy work with all tiers of Government in relation to finding solutions and addressing affordable social housing in the Shire
- Support for local business – Council's Business Networking events continue
- Council hosts community grants writing workshops
- Council hosts the Golden Plains Shire Council Community Awards event in January 2024
- 2024 Careers Expo returns to Golden Plains
- Electric Vehicle charging station open in Bannockburn and Meredith
- Council launches online Community Directory
- Small Business Bus roadshow commences in the Shire
- Tiny Towns Grants Program launches
- Battle of the Bands rocks out in Inverleigh
- Meredith Multi Playspace opens
- Council welcomes infusion of up to \$5 million from the Victorian Government's Building Blocks Partnership to expand kindergarten programs in the Shire
- Council launches Golden Spaces, a free community based program for group art exhibitions
- Council awards over \$13 million of tenders to progress significant road improvement projects and maintenance activities for Council building and facilities throughout the Shire
- Council's Children's Services gets the tick of approval with positive results from the Children's Services User Satisfaction Survey
- Council partners with VicRoads and Hawthorn Community House to deliver Wiser Driver program across the Shire
- Council introduces speed limit reductions in Linton, Smythesdale, Teesdale and Bannockburn to improve pedestrian safety
- Spring into Summer returns to the Shire
- Youth Hub reopens for more young people
- Council hosts young women leadership program
- Council hosts Move Your Way – Baby Steps program
- Council hosts sold out Edible Gardens Sustainability & Self Sufficiency workshops
- Berrybank Wind Farm Community Grants Program continues
- Council hosts local Food Network forum
- Youth School Holiday Program delivered across the Shire
- G21 Regional Football (Soccer) Strategy endorsed
- Hendersons Road Bridge works commences

## I COMMUNITY ENGAGEMENT 2023/24

Community engagement is the cornerstone of our Vision, *Where people matter, communities are connected, and the future is bright*. It is the heartbeat of our efforts, the compass guiding our decisions, and the fuel propelling our progress.

As we reflect on the past year, we celebrate the vibrant tapestry of voices, ideas, and initiatives that have woven our community closer together. We recognise that the strength of our community lies in their active involvement, diverse perspectives, and unwavering dedication of its members.

In 2023/24, Council continued its engagement initiatives, fostering inclusivity, empowering community voices, all of which helped Golden Plains Shire Council shape the future for generations to come.

### HIGHLIGHTS INCLUDE:

- Council Budget 2024/25 Engagement Program
- Draft Asset Management Strategy and Policy
- Disability Action Plan Strategic Framework 2025-2029
- Municipal Health and Wellbeing Plan
- Community Vision 2040 Refresh
- Media and Communications Policy
- Election Period Policy
- Fair Access Policy
- Draft Footpath Strategy
- Governance Rules
- Dardel Drive (Bannockburn Recreation Reserve)
- Inverleigh Active Youth Space Detailed Design
- Draft Tracks and Trails Strategy
- Teesdale Turtle Bend Reserve Recreation and Events Space
- Growing Placing Strategy
- Artists workshops
- Smythesdale Gardens and Brewery Dam Reserve Masterplan
- Bannockburn Skate Bowl Detail Design
- Golden Plains Shire Council Creative and Cultural Mapping
- Councillor Support and Expense Policy
- Young Women's Leadership Program
- Meredith Pedestrian Crossing Survey
- Take Part, Local Artists Workshops
- Arts, Culture and Heritage Advisory Committee EOI
- Active Ageing and Inclusion Advisory Committee EOI
- Councillor Engagement Program
- Youth Hub Sensory Garden Upgrade
- Community Recovery Hub Workshops
- BerryBank Windfarm Community Grants Program
- Community Strengthening Grants
- Women Leading Locally
- Battle of the Bands

*"Thank you for the opportunity to attend a public meeting and to be able to make a submission to the Council on future growth in the Golden Plains Shire. It was engaging to be part of a forum hearing different points of view."*

Teesdale Resident  
Testimonial: Growing Place Strategy Community Consultation



# I CHALLENGES AND FUTURE OUTLOOK

As we reflect on the past year, Council has navigated through unprecedented challenges with resilience and determination. Despite these hurdles, we remain steadfast in our commitment to serving the community and advancing towards a future of growth and prosperity.

## CHALLENGES:

### Population growth

Balancing population growth whilst preserving our unique character and natural environment is one of our primary challenges. As more people are attracted to our region, demand for housing, infrastructure, and services continues to rise. This growth necessitates careful urban planning and development strategies to maintain the quality of life while accommodating new residents. The Growing Places Strategy will guide future growth across the shire in an orderly and sustainable manner.

### Environmental sustainability

Our environmental work extends to championing sustainable site management to boost local biodiversity. Recognising the importance of preserving our natural resources, protecting biodiversity, and addressing climate change, we embrace these challenges wholeheartedly. Through innovative initiatives and active community engagement, we are dedicated to minimising our ecological impact.

### Financial sustainability

Achieving financial sustainability demands careful planning and efficient resource management. We recognise the critical role of responsible fiscal practices in ensuring long-term stability and the continued delivery of essential services to our community. By exploring diverse funding opportunities, pursuing operational efficiencies and making well-informed decisions, we strive to optimise resource allocation for the benefit of our community.

### Social sustainability

Our Shire experiences significant challenges related to an aging population, with limited access to essential healthcare and support services, particularly in disability and aged care. Addressing these issues requires enhancing healthcare infrastructure and fostering age-friendly communities. Furthermore, persistent socio-economic disparities underscore the need for initiatives that promote equitable opportunities and enhance social mobility.

Our efforts focus on advancing skills development, expanding affordable housing options, and generating employment opportunities, thus fostering a more inclusive society.

### Economic diversification

While agriculture remains a cornerstone of the local economy, fostering new industries and supporting local businesses will help create a more balanced and robust economic landscape. By actively pursuing and promoting economic development, we create a thriving business environment that benefits our community. This is achieved by way of generating employment and enhancing job prospects for our residents, which also stimulate economic activity and social development.

### Maintaining our roads infrastructure

Managing over 1,700 km of roads within budget presents a significant challenge for Council. We continually innovate and seek cost-effective ways to efficiently undertake this critical work.



## FUTURE OUTLOOK

As we look ahead, Council continues to prioritise key initiatives that address the needs and aspirations of our residents, ensuring transparent governance and effective service delivery.

We will work collaboratively with our community to build a resilient future, embracing innovation and best practice to meet the challenges and opportunities that lie ahead.



The upcoming Council election marks a pivotal moment for our community, as they prepare to elect leaders who will guide us through the next phase of growth and development. Simultaneously, the development of our new Council Plan 2025-2029 represents a cornerstone in shaping our strategic direction, aligning closely with the Community Vision 2040. This comprehensive roadmap not only reflects our aspirations, but also ensures that our initiatives and policies remain firmly grounded in the needs and aspirations our residents.

### **Advocating for public transport**

Council has identified improved transport links as a key priority to ensure our community thrives and remains well connected. Improving transport connectivity across the Shire is crucial for fostering economic growth, enhancing accessibility and improving the quality of life for

our residents. Efficient transport networks facilitate the movement of people and goods, boosting local businesses and attracting new investments. Additionally, better transport infrastructure contributes to environmental sustainability by promoting the use of public transit and reducing traffic congestion.

### **Advocating to secure essential resources and infrastructure**

Advocating at all levels of government is crucial for driving change and securing resources for our community. This engagement allows us to influence policy decisions, ensuring residents' needs are met. By maintaining strong communication and participating in legislative processes, we amplify our community's voice and support initiatives for sustainable development, improved services and economic growth.

### **Continue to action deliverables in the final year of the Council Plan 2021-2025**

Council is entering its final year of the Council Plan 2021-2025, marking an important milestone in its strategic vision for Golden Plains Shire. With a commitment to strengthening community development, supporting liveability, promoting sustainability, fostering prosperity, and embracing leadership, Council has made significant progress in the past year.

As we continue to deliver on our Council Plan 2021-2025, Council aims to build on these achievements, engaging with the community and collaborating with stakeholders to ensure the successful implementation of their long-term objectives.

*As a large, rural Shire, it is a significant and ongoing challenge for GPSC to maintain and renew its extensive local road network. Council continues to advocate for Federal and State Government investment in major road projects.*





BreastScreen Program

### Meeting increasing access demand for health services

Access to adequate primary health services is a major issue in Golden Plains Shire and its growing population. Council advocacy will continue towards securing support from Federal and State Governments, as well as the Western Primary Health Network and private providers to support and invest in health services.

### Financial Plan & Revenue and Rating Plan

Council is committed to the effective implementation and monitoring of its 10-year Financial Plan and Revenue and Rating Plan. By ensuring regular assessment, tracking financial performance, and reviewing revenue success, Council aims to maintain fiscal sustainability.

### Emergency Management Planning

Emergency planning is crucial for ensuring community safety during crises. By preparing for natural disasters, pandemics and other emergencies, council is committed to strategic and tactical readiness and will continue to work with the community and support agencies to ensure the safety and well-being of the community during crises.

### Advocating for youth

As the population of the Shire grows, more young people are calling Golden Plains Shire home. Council's recent success in attracting funding for youth programming and project work is a great outcome and there is still more to be done.

### Climate Emergency Plan 2022-2032

Aligning to the strategic objectives of the Council Plan 2021-2025, Community Vision 2040, and Council's Environment Strategy 2019-2027, the Climate Emergency Plan 2022-2032 highlights the strong imperative for Council to reduce greenhouse gas emissions and prepare for the impacts of climate change.

Council will continue to implement actions from the Plan, focusing on 48 key actions across five themes: Embedding Climate Action in Council, Resilient and Adaptive Communities, Caring for the Land, Climate Adaptive Development, and Sustainable Transport and Travel.



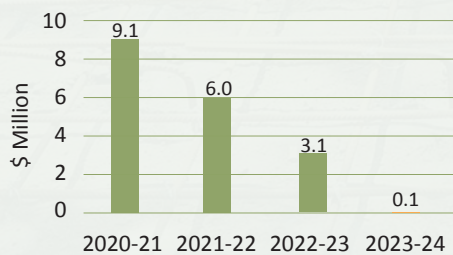
# FINANCIAL SUMMARY

Council's financial position and financial performance is outlined below. Detailed information relating to council's financial performance is included within the financial statements and performance statement sections of this report.

## OPERATING POSITION

Council achieved a surplus of \$0.1 million in 2023-24, compared to the prior year surplus of \$3.1 million. As per the Comprehensive Income Statement in the Financial Report, this variance is due to timing of receipt of grant funding and increased depreciation expense. The adjusted underlying result, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a deficit of \$9.3 million, which compares unfavourably to the expected underlying deficit of \$0.4 million. This variance is predominately due to budgeted financial assistance grants for 2024-25 not being received in advance as per recent practice. Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$615.3 million of community assets under council's control.

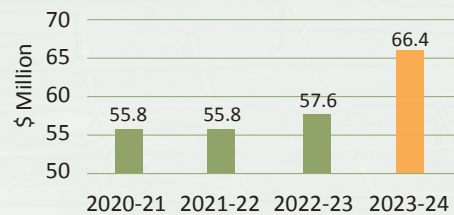
### OPERATING POSITION



## 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 66.4% for the 2023-24 year which is mid-range of the expected target band of 30%-80%. The rate increase for the 2023/24 year was within the rate cap of 3.75%. Council continues to focus on broadening its revenue base.

### RATES CONCENTRATION RATIO

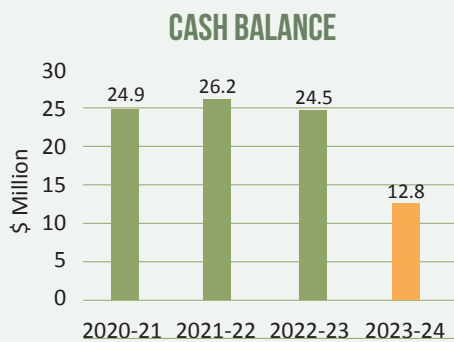


Road repair



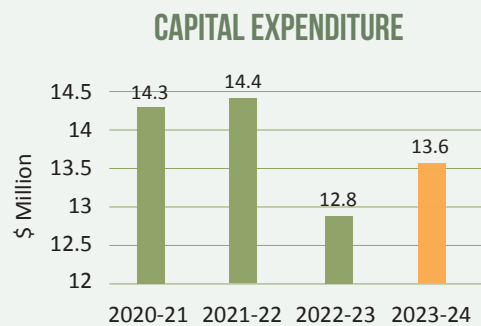
## LIQUIDITY

Cash has decreased by \$11.7 million from the prior year due to the receipt of the 2023-24 financial assistance grants being received in 2022-23. Higher cash balances are held to fund capital expenditure with \$13.3 million anticipated in 2024-25.



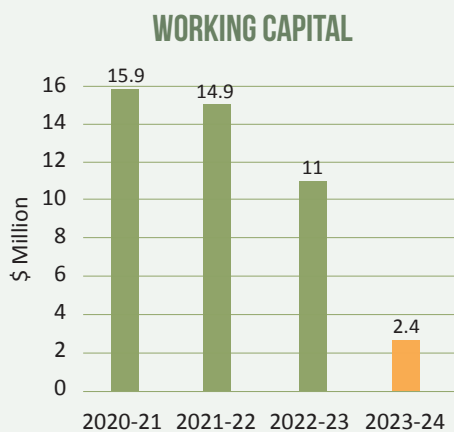
## CAPITAL EXPENDITURE

Of the \$13.6 million capital expenditure, 89.3% was spent on renewal of assets and 27% on asset upgrades. Renewal of assets, as opposed to building new assets or upgrading assets is an important focus of Council as it works towards reducing the infrastructure renewal gap.

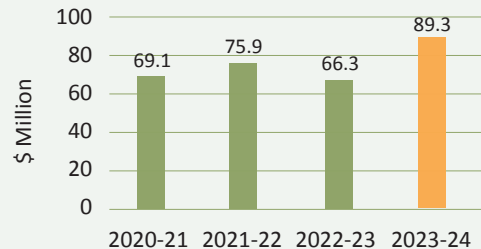


## WORKING CAPITAL

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 working capital balance at the end of the financial year of \$2.4 million translates to a ratio result of 113% indicating a satisfactory financial position and is above the target of 104%.



## ASSET RENEWAL RATIO

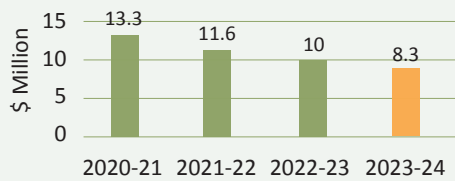


## OBLIGATIONS

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 the services needed by the community. To bridge the infrastructure gap, council invested \$8.9 million in renewal works during the 2023-24 year. This was funded from operations.

At the end of the 2023-24 year council's debt ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was 28.8% which was within the expected target band of < 70%. Council's asset renewal ratio which is measured by comparing asset renewal expenditure to depreciation was 89.3% which was slightly favourable of the expected target of 86.3%.

## BORROWINGS







# DESCRIPTION OF OPERATIONS





## INTRODUCTION AND ECONOMIC FACTORS

Council plays a crucial role in providing a diverse array of services, facilities, and infrastructure essential for our community. This includes Council’s Economic Development Unit who provide a wide array of initiatives to support local business owners, community groups and community members to grow and prosper.

### ECONOMIC FACTORS

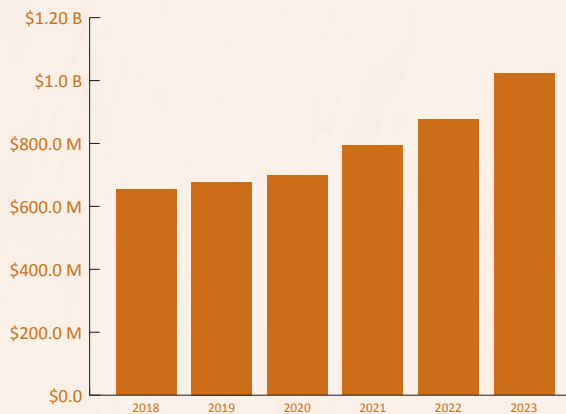
The principal role of economic development in Golden Plains Shire is the delivery of the Golden Plains Shire Economic Development, Tourism & Investment Attraction Strategy 2022-2032. The strategy is focused on the key themes of Community, Liveability, Sustainability and Prosperity.

During 2023/24, the disruptions caused by COVID-19 in the previous 2 years were not as apparent, however, other challenges were faced by local business and residential communities. Cost of Living has been a strong topic of conversations at Local, State and Federal levels as households struggle to meet the rising costs of goods and services. Increasing inflation figures have contributed to a number of rises in interest rates putting further pressure on household mortgages, property sales and investment attraction.

A highlight for Council is the success of a number of well received community events. These events significantly enhance the liveability of our Shire, foster community cohesion, and attract many visitors from outside the region. Our communities also benefit from community grants programs provided by the Mount Mercer Wind Farm, Berrybank Wind Farm and the Golden Plains Wind Farm currently under construction.

- The Gross Regional Product of Golden Plains Shire was reported in Release 2 for 2022 GRP as \$873.426 million increasing for the first time to over \$1 billion in 2023. The three highest industry sectors were Agriculture, Forestry and Fishing, Construction and Rental, Hiring and Real Estate Services.

### GROSS REGIONAL PRODUCT



- Unemployment overall is 2.6% according to the Small Area Labour Market in December 2023. This consists of 4.3% in Golden Plains – North, and 2.2% in Golden Plains – South.
- The business community in Golden Plains Shire experienced strong growth in 2023/24 with a total of 2,176 registered businesses compared to 1,824 in 2022/23.
- The population of Golden Plains Shire in 2024 is 26,104 by comparison to the 2023 total of 24,879, an increase of 1,225 people.

Source: REMPLAN



## FUNDING GRANTS

In 2023/24, Golden Plains Shire Council successfully obtained several significant grants to support key capital works, community programs and road projects for the community. The following tables provide a summary of funds received and is not an exhaustive list.

### The following funding commitments were confirmed from the Federal Government:

Program Name	Grant Award
Local Roads and Community Infrastructure Program	\$2,102,937
Investing in Our Communities Program - Expand Bannockburn Family Services Centre's childcare services	\$450,000
Investing in Our Communities Program - Upgrade Bannockburn Football Netball Club changeroom	\$690,000
Investing in Our Communities Program - Inverleigh Active Youth Space	\$700,000
Investing in Our Communities Program - Maude Tennis Pavilion Upgrades	\$350,000
Investing in Our Communities Program - Linton Recreation Reserve Oval Redevelopment	\$780,000
Investing in Our Communities Program - Woody Yaloak Rec Reserve Lighting	\$550,000
Bridges Renewal Program - Replacement of bridge over Wilson Creek, Hendersons Road, Bamganie	\$824,000

### The following funding commitments were confirmed from the State Government:

Program Name	Grant Award
Roadside Weeds and Pests Program 2023 - 2024	\$49,128
Best Start, Best Life - Educational Toys and Equipment Funding	\$25,000
2023 Children's Week Grants	\$700
VicHealth Local Government Partnership Program – Gambling Harm Minimisation	\$50,000
Vic Health – Community Health – Health Promotion Funding (deliver actions relating to Social Determinants of Health)	\$369,404
Flexible Local Transport Solutions Program – Lethbridge Footpath Project	\$110,723
Golden Plains Shire Council Statutory Planning Assistance	\$22,264
Council Support Package – Stream 2 (Regional & Rural Councils) – Smythesdale Public Gardens Upgrade	\$100,000
Green Links Grant Program – Moorabool River Reserve Riparian Restoration	\$28,950
Kitjarra dja bul Bullarto langi-ut – Planning Activities for the Moorabool River Reserve Masterplan	\$175,000

*The Economic Development Unit has delivered the second year of the Golden Plains Shire Economic Development, Tourism and Investment Attraction Strategy 2022-2023, providing a wide array of initiatives to support our business owners, community groups and community members to grow and prosper.*

# MAJOR CAPITAL WORKS



## LEIGHDALE EQUESTRIAN CENTRE UNDERCOVER ARENA

**A new 70x30 metre Undercover Equestrian Arena was completed at the Leighdale Equestrian Centre in June 2024.**

The construction of the Undercover Arena at Leighdale Equestrian Centre will provide the clubs and users with an all-weather, training and competition standard facility to increase community usability and participation.

The project included a 70x30m shelter, full lighting, water tanks, storm water drainage, spectator seating and a high quality, self-irrigating arena surface. The installation of additional fencing and gate works through local contributions provides for the safety of riders and spectators and was the final component of delivery.

This \$674,000 Undercover Arena project was delivered with a contribution of \$318,296 from Sport and Recreation Victoria's 2021 Local Sports Infrastructure Fund's (Female Friendly Facilities category), \$325,704 from Golden Plains Shire Council and a further \$30,000 sourced/provided by the Committee of Management and clubs. The Committee also sourced a further \$30,000 (with Council providing \$6,560) for the additional arena fencing and gate works.

A formal opening of the new arena with representatives from Council, the Committee of Management and local community was conducted in June 2024 and attended by Michaela Settle MP.



## LETHBRIDGE PLAY SPACE

**The Lethbridge Play Space Upgrade was completed in May 2024 at Lethbridge Recreation Reserve.**

The project included demolition of the previous play infrastructure and delivery of enhanced equipment at Lethbridge Recreation Reserve. Community engagement into the preferred design was undertaken in early 2023 with the project delivered in two stages in late 2023 and early 2024.

Stage One included installation of slides, swings, climbers, see-saws and a wheelchair carousel with new edging, mulching and provision of a rubberised softfall. Stage Two saw works completed to install new nature play elements, landscaping and supporting infrastructure including a shelter, BBQ and new seating/furniture.

An upgrade of the Lethbridge Play Space was identified in Golden Plains Shire Council's Play Space Strategy 2019-2029. The \$400,000 project was funded through a \$200,000 contribution from the Victorian Government's Living Local Program and \$200,000 from Golden Plains Shire Council. A formal opening of the site was completed with Michaela Settle MP in attendance.

Other Council infrastructure improvements to support and complement the Lethbridge Play Space Upgrade will include car park upgrade works and footpath works along Russell Street.





### CRICKET HARD WICKET UPGRADES — LETHBRIDGE AND INVERLEIGH

**New cricket hard wicket installations were completed at Inverleigh Sporting Complex and Lethbridge Recreation Reserve.**

As part of Council’s asset renewal works for community and sporting infrastructure, upgraded centre cricket wickets were delivered at Inverleigh Oval 1 in September 2023 and at Lethbridge Oval 2 in April 2024.

The process to install replacement hard wickets was undertaken to avoid interrupting seasonal sports usage and included civil works, demolition of the old surface, concreting and application of the new synthetic pitch surface. Laying of soil and instant turf around the edge of the wickets was undertaken to finish off the works.

The hard wickets are upgraded to meet current Cricket Australia standards and were funded via a \$75,000 allocation in Council’s Capital Works Program. These works will ensure the Inverleigh and Lethbridge Cricket Clubs can host senior and junior cricket across all genders and abilities for many years to come, supporting sports participation and growth in Golden Plains Shire.



### PUBLIC OPEN SPACE WORKS

**The replacement and upgrade of open space infrastructure is ongoing across the Shire to improve the condition and accessibility of public sites.**

During 2023/24 replacement and/or upgraded infrastructure in public open space areas has included:

- Lethbridge Lake, Lethbridge - New accessible public toilet with car parking, bollards and path connections
- Leigh River Reserve, Inverleigh - upgraded viewing platform
- Edinburgh Reserve, Linton - BBQ, furniture, car park, bollards and path works
- Bruce’s Creek, Bannockburn - pathway, shelter and furniture upgrades.

Other sites where upgrades have been undertaken include Turtle Bend Reserve in Teesdale and Linton, Meredith and Haddon Recreation Reserves.

The works have been completed as part of the Federal Government’s Local Roads and Community Infrastructure Program (Phase 3) where \$510,500 was allocated to the replacement and improvement of open space assets across the Shire.



## PROJECTS IN PROGRESS

### LINTON RECREATION RESERVE – OVAL REDEVELOPMENT

**A reconstructed oval at Linton Recreation Reserve inclusive of drainage and irrigation will provide for increased and sustainable year-round community use.**

Commencing in late 2023, a number of key stages in the oval project have now been achieved including demolition of the existing oval infrastructure, new subsurface drainage construction and irrigation network installation.

The oval has been surveyed and levelled with a 100mm sand profile and new perimeter fencing, spoon drain, hard cricket wicket and AFL goal posts have been installed. Supporting infrastructure including coach and umpire box installation, synthetic pads at oval entry points and peripheral path/surface works have been completed.

The final stage of works is the instant turf roll out which is scheduled for September 2024. A three-month establishment period will follow prior to the redeveloped oval being open for public use.

This \$1.425M partnership project includes contributions from both Federal (\$780,000) and State (\$200,000) Governments and \$445,000 from Golden Plains Shire Council.



### INVERLEIGH ACTIVE YOUTH SPACE

**An upgraded Skate Park, new BMX/Pump Track, basketball courts and supporting infrastructure will encourage physical recreation and social connection in Inverleigh.**

Following community engagement and detailed design phases, the construction of the Active Youth Space commenced in March 2024 at the site within the Yerram Yaluk Bun Play Space.

The large majority of works on the key components of active youth space are well progressed being the BMX/Pump Track, Skate Park and Basketball Courts. Car park works, hard and soft landscaping, shelters and path works will complete the project.

The final stage of hard-court surfacing works (which are warm weather dependant) will occur in September/October 2024. An official opening event will occur late in the 2024 calendar year.

This \$2.337 million community driven project includes contributions from the Federal Government (\$700,000), Victorian State Government (\$1.487 million) and Golden Plains Shire Council (\$150,000).



## ROKEWOOD COMMUNITY HUB AND PAVILION UPGRADE

Detailed Design has been completed and tendering is well progressed for the Rokewood Community Hub and Pavilion Upgrade at the Rokewood Recreation Reserve.

This \$3.96 million project will provide great benefit to community and sporting groups in Rokewood and surrounding communities and includes:

- A new multi-use community hub and social pavilion with meeting spaces, kitchen and bar/servery.
- New female friendly change rooms inclusive of amenities, medical rooms, umpire facilities and new wastewater management infrastructure.
- Outdoor, undercover and tiered spectator viewing areas.
- Refurbishment of the existing pavilion to provide a new meeting space, kitchenette, first aid area and external deck to service the recently completed netball/tennis courts.

Works on site are anticipated to commence in August/September 2024 with construction delivery to take approximately 12 months.

The Rokewood Community Hub and Pavilion Upgrade is being funded via a \$3.5M grant from the State Government's Growing Suburbs Fund with Council contributing \$442,000 and a local contribution of \$18,000 from the Rokewood Football Netball Club.

## VICTORIA PARK, BANNOCKBURN – NEW NETBALL PAVILION AND FOOTBALL CHANGEROOM UPGRADE

A new netball pavilion and refurbishment to the existing football change rooms will cater for participants of all ages and genders at Victoria Park.

The multi-stage project was designed in 2023, with the works onsite commencing on the new Netball Pavilion in early 2024 and progressing towards completion in August 2024. The Netball Pavilion includes player and umpire change rooms, amenities, first aid room, office space, accessible public toilet and shelter for participants and spectators.

The Football Changeroom Upgrade is scheduled to commence in September 2024 and will see the refurbishment of the existing facilities to deliver upgraded, female friendly and accessible change rooms and amenities for umpires and players.

This \$1.79 million project is funded via a \$690,000 contribution from the Federal Government and \$1.1 million from the Victorian State Government. All works are expected to be completed by December 2024.



*"I just wanted to thank you guys and your team for the efforts in completing the works on Judd Road. I am over the moon. I like to ride a motorbike and I've really been checking myself and the road was very, very good. No, it's a great job. Great to drive. It's great! Thank you very much."*

Testimonial from a local community member

# MAJOR ROAD PROJECTS

## SLATE QUARRY ROAD WIDENING, MEREDITH

Slate Quarry Road was widened over a length of 800m east of Ballan Road. The works were completed in March 2024, complimenting the recent upgrade to the Slate Quarry Road Bridge enabling all vehicle access.

Slate Quarry Road was funded from the Federal Government's Local Roads and Community Infrastructure Program.

## CAPE CLEAR-ROKEWOOD ROAD WIDENING, ROKEWOOD JUNCTION

Cape Clear-Rokewood Road was widened in two sections, 560m north and 530m south of Dereel-Rokewood Junction Road. The works were completed in November 2023. The Cape Clear-Rokewood Road Improvement project was funded from Council's Road Improvement Program.

## HENDERSONS ROAD WIDENING, SMYTHES CREEK

Hendersons Road was widened over a length of 175m between Kirks Road and Loren Road to improve road safety for users. The works were completed in May 2024. Hendersons Road was funded from Council's Road Improvement Program.

## HENDERSONS ROAD BRIDGE, BAMGANIE

A new two-lane reinforced concrete bridge crossing over Wilson Creek on Hendersons Road in Bamganie was reopened for traffic in May 2024. The ageing single lane bridge was limited to 10 tonnes and was in poor condition, necessitating the upgrade which will now allow light and heavy vehicles full access to the crossing. The new Hendersons Road Bridge was funded from the Federal Government's Bridge Renewal Program.

## MEREDITH-SHELFORD ROAD, MEREDITH

The Meredith-Shelford Road Widening Project commenced in 2020, with funding from the Federal Government's Roads to Recovery Program. Since 2020, five stages of works have been undertaken to widen and resurface approximately ten kilometres of Meredith-Shelford Road, with Stage 3 of the project completed in January 2022 and Stage 4 completed in April 2023 and Stage 5 is now due for completion in December 2024.

The widening of Meredith-Shelford Road supports a safer and more efficient transportation network for road users and established better access to the nearby Golden Plains Food Production Precinct. At a total of \$4.38 million, the road widening project has been supported by the

Federal Government, with \$1.95 million from the Roads to Recovery Program and \$1.65 million in Local Roads and Community Infrastructure Program phase 3 funding, alongside \$783,333 from the Victorian Government's AgriLinks Upgrade Program.

Stage 5 includes the widening of approximately 2 kilometres of Meredith-Shelford Road south of Meredith, alongside major culvert upgrade works and the installation of guard fencing, completing the staged 10.5-kilometre upgrade of the road. The final stage of the project is funded by phase three of the Australian Government's Local Roads and Community Infrastructure (LRCI) Program.

## GUARDRAILS ACROSS GOLDEN PLAINS

Throughout 2024, new guard rails were installed across the Shire to help keep drivers safe on Golden Plains roads.

New guardrails were installed on Kopkes Road, Haddon; Meredith-Shelford Road, Shelford; Falkner Street, Linton; Haddon-Windermere Road, Haddon.

The guardrail program was funded from the Federal Governments Roads to Recovery Program.





# MAJOR CHANGES

## **ORGANISATIONAL AND OPERATIONAL CHANGES**

### **Asset Services and Environment and Open Spaces Departments**

Following a formal consultation process, in August 2023 the Asset Services and Environment, and Open Spaces Departments were realigned to improve efficiency and leadership. The key changes were introduction of permanent ongoing roles, revisions of reporting lines, and creation of new operational lead roles. This change resulted in optimisation of organisational capabilities, improved leadership, and enhanced operational efficiency as well as establishing a structure to cater for future growth benefiting both staff and the community.

### **Community Wellbeing Departments**

In September 2023, following a formal consultation process, the Community Wellbeing Department was restructured in response to the significant reduction of staff within the Active Aging

and Inclusion team, due to the closure of service provision in this area. This reduction led to an imbalanced distribution of resources across the department. The subsequent redistribution of resources across the department has enabled a stronger focus on leadership, strategy, staff development and support, systems and process improvement, and enhanced department planning and monitoring.

The alignment of the Youth Development function within the newly named Community Inclusion Team highlights Council's commitment to prioritising groups such as older adults, disability access and inclusion and youth. This change has fostered higher levels of collaboration, improved staff support, and facilitated more integrated planning and strategic partnerships with stakeholders and service providers.

### **Core Systems Transformation Project**

Council remains dedicated to the Leadership pillar outlined

in the Council Plan 2021-2025 by launching the Core Systems Transformation Project (CSTP). This significant investment will revolutionise Council's operations, bringing about substantial strategic and operational improvements across the entire organisation.

The CSTP includes the implementation of advanced Core Business Technology Solutions, such as the Property and Rates System; the Financial Management System, now operational; the Customer Relationship Management System; and the Electronic Document and Records Management System, which is also live. Additionally, it encompasses the Regulatory Management and Local Laws Management System. This project aligns with and supports the objectives of the Customer Experience Strategy 2022-2026 and the Digital Transformation Strategy.

# MAJOR ACHIEVEMENTS

Over the past year, Council has remained committed to fostering progress and enhancing the quality of life for our residents. Through proactive initiatives and collaborative efforts, we have achieved significant milestones that have contributed to the Shire's growth and development. Let's delve into some of the key achievements that have shaped our community during this exciting period.

## COUNCIL PLAN 2021-2025

Council is entering the final year of its Council Plan 2021-2025, marking a significant milestone in its strategic vision for the Shire. Over the past year, Council has made notable progress in strengthening community development, enhancing liveability, promoting sustainability, fostering prosperity, and embracing leadership. As we transition to developing our new Council Plan 2025-2029, we remain dedicated to ensuring this plan serves as a cornerstone for shaping our strategic direction, closely aligning with the Community Vision 2040.

## ASSET MANAGEMENT STRATEGY AND ASSET MANAGEMENT POLICY

Council developed an Asset Management Strategy and Asset Management Policy which enables Council to implement a coordinated approach to the management of all assets essential to Council's strategic and operational goals and defines a broad framework and principles for the sustainable and effective lifecycle management of all asset groups.

## FAIR ACCESS POLICY

The Victorian Government's Fair Access Policy Roadmap, aligned with the Gender Equity Act 2020, aims to remove barriers for women and girls in accessing community sports infrastructure. Starting 1 July 2024, all Victorian Councils must adopt a Fair Access Policy to qualify for government funding. This policy ensures equal opportunities for women and girls in community sports. Council's policy supports this initiative, promoting an inclusive and equitable environment within the Shire and enhancing access to safe, welcoming community sports facilities.





### TRACKS AND TRAILS STRATEGY

Council prepared a Tracks and Trails Strategy to guide the future planning, development and activation of tracks and trails across Golden Plains for the next 10 years. It highlights key findings, current trends and strategic priorities for tracks and trails throughout our Shire and the wider region. The Strategy is supported by a Detailed Plan that will assist the delivery of the Strategy over the next 10 years.

### MOORABOOL RIVER RESERVE MASTER PLAN

Council developed the Moorabool River Reserve Masterplan (the Masterplan) which will help guide environmental conservation, rehabilitation and passive recreation at the Reserve for the next 10 years. Council has also been granted \$175,000 through the Victorian State Government's Iconic Urban Waterways Grants Program to progress the Moorabool River Reserve Masterplan key actions to "shovel ready" through the Corangamite Catchment Management Authority's Kitjarra dja bul Bullarto langi-ut project.

### IMPROVED CONNECTIVITY IN ROKEWOOD

As part of funding for Round 3 of the Regional Connectivity Program (RCP), the Federal Government has committed \$660,793 towards establishing a Macro Mobile site in Rokewood which will provide improved handheld coverage and capacity to the area. Council will now work with Telstra and TagEnergy to determine a site that will provide the maximum benefit for local businesses, residents and the Golden Plains Wind Farm workforce.

### ASSET PLAN 2022-2032

With a forward-thinking vision, Council entered into its second year of the Asset Plan. Council aims to strategically manage and enhance its infrastructure over the next decade and the Plan encompasses a comprehensive roadmap for the development, maintenance and renewal of essential assets, like sealed and gravel roads and carparks, bridges, and major drainage structure, buildings, kerb and channel, footpaths and trails, stormwater draining as well as open spaces within the Shire. Through careful planning, resource allocation, and community engagement, Council is poised to create a vibrant and resilient environment for its residents and visitors alike.



# OUR ORGANISATION



## OUR COUNCILLORS

**We recognise the efforts and leadership of the councillors over the past four years. Beginning their term during a period of COVID restrictions there has been a lot achieved for the Golden Plains Community during their term.**

In the photo above our councillors are (in order left to right):

- Cr Ian Getsom
- Cr Gavin Gamble
- Cr Les Rowe
- Cr Brett Cunningham (Mayor)
- Cr Helena Kirby
- Cr Owen Sharkey
- Cr Clayton Whitfield



# OUR PEOPLE

*Our people are passionate, collaborative and deeply committed to both our community and the work. We embody Council's values, fostering a workplace culture defined by care, growth and thriving. It is the relentless drive, creativity and spirit of our people that have fuelled our many accomplishments over this past year.*

## SENIOR MANAGEMENT TEAM

Three Directors together with the CEO form the Senior Management Team (SMT) and lead the organisation. The areas of responsibility held by members of SMT are listed below.



### ERIC BRASLIS

**Chief Executive Officer**  
*(tenure ended 3 May 2024)*

- Communications & Engagement
- Economic Development



### PHIL JOSIPOVIC

**Director - Infrastructure & Environment**

- Asset Services
- Recreation & Community Infrastructure
- Environment & Open Spaces



### EMMA WHEATLAND

**Acting Director - Community, Planning & Growth**

- Community Wellbeing
- Children's Services
- Planning
- Regulatory Services



### MICHAEL TUDBALL

**Interim Chief Executive Officer**  
*(effective 6 May 2024)*

- Communications & Engagement
- Economic Development



### LYNNERE GRAY

**Director - Corporate Services**

- Finance
- Governance & Risk
- ICT & Digital Transformation
- Customer Experience
- People & Performance



### LEANNE WILSON

**Acting Director - Community, Planning & Growth**

- Community Wellbeing
- Children's Services
- Planning
- Regulatory Services

# ORGANISATION STRUCTURE

**CHIEF EXECUTIVE OFFICER**

**INFRASTRUCTURE & ENVIRONMENT**

**Environment & Open Spaces**

Open spaces maintenance  
Environment and sustainability

**Asset Services**

Strategic asset management  
Roads and drainage maintenance  
Capital works (roads and drainage)  
Development engineering

**Recreation & Community Infrastructure**

Recreation and community  
Building and facilities  
Community and capital projects  
Infrastructure planning

**CORPORATE SERVICES**

**ICT & Digital Transformation**

Digital transformation  
GIS  
ICT systems and support  
Records management

**People & Performance**

People, culture and engagement  
Organisational development  
Employee relations  
Safety and wellbeing  
Payroll

**Finance**

Accounts payable and receivable  
Procurement  
Fleet and plant management  
Rates and property

**Customer Experience**

**Governance & Risk**

**COMMUNITY, PLANNING & GROWTH**

**Community Wellbeing**

Health and wellbeing  
Youth services and programs  
Access and inclusion  
Volunteers

**Children's Services**

Child and family services  
Early years planning  
Maternal & Child Health

**Planning**

Statutory planning  
Strategic planning

**Regulatory Services**

Building surveying  
Environmental health  
Community safety

**Communications & Engagement**

Advocacy, communications and engagement  
Marketing, publications and branding  
Civic Events

**Economic Development**

Tourism  
Major projects and events  
Lobbying for Council



## WORKFORCE

On 30 June 2024, Golden Plains Shire Council employed 242 people in a diverse range of roles ranging from kindergarten teachers, community development officers, engineers, maintenance crews, planners, MCH nurses, customer experience and school crossing supervisors.

Our workforce has remained consistent with 135 full-time (127 permanent and 8 temporary), 85 part-time (77 permanent and 8 temporary) and 22 casual employees totalling 242. This is reflected in a total of 190.69 full time equivalent employees (FTE). 44% of our people live and work within Golden Plains Shire. The FTE budgeted for 2023/24 was 197.88 FTE. The actual FTE at 30 June 2024 was 190.69.

The permanent employee turnover rate (resignations) was 10.17%, a decrease of 7.03% from last financial year. The balance of terminations (including redundancies, terminations, and retirements) results in a turnover rate of 15.98% which is consistent with an overall improvement of Council's employee retention.

### WE CARE – We care about our community and our people

We are dedicated to fostering a workplace culture where individuals feel valued, supported and empowered to bring their whole selves to everything they do. We recognise the strengths that a diverse and engaged workforce brings to our organisation, as well as the value of lived experience, knowledge and skills. Our commitment is to remove barriers in policy and practice that prevent or hinder inclusion and accessibility, while increasing opportunities to engage, employ, develop, and retain people from diverse backgrounds and identities.

In March 2024, we conducted a Diversity & Inclusion Survey to explore the diversity of our workforce. The survey revealed that our workforce is a strong representation of our community with 2% of our workforce identify as an Aboriginal and/or Torres Strait Islander person, 11% have a disability, 8% identify as LGBTIQ+ and 35% currently have carer responsibilities. Our cultural identity closely mirrors the broader Shire, with 77% identifying as Australian, 8% English, Irish, Scottish or Welsh and 5% of European descent. This data will guide our people strategies and help us identify opportunities to improve diverse representation in our workforce.

This year, highlights include the following:

- Development of the People & Performance Operational Plan.
- Delivery of a broad array of diversity and inclusion training to strengthen cultural awareness, challenge unconscious biases and promote respectful relationships.
- Introduced regular Cultural Education Sessions.
- Offered a range of flexible work arrangements to strengthen gender equality, diversity and inclusion.
- Implementation of diversity data capture processes to provide more accurate and timely reporting of our workplace demographics.
- Promoted the use of pronouns in communications and provided training, resources and information to build understanding and awareness of gender diversity and identity.
- Continued review of remuneration and promotion practices to support equal pay and equal recognition for all types of paid work within the organisation.
- Promotion and recognition of events that align with our diversity initiatives including, International Women's Day, Harmony Week, IDAHOBIT, National Reconciliation week, Men's Health Week, NAIDOC and RUOK? Day. Employees also participated in webinar session and other activities in recognition of 16 days of Activism Against Gender-based Violence.
- Delivery of Respectful Relationships in the Workplace sessions.
- Undertook a progress review to assess the implementation of our Gender Equality Action Plan.
- Implemented actions to align our practices with the Child Safe Standards and Reportable Conduct Scheme.

We maintain a strong commitment to safety and wellbeing - continually improving the training, support, direction, resources and tools our people need to perform their roles safely, effectively and to manage any risks they may encounter.

Over the last 6 months, a Safety Culture Assessment was undertaken. The findings of this review, along with extensive consultation, informed the development of a Safety & Wellbeing Strategy Framework. The Framework defines Council's commitments to safety, increasing accountability, collaboration and improving safety systems and assurance across the organisation. The Framework is structured around 6 strategic priorities, defined as follows:

- Legislation and best practice: building integrity and trust through meeting legislation in accordance with best practice.
- Consultation and participation: collaborating to consider stakeholder views on safety matters that affect them.
- Cultural maturity performance: we grow together to provide a safe working environment.
- Systems and assurance: to provide integrity through best practice systems and provide assurance and metrics on safety improvement.
- Information management: to provide trusted information and improved access to safety resources.
- Operational risk control: taking pride in caring for people.

## **WE THRIVE – We offer career pathways so our people can thrive**

As one of the largest employers within the Shire, we recognise the importance of providing career pathways for our workforce and members of our community. Whether they are just starting their career, pursuing meaningful work close to home, growing their skills, or ready to embrace a new venture, we offer a range of opportunities in meaningful roles with a sense of purpose where people can grow and thrive.

In early 2024 and following extensive consultation with our employees, Council's new employee value proposition (EVP) was launched; We care. We thrive. We grow. This implementation included a revamp of our website's career pages and applicant resources, employer branding and advertising assets, improved social media engagement with potential talent pools and an enhancement of our onboarding program. The EVP helps us to promote Council as an employer of choice attracting higher quality applicants and increasing our reach across potential talent pools.

Three trainees successfully completed Council's inaugural traineeship program delivered as part of LGPro's Local Pathways Program in 2023/24. Of these, one was offered permanent employment, another continues to work casually and the third was offered temporary employment. The feedback from the trainees and the teams who hosted them has been resoundingly positive. Council also hosted three high school work experience students and offered two student placements in various teams during this period.

In May 2024, Council hosted a Careers Expo at the Bannockburn YMCA which included a number of stalls representing our diverse teams. This provided a great opportunity to connect with schools and young residents to promote the diversity of Council activities and career pathways.

In 2023/24, Council advertised 53 unique vacancies attracting a total of 964 applications (an average of 18.18 – a slight increase from the previous financial year).

In 2023/24, twenty-eight employees were promoted internally and nearly fifty employees have had the opportunity to act in more senior roles. This is a great demonstration of Council's commitment to growing and upskilling our people to ensure we always have the right talent at the right time when vacancies arise.



## **WE GROW – We offer diverse opportunities that grow our people**

Throughout 2023/24 we successfully delivered a diverse array of initiatives, programs, and events aimed at nurturing the growth of our people.

Significant milestones include the introduction of a Performance Review and Planning (PRP) framework in September 2023, enabling our people with a centralised resource to establish expectations, identify development goals and aspirations, and proactively plan for the year ahead. Whilst improving role clarity, the alignment of individual goals with Council objectives and promoting a culture of ongoing and regular feedback.

The introduction of this framework has been complemented by enhancements to our Learning Management System, offering our people access to a comprehensive library of self-paced and in person learning opportunities. A collection of key programs was delivered across the year, concentrating on capability development to leadership. These initiatives encompassed the following deliverables:

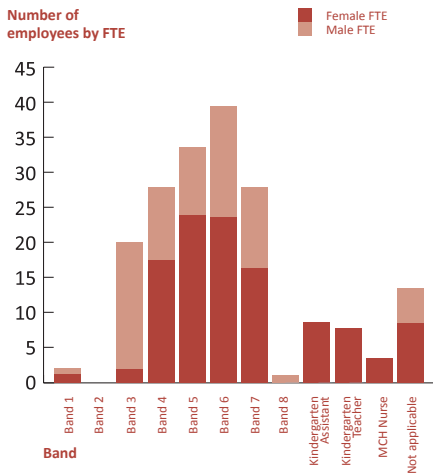
- 38 course enrolments through our training partner, the Australian Institute of Management. With courses designed to develop the capabilities of our people, improve leadership, build peer relationships, and establish a collaborative, strategic, and higher performing culture.
- Development of a comprehensive learning library that includes over 55 self-paced courses, offering flexibility for completion at any stage.
- Introduction of a comprehensive employee induction program, assisting people to thrive during their onboarding journey.
- Development and delivery of a 2024 Leadership Program centred around two key pillars, strategic and operational leadership.
- Support and participation of the Leaders for Geelong program, the Women’s Professional Development Forum, LGPro’s 2023 Rural Women’s Professional Development Program and Women in Manufacturing Network (WIMN) mentee and mentor program.
- Continued emphasis on compliance training, demonstrated by the delivery of essential programs such as Chemical Accreditation training, Control Traffic & Implement Traffic Management Plan Refresher Training, First Aid and CPR refresher training, Road Maintenance training and Managing WHS Compliance of Contractors Awareness Training.
- Implementation of managing conflict with negotiation training providing participants with essential tools to navigate challenging customer interactions and effectively mitigate psychosocial risks in the workplace.
- Delivery of community engagement training focusing on the foundational elements of engagement using IAP2 tools, models and frameworks.
- Supported leaders through regular targeted leadership coaching, formal programs and on the job opportunities such as acting placements and project work.

## Actual FTE by Organisational Structure

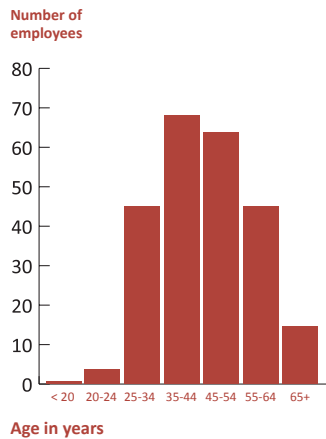
Division	Full-time female FTE	Full-time male FTE	Part-time female FTE	Part-time male FTE	Casual female FTE	Casual male FTE	Total
Community, Planning & Growth	23	6	36.65	2.98	1.75	0.39	70.77
Corporate Services	26	7	7.57	0	1.55	0	42.12
Infrastructure & Environment	11	52	3.42	0.18	0	0	66.6
Senior Management Team & Office of CEO	5	5	1.2	0	0	0	11.2
<b>Total</b>	<b>65</b>	<b>70</b>	<b>48.84</b>	<b>3.16</b>	<b>3.3</b>	<b>0.39</b>	<b>190.69</b>

Employment type by gender is represented as female and male, with no staff identifying as non-binary.

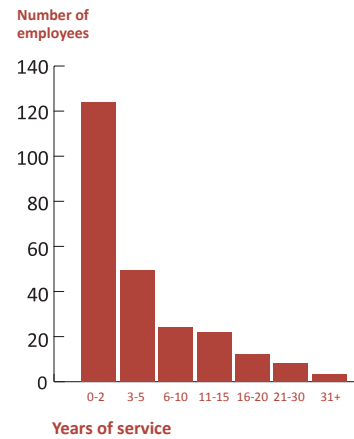
## FTE BY EMPLOYEE CLASSIFICATION



## AGE OF WORKFORCE



## TENURE OF WORKFORCE



Actual FTE	Female	Male	Total FTE
Band 1	1.51	0.73	2.24
Band 2	0	0	0
Band 3	2.51	18.43	20.94
Band 4	19.28	10.43	29.71
Band 5	24.04	10	34.04
Band 6	23.9	16	39.9
Band 7	16.33	12	28.33
Band 8	0	0.95	0.95
Kindergarten Assistant	8.57	0	8.57
Kindergarten Teacher	8.43	0	8.43
MCH Nurse	3.88	0	3.88
Not applicable	8.7	5	13.7
<b>Total</b>	<b>117.15</b>	<b>73.54</b>	<b>190.69</b>

Age in years	Number of employees	%
< 20	1	0.41
20-24	4	1.65
25-34	45	18.60
35-44	68	28.10
45-54	64	26.45
55-64	45	18.60
65+	15	6.20
<b>Total</b>	<b>242</b>	<b>100</b>

Years of service	Number of employees	%
0 - 2	124	51.24
3 - 5	49	20.25
6 - 10	24	9.92
11 - 15	22	9.09
16 - 20	12	4.96
21 - 30	8	3.31
31+	3	1.24
<b>Total</b>	<b>242</b>	<b>100</b>



# OUR PERFORMANCE

## PLANNING AND ACCOUNTABILITY FRAMEWORK

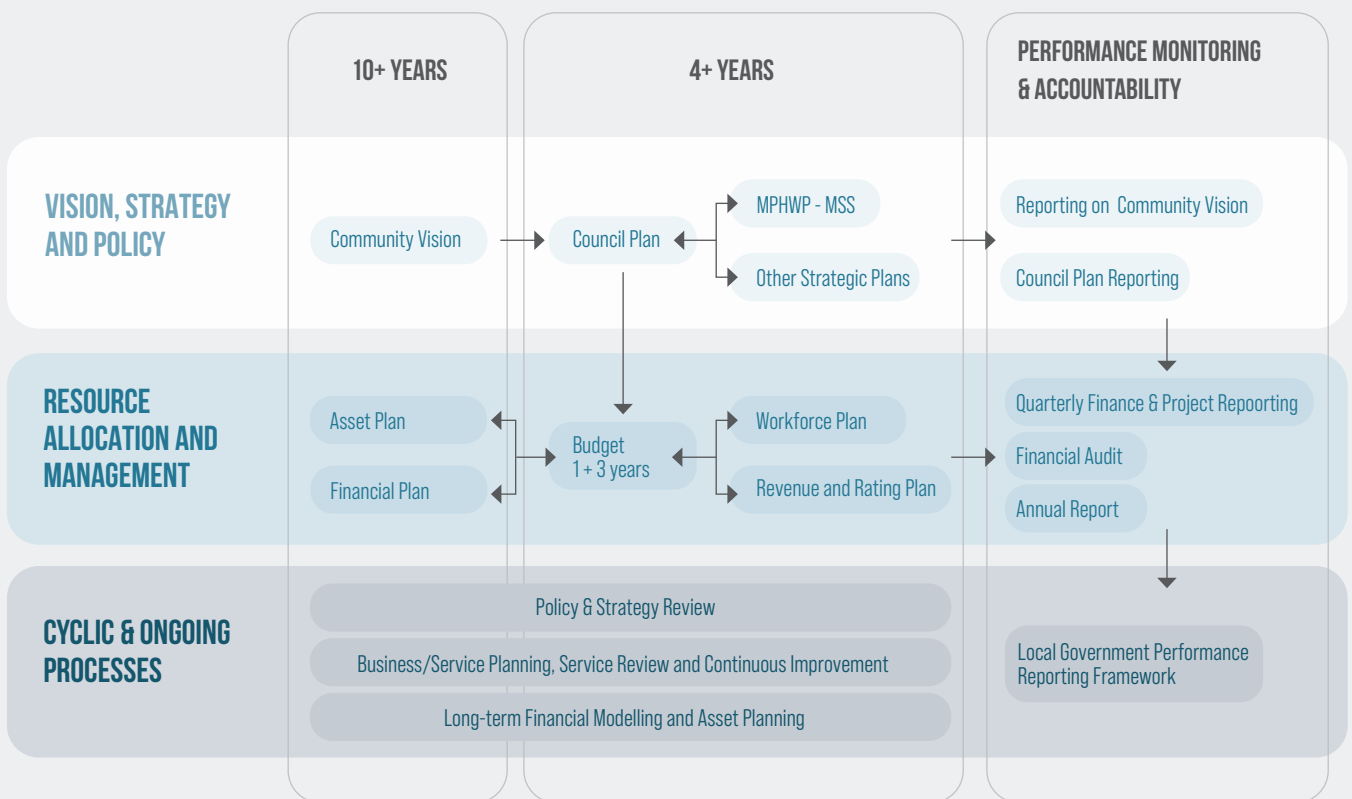
**Part 4 of the *Local Government Act 2020*, councils are required to prepare the following planning and reporting documents:**

- A Community Vision for at least the next 10 financial years
- A Council Plan for a period of at least the next four financial years after a general election in accordance with its deliberative engagement practices. This document must include:
  - The strategic direction of the Council;
  - Strategic objectives for achieving the strategic direction;
  - Strategies for achieving the objectives for a period of at least the next four financial years;
  - Strategic indicators for monitoring the achievement of the objectives;
  - A description of the Council’s initiatives and priorities for services, infrastructure and amenity and;
  - Any other matters prescribed by the regulations.
- A Financial Plan for the next 10 financial years
- An Asset Plan for at least the next 10 financial years
- A Revenue and Rating Plan for at least the next four financial years
- A Budget for each financial year and subsequent three financial years
- A Quarterly Budget Report
- An Annual Report in respect of each financial year
- Financial Policies

The Act also requires Councils to prepare a Workforce Plan, which includes projected staffing requirements for at least the next four years.

## OUR PERFORMANCE CONT.

The following diagram shows the relationships between the key planning and reporting documents that make up the integrated strategic planning and reporting framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback:





# COUNCIL PLAN 2021-2025

*The Council Plan 2021-2025 is Council's commitment to delivering on the dreams and aspirations outlined in the Golden Plains Shire Community Vision 2040.*



COUNCIL PLAN  
2021-2025



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 a four-year period.

The Plan 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 Plan has been developed in accordance with the Strategic Planning Principles of the *Local Government Act 2020*, and details 21 Strategic Objectives, with 82 key actions for delivery during the Council term.

Golden Plains Shire Council Plan 2021-2025 is available from our website [GPSCouncilPlan21-25.pdf](https://www.goldenplains.vic.gov.au/GPSCouncilPlan21-25.pdf) ([goldenplains.vic.gov.au](https://www.goldenplains.vic.gov.au))

## Assessing our performance

Council's performance for the 2023-24 year has been reported against each strategic objective to demonstrate how Council is performing in achieving the Council Plan 2021-2025.

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 2023-24 Budget
- Services funded in the Budget and performances or sections of the community who are provided those services
- The results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework.



1. COMMUNITY



2. LIVABILITY



3. SUSTAINABILITY



4. PROSPERITY



5. LEADERSHIP



## STRATEGIC DIRECTION 1: COMMUNITY



### STRATEGIC OBJECTIVES:

- 1.1 Safe, resilient and proud communities
- 1.2 Celebrating and connecting communities
- 1.3 Community participation, engagement and ownership
- 1.4 Valuing community diversity and inclusion



# HIGHLIGHTS OF YEAR 3

## 2023-24 COUNCIL PLAN

### Strategic Objective: 1.1 Safe, resilient and proud communities

- The Municipal Health and Wellbeing Action Plan 2021-2025 continues to actively promote health and wellbeing through the delivery of programs including the Edible Gardens Program, Reusable Products Rebate Program and Choose Water Everyday campaign.
- The iCOPE screening supports families with mental health concerns, alongside education for Children's Services teachers and nurses on mental health and family violence awareness.
- Council continues to maintain and monitor public spaces and infrastructure with the installation of internal surveillance cameras at the Bannockburn Cultural Centre and installation of duress alarms at Customer Hubs. The delivery of new and upgraded infrastructure includes the principles of both universal design and crime prevention through environmental design.
- Partnerships with community safety stakeholders are a highlighted focus through the delivery of free Recovery to Resilience Programs in Teesdale, Shelford, and Inverleigh, focusing on building community strength and preparedness for emergency and disaster events.
- An agreement with the Country Fire Authority to initiate planning for a new fire station in Dereel, strengthens Council's leadership and advocacy practices in building strong, safe, and resilient communities.

### Strategic Objective: 1.2 Celebrating and connecting communities

- Council's Reflect Reconciliation Action Plan (RAP) drives ongoing actions and governance for three internal working groups focusing on embedding cultural values, staff engagement, and RAP review. As Council's Reflect RAP nears its conclusion, a review and report will be developed in 2024-25 to identify the next phase of Council's reconciliation journey.
- Community engagement in arts, culture, and heritage was enhanced through the Golden Spaces Exhibitions and the expanded Co-producers Community Network program.
- A Shire Wide Cultural and Creative Ecologies Mapping and Survey was completed in August 2023 with a focus on understanding and increasing the capacity of arts, culture, and heritage throughout the municipality.
- The Golden Plains Farmers' Market continues to create economic activity, connect the community, and showcase local businesses. Eleven markets were conducted during 2023-24. The Annual Twilight Market was held in December 2023, with over 110 stall holders, and 8,046 visitors in attendance.





### Strategic Objective: 1.3 Community participation, engagement and ownership

- Council Successfully delivered two community strengthening rounds with a total of \$145,249 awarded to 34 Community projects and events.
- The September 2023 Community Strengthening Grants Program was awarded in November 2023, with 13 applicants receiving a total of \$78,102.50. Council successfully delivered the Berrybank Wind Farm Community Grants in May 2024, with nine applications received and assessed by the Berrybank Wind Farm Community Grants Committee in June, announcement to be delivered in July 2024.
- Council's Online Community Directory was successfully launched in February 2024.
- Proactive maintenance programs deliver successful outcomes, with facility upgrades, drainage solutions, and significant advancements in open space development. Highlights include:
  - Completion of the Bannockburn Recreation Precinct
  - New viewing platforms and accessibility improvements at Edinburgh Reserve
  - Finalised fabrication and installation of the Lethbridge Lake public toilet structure
  - External painting at the Bannockburn Bowls Club, Woody Yaloak Recreation Reserve, Bannockburn Victoria Park changerooms and pavilion and Meredith public toilets
  - Draining improvements at the Ross Creek Tennis Courts, and Bunjil Maude Lookout Water Connection
  - Woody Yaloak Equestrian Centre internal road upgrade
- Council supports management entities for community facilities and open spaces, collaborating with the community on design and plans for:
  - Shelford Play Space
  - Sutherlands Creek Tennis Club
  - Bannockburn Bike Park
  - Teesdale Turtle Bend Site Development Plan
  - Rokewood Recreation Reserve Landscape Plan
  - Smythesdale Public Gardens Improvements
  - Maude Community Hub

### Strategic Objective: 1.4 Valuing community diversity and inclusion

- In March 2024, the Active Ageing and Inclusion Advisory Group welcomed five new members. Events such as the International Day for People with Disabilities drew 44 attendees, while World Elder Abuse Day saw 30 participants. The Seniors Festival successfully engaged 120 people through five Council-led activities.
- Council shows leadership on gender equality, promoting respectful relationships through learning activities, gender balanced recruitment representation, and gender-neutral language in communications, policies, and procedures.
- Council continues to promote and encourage activities that builds awareness of gender diversity and support inclusion. 42 staff participated in training in support of IDAHOBIT in May, and Council invited two community members to attend the 2024 Better Together Conference in June 2024.
- The Golden Plains Career Expo was hosted in May 2024 and showcased a range of education, training, and career opportunities, with over 550 people from across the municipality in attendance.



## STRATEGIC INDICATORS

The following statement reviews the performance of Council, detailing results achieved in relation to the strategic indicators in the Council Plan 2021-2025.

Strategic Indicator	2021-22	2022-23	2023-24	Comparison Similar Council or Victorian Average	Comments
<b>Family Violence Incidents reported per 100,000 population</b> Level of Council Influence: Low Source: Crime Statistics Agency	Rate of police reporting family violence incidents			1,721.4 City of Greater Geelong (2024) 1,892.6 City of Ballarat (2024)	There has been a noticeable increase observed since 2021-22.
	747.6	699.7	916.2		
<b>Family Violence Incidents reported per 100,000 population</b> Level of Council Influence: Low Source: Crime Statistics Agency	Number of incidents recorded			1,721.4 City of Greater Geelong (2024) 1,892.6 City of Ballarat (2024)	There has been a noticeable increase observed since 2021-22.
	186	177	236		
<b>Criminal Incidents per 100,000 population</b> Level of Council Influence: Low Source: Crime Statistics Agency	1,664.1	1,964.4	2,108.8	5,686.4 Victorian Average (2024)	A rise in criminal incidents by 9.3% since 2023 has been noted.
<b>Volunteer rates in Golden Plains Shire</b> Level of Council Influence: Low Source: Census	3,168 persons representing 16.3% of the population (2021)	3,168 persons representing 16.3% of the population (2021)	3,168 persons representing 16.3% of the population (2021)	N/A	Data remains unchanged as it is sourced from the 2021 census.
<b>Engagement in arts and cultural activities</b> Level of Council Influence: High Source: Internal	112	2,086	200	N/A	National Creative Ecology Framework indicates GPS is emerging or has minimal engagement in the arts and cultural activities.
<b>Number of community planning projects delivered</b>	Golden Plains Shire Council Community Planning is a program where community members are supported by a facilitator to develop and implement their own Community Plans. Council continues to support communities to deliver community planning projects across the municipality, however the total of the number of community planning projects delivered is not an indicator of performance for Council. This indicator is no longer active as of 30 June 2023.				
<b>Hours of community support services delivered</b>	On 30 June 2022, Council exited the delivery of aged and disability care services in Golden Plains Shire. Council continues to maintain an Active Ageing & Inclusion team, that reflects a strong objective of Council to enhance the range of programs and support it offers to older people in Golden Plains Shire. This indicator is no longer active.				



## MAJOR INITIATIVES

The following statement reviews the progress of council in relation to major initiatives identified in the Council Budget 2023-24.

Major Initiatives	Progress
<p><b>Emergency Management</b></p> <ul style="list-style-type: none"> <li>• Chairs the multi-agency Municipal Emergency Management Planning Committee.</li> <li>• Maintenance of Neighbourhood Safer Places.</li> <li>• Preparation of the Municipal Emergency Management Plan and relevant subplans.</li> <li>• Contribution to the Barwon Flood Warning System.</li> <li>• Train for and prepare for the opening of Relief Centres in an emergency.</li> <li>• Installation of flood gates at key locations.</li> <li>• Assist in accommodation and clothing for residents whose home is impacted by an emergency event.</li> <li>• Assist in mitigating, responding to and recovering from an emergency.</li> </ul>	<ul style="list-style-type: none"> <li>• Council chairs the Municipal Emergency Management Planning Committee, coordinating local Emergency Service agencies.</li> <li>• Six Neighbourhood Safer Places are regularly inspected and maintained across the shire.</li> <li>• The Municipal Emergency Management Plan and subplans, along with Self Assurance documentation, have been submitted to the Regional Emergency Management Planning Committee (REMPC).</li> <li>• Council contributes to the Barwon Flood Warning System, providing critical data on river heights affecting townships like Shelford and Inverleigh.</li> <li>• Emergency relief centre training was conducted for staff in December 2023.</li> <li>• Flood gates were installed at multiple locations including Perdrisat Road Maude/Lethbridge and Inverleigh-Teesdale Road, with additional flood sensors at Tannery Road, Scarsdale and Inverleigh-Teesdale Road, Inverleigh.</li> <li>• Council supported the community during two fire events and continues to aid in emergency response, mitigation, and recovery efforts.</li> </ul>
<p><b>Community Facilities</b></p> <ul style="list-style-type: none"> <li>• Implement improved systems and processes at Community Facilities including the online booking system.</li> </ul>	<ul style="list-style-type: none"> <li>• The online booking system SpacetoCo is in full usage, allowing for community members to book Council-managed community facilities in alignment with Council's commitment to activating community spaces and encouraging local participation.</li> </ul>



Major Initiatives	Progress
<p><b>Active Ageing &amp; Inclusion</b></p> <ul style="list-style-type: none"> <li>• Determine future approaches to transport as a result of the Community Transport trial and Department of Transport Study.</li> <li>• Deliver the Active Ageing and Inclusion Plan 2020-2024 to support the needs of older residents and people living with disability.</li> </ul>	<ul style="list-style-type: none"> <li>• Council together with Transport Victoria continue to work in addressing recommendations from the Golden Plains Shire Transport Connections Study of 2022, which will inform future advocacy efforts and guide ongoing funding applications in alignment with its findings.</li> <li>• Actions under the Active Ageing and Inclusion Plan 2020-24 continued to be delivered. As the plan nears its conclusion, a review and report will be developed in 2024-25. The development and endorsement of a Draft Disability Action Plan Strategic Framework 2025-29 occurred in June 2024, with community feedback on the plan will continuing into 2024-25. Extensive community consultation was completed prior to the development of the draft document, with 156 surveys received, 38 people attending a in person workshops, the liaising of 15 service providers and consultation of AA&amp;I Advisory Group Advisory members and GPSC employees.</li> </ul>
<p><b>Community Development</b></p> <ul style="list-style-type: none"> <li>• Deliver two rounds of the Community Strengthening Grants Program and one round of the Berrybank Windfarm Community Grants Program.</li> <li>• Implement improvements to the Community Planning Program through delivery of the Community Planning Program Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• One round of Community Strengthening Grants Program was delivered in September 2023, followed by the Berrybank Windfarm Community Grants Program in May 2024. During 2023-24, an evaluation of the Community Strengthening Grants program led to a transition to a continuous single round in response to the launch of the Berrybank Community Grants Program.</li> <li>• The Community Planning Program Action Plan 2021-2024 continues to progress actions identified under the plan, including the development and launch of the Online Community Directory and development of the Community Planning Toolkit and Information Pack to assist communities to undertake community planning effectively.</li> </ul>



Major Initiatives	Progress
<p><b>Arts &amp; Culture</b></p> <ul style="list-style-type: none"> <li>History &amp; Heritage - supporting the care and interpretation of our heritage assets (community and civic collections).</li> <li>Facilitating opportunities for Creatives - brokering access to space and capacity building programs.</li> <li>Progress delivery of the Arts, Culture and Heritage Strategy 2022-2026.</li> <li>Facilitate opportunities for exhibitions, initiatives and arts programs.</li> </ul>	<ul style="list-style-type: none"> <li>A Golden Plains History and Heritage network has been established through the Co-producers Community Network program. The group actively meets, supporting the care and interpretation of heritage assets.</li> <li>In collaboration with the Bannockburn Library, the Take Part, Local Art program is delivered bi-monthly. The Art Series is a continuation of the successful pilot series held in 2023.</li> <li>Progress delivery of the Arts, Culture and Heritage Strategy 2022-2026 continued, and key activities include the completion of Creative Ecologies Mapping and Survey in August 2023.</li> <li>The Golden Spaces program launched in June 2024 following a successful pilot phase in 2023, offering free community art exhibitions across three locations: Bannockburn Cultural Centre, The Well in Smythesdale, and Golden Plains Civic Centre. The program facilitates two annual opportunities for applications.</li> </ul>
<p><b>Youth Development</b></p> <ul style="list-style-type: none"> <li>Develop a Youth Development Action Plan.</li> <li>Progress the delivery of programming and operations of the Golden Plains Youth Hub.</li> <li>Deliver programs from Engage and FReeZA funding.</li> </ul>	<ul style="list-style-type: none"> <li>The Youth Development Action Plan facilitates a range of youth programs. The plan prioritises creating opportunities and pathways for young people, fostering community connections, and empowering youth to influence the development of future communities.</li> <li>Golden Plains Youth Hub sees the delivery of regular drop-in, FReeZa and Youth Council meetings, Y-Art and Youth Work Readiness training, with 989 Young people attended programs at the Golden Plains Youth Hub.</li> <li>Delivery of programs from the Engage funding provided opportunities for 2098 young people participate in activities that promote the voices and decision making of young people. 1200 young people attended activities aimed at supporting the development of new skills through training, mentoring, and volunteering and 206 Young people attended activities that showcase and recognise community contribution. 7 FReeZa events were delivered reaching 8,790 participants, which included the Careers Expo which had over 550 people in attendance in total.</li> </ul>



## SERVICES

The following statement provides information in relation to the services funded in Council's Budget 2023-24 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>Emergency Management and Fire Protection</b>	This service ensures Council staff are prepared and our resources and facilities are ready to assist in an emergency. This service also chairs the multi-agency Municipal Emergency Management Planning Committee and organises the preparation of the Municipal Emergency Management Plan and the relevant subplans. The 21/22 and 22/23 years included bushfire resilience costs which are not included in 23/24.	226 <u>274</u> 48
<b>Community Safety</b>	To implement local laws, school crossing supervision, fire protection, emergency management, animal control and planning compliance programs to ensure the safety of residents and visitors to the Shire.	345 <u>277</u> (68)
<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 wastewater management, food safety, immunisation and tobacco control regulations.	151 <u>169</u> 18
<b>Facilities Management</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.	2,343 <u>2,884</u> (541)
<b>Community Inclusion</b>	Planning and provision of Positive Ageing, Access & Inclusion and Social Connections programs and activities to support the healthy ageing of older people and to promote inclusion of people of all ages, abilities and backgrounds in the community.	343 <u>436</u> (93)
<b>Community Development</b>	Supporting and strengthening local communities and local leadership through the development of Community Plans and Council's community grants programs.	593 <u>571</u> (22)
<b>Arts, Culture and Heritage</b>	Facilitating the development of community arts and cultural development projects and creative industries in collaboration with local artists and communities. Arts, culture and heritage is central to the quality of life and wellbeing of residents in Golden Plains Shire.	124 <u>201</u> 77



Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Youth Development</b>	The Youth Development program offers a range of accessible and inclusive activities, programs and events designed to improve opportunities for youth and young adults ages 12-25 years of age to connect, learn and lead in their community. This is achieved through youth informed practice and strong community partnerships and connections.	250 <u>393</u> 143
<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.	33 <u>56</u> 23



Community Vision 2040 Refresh Workshop



## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework (LGPRF), including explanation of results in the comments.

<b>Animal Management</b>					
Provision of animal management and responsible pet ownership services to the community including monitoring, registration, enforcement and education					
Service/ Indicator/ Measure	Results				Comments
	2020-21	2021-22	2022-23	2023-24	
<b>Time taken to action animal management requests</b> [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	0.00	Council continues to processes all animal management complaints within one business day. A new Animal Management system is being commissioned and will allow for accurate data collection of this indicator. Data against this indicator in 2023-24 has not been provided due to inaccuracy, it is anticipated this data will be accessible during the 2024-25 reporting period.
<b>Animals reclaimed</b> [Number of animals reclaimed / Number of animals collected] x 100	20.95%	30.00%	17.62%	17.11%	A 13.51% decrease in animals reclaimed has been noted, alongside a 10.95% decrease in the total number of animals collected. Data has been affected by the inability to impound cats due to a shortage of cat vaccines. Noting animal shelters have declined to accept cats unless they had up-to-date vaccination records, with exceptions were made for cats with kittens allowing them to be impounded.
<b>Animals rehomed</b> [Number of animals rehomed / Number of animals collected] x 100	35.14%	5.56%	18.57%	16.77%	A 33.33% decrease in the number of unclaimed collected animals rehomed has been noted. The data has been affected by the inability to impound cats due to a shortage of cat vaccines. Noting animal shelters have declined to accept cats unless they had up-to-date vaccination records, which could only be provided for surrendered animals. However, exceptions were made for cats with kittens, allowing them to be impounded.
<b>Cost of animal management service per population</b> [Direct cost of the animal management service / Population]	\$19.22	\$20.25	\$28.55	\$27.56	The decrease in costs is due to reduced operating expenses directly related to vehicle operations and cat management.
<b>Animal management prosecutions</b> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	100.00%	100.00%	0.00%	0.00%	No prosecutions occurred across the reporting period, with results remaining constant from 2022-23 actuals.



## Food Safety

Provision of food safety services to the community including registrations, education, monitoring, inspections and compliance

Service/ Indicator/ Measure	Results				Comments
	2020-21	2021-22	2022-23	2023-24	
<p><b>Time taken to action food complaints</b></p> <p>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</p>	1.00	3.17	1.20	0.00	No food complaints were recorded in the 2023 calendar year.
<p><b>Food safety assessments</b></p> <p>[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</p>	60.16%	89.15%	98.41%	75.45%	The 2023 calendar year notes that 83 annual food safety assessments were completed, across Councils 110 premises. Please be advised that an error in the reporting of food safety assessment in 2022 has also led to a percentage variance.
<p><b>Cost of food safety service</b></p> <p>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]</p>	\$417.35	\$214.09	\$241.04	\$220.18	Decrease in costs is due to reduced operating expenses directly related to food sampling analysis and operating software subscription.
<p><b>Critical and major non-compliance outcome notifications</b></p> <p>[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</p>	100.00%	100.00%	88.89%	100.00%	Six (6) critical and major non-compliance outcome notifications about food premises were recorded within the reporting period, with all requests followed up in the 2023 calendar year.
<p><b>Food safety samples</b></p> <p>[Number of food samples obtained / Required number of food samples] x100</p>	New Indicator			96.55%	Food samples are collected in accordance with the Victoria Government Gazette Declaration under Section 32A for Food Sampling Requirements. 28 of the required 29 food samples were obtained across the 2023 calendar year.





## STRATEGIC DIRECTION 2: LIVEABILITY



### STRATEGIC OBJECTIVES:

- 2.1 Connected and accessible roads, crossings, paths and transport
- 2.2 Supporting healthy and active living
- 2.3 Provide for a diversity lifestyle and housing options
- 2.4 Attractive and well-maintained infrastructure and public spaces

*Court House mural - Artist Jon Lam*



## HIGHLIGHTS OF YEAR 3 2023-24 COUNCIL PLAN

### Strategic Objective: 2.1 Connected and accessible roads, crossings, paths and transport

- Council advocates for future roads and infrastructure investments, exemplified by securing \$1.9m of Black Spot Funding and funding from the Roads to Recovery program which caters for a new 5-year gravel resheeting, pavement upgrade, guardrail installation, and resealing program which features \$11.74m in funding for Council over the next 5 years.
- Key highlights of the 2023-24 road and bridge upgrade program include:
  - Widening of Slate Quarry Road, Meredith
  - Widening of Cape Clear-Rokewood Road, Rokewood Junction
  - Widening of Hendersons Road, Smythes Creek
  - Widening of Kopkes Road, Haddon
  - Widening of Meredith-Shelford Road, Meredith
  - Installation of a 2-lane concrete bridge crossing over Wilson Creek on Henderson Road in Bamganie
  - Widening of Mt Mercer Road, Dereel – design completed, construction scheduled for 2024-25.
- Path and trail improvements remain a priority with the adoption of the Tracks and Trails Strategy 2023-2033 in February 2024.
- Council continues to advocate for enhanced public transport to extend Ballarat's bus network to Smythesdale, Smythes Creek, Haddon, and improve bus services from Geelong to Bannockburn, Inverleigh, and Teesdale.

### Strategic Objective: 2.2 Supporting healthy and active living

- Implementation of the Play Space and Sport and Active Recreation strategies has continued in 2023-24. Council has completed upgrades or is progressing planning for new infrastructure at the following locations:
  - Leighdale Equestrian Centre Undercover Area
  - Rokewood Community Hub
  - Linton Oval Upgrade
  - Inverleigh Active Youth Space
  - Bannockburn Skate Bowl
  - Lethbridge Play Space Upgrade
- The Active Golden Plains Program delivered over 118 low-cost or free activities delivered across the Shire, providing opportunities for people of all ages and abilities.
- Council adopted a Fair Access Policy in June 2024, following extensive community engagement. The Policy aims to ensure that women and girls have equal opportunities to fully participate in and enjoy the benefits of community sports, with fair access to their local facilities.
- A Golden Plains Local Food Network has been formed, bringing together producers, allied health partners, retailers, young people, and community members. This initiative followed a Community Food Survey in January 2024 and a Food Forum event in March 2024.

### **Strategic Objective: 2.3 Provide for a diversity lifestyle and housing options**

- The Victorian Planning Authority continues to finalise the Bannockburn South East Precinct Structure Plan, with public exhibition anticipated in late 2024 to early 2025. Council is actively advocating to secure a minimum 6.5% social and affordable housing contribution.
- Preparation of the final Growing Places Strategy is complete and will be presented in August 2024. The strategy seeks to identify appropriate locations for municipal growth for all land uses to 2050 and beyond.
- Council continues to provide new and upgraded infrastructure projects across the Shire demonstrated through the completion of the Lethbridge Play Space. A project jointly funded with \$200,000 from the Victorian Government's Living Local – Regional Grants Program and \$200,000 from Golden Plains Shire Council.
- Council continues to focus on the management of Development Contributions, with the finalisation of implementation plan and governance structure reports.

### **Strategic Objective: 2.4 Attractive and well-maintained infrastructure and public spaces**

- The adopted Smythesdale Public Gardens and Brewery Dam Masterplan in September 2023 allows the prioritisation and advocacy of facility and open space improvements. Whilst the Northern Streetscapes Framework Plan has experienced delays, the tender process is now complete, with contractor appointed.
- Council is committed to providing high-quality open spaces for our community. Activities include the Haddon Roundabout Upgrade, Bannockburn Streetscape Beautification, Inverleigh Picnic Area Addition and Lethbridge Lakes Public Amenities.







## STRATEGIC INDICATORS

The following statement reviews the performance of Council, detailing results achieved in relation to the strategic indicators in the Council Plan 2021-2025.

Strategic Indicator	2021-22	2022-23	2023-24	Comparison Similar Council or Victorian Average	Comments
<b>Satisfaction with Sealed local roads</b> Level of Council Influence: High Source: Community Satisfaction Survey	37	34	27	45 Victorian Average (2024)	Satisfaction with sealed local roads indicates a 20.59% decrease from 2022-23 actuals. Notability, of the 400 responses in the Community Satisfaction Survey 511 individual roads were identified as needing maintenance and contribute to the overall score. Of this 78% were local roads managed by Council, where 21% were managed by the Department of Transport and Planning (DTP).
<b>Satisfaction with Unsealed local roads</b> Level of Council Influence: High Source: Community Satisfaction Survey	33	27	26	36 Victorian Average (2024)	
<b>Proportion of adults self-reporting health as good, very good or excellent</b> Level of Council Influence: Low Source: Victorian Population Health Survey	78.8% (2020)	78.8% (2020)	78.8% (2020)	N/A	This question is no longer part of the Victorian Population Health Survey, and there is no new data available.
<b>Proportion of adults meeting fruit and/or vegetable consumption guidelines</b> Level of Council Influence: Low Source: Victorian Population Health Survey	40.3% (2017)	40.3% (2017)	40.3% (2017)	N/A	This question is no longer part of the Victorian Population Health Survey, and there is no new data available.
<b>Proportion of adults who are sufficiently physically active</b> Level of Council Influence: Low Source: Victorian Population Health Survey	58.6% (2017)	58.6% (2017)	58.6% (2017)	N/A	This question is no longer part of the Victorian Population Health Survey, and there is no new data available.
<b>Number of social housing dwellings in Shire</b> Level of Council Influence: Medium Source: ABS and/or Homes Victoria	7 (2021)	7 (2021)	9 (2023)	N/A	
<b>Fit for purpose rating of Council facilities</b> Level of Council Influence: High Source: CASIMO	66.3% (2021)	66.3% (2021)	66.3% (2021)	N/A	Several Council facility improvement projects are ongoing to update and enhance facilities for improved functionality upon completion.
<b>Utilisation of Council community facilities</b> Level of Council Influence: Medium Source: CASIMO	22.8%	22.8%	28.03%	N/A	This utilisation rate relates to Council managed facilities.

## MAJOR INITIATIVES

The following statement reviews the progress of Council in relation to major initiatives identified in the Council Budget 2023-24.

Major Initiatives	Progress
<p><b>Recreation Planning</b></p> <ul style="list-style-type: none"> <li>Continue implementation of the Sport and Active Recreation Strategy 2020-2030 and Play Space Strategy 2019-2029.</li> <li>Undertake Master planning for recreation reserves.</li> <li>Implement the Fair Access Policy Roadmap to advance gender equitable access and use of community sports infrastructure.</li> <li>Develop concept plans, detailed designs and seek funding opportunities for Sport and Active Recreation projects.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of recommendations and progressing of actions from the Play Space Strategy and Sport and Active Recreation Strategy continues.</li> <li>Master planning for Council recreation reserves is ongoing including the Woody Yaloak Equestrian Centre Facility Planning Project, commencement of the site plan for Teesdale Turtle Bend recreation and events space and adoption of the Smythesdale Public Gardens and Brewery Dam Masterplan.</li> <li>Council adopted the Fair Access Policy at its meeting on 25 June 2024. The Policy was adopted following an extensive community engagement process.</li> <li>Concept planning and design work has been undertaken for several locations including; Maude Community Hub, Bannockburn Bike Park, Woody Yaloak Netball/Tennis Courts, Shelford Play Space and Sutherlands Creek Tennis Courts</li> </ul>
<p><b>Development Services</b></p> <ul style="list-style-type: none"> <li>Undertake targeted planning scheme enforcement and compliance checks.</li> <li>Further progress the Bannockburn South East Precinct Structure Plan.</li> <li>Provide input to the Development Facilitation Program who are preparing the Cambrian Hill Precinct Structure Plan.</li> <li>Advance the preparation of the Smythesdale Structure Plan once the Growing Places Strategy is adopted.</li> <li>Undertake a review of the Golden Plains Planning Scheme.</li> <li>Prepare the Golden Plains Growing Places Strategy.</li> <li>Prepare the Development Contributions Plan.</li> <li>Explore opportunities for the identification of new employment land within the Shire.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to undertake targeted planning scheme enforcement and compliance checks.</li> <li>Council continues to work with the VPA to develop the Bannockburn South East Precinct Structure Plan.</li> <li>The Cambrian Hill Precinct Structure Plan (PSP) proposal was unsuccessful through the Development Facilitation Program. Council continues to provide guidance and feedback surrounding the unsuccessful application and will continue to support the developer during the development of the PSP.</li> <li>Preparations of the Golden Plains Growing Places Strategy is underway, and a draft document will be presented to Council in August 2024. The Smythesdale Structure Plan will be advanced once the Growing Places Strategy is adopted.</li> <li>Preparation and public exhibition of Amendment C102gpla to the Golden Plains Planning Scheme occurred which implements the policy neutral recommendations of the Golden Planning Scheme Review 2022.</li> <li>Council continues to focus on the management of Development Contributions, with the finalisation of implementation plan and governance structure reports. A Committee and Terms of Reference to be implemented internally to manage the creation and collection of Development Contributions. Council continues to work with the Victorian Planning Authority on the development of the Development Contributions Plan Overlay for the Bannockburn South East Precinct Structure Plan.</li> <li>Council Officers continue to work with proponents to assess and process amendments to rezone land, with highlights including Industrial and Commercial land in Gheringhap.</li> </ul>



Major Initiatives	Progress
<p><b>Regulatory Services</b></p> <ul style="list-style-type: none"> <li>Implement Council's adopted Domestic Wastewater Management Plan.</li> <li>Implement a targeted inspection program to ensure high levels of swimming pool barrier compliance.</li> </ul>	<ul style="list-style-type: none"> <li>The Domestic Wastewater Management Plan continues to be implemented following its adoption in June 2023.</li> <li>Since December 2019, new laws introduced by the Victorian Government require mandatory registration of swimming pools and spas to improve swimming pool and spa safety. Council is required to ensure all affected property owners comply with the new requirements with penalties for non-compliance.</li> </ul>
<p><b>Development Engineering</b></p> <ul style="list-style-type: none"> <li>Ensuring engineering requirements are implemented through the development process, including compliance with Council's Infrastructure Design Manual.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to require developments to comply with the Infrastructure Design Manual and undertake site inspections of works whilst in progress to ensure the compliance and quality of new infrastructure.</li> </ul>
<p><b>Health Promotion</b></p> <ul style="list-style-type: none"> <li>Implement the Municipal Public Health and Wellbeing Plan 2021-2025.</li> <li>Consider and implement priorities from the Community Services and Infrastructure Plan.</li> </ul>	<ul style="list-style-type: none"> <li>A collection of strategically tailored programs was delivered in alignment with the Municipal Health and Wellbeing Action Plan 2021-2025 over the last 12 months. Key initiatives include partnering with Women with Disabilities Victoria to develop Climate Emergencies Resource documents for community and service organisations. The local GP Network has been facilitated alongside the implementation of the Move Your Way, Baby Steps Program. Furthermore, a Local Food Network has been developed specifically for Golden Plains Shire.</li> <li>Council continues to consider and implement priorities from the Community Services and Infrastructure Plan, key actions include Councils partnership with MELI to deliver mental wellbeing services in 4 locations across the municipality, including Bannockburn, Dereel, Meredith, and Smythesdale.</li> </ul>
<p><b>Recreation Construction</b></p> <ul style="list-style-type: none"> <li>Leighdale Equestrian Centre Undercover Area.</li> <li>Rokewood Community Hub.</li> <li>Linton Oval Upgrade.</li> <li>Inverleigh Active Youth Space.</li> <li>Bannockburn Skate Bowl.</li> <li>Lethbridge Play Space Upgrade.</li> <li>Recreation Infrastructure maintenance.</li> <li>Working with Committee of Management groups to identify priority maintenance projects.</li> <li>Sports Field Management Optimisation.</li> </ul>	<ul style="list-style-type: none"> <li>Leighdale Equestrian Centre Undercover Area is complete.</li> <li>Rokewood Community Hub – has been completed and a public tender conducted for construction.</li> <li>Linton Oval Upgrade – ground works, irrigation, drainage complete. Turf installation scheduled for October 2024.</li> <li>Inverleigh Active Youth Space – works commenced in March 2024. A Public opening event is anticipated in November or December 2024. Council will seek to enable public use of the facility (subject to funding partner approval) in August 2024.</li> <li>Bannockburn Skate Bowl – anticipated to commence in July 2024.</li> <li>Lethbridge Play Space – Upgrade is complete.</li> <li>Recreation Infrastructure maintenance.</li> <li>Working with Committee of Management groups to identify priority maintenance projects.</li> <li>Ongoing maintenance and renewal work continue to be undertaken at recreation and community facilities (including with Committees of Management) to improve and optimise infrastructure for user groups and the community.</li> </ul>



Major Initiatives	Progress
<p><b>Sealed Roads Routine Maintenance</b></p> <ul style="list-style-type: none"> <li>Sealed road maintenance and rehabilitation</li> <li>Yearly fire prevention program of roadside slashing</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing maintenance of sealed roads and rehabilitation has been undertaken via pothole patching and edge break repairs.</li> <li>Council’s annual roadside slashing program was completed prior to the fire season starting.</li> </ul>
<p><b>Local Roads Resealing</b></p> <ul style="list-style-type: none"> <li>Ongoing road resealing activities</li> </ul>	<ul style="list-style-type: none"> <li>Road resealing activities were completed in alignment with Council’s Annual Reseal Program, which was completed in June 2024. A total of 75,000 square metres of sealed roads was resealed across the Shire. This includes the following roads: Bells Road, Smythes Creek, Bowes Road, Ross Creek.</li> <li>Lacys Road, Ross Creek, Sebastopol-Smythesdale Road, Ross Creek, Parker Road and Russells Bridge.</li> </ul>
<p><b>Local Roads Rehabilitation</b></p> <ul style="list-style-type: none"> <li>Major patching and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing maintenance of sealed roads and rehabilitation has been undertaken via pothole patching and edge break repairs and major road reconstruction and widening. A total of 38,860 square metres of local roads were reconstructed across the Shire.</li> </ul>
<p><b>Local Roads Improvements</b></p> <ul style="list-style-type: none"> <li>Deliver the Roads to Recovery Funding Program.</li> <li>Lobbying for Government and external road funding.</li> <li>Road Design investigation.</li> <li>Road Management Practice Improvements (Systems, Policies and Community Engagement).</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to deliver the Roads to Recovery Funding Program. The Meredith-Shelford Road Widening Project commenced in 2020, with funding from the Australian Government’s Roads to Recovery Program. Since 2020, five stages of works have been undertaken to widen and resurface approximately six kilometres of Meredith-Shelford Road, with Stage 3 of the project completed in January 2022 and Stage 4 completed in April 2023 and Stage 5 is now due for completion in December 2024. Throughout 2024, new guardrails in Haddon, Shelford and Linton were installed across the municipality funded from the Federal Government’s Roads to Recovery Program.</li> <li>Lobbying for Government and external road funding continues through Councils role on the G21 Transport Pillar and regular meetings with representatives from the Department of Transport.</li> <li>Council officers continue to identify future road projects and undertake road design investigations to support delivery of long-term road renewal and upgrade programs.</li> </ul>
<p><b>Gravel Roads Routine Maintenance</b></p> <ul style="list-style-type: none"> <li>Road Management Practice Improvements (Systems, Policies and Engagement).</li> <li>Gravel road maintenance as per Customer Charter and maintenance program.</li> </ul>	<ul style="list-style-type: none"> <li>Council officers have completed training in gravel road grading significantly improving our quality and performance in the maintenance of our gravel roads.</li> <li>Gravel Road Maintenance continues in alignment with the Annual Road Grading schedule. A total of 738 kilometres of gravel roads were graded throughout 2023-24.</li> </ul>



Major Initiatives	Progress
<p><b>Gravel Re-sheeting</b></p> <ul style="list-style-type: none"> <li>Ongoing gravel re-sheeting program</li> </ul>	<ul style="list-style-type: none"> <li>Road re-sheeting activities were completed in alignment with Council's Annual Re-sheeting Program. \$800,000 for gravel re-sheeting of local roads was included within the 2023-24 budget and resulted in the re-sheeting of the following gravel roads; Brays Road - Haddon, Lal Lal Road - Meredith, Griffiths Road - Meredith, Butcher Road - Steiglitz, Dales Road - Staffordshire Reef, McPhillips Road - Bannockburn, Judds Road - Scarsdale and Sobey's Road - Napoleons.</li> </ul>
<p><b>Bridge Maintenance</b></p> <ul style="list-style-type: none"> <li>Bridge condition survey and revaluation program.</li> <li>Lobbying for Government and external bridge funding.</li> <li>Bridge and large culvert routine maintenance.</li> <li>Obtaining contributions from other Councils where bridges are on Council boundaries.</li> </ul>	<ul style="list-style-type: none"> <li>Bridge condition survey and revaluation program commences in 2024-2025 to identify 5-year bridge maintenance, renewal and replacement programs.</li> <li>Council has been successful in receiving federal bridge funding for Hendersons Road bridge over Wilson Creek in 2023-2024. The new Safer Local Roads and Infrastructure Program provides an opportunity to submit projects for funding year-round. An application has been submitted for the replacement of Pinchgut Road Bridge in 2024-2025.</li> <li>Council continues to deliver regular bridge and large culvert routine maintenance.</li> <li>Council is supporting Surfcoast Shire in the upgrade of Pollocksford Bridge, Gnarwarre. The bridge is on the boundary of Surf Coast Shire and Golden Plains Shire.</li> </ul>
<p><b>Tree Maintenance</b></p> <ul style="list-style-type: none"> <li>Implement the strategies to address the Inverleigh Cypress Trees and Avenue of Significance.</li> <li>Develop strategies to address the Meredith Avenues of Significance.</li> <li>Development and implementation of proactive routine inspection and maintenance programs across the Shire.</li> <li>Inventorisation of all Arboriculture Assets.</li> </ul>	<ul style="list-style-type: none"> <li>Following extensive consultation with the community, Council commenced works in May 2023 to deliver the Inverleigh Tree Succession Plan. The Inverleigh Tree Succession Plan was developed to detail the approach Council will take to the reinstatement of trees within Inverleigh and outlines the ongoing management of significant trees and newly planted trees at four locations throughout Inverleigh.</li> <li>Council continues to investigate Meredith Avenues of Significance, with further consultation to occur throughout 2024-25 subject to budget considerations.</li> <li>Council adopted a Tree Protection and Management Policy in May 2023. The Policy provides direction for the planting and continued management of trees located on Council managed land and provides a basis to make decisions on the management of trees with a particular vision to balance amenity and risk. Proactive routine inspection of trees and maintenance programs have occurred across the Shire and an arboriculture database and proactive inspection program has been completed throughout 2023-24.</li> <li>Arboricultural asset management has begun with the development of a database for trees owned by the Council. This initiative is projected to extend over the next 2-5 years.</li> </ul>

Major Initiatives	Progress
<p><b>Line marking, Guideposts and Signs</b></p> <ul style="list-style-type: none"> <li>Managing road user safety through line marking and sign maintenance</li> </ul>	<ul style="list-style-type: none"> <li>In 2023-24, Council completed its Line Marking Renewal Program, installing new signs and guideposts across the municipality. Speed limits were reduced in Lethbridge, Smythes Creek, Haddon, Ross Creek, and Smythesdale following community consultation and resident requests, with Council applying to the Department of Transport and Planning for these changes. In May 2024, the Community Strengthening Grants program supported the Cape Clear Fire Brigade in installing nearly 60 address signs on rural properties, aiding emergency services in rapid response efforts.</li> </ul>
<p><b>Street Lighting</b></p> <ul style="list-style-type: none"> <li>Management of power costs for street lighting</li> <li>Conversion of lighting to energy efficient systems where possible</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing management of street lighting operation and maintenance is occurring with Council's provider.</li> <li>Rollout of LED lighting has been undertaken where practicable in new estates and for replacement of existing lights.</li> </ul>
<p><b>Township Maintenance</b></p> <ul style="list-style-type: none"> <li>Working with Committees of Management, Progress Associations and Volunteers to deliver practice work programs across the Shire.</li> <li>Township maintenance activities including mowing, horticulture, street sweeping and irrigation maintenance.</li> <li>Working with Community Coordinators to achieve community plan outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to work closely with Beautify Bannockburn and Linton Progress Association to achieve positive community outcomes with ongoing maintenance programs.</li> <li>Township maintenance activities including mowing, horticulture, street sweeping, and irrigation maintenance continue in alignment with regular Open Space tasks and plans.</li> </ul>
<p><b>Paths and Trails</b></p> <ul style="list-style-type: none"> <li>Maintenance of Council paths and trails.</li> </ul>	<ul style="list-style-type: none"> <li>A Draft Footpath Strategy 2024-2034 was endorsed for public exhibition at the 25 June Council meeting. The Strategy was developed following community consultation in 2023. The Strategy assists Council in managing its current footpath assets and will help develop pedestrian networks to every township by delivering and upgrading footpaths across the Shire over a 10-year period. It aims to identify and recommend future upgrades and new footpath construction priorities and proactively plan for ongoing maintenance. The Strategy will provide a detailed framework for assessing footpath usage, enabling Council to gather vital data and insights.</li> </ul>





## SERVICES

The following statement provides information in relation to the services funded in Council's Budget 2023-24 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>Statutory Planning</b>	To provide a range of statutory planning services to promote the fair, orderly and sustainable development of land within the Shire.	(641) <u>(460)</u> 181
<b>Building Control</b>	To undertake a range of regulatory compliance actions to ensure a safe build environment for all Golden Plains Shire residents.	393 <u>490</u> 97
<b>Strategic Planning</b>	Undertake long term land use planning to meet the sustainable needs of current and future generations. 2023/24 costs include development of the Growing Places Strategy and Development Contributions Plan.	542 <u>686</u> 144
<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.	(72) <u>(44)</u> 28
<b>Community Grants</b>	Preparation of grant applications for the construction of new community facilities and programs.	97 <u>145</u> 48
<b>Community Transport</b>	Seeking local flexible solutions to residents who are transport disadvantaged as identified in the Golden Plains Transport Connections Study.	34 <u>21</u> (13)
<b>Health and Wellbeing</b>	Collaboratively working with community, government, health and wellbeing partners and agencies to support, protect and improve the health and wellbeing of residents.	193 <u>275</u> 82
<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.	687 <u>(240)</u> (927)
<b>Recreation Construction</b>	Construction of community facilities, including halls, paths and trails, recreation reserves and pavilions, sporting facilities and playgrounds.	74 <u>(4,494)</u> (4,568)
<b>Depots</b>	Provide for utilities and maintenance costs, OH&S related needs, quality of working environment for staff and to house tools, equipment, chemical, materials and provide for fleet support.	1,441 313 (1,128)
<b>Road Maintenance</b>	Routine maintenance of the Road Register to upkeep and maintain Council's sealed and unsealed road network. Repairs of major and significant road failures. Depreciation of the sealed and unsealed road network. Road design to allow Council to submit grant applications. Income received from grant applications. Maintenance of line-marking and signage across Council's local road network to Australian and VicRoads guidelines. Provision of private works services for residents, other Councils and developers.	6,062 <u>4,191</u> (1,871)

Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Roadside Vegetation Management</b>	Provision of roadside slashing to Council roads and guidepost spraying.	279 <u>357</u> 78
<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. 63% of this budget relates to depreciation.	857 <u>120</u> (737)
<b>Gravel Pits</b>	Operation of Council Sago gravel pit. This budget relates to the extraction and use of Sago gravel within the Shire in line with licence requirements. Sago gravel is used in Council road projects, gravel re-sheeting and general gravel road maintenance. 53% of this budget relates to depreciation.	(160) <u>(99)</u> 61
<b>Drainage</b>	Maintenance of Council's significant township and rural drainage assets. This includes pipe systems, open drains, discharge points, treatment wetlands and kerb & channel. The budget is split between urban and rural drainage projects. 15% of this budget relates to depreciation.	1,270 <u>1,310</u> 40
<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.	111 <u>169</u> 58
<b>Bus Shelters</b>	Provision and maintenance of bus shelters across the Shire in line with Council Policy.	15 <u>10</u> (5)
<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. 58% of this budget relates to depreciation.	461 <u>425</u> (36)
<b>Tree Maintenance</b>	Tree maintenance 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 hundreds of customer requests per year for tree maintenance.	838 <u>948</u> 110
<b>Township Maintenance</b>	Provision of all township maintenance services in accordance with Council policy. This includes street beautification works, roadside, parkland and recreation facility grass, horticulture maintenance. Street furniture maintenance and replacement. General litter removal and removal of graffiti. Maintenance work is delivered via a combination of internal staff and contractors.	1,416 <u>847</u> (569)





2: LIVEABILITY



*Parkers Rd upgrades*



## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework, including explanation of results in the comments.

<b>Statutory Planning</b>					
Provision of land use and development assessment services to applicants and the community including advice and determination of applications					
Service/ Indicator/ Measure	Results				Comments
	2020-21	2021-22	2022-23	2023-24	
<p><b>Time taken to decide planning applications</b></p> <p>[The median number of days between receipt of a planning application and a decision on the application]</p>	78.00	84.00	102.00	85.50	A positive reduction in this indicator has been recorded, notability the appointment of Planning Coordinator has increased Council's decision making capacity and delegation to sign off decisions more promptly.
<p><b>Planning applications decided within required timeframes</b></p> <p>[(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</p>	65.70%	62.25%	46.50%	52.73%	A positive increase in this indicator has been recorded, notability the appointment of Planning Coordinator has increased Council's decision-making capacity and delegation to sign off decisions more promptly. An increase in VicSmart applications received and actioned within 10 business days was also recorded.
<p><b>Cost of statutory planning service</b></p> <p>[Direct cost of statutory planning service / Number of planning applications received]</p>	\$707.84	\$896.46	\$1,224.76	\$1,660.95	Increase is due to utilisation of a contracted Statutory Planners across the reporting period.
<p><b>Council planning decisions upheld at VCAT</b></p> <p>[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</p>	0.00%	100.00%	25.00%	50.00%	1 out of 2 decisions were upheld by VCAT across the reporting period.



Roads					
Provision of a network of sealed local roads under the control of the municipal Council to all road users					
Service/ Indicator/ Measure	Results				Comments
	2020-21	2021-22	2022-23	2023-24	
<p><b>Sealed local road requests</b></p> <p>[Number of sealed local road requests / Kilometres of sealed local roads] x100</p>	80.12	90.66	196.05	103.40	A decrease in requests compared to 2022-23 results has been noted, with a 47.02% decrease in seal road requests received. 2022-23 actuals were notably increased by localised flooding events causing substantial damaged to sealed roads across the municipality.
<p><b>Sealed local roads maintained to condition standard</b></p> <p>[Number of kilometres of sealed local roads below the renewal intervention level set by council / Kilometres of sealed local roads] x100</p>	98.83%	98.86%	98.94%	100.00%	Condition assessments indicate that all 1,041.60 kilometres of sealed local roads are below the renewal intervention level set by Council.
<p><b>Cost of sealed local road reconstruction</b></p> <p>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</p>	\$64.83	\$44.47	\$51.86	\$51.56	A decrease in actuals is reflected by a reduction in square metres of seal road reconstruction completed across the reporting period.
<p><b>Cost of sealed local road resealing</b></p> <p>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</p>	\$4.52	\$6.08	\$6.35	\$10.29	An increase is attributed to rising material costs and modifications in contract terms due to contract expiry.
<p><b>Satisfaction with sealed local roads</b></p> <p>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</p>	39.00	37.00	34.00	27.00	Satisfaction with sealed local roads indicates a 20.59% decrease from 2022-23 actuals. Notability, of the 400 responses in the Community Satisfaction Survey 511 individual roads were identified as needing maintenance and contribute to the overall score. Of this 78% were local roads managed by Council, where 21% were managed by the Department of Transport and Planning (DTP).



## STRATEGIC DIRECTION 3: SUSTAINABILITY



### STRATEGIC OBJECTIVES:

- 3.1 Valuing and protecting nature, cultural heritage and the environment*
- 3.2 Effective and responsive waste services and education*
- 3.3 Responsibly maintaining and managing natural landscapes and resources*
- 3.4 Mitigating climate change and promoting clean / green technology*

*Gulidjan Country Eastern Maar*



# HIGHLIGHTS OF YEAR 3

## 2023-24 COUNCIL PLAN

### Strategic Objective: 3.1 Valuing and protecting nature, cultural heritage and the environment

- The Moorabool River Reserve Masterplan was adopted by Council in October 2023, and will help guide environmental conservation, rehabilitation and passive recreation at the Reserve for the next 10 years.
- Council continues to assess all major developments including the Bannockburn Southeast Precinct Structure Plan, Bruce's Creek West Development, and Bannockburn Industrial Estate Development.
- Council collaborated with the Linton Men's Shed, Linton Primary School and Wadawurrung to develop an indigenous garden. This project included the installation of two seats and the placement of ceramic tiles created by the Linton Primary School at the base of the Vera Scantlebury sculpture and Garden.

### Strategic Objective: 3.2 Effective and responsive waste services and education

- Council remains actively involved in regional waste projects and maintains a collaborative relationship with Barwon Water to ensure the Regional Renewable Organics Network (RRON) facility development aligns with Council plans to introduce a Food Organics and Garden Organics (FOGO) collection service.
- Funding from the Department of Energy, Environment and Climate Action was approved by Council to introduce a glass bin service prior to the end of 2024. Highlights include the finalisation of a collaborative procurement process, completion of waste schedules, and creation of communication materials.
- Proactive relationship with the Environment Protection Authority continues to work together to investigate and respond to illegal dumping.
- Waste education and communication priorities have progressed with the development of a youth waste education program.
- Addressing kerbside bin contamination and misuse of Council bins is a continuous focus.



### Strategic Objective: 3.3 Responsibly maintaining and managing natural landscapes and resources

- Council continues to provide advice to landowners to promote sustainable land management, agricultural and natural resources practices.
- Council proactively mitigates fire hazards across the municipality through annual roadside slashing and fire hazard inspections.
- Focus on water catchment mitigation projects, maintenance of open drains and easements, flood studies, and recovery projects, aimed at minimising risks associated with flood and storm events.
- Development of the Bannockburn Integrated Water Management Plan has progressed and in alignment with environment, asset, and planning regulations. Public exhibition is scheduled for early 2024-25.
- In collaboration with the Geelong Landcare Network, Council conducted a rabbit management workshop which attracted 40 participants.
- Council's ongoing support for local Landcare groups empowers volunteers and community efforts to tackle environmental challenges proactively.

### Strategic Objective: 3.4 Mitigating climate change and promoting clean / green technology

- As a proactive member of the Barwon South-West Climate Alliance, Council has collaborated on a successful submission for the 'Resilient Community Assets Grant Application' under the Victorian Government's National Partnership Agreement (NPA) on Disaster Risk Reduction.
- Progress on advancing a revised climate risk profile for Golden Plains Shire Council is proceeding positively. This initiative will align with the Barwon-Southwest Climate Alliance Community Assets project, benefiting from regional knowledge exchange derived from ongoing climate risk assessments conducted by various councils.
- Electric vehicle fleet transition plans, developed in partnership with the Colac-Otway and Warrnambool City Council, are complete and undergoing final reviews by the respective Councils.





## STRATEGIC INDICATORS

The following statement reviews the performance of Council, detailing results achieved in relation to the strategic indicators in the Council Plan 2021-2025.

Strategic Indicator	2021-22	2022-23	2023-24	Comparison Similar Council or Victorian Average	Comments
<b>Percentage of kerbside waste diverted from landfill</b> Level of Council Influence: High Source: LGPRF	35.75%	35.32%	33.63%	50.5% (2022-23)	A 6.98% reduction in the weight of recyclables collected from kerbside bins has been recorded, which is attributed by the implementation of the Container Deposit Scheme in November 2023.
<b>Length of paths and trails in municipality</b> Level of Council Influence: High Source: Internal	167.4km	173.5km	180.1km	N/A	A 7.5% increase of the length of path and trails in the municipality has been noted since 2021-22.
<b>Community participation numbers in environmental/ planning activities</b> Level of Council Influence: High Source: Internal	140	350	150	N/A	
<b>Kilometres of roadside weed control conducted</b> Level of Council Influence: High Source: Internal	1,680km	1,690km	1,650km	N/A	
<b>Number of trees planted by Council</b> Level of Council Influence: High Source: Internal	1,625	2,085	1,087	N/A	87 advanced trees and 1,000 scrubs and natural grasses
<b>CO2 emissions from the Municipality</b>	The last corporate and community emissions profile was complete during 2019. A revised corporate emissions profile was not budgeted for across the last two reporting periods and data is unavailable. Consideration of processes and resources required to maintain accurate emissions profiling as part of future planning is required.				



## MAJOR INITIATIVES

The following statement reviews the progress of Council in relation to major initiatives identified in the Council Budget 2023-24.

Major Initiatives	Progress
<p><b>Garbage Collections</b></p> <ul style="list-style-type: none"> <li>• Kerbside collection and disposal of garbage. Kerbside collection and treatment of recycling.</li> <li>• Community communication, engagement and education of key waste management principles.</li> <li>• Deliver Waste and Resource Recovery Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Council continues to manage the kerbside collection contract. A total of 5.037 tonnes of waste were collected in 2023-24 and transported to landfill. 2.552 tonnes of kerbside recyclables were delivered to VCRR Material Recovery Facility.</li> <li>• Across 2023-24, Council prioritised waste education and communication strategies, integrating efforts across environment, community development, and youth teams. A youth engagement program was delivered, with face-to-face waste education workshops delivered at selected schools across the municipality. Communication campaigns focused on the transparent introduction of glass bins, while initiatives to address kerbside bin contamination involved direct outreach to residents to promote correct bin usage.</li> <li>• The 2020-2030 Waste and Resource Recovery Strategy continues to be delivered and monitored.</li> </ul>
<p><b>Municipal Landfills</b></p> <ul style="list-style-type: none"> <li>• Operation of Rokewood Transfer Station.</li> </ul>	<ul style="list-style-type: none"> <li>• Rokewood Transfer Station operated as per agreed service levels. Rokewood landfill rehabilitation project has commenced. The landfill was closed in 2015 and the balance of the site now operates as the Rokewood Resource Recovery Centre.</li> </ul>
<p><b>Environment Sustainability</b></p> <ul style="list-style-type: none"> <li>• Maintenance and protection of natural environment reserves across the Shire.</li> <li>• Community communication, engagement and education of key environment principles.</li> <li>• Weed management and eradication.</li> <li>• Deliver and implement the Emission Reduction Action Plan, including initiatives from Climate Emergency Plan.</li> <li>• Ongoing review and implementation of Council's Environmental Strategy 2019-2027.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance and protection of natural environment reserves across the Shire continues through the development and delivery of site-specific management plans, including cultural burns, tree planting and weed control.</li> <li>• Community communication, engagement and education regarding key environment principles is delivered regularly to staff and community groups. Council Staff work collaboratively with networks and committees in the community to support and advocate for their works.</li> <li>• Council continues to focus on weed management and eradication, notability 1,650kms of roadside weed control was delivered across 2023-24.</li> <li>• Priority actions within the Climate Emergency Plan are progressing. Development of a climate strategic risks profile has commenced.</li> <li>• Implementation of key actions within Council's Environmental Strategy 2019-2027 continues to progress, including development of management plans and master plans for management and conservation of our key sites.</li> </ul>

## SERVICES

The following statement provides information in relation to the services funded in Council's Budget 2023-24 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>Environment Sustainability</b>	To implement the Environment Strategy that includes the development of programs to address climate emissions and deliver specific actions to ensure the protection and enhancement of identified environmental assets. This includes the development of natural environment reserve management plans, ecological and cultural burning program and community engagement activities to promote specific environmental projects.	704 <u>621</u> (83)
<b>Garbage Collections</b>	Delivery of the Waste and Resource Recovery Strategy. This includes the collection and disposal of domestic garbage and recyclables across the Shire. Management of ongoing shared services contracts including recycling, disposal and collection.	(901) <u>(370)</u> 531
<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.	800 <u>244</u> (556)
<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.	56 <u>100</u> 44



## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework, including explanation of results in the comments.

Waste Management					
Provision of kerbside wa=rvices to the community including garbage and recyclables					
Service/ Indicator/ Measure	Results				Comments
	2020-21	2021-22	2022-23	2023-24	
<p><b><i>Kerbside collection bins missed</i></b></p> <p>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</p>	4.88	3.75	2.56	1.75	System improvements have allowed for Council to capture missed bins more accurately. A positive reduction in this indicator also reflects improved efficiency in the garbage and recycling collection service, leading to fewer missed pickups relative to scheduled lifts.
<p><b><i>Cost of kerbside garbage bin collection service</i></b></p> <p>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</p>	\$133.75	\$156.21	\$164.31	\$161.17	Decrease in the direct cost of the garbage collection service contributes to a reduction in this indicator.
<p><b><i>Cost of kerbside recyclables collection service</i></b></p> <p>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</p>	\$136.38	\$151.46	\$163.88	\$150.41	Decrease in the direct cost of the recycling collection service contributes to a reduction in this indicator.
<p><b><i>Kerbside collection waste diverted from landfill</i></b></p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	36.97%	35.75%	35.32%	33.63%	A 6.98% reduction in the weight of recyclables collected from kerbside bins has been recorded, which is attributed by the implementation of the Container Deposit Scheme in November 2023.





## STRATEGIC DIRECTION 4: PROSPERITY



### STRATEGIC OBJECTIVES:

- 4.1 Education, learning and skill development
- 4.2 Supporting local producers, agriculture and business
- 4.3 Improved options for shopping, hospitality, tourism and events
- 4.4 Local employment and training
- 4.5 Partnerships, advocacy and opportunities for investment

# HIGHLIGHTS OF YEAR 3

## 2023-24 COUNCIL PLAN

### Strategic Objective: 4.1 Education, learning and skill development

- Early Childhood Education Reform's Best Start Best Life Projects featured a Building Blocks Partnership between Council and the Victorian School Building Authority, resulting in the successful completion and opening of three kindergarten projects:
  - The Haddon Kindergarten
  - Bannockburn Modular extension project (Phase1)
  - A new facility based at Napoleons Primary School
- 3-year-olds and 4-year-olds kindergartens enrolments reflected:
  - Bannockburn: 3yo (44), 4yo (40)
  - Inverleigh: 3yo (25), 4yo (23)
  - Meredith: 3yo (10), 4yo (9)
  - Rokewood: 3yo (9), 4yo (4)
  - Teesdale: 3yo (27), 4yo (35)
- Council's Maternal and Child Health services received 271 birth notifications of those 110 were first-time mothers, provided over 670 hours of support to vulnerable families and made 96 referrals for early childhood development issues.
- Council's Mobile Library services, in partnership with the Geelong Regional Library Corporation, saw significant upgrades with a new mobile library vehicle launching in June, providing a range of library services to people living in small rural towns across the municipality.
- Various programs across Council services promoted skill development opportunities. Notable achievements include the Work Readiness program engaging with over 12 stakeholders and inaugural Golden Plains Careers Expo.

### Strategic Objective: 4.2 Supporting local producers, agriculture and business

- Council has a Customer Relationship Management System to enable Council to track and maintain a comprehensive database of businesses operating in Golden Plains Shire with increased ability to segment business types for clear and more direct communication.
- Support for local businesses continues through the delivery of monthly business news publications, facilitation of a Northern Business Network and support to the Bannockburn & District Chamber of Commerce.
- A total of 1,402 business contact hours were provided across 2023-24 including mentoring, business support, events, and attendance at the Digital Hub in Smythesdale.

### Strategic Objective: 4.3 Improved options for shopping, hospitality, tourism and events

- Council continues to advocate and identify improvements to township streetscapes and public areas. Town centre developments include improvements between Ferrars Street and Gibb Street in Rokewood, Haddon Community Centre, Smythesdale Historical Centre, Bannockburn Old Shire Hall, and the extension of Council mowing program to include larger areas of township entrances and linear reserves.
- Council continues to investigate the provision and rezoning of land to attract developers, business and employers including those who provide retail and hospitality opportunities as part of the Growing Places Strategy. Highlights include the review of the Bannockburn Town Centre Urban Design Framework, the Bannockburn South East Precinct Structure Plan and rezoning to facilitate expansion of the Bannockburn Industrial Estate.
- Tourism promotion continues to be strengthened through the successful development of new brochures and a captivating trails video, positioning Golden Plains Shire in a position to attract visitors and stimulate local economic activity.





#### Strategic Objective: 4.4 Local employment and training

- Council continues to advocate with local businesses and utilities authorities to increase the availability of housing in small townships to strengthen the local employment market.
- Through a collaboration with Business Victoria, coaching and business training opportunities are delivered to develop business ideas and capabilities using the free mentoring service of the Small Business Bus which visited both Bannockburn and Smythesdale regally.
- Implementation of traineeship program with Local Government Professionals and Brotherhood of St. Laurence commenced in 2023 and concluded in January 2024. Trainee opportunities were focused on candidates from marginalised backgrounds. The program was highly successful, with one trainee accepting an ongoing role, another securing a fixed term contract, and the third trainee engaged in casual work with Council.
- The Digital Hub in Smythesdale continues to be a working space for business owners and community members at no cost. From July 2023 to June 2024 the Digital Hub was utilised for a total of 1,289 hours, an increase of 47% from the prior 12 months.
- Beautify Bannockburn Volunteers of Council continue to maintain and beautify gardens on High Street, Bannockburn working with the Outdoor Spaces team.

#### Strategic Objective: 4.5 Partnerships, advocacy and opportunities for investment

- Advocacy for enhanced digital connectivity across the Shire persists with the draft Golden Plains Digital Connectivity Plan developed in collaboration with Telstra and NBN. Council continues to advocate for regional connectivity, and welcomed funding for improved mobile connectivity in Rokewood, following a Federal Government announcement to fund the establish of a Macro Mobile site.
- Success in securing the Berrybank Wind Farm Senior Citizens Grants Program funding aimed to support existing seniors groups (Inverleigh Senior Citizens, Leigh Senior Citizens, Smythesdale Senior Citizens, Meredith Senior Citizens and Woady Yaloak Citizens) this funding has been secured for a 6 year period from 2024-2030, \$15,00 per year (total \$90,000) being dispersed to under a non-competitive grants program round every 3 years. The development of a comprehensive investment prospectus is designed to attract investment in key growth areas. The document is actively promoted to targeted industry sectors, fostering interest, and generating potential partnerships.



## STRATEGIC INDICATORS

The following statement reviews the performance of Council, detailing results achieved in relation to the strategic indicators in the Council Plan 2021-2025.

Strategic Indicator	2021-22	2022-23	2023-24	Comparison Similar Council or Victorian Average	Comments
<b>Percentage of workforce with a Higher Education qualification (Cert I and above)</b> Level of Council Influence: Low Source: Census	73.9% (2016)	79.7% (2021)	79.7% (2021)	N/A	Data remains unchanged as it is sourced from the 2021 census.
<b>Kindergarten Participation Rate</b> Level of Council Influence: High Source: Australian Early Development Census 2022	108.4% (2021)	94% (2022)	94% (2022)	92% (2022)	Victorian Child and Adolescent Monitoring System reports are no longer accurate, data has been extracted from the Australian Early Development Census 2022.
<b>Jobs within the Shire</b> Level of Council Influence: Medium Source: Census	3,494 (2016)	3,577 29% of total working population in GPS (2021)	3,577 29% of total working population in GPS (2021)	N/A	Data remains unchanged as it is sourced from the 2021 census.
<b>Actively trading businesses in the Golden Plains Shire</b> Level of Council Influence: Medium Source: Remplan	N/A	1,824	2,176	Moorabool Shire has 3,369 businesses and has a population that is 50% larger.	Business growth has surged with more start-ups post-COVID, and further expansion is anticipated with the launch of the Bannockburn Industrial Estate.
<b>Council work placements, apprenticeships and work experience</b> Level of Council Influence: High Source: Internal	9	7	8	N/A	3 traineeships completed, 3 work experience students and 2 student placements.
<b>Business Engagement Activities (Contact hours)</b> Level of Council Influence: High Source: Internal	525	1,091	1,402	N/A	Contact hours mentoring, business support, events, and attendance at the Digital Hub in Smythesdale.
<b>Visitor expenditure in Golden Plains Shire</b> Level of Council Influence: Low Source: Internal	\$58.1m	\$69.75m	\$68.16m	N/A	

## MAJOR INITIATIVES

The following statement reviews the progress of Council in relation to major initiatives identified in the Council Budget 2023-24.

Major Initiatives	Progress
<p><b>Children Services</b></p> <ul style="list-style-type: none"> <li>• Development of Municipal Early Years Plan.</li> <li>• Consideration of infrastructure planning concepts for Early Years facilitators.</li> <li>• Planning and implementation of Funded Sleep and Settling programs.</li> <li>• Planning and implementation of Funded Supported Playgroup program.</li> <li>• Planning and implementation of School readiness funding.</li> <li>• Advocacy, planning and implementation of State government Early Education Best Start Best Life reforms (commenced 2022).</li> <li>• Delivery of Maternal and Child Health Service.</li> <li>• Operation of Family Day Care Service.</li> <li>• Provision of Infant and School Immunisation program.</li> </ul>	<ul style="list-style-type: none"> <li>• Early Childhood Workforce plan developed.</li> <li>• Consideration of infrastructure planning concepts for Early Years facilitators continues.</li> <li>• 132.93 hours of Sleep and Settling Support was provided to families in the form of groups and outreach services.</li> <li>• Supported Playgroup programs within Maternal Child Health is ongoing.</li> <li>• Planning and implementation of school readiness funding is ongoing.</li> <li>• Advocacy, planning and implementation of State government Early Education Best Start Best Life reforms (commenced 2022).</li> <li>• 1,772 children are enrolled in the Council’s Maternal Child Health service, where they receive essential healthcare assessments, developmental screenings, parenting advice, and support from qualified professionals. Key indicators include: <ul style="list-style-type: none"> <li>– 271 birth notifications</li> <li>– 271 new enrolments</li> <li>– 33 transfers to another LGA</li> <li>– 110 first time mothers</li> <li>– 12 family violence consultations</li> <li>– 671.85 contact hours provided to vulnerable families through support groups and additional consultations</li> <li>– 96 referrals aimed at early identification and prevention of developmental issues in children were made. These included referrals for speech, hearing, hip health, oral health, as well as recorded instances of protective notifications</li> <li>– 49 referrals were made for mental health, family planning and other physical issues</li> <li>– 626.17 hours were provided to vulnerable families through the Enhanced Maternal Child Health (EMCH) program</li> <li>– 42 referrals aimed at early identification and prevention of developmental issues in children were made. These included referrals for speech, hearing, hip health, oral health, as well as recorded instances of protective notifications</li> </ul> </li> <li>• Council continues to offer two Family Day Care programs as an alternative childcare option for families across the shire especially those living outside Bannockburn and provided in-home care for over 50 enrolments.</li> <li>• Council continues to support the provision of an Infant and School Immunisation program. 73 vaccinations provided to Infants (Birth to 4) under the National Immunisation Program Schedule (NIPS) and 160 Adolescent vaccinations provided to students attending Bannockburn College.</li> </ul>



Major Initiatives	Progress
<p><b>Investment Attraction &amp; Business Support</b></p> <ul style="list-style-type: none"> <li>Continue to support business initiatives to recover from COVID-19.</li> <li>Implement the Tourism and Communications Strategy promoting the Three Trails.</li> <li>Implement the Economic Development, Tourism and Investment Attraction Strategy 2022-2032.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to support business initiatives to recover from COVID-19, through a range of business concierge activities and support. A total of 113 business contact hours were provided across 2023-24.</li> <li>The Three Trails Project delivered significant upgrades to three multi-use trails. A marketing strategy, promotional videos and communications has been developed and continues implementation.</li> <li>The Economic Development, Tourism and Investment Attraction Strategy 2022-2032, delivers a vision and action plan for economic, business and tourism development in Golden Plains Shire over the next 10 years. Quarterly reporting against all action areas is completed, indicating actions are on track.</li> </ul>
<p><b>Golden Plains Farmers' Market</b></p> <ul style="list-style-type: none"> <li>Support local producers, business and tourism by conducting a monthly Farmer's Market and annual Twilight Market</li> </ul>	<ul style="list-style-type: none"> <li>The Golden Plains Farmers' Market continues to create economic and community development activity, connecting community, and showcasing local businesses. 11 Farmers markets were conducted during 2023-24. The Annual Twilight Market was held in December 2023, with over 110 stall holders participating in the event, and 8,046 visitors in attendance.</li> </ul>
<p><b>Community Development</b></p> <ul style="list-style-type: none"> <li>Provide opportunities to participate on Community Events and Programs.</li> </ul>	<ul style="list-style-type: none"> <li>Community members continue to have opportunities to participate in Council's community events and programs, which are advertised across various media portals, notably on the Council's event calendar located on the website.</li> </ul>



## SERVICES

The following statement provides information in relation to the services funded in Council's Budget 2023-24 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 done by working with business, government and community partners, through attracting investment, supporting local business, lobbying and advocating for improved infrastructure and developing tourism.	-543 <u>-1017</u> (474)
<b>Maternal and Child Health (MCH)</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 foster inclusive practice as key enabler to optimise child learning and development.	177 <u>395</u> 218
<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. 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.	327 <u>378</u> 51
<b>Kindergartens</b>	Central Registration and Enrolment Scheme (CRES) for Golden Plains Shire Kindergarten enrolments. Early Years Management of five funded kindergartens offering three and four year old programs and accompanying early learning facilities located at Bannockburn, Meredith, Rokewood, Inverleigh and Teesdale.	-234 <u>-130</u> 104
<b>Family Day Care</b>	Golden Plains Shire Family Day Care Service operates a family day care service comprising of contracted Educators operating throughout the Shire within their own residences and from approved in venue facilities. To provide access to locally based Family Day Care (Childcare) options for families and carers in Golden Plains Shire. Qualified educators provide education and care to between four and seven children per day and like childcare/ kindergartens are strictly regulated under National Regulation and Law. Some educators also provide before and after school care options for families.	55 <u>50</u> (5)
<b>Libraries</b>	Providing a fit for purpose fixed and mobile library service to residents of Golden Plains Shire through Council's participation in the Geelong Regional Library Corporation. 2023-24 includes grant funding for the mobile library replacement.	443 <u>495</u> 52



## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework, including explanation of results in the comments.

<b>Library Services</b>					
Provision of print and digital based resources to the community in a variety of formats including collection services, e-services, research tools and interactive learning programs					
Service/ Indicator/ Measure	Results				Comments
	2020-21	2021-22	2022-23	2023-24	
<p><b>Recently purchased library collection</b></p> <p>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</p>	73.98%	74.33%	74.03%	73.85%	Actual is represented by a 0.65% increase in library collection items purchased in the last 5 years, and a 8.23% increase in library collection items.
<p><b>Cost of library service per population</b></p> <p>[Direct cost of the library service / Population]</p>	\$14.80	\$15.12	\$14.79	\$14.42	Cost per population remained consistent across the 2023-24 reporting period, noting a 0.46% decrease in the direct cost of library service.
<p><b>Loans per head of population</b></p> <p>[Number of library collection item loans / Population]</p>	New Indicator replacing physical library collection usage			3.64	New indicator for 2023-24, with no available comparative data.
<p><b>Library membership</b></p> <p>[Number of registered library members / Population]</p>	New Indicator replacing Active library borrowers in municipality			15.49	A total of 3,998 registered library members were recorded at the end of the reporting period.
<p><b>Library visits per head of population</b></p> <p>[Number of library visits / Population]</p>	New Indicator			1.61	A total of 41,642 library visits were recorded across the reporting period.

## Maternal and Child Health

Provision of universal access to health services for children from birth to school age and their families including early detection, referral, monitoring and recording child health and development, and providing information and advice

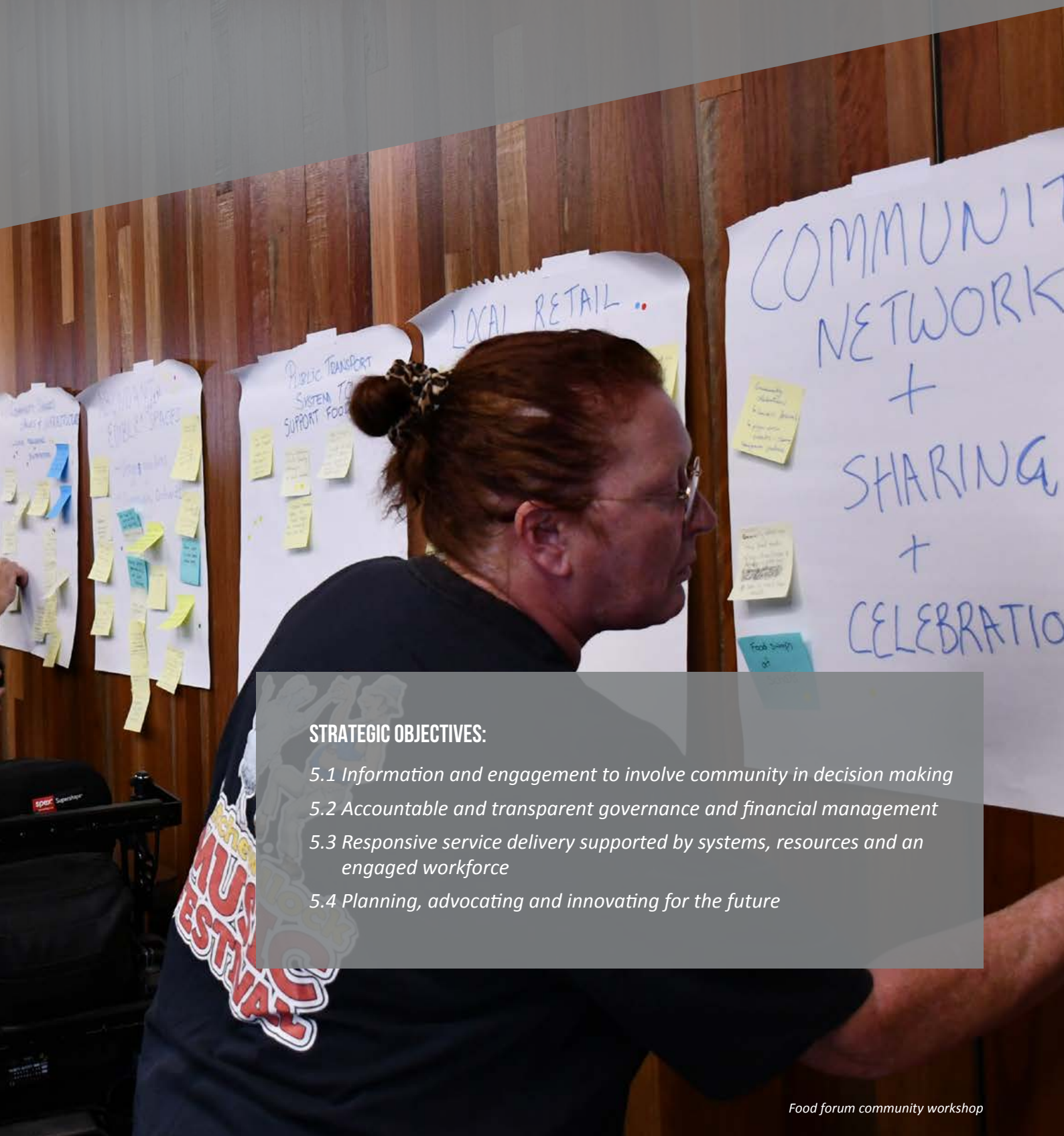
Service/ Indicator/ Measure	Results				Comments
	2020-21	2021-22	2022-23	2023-24	
<p><b>Infant enrolments in the MCH service</b></p> <p>[Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100</p>	100.68%	100.34%	100.00%	101.88%	A 0.74% increase in infants enrolled in the MCH service has been noted, followed by a 1.12% decrease in birth notifications received.
<p><b>Cost of the MCH service</b></p> <p>[Cost of the MCH service / Hours worked by MCH nurses]</p>	\$80.01	\$77.95	\$78.30	\$98.83	An increase of 10.45% in the cost of MCH services has been noted, attributed to the use of casual staff to cover both planned leave and unplanned absences across the reporting period.
<p><b>Participation in the MCH service</b></p> <p>[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100</p>	84.58%	82.57%	80.75%	79.82%	Not all children within the municipality have scheduled Maternal and Child Health appointments in a 12-month period, appointments are dependent on age. 2023-24 actuals continue to reflect consistently with 2022-23 results, with a small 1.36% decrease in the number of children who attend the MCH service at least once in the year.
<p><b>Participation in the MCH service by Aboriginal children</b></p> <p>[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</p>	86.05%	92.68%	82.22%	80.33%	Participation in the MCH service by Aboriginal children may fluctuate due to the engaging of other support services, including Ballarat and District Aboriginal Cooperative (BADAC) and Wadawurrung Aboriginal Corporation. 2023-24 actuals continue to reflect consistently with 2022-23 results.
<p><b>Participation in 4-week Key Age and Stage visit</b></p> <p>[Number of 4-week key age and stage visits / Number of birth notifications received] x100</p>	95.27%	102.04%	99.26%	97.37%	Decrease in actuals is represented by 3% decrease in 4-week key age and stage visits and a 1.12% decrease in birth notifications received across the 2023-24 reporting period.







## STRATEGIC DIRECTION 5: LEADERSHIP



### STRATEGIC OBJECTIVES:

- 5.1 Information and engagement to involve community in decision making
- 5.2 Accountable and transparent governance and financial management
- 5.3 Responsive service delivery supported by systems, resources and an engaged workforce
- 5.4 Planning, advocating and innovating for the future

Food forum community workshop

# HIGHLIGHTS OF YEAR 3

## 2023-24 COUNCIL PLAN

### Strategic Objective: 5.1 Information and engagement to involve community in decision making

- Council employs a wide array of communication channels, to keep residents informed and engaged. The Community Engagement section of the 2023-24 Annual Report details the highlights.

### Strategic Objective: 5.2 Accountable and transparent governance and financial management

- Council continues to implement good governance and decision-making processes to meet all legislative requirements, by ensuring governance rules and policies are reviewed accordingly. Policy updates include the adoption of the Councillor Support and Expenses Policy and updated Election Period Policy.
- In accordance with the Local Government Act 2020, Council's Annual Budget 2024-25 was developed including deliberative community engagement processes and was adopted by Council in June 2024.
- Council's Risk Management Framework ensures all key risks have been measured and adequately controlled with risk register continues to be updated where necessary.
- In June 2024, Council adopted the Asset Management Strategy 2024-29 and Policy, providing a coordinated approach to managing essential assets and outlining principles for sustainable lifecycle management.

### Strategic Objective: 5.3 Responsive service delivery supported by systems, resources and an engaged workforce

- The improvement of Council's information and communications technologies continue under the Core System Transformation Project, highlights include the fully operational delivery of an enterprise document and records management system and financial system.
- Council remains committed to enhancing the customer experience and continues to refine resources and customer-facing processes, focusing on optimisation and automation, which are further supported by the ongoing development of the new Customer Request Management System (CRMS).
- Council has proudly implemented an Employee Value Proposition (EVP). The EVP establishes a clear message centred on three core pillars – We Care, We Thrive, and We Grow.

### Strategic Objective: 5.4 Planning, advocating and innovating for the future

- The implementation and refinement of the Priority Project Pipeline and Capital Assessment Tool will aid to facilitate the assessment of future service provision and infrastructure needs.
- Through January to March 2024, residents and visitors had an opportunity to review Council's Community Vision 2040.
- Council continues to develop funding and partnerships opportunities through representation on networks and regional alliances to connect and advocate for regional priorities including through G21, MAV, Central Highlands Council Victoria and the Peri-Urban Group of Councils.



## STRATEGIC INDICATORS

The following statement reviews the performance of Council, detailing results achieved in relation to the strategic indicators in the Council Plan 2021-2025.

Strategic Indicator	2021-22	2022-23	2023-24	Comparison Similar Council or Victorian Average	Comments
<b>Community Satisfaction with Council's consultation and engagement</b> Level of Council Influence: High Source: Community Satisfaction Survey	49	43	43	51 Victorian Average (2022)	The results remain consistent with previous year results, with a noted 6% decrease from 2021-22 to 2022-23.
<b>Own source revenue per head of municipal population</b> Level of Council Influence: Medium Source: LGPRF	\$1,171.61	\$1,213.87	\$1,304.79	\$1,741.55 Similar Council (2023)	Increase is attributed to higher gain on disposal of assets in 2023-24
<b>Community Satisfaction with Council lobbying on behalf of community</b> Level of Council Influence: High Source: Community Satisfaction Survey	51	46	46	50 Victorian Average (2024)	The results remain consistent with previous year results.
<b>Community Satisfaction rating with Council's Customer Service</b> Level of Council Influence: High Source: Community Satisfaction Survey	64	62	63	67 Victorian Average (2024)	The results remain consistent with previous year results.
<b>Recurrent grants per head of municipal population</b> Level of Council Influence: High Source: LGPRF	\$550.94	\$525.34	\$242.47	\$608.09 Similar Council (2023)	100% of Financial Assistance Grants for 2023-24 were received in 2022-23.
<b>Community Satisfaction on Council's decisions being made in the interests of the community</b> Level of Council Influence: High Source: Community Satisfaction Survey	50	43	43	50 Victorian Average (2024)	
<b>Staff turnover rate</b> Level of Council Influence: High Source: LGPRF	22.90%	17.65%	15.90%	18.5% Similar Council (2023)	There has been a noticeable decrease since 2021-22.



## MAJOR INITIATIVES

The following statement reviews the progress of Council in relation to major initiatives identified in the Council Budget 2023-24.

Major Initiatives	Progress
<p><b>Communications and Engagement</b></p> <ul style="list-style-type: none"> <li>• Effective community engagement and communications rests on a thoughtful understanding of our target audiences. Consideration of their current issues and concerns and their interest will help ensure Council develops a relevant project/program. Carefully themes messages on framing and information aimed to guide people’s thinking is a principle underpinning successful engagement. For example, messages that appeal closely help values had more traction.</li> <li>• Support Council’s Community Engagement Policy to reflect genuine engagement for all residents across the Shire.</li> <li>• Launch the Councillor Engagement program.</li> <li>• Review Council Social Media and Engagement Policy underway.</li> <li>• Review and strengthen Council’s digital communications channel to include expansion of current Website to reflect works/ upgrade in your area portal.</li> <li>• Develop and deliver Communications and Engagement informing framework to support the organisation in the delivery of communications and engagement tactics for project delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• Council has made significant strides in implementing a broad range of community engagement projects requiring targeted messaging aligning with Council’s brand and tone of voice. Additionally, Council has extended its use of digital channels, website and social media platforms, E-newsletters and Community Engagement Register to ensure better accessibility, user-friendly interfaces, and improved information sharing.</li> <li>• Council has successfully implemented the Community Engagement Policy, ensuring that all residents have access to quality and genuine engagement opportunities. This includes actively involving residents in decision-making processes and actively seeking their feedback.</li> <li>• The Councillor Engagement program has continued and proven beneficial in allowing Councillors to better connect with the community and understand their needs.</li> <li>• Media and Communications Policy adopted in September 2023.</li> <li>• Council has increased community efforts with over 90 projects delivered through community engagement efforts, ranging from consultation opportunities, promotional activities to partnering with organisations to deliver a suite of programs.</li> </ul>



Major Initiatives	Progress
<p><b>Customer Experience Centres</b></p> <ul style="list-style-type: none"> <li>Implement the Customer Experience Strategy Action Plan that ensures Golden Plains Shire Council is an agile, capable and sustainable Council into the future.</li> <li>Implement customer-friendly processes including the Complaints Handling Policy and integration with the Customer Relationship Management System (CRMS).</li> </ul>	<ul style="list-style-type: none"> <li>The Customer Experience Strategy 2022 – 2026 and Action Plan continues to guide the direction for customer experience. Notable deliverables include development of a customer experience training program, implementation of a new Customer Request Management System, and the review of Council’s voice of customer programs to enhance how customer satisfaction is measured. During the reporting period, the Sharps Disposal Service became available to the community, update of website features for animal registration details and lost tags reporting, along with business efficiencies in Council’s community sign booking process.</li> <li>Council’s Complaints Handling Policy will be renewed following the implementation of new Customer Request Management System, a Core System Transformation Project deliverable.</li> <li>20 Complaints registered</li> </ul>
<p><b>People and Culture</b></p> <ul style="list-style-type: none"> <li>Achieving the Gender Equality Action Plan to create leadership opportunities for diverse women, ensure an enabling workplace culture and embed a gender inclusive approach to community programs, services and infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues to implement the Gender Equality Action Plan to create leadership opportunities for diverse gender groups to ensure a workplace culture that embraces and enables a diverse and inclusive culture. Key initiatives have encompassed Respectful Relationships training, access to gender equality learning materials through online learning tools, activities promoting and supporting International Women’s Day, improved information, and resources available on gender equality, flexible work arrangements, introduction and completion of the pilot traineeship program, and continued promotion of Employee Assistance Program specialist services.</li> </ul>
<p><b>Corporate Planning</b></p> <ul style="list-style-type: none"> <li>Implement the adopted Council Plan 2021-2025 in accordance with the provisions of the <i>Local Government Act 2020</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly reports on the progress of the 2021–2025 Council Plan are provided to Council Meetings.</li> </ul>

Major Initiatives	Progress
<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>Implement policies that continue to promote transparency and accountability to support Council to achieve their short, medium and long term goals for the municipal community.</li> <li>Implement good governance and decision making processes and meet all legislative requirements of the <i>Local Government Act 2020</i>.</li> <li>Reviewing and updating Policies and Procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Policy updates include the adoption of an updated Election Period Policy, Media and Communications Policy, Subdivisions Road Naming Policy, Councillor Support and Expenses Policy, Public Interest Disclosure Policy, Consideration of Planning Applications Policy and Public Interest Disclosure Policy.</li> <li>Council continues to implement good governance and decision-making processes to meet all legislative requirements, by ensuring governance rules and policies are reviewed accordingly.</li> <li>Policies and procedures continue to be monitored and reviewed as and where required.</li> </ul>
<p><b>Safety and Wellbeing</b></p> <ul style="list-style-type: none"> <li>Provide a structured Occupational Health and Safety System to Golden Plains Shire Council.</li> <li>Upskill our Leaders in key Occupational Health and Safety Areas.</li> <li>Improve response to emerging hazards.</li> </ul>	<ul style="list-style-type: none"> <li>The Occupational Health and Safety Incident and Hazard management system continues to be reviewed with improvements made to ensure the feasibility of the system and enable timely and accurate reporting and analysis to occur.</li> <li>Safety Leadership training continues to be delivered focusing on their responsibilities and how to respond to emerging hazards or incidents.</li> <li>Improve response to emerging hazards has occurred through specialised training to staff to address changes in regulations and exposure rates.</li> </ul>
<p><b>Risk Management</b></p> <ul style="list-style-type: none"> <li>Implement and review Council's Risk Management Framework and ensure all key risks have been measured and adequately controlled.</li> </ul>	<ul style="list-style-type: none"> <li>Council continues the development of its risk management processes following the adoption of its Risk Management Framework in December 2020.</li> </ul>
<p><b>Records Management</b></p> <ul style="list-style-type: none"> <li>Implementation of a corporate Digitisation Plan for greater accessibility to corporate records.</li> </ul>	<ul style="list-style-type: none"> <li>The Digitisation Plan includes the replacement of the Document Management System, which was implemented in October 2023. This includes a single business classification scheme and consolidation of all documents into one searchable and accessible store. The inward correspondence digitisation plan is geared to the delivery of this project.</li> </ul>





Major Initiatives	Progress
<p><b>Digital Transformation</b></p> <ul style="list-style-type: none"> <li>• Delivery of the key actions of the Digital Transformation Strategy including embedding the new systems under the Core System Transformation Project into Council's operations.</li> <li>• Enhance operations around GIS systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Council continues to deliver key actions of the Digital Transformation Strategy, following the fully operational delivery of an Enterprise Document and Records Management system utilising SharePoint and financial system, under the Core System Transformation Project. Final configuration for the Customer Request Management System has been completed and project expected to be delivered in early July 2024.</li> <li>• Following adoption of Council's Geographic Information System (GIS) Capability Strategy in 2022-23, specifications for the GIS system replacement have been finalised. Tender process is complete, and development of a corporate GIS system is under development, with site wide deployment expected in early 2024-25.</li> </ul>
<p><b>Asset Management</b></p> <ul style="list-style-type: none"> <li>• Migrate asset inspection programs to Assetic Maintenance including the annual road and footpath inspection program.</li> <li>• Implementation and population of the Assetic software system.</li> <li>• Adopt, monitor and deliver the improvements as identified in the Asset Plan 2022-2032.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Road and footpath inspection programs have been migrated to Assetic. The exploration of the migration of roads and drainage maintenance into Assetic for planned and reactive maintenance has commenced and continues to be developed.</li> <li>• Implementation and population of the Assetic software system in 2022-23, allows Council to create a standardised approach to data management, whilst better understanding an assets lifecycle.</li> <li>• The Asset Plan 2022-2032 continues to guide a clear direction for our strategic approach to managing and optimising our assets.</li> </ul>



## SERVICES

The following statement provides information in relation to the services funded in the Council Budget 2023-24 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 Engagement</b>	Council deploys a suite of diverse and engaging communicate across a broad spectrum of channels to articulate Council initiatives, strategies and services to a broad range of stakeholder, including the following – media; proactive media releases, planned media releases, timely response to media enquiries, press advertising, radio interviews, building relationships with target journalists; digital advertising, social media, newsletters, website and video. Additionally, Council develops myth buster fact sheets for a suite of projects to inform the community of current engagement opportunities/works.	580 <u>649</u> 69
<b>Customer Experience</b>	To provide consistent, high quality customer service, by managing, resolving and preventing problems; empowering and educating our customers with self-service tools and solutions; communicating effectively and exceeding customer expectations which will enable Council and our community to reach their goals.	641 <u>688</u> 47
<b>Governance and Risk</b>	To promote Council’s organisational values – pride, respect, integrity, collaboration and excellence in everything wo do. To ensure principles of ‘good’ governance guide decision making and contribute to the strategic direction of Council and outcomes for the community.	1,346 <u>1,383</u> 37
<b>Elections and Meetings</b>	Maintenance of voters’ rolls in readiness for elections.	56 <u>59</u> 3
<b>Information Management</b>	To deliver effective record management and compliance with Archive Act and other relevant legislation.	302 <u>303</u> 1
<b>Information Technology</b>	To deliver digital and ICT services that enhance customer experience outcomes and improve staff operational efficiency.	2,591 <u>2,699</u> 108
<b>Organisational Development</b>	Development and delivery of programs, systems and frameworks to support strategic performance planning in line with Council’s vision and values. This includes corporate reporting and performance, workforce planning, employee engagement and recognition, learning and capability programs.	145 <u>108</u> (37)
<b>People and Culture</b>	Attraction, retention and ongoing engagement of employees. This includes recruitment, employee pay and benefits, employee relations, employee performance management and planning.	1,200 <u>1,227</u> 27
<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 to meet customer service needs.	1,218 <u>1,003</u> (215)



Service Area	Description of Service	Net Cost Actual Budget Variance \$000
<b>Financial Services</b>	Preparation of Council's annual budget, annual financial statements, financial plan, accounts payable, accounts receivable, taxation compliance and other statutory returns and requirements.	930 <u>1,004</u> 74
<b>Safety and Wellbeing</b>	To develop, build and identify effective management of Council's exposure to risks which impact on the health, safety and wellbeing of our staff and to foster a safe workplace environment and culture.	756 <u>253</u> (503)
<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.	(26,415) <u>(33,815)</u> (7,400)
<b>Property and Rates</b>	Management of Council's rating system, including levying rates and charges, outstanding interest and supporting the annual valuations of all rateable properties.	306 <u>573</u> 267
<b>Procurement and Contract Management</b>	Develop and maintain documented standards for procurement governance and procurement process which result in value for money outcomes and minimal procurement risk. Also, develop the contract management capacity of Council.	331 <u>270</u> (61)
<b>Fleet and Plant</b>	Management and replacement of Council's plant and equipment in accordance with the plant replacement schedule and Climate Emergency Plan emissions reduction targets.	446 <u>1,437</u> 991
<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 etc.	(3,730) <u>(1,236)</u> 2,494



## LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INDICATORS

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework, including explanation of results in the comments.

<b>Governance</b>					
Provision of good governance to the community including making and implementing decisions with reference to community engagement, policy frameworks and agreed practice and in compliance with relevant legislation.					
Service/ Indicator/ Measure	Results				Comments
	2020-21	2021-22	2022-23	2023-24	
<p><b>Council decisions made at meetings closed to the public</b></p> <p>[Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x100</p>	2.70%	9.03%	8.45%	7.87%	Decrease is reflected in a 16.67% reduction in resolutions made during Council meetings closed to the public, dropping from 12 in 2022-23 to 10 in 2023-24. Additionally, there was a 10.65% decrease in the number of Council resolutions made during meetings of the Council or delegated committees comprising only Councillors.
<p><b>Satisfaction with community consultation and engagement</b></p> <p>[Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]</p>	47.00	49.00	43.00	43.00	Satisfaction with community consultations and engagement remain consistent from the 2022-23 actuals.
<p><b>Councillor attendance at council meetings</b></p> <p>[The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) × (Number of Councillors elected at the last Council general election)] x100</p>	99.05%	96.94%	93.88%	91.21%	A decrease of 9.78% in the number of councillors who attended each Council meeting was recorded. A total attendance of 92 was recorded in 2022-23, compared to 83 in 2023-24.
<p><b>Cost of elected representation</b></p> <p>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</p>	\$39,805.86	\$49,552.43	\$50,628.29	\$47,772.43	A 5.64% decrease has been noted against the direct cost of Governance Services.
<p><b>Satisfaction with council decisions</b></p> <p>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>	49.00	50.00	43.00	43.00	Satisfaction with decisions made in the interest of the community performance remain consistent from the 2022-23 actuals.



# GOVERNANCE, MANAGEMENT AND OTHER INFORMATION

## GOVERNANCE

Golden Plains Shire Council is constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipal district and the local community.

### Council has a number of important roles including:

- Considering the diverse needs of the local community in transparent decision-making.
- Achieving the best outcomes for the Golden Plains Shire community, considering future generations.
- Effectively engaging our community in sound and responsible decision-making.
- Collaborating with other councils and governments, and statutory bodies; and
- Pursuing innovation and continuous improvement.
- Our role is to provide good governance for the benefit and wellbeing of the community.
- We govern for and on behalf of the community. In doing so, we must be accountable,

transparent, collaborative, efficient and engaged with the community.

- We are responsible for setting our strategic direction, establishing and guiding policies, setting delivery standards and monitoring our performance.
- Council is committed to effective and sustainable forms of democratic and corporate governance, as these principals are key to ensuring that Council and its administration meet the community's priorities.

### Meetings of Council

Decisions on issues affecting the community are made at council meetings. Council conducts open public meetings on the fourth Tuesday of each month. Community members can observe the decision-making process at these meetings and ask questions.

We live-stream our council meetings to enable people to watch the proceedings in real time. Meetings are available to watch later. Live-streaming council meetings offers greater access to information, decision-making and debate. It also underpins the principles of accessibility, openness and transparency.

For the 2023/24 year, Council held the following meetings:

- 13 scheduled Council meetings
- 0 unscheduled Council meetings

The following table provides a summary of Councillor attendance at scheduled meetings of Council meetings of Council for the 2023/24 financial year.

Councillor	Scheduled Meetings	Unscheduled Meetings	Total Meetings
Mayor Cr Brett Cunningham	13	0	13
Cr Gavin Gamble	11	0	11
Cr Helena Kirby	13	0	13
Cr Ian Getsom	12	0	12
Cr Les Rowe	10	0	10
Cr Owen Sharkey	13	0	13
Cr Clayton Whitfield	11	0	11

## Delegated Committees

Decisions are made through formal Council meetings or delegation of powers to officers and delegated committees. There was one Delegated Committee established by Council in the 2023/24 year: the Councillor Contracts Committee.

## Councillor Code of Conduct

The *Local Government Act 2020* requires Council to develop and approve a Councillors' Code of Conduct within 12 months after each general election.

In February 2021, Council adopted a Councillor Code of Conduct which is designed to:

- Assist Councillors to maintain the highest standards of conduct and behaviour, as well as provide a means to deal with problems they may encounter and
- Assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately.
- In addition to setting out the Councillor Conduct Principles, the Code also outlines:
- Other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest
- roles and relationships
- dispute resolution procedures.

## 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:

- Make decisions and take action in accordance with the relevant law.
- 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 required to disclose any direct or indirect conflict of interest on an issue that may impact their impartiality, and to leave the meeting while that issue is being discussed.

## Councillor Allowances

Councillors are entitled to receive an allowance while performing their duty as a Councillor in accordance with Section 39 of the *Local Government Act 2020*. Allowances are fully taxable and are set by the Victorian Independent Remuneration Tribunal according to three categories based on our income and population. Golden Plains Shire Council is recognised as a Category 2 council.

The annual allowance paid to the Mayor, Deputy Mayor and Councillors of Golden Plains Shire Council during the 2023/24 financial year are included in the tables below:

Councillor	Allowance
Cr Brett Cunningham*	\$104,141.39
Cr Gavin Gamble*	\$40,039.04
Cr Ian Getsom	\$32,462.26
Cr Helena Kirby	\$32,462.26
Cr Les Rowe	\$29,797.26
Cr Owen Sharkey	\$32,462.26
Cr Clayton Whitfield	\$32,462.26



## Councillor and Delegated Committee Member Expenses

In accordance with Section 40 of the *Local Government Act 2020*, Council is required to reimburse Councillors and delegated committee members for expenses incurred whilst performing their role. Council is also required to adopt and maintain a policy for the reimbursement of expenses for Councillors and delegated Committee members. The details of the expenses including reimbursement of expenses for each Councillor and Member of a Council committee paid by the Council for the 2023/24 year are set out in the following table:

Councillor	Travel	Council Car Expenses	Information & Communications	Conference & Training	Total \$
Cr Brett Cunningham	\$1,532.73	\$5,025.86	\$340.00	\$2,632.65	\$9,531.24
Cr Gavin Gamble	-	-	\$344.03	\$589.55	\$933.58
Cr Ian Getsom	-	-	\$403.26	\$483.33	\$886.59
Cr Helena Kirby	\$69.14	-	\$404.70	\$1,176.82	\$1,650.66
Cr Les Rowe	\$1,586.95	-	\$340.15	\$42.91	\$1,970.01
Cr Owen Sharkey	\$239.99	-	\$340.16	\$910.23	\$1,490.38
Cr Clayton Whitfield	-	-	\$340.00	\$0.91	\$340.91

**\*Note:** Cr Brett Cunningham, Mayor 1 July 2023 to 30 June 2024  
Cr Gavin Gamble, Deputy Mayor 1 July 2023 to 20 November 2023

## MANAGEMENT

*Council has implemented 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. In 2023-24, the independent members were:

- Mr Joe Adamski (Chair)
- Mr Andrew Pearce (2017/18 - 2023/24)
- Mr Philip Delahunty

Independent members are appointed for an initial term of up to three years, and may be reappointed for two additional three-year terms, for a maximum of nine total years.

The Audit and Risk Committee meets a minimum of four times a year. The Chief Executive Officer, Director Corporate Services, Director Infrastructure and Environment, Acting Director Community, Planning and Growth and Manager Finance attend all Audit and Risk Committee meetings.

## MANAGEMENT CONT.

Council's Internal Auditors attend as required to present reports. The external auditors generally attend 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 2023/24 was completed with the following reviews conducted:

- Data Analytics
- Asset Management
- Follow up of selected high and moderate risk matters raised in prior internal audit reports
- Business Improvement Review – Communications and Engagement.

### EXTERNAL AUDIT

Council is externally audited by the Victorian Auditor-General. In 2023/24, the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's Office.

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 2020 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. 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> . Date of adoption: 28 June 2022
<b>5. 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: 28 June 2022
<b>6. 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: 25 June 2024
<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 adoption: 23 July 2020
<b>8. Fraud Policy</b> (Policy outlining Council's commitment and approach to minimising the risk of fraud)	Date of adoption: 23 July 2020
<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 MEMPC meetings attended: 13 October 2023 and 17 May 2024
<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: 26 October 2021 Last updated: 28 March 2023



Governance and Management Items	Assessment
<p><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)</p>	<p>Date of adoption: 1 July 2018 Last reviewed: June 2020</p>
<p><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)</p>	<p>Date of adoption: 1 March 2024 Last reviewed: 10 April 2024</p>
<p><b>13. Complaints Policy</b> (Policy under section 107 of the Local Government Act 2020 outlining Council’s commitment and approach to managing complaints)</p>	<p>Developed in accordance with section 107 of the <i>Local Government Act 2020</i>. Date of adoption: 20 December 2021</p>
<p><b>14. Workforce Plan</b> (Plan outlining Council’s commitment and approach to planning the current and future workforce requirements of the organisation)</p>	<p>Established in accordance with section 46 of the <i>Local Government Act 2020</i>. Date of commencement of current plan: 8 August 2020</p>
<p><b>15. Financial Hardship Policy</b> (Policy outlining Council’s commitment and approach to assisting ratepayers experiencing financial hardship or difficulty paying their rates)</p>	<p>Date of commencement of current policy: 23 August 2022</p>
<p><b>16. Risk Management Framework</b> (Framework outlining Council’s approach to managing risks to the Council’s operations)</p>	<p>Date of adoption: 23 July 2020</p>
<p><b>17. Audit &amp; Risk Committee</b> (Advisory committee of Council under section 53 &amp; 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)</p>	<p>Established in accordance with section 53 of the <i>Local Government Act 2020</i>. Date of establishment: 27 February 1997</p>
<p><b>18. 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)</p>	<p>Date of engagement of current provider: 11 September 2018</p>
<p><b>19. Performance Reporting Framework</b> (a set of indicators measuring financial and non- financial performance, including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>)</p>	<p>Date of adoption: 1 July 2014</p>
<p><b>20. 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)</p>	<p>Date reports presented: 22 August 2023, 28 November 2023, 27 February 2024 and 28 May 2024</p>

Governance and Management Items	Assessment
<p><b>21. Quarterly Budget Reports</b> (Quarterly reports to Council under section 97 of the <i>Local Government Act 2020</i>, comparing actual and budgeted results and an explanation of any material variations)</p>	<p>Statements presented to Council in accordance with section 97 of the <i>Local Government Act 2020</i>. 26 September 2023, 28 November 2023, 27 February 2024 and 28 May 2024</p>
<p><b>22. Risk Reporting</b> (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Date Reports Presented: 12 September 2023, 11 November 2023, 13 February 2024 and 14 May 2024</p>
<p><b>23. Performance Reporting</b> (Six-monthly reports of indicators measuring results against financial and non-financial performance, including the performance indicators referred to in section 98 of the <i>Local Government Act 2020</i>)</p>	<p>Date of Report: 24 October 2023 and 27 February 2024</p>
<p><b>24. Annual Report</b> (Annual Report under sections 98 and 99 of the <i>Local Government Act 2020</i> containing a report of operations and audited financial and performance statements)</p>	<p>Presented at a meeting of the Council in accordance with section 100 of the <i>Local Government Act 2020</i> on 24 October 2023</p>
<p><b>25. 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)</p>	<p>Reviewed and adopted in accordance with section 139 of the <i>Local Government Act 2020</i>. Date adopted: 23 February 2021</p>
<p><b>26. Delegations</b> (Documents 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>)</p>	<p>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>, with register kept in accordance with Act. Council to CEO: 17 May 2024 and Council to Staff: 21 July 2023</p>
<p><b>27. 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)</p>	<p>Governance Rules adopted in accordance with section 60 of the <i>Local Government Act 2020</i>. Date adopted: 28 March 2023</p>

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



**Shane Walden**  
Chief Executive Officer  
Dated: 22 October 2024



**Cr Brett Cunningham**  
Mayor  
Dated: 22 October 2024

# STATUTORY INFORMATION

## DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In accordance with sections 57 and 58 of the *Local Government Act 2020*, the following documents are available for public inspection or copies of the documents can be obtained 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, Scheduled and Unscheduled meetings held in the previous 12 months, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 66 of the *Local Government Act 2020* and are confidential information within the meaning of section 3(1) of the *Local Government Act 2020*.
- the minutes of meetings of Delegated Committees established under section 63 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 66 of the *Local Government Act 2020* and are confidential information within the meaning of section 3(1) of the *Local Government Act 2020*.
- a register of delegations kept under sections 11(8) of the *Local Government Act 2020*, including the date on which the last review took place.
- 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 1989* 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 106 of the *Local Government Act 2020*, 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**

Council did not enter into any contracts valued at \$150,000 or more for goods and services, or \$200,000 or more for construction works, without first engaging in a competitive process, in accordance with Council's Procurement Policy that complies with Section 108 and 109 of the *Local Government Act 2020*, and 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 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.

Throughout 2023-24, Council has continued to respond to the AAIP, through addressing actions under the four priority areas for access and inclusion, which meet the needs of older residents and people with a disability, and assist to improve awareness of ageing, disablement and all associated issues within the Shire.

### **DOMESTIC ANIMAL MANAGEMENT PLAN 2022-2025**

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 last plan was adopted in December 2021.

A number of actions have been investigated over the course of the 2023/24 financial year:

- Implementation of fee reduction on registration for owners of cats who have a suitable cat enclosure on their property.
- Investigation of a cat curfew with the state government (Animal Welfare Victoria). It was determined that due to the current Council animal management resources and increasing impounding costs per cat, that other options be explored before the introduction of a

## STATUTORY INFORMATION CONT.

curfew. These options to be explored include advertising cat cages, more registration checks and mandatory desexing of cats.

- Council's Community Safety Team members have been engaged with local primary schools where they interact with school children on animal management issues.
- Appointment of a Team Leader in the Community Safety Team.
- Training of staff to assist in periods of leave or afterhours.
- Undertake reviews of current animal management procedures, including the keeping of domestic animals.
- Investigated and undertaken enforcement on a number of dog attacks, including declaring dogs menacing or dangerous.
- Undertaken patrols of walking tracks identified by the community of areas where dog waste is left.
- Engaged with Councils ICT and Digital Transformation team to design a system to allow dog attacks to be reported online, with photos and statements attached.
- Issued a media release about an increase in dog attacks that saw reports with local and regional newspapers and local radio stations.
- Inspected Domestic Animal Businesses, Dangerous, menacing and restricted breed dog properties.

Council officers will continue with targeted township registration checks, domestic animal business audits, investigation of prevention to cruelty of animal matters, prosecution of serious dog attack matters, maintenance and audit of the declared dog register, and discounted desexing of cats for eligible community members.

There are currently 5,597 dogs and 1,187 cats registered in the shire. During 2023/24, Council officers impounded 117 animals whilst residents of the shire took 29 animals to the pound (23 more than last financial year). Of these 166 animals, 37 were reclaimed and 39 were adopted. Council, through veterinary services euthanized 26 feral cats.

Council is continuing to operate a cat desexing program with the National Desexing Network where cat owners are offered desexing and microchipping at a heavily discounted rate that includes free registration for one year, at local veterinary clinics for eligible residents.

### FOOD ACT MINISTERIAL DIRECTIONS

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a summary of any Ministerial Directions received during the financial year in its Annual Report. No such Ministerial Directions were received by Council during the reporting period.

### FREEDOM OF INFORMATION

In accordance with section 7(4AA) (a) and 7(4AA) (b) of the *Freedom of Information Act 1982*, Council is required to publish certain statements in its Annual Report or separately such as on its website, concerning its functions and information available. Council has chosen to publish the statements separately, however, provides the following summary of the application and operation of the *Freedom of Information Act 1982*.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the *Freedom of Information Act 1982* and in summary as follows:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in the possession of Council should be addressed to the Freedom of Information Officer. Requests can also be lodged online or by email. Access charges may also apply once documents have been processed and a decision on access is made (e.g. photocopying and search and retrieval charges).

Further information regarding FOI can be found on the Office of the Victorian Information Commissioner website at [www.ovic.vic.gov.au](http://www.ovic.vic.gov.au)

## **PUBLIC INTEREST DISCLOSURE PROCEDURES**

The *Public Interest Disclosures 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 *Public Interest Disclosures 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)

Council is also required to provide certain information about the number and types of protected disclosure complaints investigated during the financial year.

During 2023/24, 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 2023/24. Council suspended its Road Management Plan on 20 October 2023 following widespread flooding events.

## **NATIONAL COMPETITION POLICY**

For the year ended 30 June 2024, Golden Plains Shire Council has adhered to, and is obligated to adhere to, competitive neutrality principles.

## **INFRASTRUCTURE AND DEVELOPMENT CONTRIBUTIONS**

Council pursues development contributions by way of s173 Agreements at the time of land rezoning. Council is currently working on a development contributions plan for the Shire, which is yet to be completed. Therefore, Council does not have any formal Infrastructure Contributions Plans (ICP's) or Development Contributions Plans (DCP's).







*Couple walking under Nimmons Bridge*





# FINANCIAL REPORT



# FINANCIAL REPORT

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**Golden Plains Shire Council**  
**2023/2024 Financial Report**

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### Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the *Local Government (Planning and Reporting) Regulations 2020*, Australian Accounting Standards and other mandatory professional reporting requirements.



Lynnere Gray  
**Principal Accounting Officer**

Dated : 22 October 2024  
Bannockburn

In our opinion the accompanying financial statements present fairly the financial transactions of Golden Plains Shire Council for the year ended 30 June 2024 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 2020* to certify the financial statements in their final form.



Cr Brett Cunningham  
**Mayor**

Dated : 22 October 2024  
Bannockburn



Cr Owen Sharkey

Dated : 22 October 2024  
Bannockburn



Shane Walden  
**Chief Executive Officer**

Dated : 22 October 2024  
Bannockburn

# Independent Auditor's Report

## To the Councillors of Golden Plains Shire Council

<b>Opinion</b>	<p>I have audited the financial report of Golden Plains Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2024</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 material accounting policy information</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 2024 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the Local Government (Planning and Reporting) Regulations 2020 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>Other information</b>	<p>The Councillors of the council are responsible for the Other Information, which comprises the information in the council's annual report for the period ended 30 June 2024, but does not include the financial report and my auditor's report thereon.</p> <p>My opinion on the financial report does not cover the Other Information and accordingly, I do not express any form of assurance conclusion on the Other Information. However, in connection with my audit of the financial report, my responsibility is to read the Other Information and in doing so, consider whether it is materially inconsistent with the financial report or the knowledge I obtained during the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude there is a material misstatement of the Other Information, I am required to report that fact. I have nothing to report in this regard.</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, the <i>Local Government Act 2020</i> and the Local Government (Planning and Reporting) Regulations 2020, 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>
<b>Auditor's responsibilities for the audit of the financial report</b>	<p>As required by the <i>Audit Act 1994</i>, 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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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</li> <li>• evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillors</li> <li>• 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.</li> <li>• 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.</li> </ul>



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**Auditor's responsibilities for the audit of the financial report (continued)** I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

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MELBOURNE  
23 October 2024

Travis Derricott  
*as delegate for the Auditor-General of Victoria*

**Golden Plains Shire Council**  
**2023/2024 Financial Report**

**Comprehensive Income Statement**  
**For the Year Ended 30 June 2024**

	Note	2024 \$'000	2023 \$'000
<b>Income / Revenue</b>			
Rates and charges	3.1	28,989	27,245
Statutory fees and fines	3.2	660	750
User fees	3.3	2,092	1,660
Grants - operating	3.4	4,750	14,287
Grants - capital	3.4	7,193	3,887
Contributions - monetary	3.5	2,481	2,278
Contributions - non monetary	3.5	4,980	4,496
Net gain on disposal of property, infrastructure, plant and equipment	3.6	1,155	378
Other income	3.7	748	673
Share of net profits of associates	6.3	44	-
<b>Total income / revenue</b>		<b>53,092</b>	<b>55,655</b>
<b>Expenses</b>			
Employee costs	4.1	20,953	19,116
Materials and services	4.2	19,657	21,834
Depreciation	4.3	10,021	9,566
Allowance for impairment losses	4.4	60	47
Borrowing costs	4.5	200	225
Other expenses	4.6	2,094	1,776
<b>Total expenses</b>		<b>52,984</b>	<b>52,564</b>
<b>Surplus for the year</b>		<b>108</b>	<b>3,091</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation gain	9.1	26,497	38,349
<b>Total other comprehensive income</b>		<b>26,497</b>	<b>38,349</b>
<b>Total comprehensive result</b>		<b>26,605</b>	<b>41,440</b>

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

## Balance Sheet As at 30 June 2024

	Note	2024 \$'000	2023 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1	12,815	24,480
Trade and other receivables	5.1	5,898	4,110
Inventories		31	12
Prepayments	5.2	167	665
Non-current assets classified as held for sale	6.1	1,092	1,424
Other assets	5.2	957	884
<b>Total current assets</b>		<b>20,960</b>	<b>31,574</b>
<b>Non-current assets</b>			
Investments in associates	6.3	671	627
Property, infrastructure, plant and equipment	6.2	615,262	581,591
<b>Total non-current assets</b>		<b>615,933</b>	<b>582,217</b>
<b>Total assets</b>		<b>636,893</b>	<b>613,792</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3	4,329	4,202
Trust funds and deposits	5.3	2,269	2,206
Contract and other liabilities	5.3	6,706	9,266
Provisions	5.5	3,639	3,277
Interest-bearing liabilities	5.4	1,632	1,649
<b>Total current liabilities</b>		<b>18,575</b>	<b>20,600</b>
<b>Non-current liabilities</b>			
Provisions	5.5	3,254	3,100
Interest-bearing liabilities	5.4	6,701	8,333
<b>Total non-current liabilities</b>		<b>9,955</b>	<b>11,432</b>
<b>Total liabilities</b>		<b>28,530</b>	<b>32,032</b>
<b>Net assets</b>		<b>608,363</b>	<b>581,759</b>
<b>Equity</b>			
Accumulated surplus		203,276	200,601
Reserves	9.1	405,087	381,158
<b>Total Equity</b>		<b>608,363</b>	<b>581,759</b>

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



**Golden Plains Shire Council**  
**2023/2024 Financial Report**

**Statement of Changes in Equity**  
**For the Year Ended 30 June 2024**

	Note	Accumulated		Revaluation	Other
		Total	Surplus	Reserve	Reserves
2024		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		581,759	200,601	364,029	17,129
Surplus for the year		108	108	-	-
Net asset revaluation gain/(loss)	9.1(a)	26,497	-	26,497	-
Transfers from other reserves	9.1(b)	-	(10,694)	-	10,694
Transfers to other reserves	9.1(b)	-	13,262	-	(13,262)
<b>Balance at end of the financial year</b>		<b>608,363</b>	<b>203,276</b>	<b>390,525</b>	<b>14,562</b>

	Note	Accumulated		Revaluation	Other
		Total	Surplus	Reserve	Reserves
2023		\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		540,318	203,088	325,680	11,550
Surplus for the year		3,092	3,092	-	-
Net asset revaluation gain/(loss)	9.1(a)	38,349	-	38,349	-
Transfers from other reserves	9.1(b)	-	8,367	-	(8,367)
Transfers to other reserves	9.1(b)	-	(13,947)	-	13,947
<b>Balance at end of the financial year</b>		<b>581,759</b>	<b>200,601</b>	<b>364,029</b>	<b>17,129</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 2024

	Note	2024 Inflows/ (Outflows) \$'000	2023 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		27,970	26,531
Statutory fees and fines		660	750
User fees		2,119	1,629
Grants - operating		7,941	17,377
Grants - capital		845	3,887
Contributions - monetary		2,481	2,227
Interest received		747	664
Trust funds and deposits taken		64	808
Other receipts		1	-
Net GST refund		1,559	1,773
Employee costs		(21,011)	(18,531)
Materials and services		(21,396)	(25,863)
<b>Net cash provided by/(used in) operating activities</b>		<b><u>1,979</u></b>	<b><u>11,252</u></b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	6.2	(13,605)	(12,955)
Proceeds from sale of property, infrastructure, plant and equipment		1,809	1,781
<b>Net cash provided by/(used in) investing activities</b>		<b><u>(11,796)</u></b>	<b><u>(11,174)</u></b>
<b>Cash flows from financing activities</b>			
Finance costs		(198)	(225)
Repayment of borrowings		(1,649)	(1,629)
<b>Net cash provided by/(used in) financing activities</b>		<b><u>(1,847)</u></b>	<b><u>(1,854)</u></b>
Net (decrease) in cash and cash equivalents		(11,665)	(1,776)
Cash and cash equivalents at the beginning of the financial year		24,480	26,257
<b>Cash and cash equivalents at the end of the financial year</b>		<b><u>12,815</u></b>	<b><u>24,480</u></b>
Financing arrangements	5.6		

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

Golden Plains Shire Council  
2023/2024 Financial Report

**Statement of Capital Works  
For the Year Ended 30 June 2024**

	2024	2023
	\$'000	\$'000
<b>Property</b>		
Land	-	231
<b>Total land</b>	<u>-</u>	<u>231</u>
Buildings - Specialised	92	284
Buildings - Non Specialised	17	450
<b>Total buildings</b>	<u>109</u>	<u>733</u>
<b>Total property</b>	<u>109</u>	<u>964</u>
<b>Plant and equipment</b>		
Plant, machinery and equipment	832	1,409
Fixtures, fittings and furniture	4	288
Computers and telecommunications	238	-
<b>Total plant and equipment</b>	<u>1,074</u>	<u>1,698</u>
<b>Infrastructure</b>		
Roads	5,025	4,663
Bridges	1,211	1,512
Footpaths and cycleways	263	704
Drainage	582	477
Recreational, leisure and community facilities	4,091	1,467
Waste management	-	32
Parks, open space and streetscapes	1,191	614
Off street car parks	12	309
Other infrastructure	-	398
<b>Total infrastructure</b>	<u>12,375</u>	<u>10,176</u>
<b>Total capital works expenditure</b>	<u>13,558</u>	<u>12,838</u>
<b>Represented by:</b>		
New asset expenditure	991	2,535
Asset renewal expenditure	8,945	6,343
Asset upgrade expenditure	3,622	3,960
<b>Total capital works expenditure</b>	<u>13,558</u>	<u>12,838</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 2024

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### Note 1 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 2020*, and *the Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

#### Accounting policy information

##### (a) Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Specific accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, 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.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components are due to rounding.

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 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- other areas requiring judgements

**Golden Plains Shire Council  
2023/2024 Financial Report**

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

**Goods and Services Tax (GST)**

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Notes to the Financial Report  
For the Year Ended 30 June 2024

Note 2 ANALYSIS OF OUR RESULTS

Note 2.1 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 2020* requires explanation of any material variances. Council has adopted a materiality threshold of \$500,000 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 27 June 2023. 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 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

2.1.1 Income / Revenue and expenditure

	Budget	Actual	Variance	Variance	
	2024	2024	2024	2024	
	\$'000	\$'000	\$'000	%	Ref
<b>Income / Revenue</b>					
Rates and charges	29,202	28,989	(213)	-1%	
Statutory fees and fines	827	660	(167)	-20%	
User fees	2,382	2,092	(290)	-12%	
Grants - operating	10,349	4,750	(5,599)	-54%	1
Grants - capital	12,174	7,193	(4,981)	-41%	2
Contributions - monetary	1,695	2,481	786	46%	3
Contributions - non monetary	2,000	4,980	2,980	149%	4
Net gain on disposal of property, infrastructure, plant and equipment	1,690	1,155	(535)	-32%	5
Other income	973	748	(225)	-23%	
Share of net profits of associates	-	44	44		
<b>Total income / revenue</b>	<b>61,292</b>	<b>53,092</b>	<b>(8,200)</b>		
<b>Expenses</b>					
Employee costs	20,236	20,953	(717)	-4%	
Materials and services	18,965	19,657	(692)	-4%	
Allowance for impairment losses	101	60	41	41%	
Depreciation	8,987	10,021	(1,034)	-12%	6
Borrowing costs	198	200	(2)	-1%	
Other expenses	406	2,094	(1,688)	-416%	7
<b>Total expenses</b>	<b>48,894</b>	<b>52,984</b>	<b>(4,091)</b>		
<b>Surplus for the year</b>	<b>12,398</b>	<b>108</b>	<b>(12,290)</b>		



Notes to the Financial Report  
For the Year Ended 30 June 2024

## (i) Explanation of material variations

Ref	Item	Explanation
<b>1</b>	<b>Grants - Operating</b>	Lower than budget due to Financial Assistant Grant payments for 2023/24 being received in 2022/23 and was not an early payment received in advance for 2024/25 \$7.7M. This has been offset by favourable grant income being received for Kindergarten programs \$300K, Flood damage reimbursements \$282K, Crime Prevention Innovation Fund \$132K and Environmental Initiatives \$153K. New grants in the community health area for Gambling Harm Minimisation \$45K and Vic Health funding \$25K were approved after the budget was adopted. Funding received in previous years included in this year to comply specific performance obligations are Rokewood Community Hub and Pavilion \$162K, Rapid Antigen Test Program \$60K and the Mobile Library \$112K.
<b>2</b>	<b>Grants - capital</b>	Lower than budget due to recognition of some grants that were received in 2023/24 being delayed until 2024/25. These projects include Teesdale Don Wallace Rec Reserve \$1.4M, Bannockburn Vic Park Netball Pavilion \$1.4M, LRCI Phase 4 \$1.2M, Bannockburn Skate Park Upgrade \$0.8M, Inverleigh Active Youth Space \$0.6M, Bridge Replacement Program \$0.5M, Maude Community Hall \$0.5M, Woody Yalaok Lighting \$0.4M and Bannockburn Family Services Extension \$0.5M. This has been offset by the receipt of grants greater than budgeted for Roads to Recovery \$1.4M, Linton Oval Reconstruction \$0.4M, Lethbridge Playground \$0.2M, Smart Shires Network \$0.2M.
<b>3</b>	<b>Contributions - monetary</b>	Higher than budgeted public open space contributions \$300K, reimbursement of Fire Services Property Levy administration fee \$224K, higher than budgeted Developer Contributions \$98K and increased windfarm income \$75K.
<b>4</b>	<b>Contributions - non monetary</b>	Higher than budgeted due to higher development activity than budgeted resulting in \$3M higher subdivision assets handed to Council.
<b>5</b>	<b>Net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	Reduced land sales for Lomandra Drive (Bakers Lane Stage 4 land development for re-sale) \$425K and reduced proceeds on sale of plant & equipment of \$100K.
<b>6</b>	<b>Depreciation</b>	Greater than budget due to increased capital program and revaluations processed for a number of asset categories in the 2022/23 financial year after the budget was adopted.
<b>7</b>	<b>Other Expenses</b>	Higher costs greater than budgeted by \$1.7M due to landfill rehabilitation provision increase \$604K, Impairment losses \$456K and writing off of Work In Progress \$611K.

Notes to the Financial Report  
For the Year Ended 30 June 2024

Note 2.1 Performance against budget (cont'd)

2.1.2 Capital works

	Budget 2024 \$'000	Actual 2024 \$'000	Variance 2024 \$'000	Variance 2024 %	Ref
<b>Property</b>					
Buildings - specialised	2,615	92	(2,523)	-96%	1
Buildings - unspecialised	525	17	(508)	-97%	2
<b>Total Buildings</b>	<b>3,140</b>	<b>109</b>	<b>(3,031)</b>		
<b>Total Property</b>	<b>3,140</b>	<b>109</b>	<b>(3,031)</b>		
<b>Plant and Equipment</b>					
Plant, machinery and equipment	2,210	832	(1,378)	-62%	3
Fixtures, fittings and furniture	-	4	4	100%	
Computers and telecommunications	246	238	(8)	-3%	
<b>Total Plant and Equipment</b>	<b>2,456</b>	<b>1,074</b>	<b>(1,382)</b>		
<b>Infrastructure</b>					
Roads	6,536	5,025	(1,511)	-23%	4
Bridges	2,000	1,211	(789)	-39%	5
Footpaths and cycleways	325	263	(62)	-19%	
Drainage	1,000	582	(418)	-42%	
Recreational, leisure and community facilities	5,892	4,091	(1,801)	-31%	6
Parks, open space and streetscapes	1,025	1,191	166	16%	
Off street car parks	-	12	12	100%	
Other infrastructure	255	0	(255)	-100%	
<b>Total Infrastructure</b>	<b>17,033</b>	<b>12,375</b>	<b>(4,658)</b>		
<b>Total Capital Works Expenditure</b>	<b>22,629</b>	<b>13,558</b>	<b>(9,071)</b>		
<b>Represented by:</b>					
New asset expenditure	1,030	991	(39)		
Asset renewal expenditure	7,756	8,945	1,189		
Asset expansion expenditure	1,169	-	(1,169)		
Asset upgrade expenditure	12,674	3,622	(9,052)		
<b>Total Capital Works Expenditure</b>	<b>22,628</b>	<b>13,558</b>	<b>(9,071)</b>		

Golden Plains Shire Council  
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Notes to the Financial Report  
For the Year Ended 30 June 2024

(i) Explanation of material variations		
Variance Ref	Item	Explanation
1	<b>Buildings - specialised</b>	Lower than budgeted expenditure due to delays in the delivery of the Bannockburn Family Services Centre extension \$450K, Bannockburn Vic Park Netball Pavilion \$1.8M and Kindergarten extensions at Teesdale and Haddon \$200K.
2	<b>Buildings - Unspecialised</b>	The Maude Community Hall project did not commence \$350K and minimal work completed on Facility renewal \$155K.
3	<b>Plant, machinery and equipment</b>	Lower than budgeted expenditure due to delays with delivery on fleet vehicles \$344K. Delayed purchase of Jetpatcher Truck \$450K, Bobcat Skid Steer \$90K and delivery delay of the Gravel Flocon Truck \$600K.
4	<b>Roads</b>	Lower than budgeted due to Local Roads improvements (Roads to Recovery) \$229K, Kerb and Channel \$150K, Gravel Resheeting \$330K and Road Resealing \$1.1M being carried forward into 20224/25. LRCI Phase 4 \$1.3M is scheduled for 2024/25 and LRCI Phase 3 \$437K was funding carried forward from 2022/23. Kopkes Road Haddon \$1.0M was scheduled for 2022/23 but has been delivered in 2023/24.
5	<b>Bridges</b>	Lower than budgeted due to Bridge renewal program being delayed \$364K and Bridge replacement Program being behind schedule \$423K.
6	<b>Recreational, leisure and community facilities</b>	Lower than budgeted expenditure due to Bannockburn Skate Park Upgrade \$760K, Woody Yaloak Lighting \$370K, Works at Teesdale Rec Reserve \$1.8M, and Inverleigh Active Youth Space \$586K being carried forward. This is offset by Linton Oval Reconstruction Works \$940K and Leighdale Equestrian Upgrade \$425K being carry forward from 2022/23.



## Notes to the Financial Report For the Year Ended 30 June 2024

### Note 2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

#### 2.2.1 Office of the CEO

The Chief Executive Office (CEO) provides strategic direction across council to establish the efficient, effective delivery of policy commitments, council vision and mission.

It also incorporates Economic Development, Tourism, Communications and Engagement, Marketing, Events and Publications.

#### Corporate Services

Corporate Services provides efficient, effective and proactive support services across council to enable the delivery of all council services.

The provision of these services includes Corporate Governance and Risk, Finance, ICT and Digital Transformation, People and Performance and Customer Experience.

#### Infrastructure and Environment

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

Provide satisfactory garbage bin and recycling bin collection disposal service. Construction and maintenance of recreation infrastructure and provision of township and tree maintenance while ensuring environmental sustainability is maintained.

#### Community Planning and Growth

To provide an opportunity for community members of all ages to connect with council and deliver services including but not limited to ; kindergartens, childcare, maternal and child health, municipal health and wellbeing, grants and youth programs.

We support the growth of our community including but not limited to; strategic and statutory planning, regulatory services and community safety.

Notes to the Financial Report  
For the Year Ended 30 June 2024

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

	Income / Revenue	Expenses	Surplus/(Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2024</b>					
Community Planning and Growth	7,155	(10,514)	(3,359)	3,931	94,564
Corporate Services	27,064	(9,733)	17,331	587	15,553
Infrastructure and Environment	17,699	(30,251)	(12,552)	7,426	505,146
Office of the CEO	1,174	(2,486)	(1,312)	-	-
Unattributed	-	-	-	-	21,630
	53,092	(52,984)	108	11,944	636,893

	Income / Revenue	Expenses	Surplus/(Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2023</b>					
Community Planning and Growth	8,102	(14,337)	(6,235)	3,971	94,383
Corporate Services	33,145	(9,120)	24,025	9,219	15,555
Infrastructure and Environment	13,086	(26,069)	(12,983)	4,724	471,663
Office of the CEO	1,322	(3,038)	(1,717)	261	-
Unattributed	-	-	-	-	32,201
	55,655	(52,564)	3,091	18,175	613,792

Notes to the Financial Report  
For the Year Ended 30 June 2024

<b>Note 3 FUNDING FOR THE DELIVERY OF OUR SERVICES</b>	<b>2024</b>	<b>2023</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 2023/24 was \$10.614 billion (2022/23 \$8.885 billion).

General Rates	21,268	20,099
Municipal charge	2,888	2,851
Waste management charge	4,218	3,755
Supplementary rates and rate adjustments	309	340
Interest on rates and charges	305	199
<b>Total rates and charges</b>	<b>28,989</b>	<b>27,245</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2024, and the valuation will be first applied in the rating year commencing 1 July 2024.

Annual rates and charges are recognised as income 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**

Planning and building fees	65	120
Infringements and costs	120	61
Property information fees	20	31
Town planning fees	391	463
Land information certificates	30	30
Drainage information fees	22	42
Pool Registration and Permit Information	11	4
<b>Total statutory fees and fines</b>	<b>660</b>	<b>750</b>

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

**3.3 User fees**

Home and Community Care Fees	-	9
Animal Registration Charges	382	383
Early Childhood Education	322	103
Subdivision Supervision Fees	302	237
Gravel Cartage Levy	210	35
Septic Tank Fees	176	199
Food Premises Registration Fees	93	84
Fire Hazard Eradication Fees and Fines	36	59
Bannockburn Cultural Centre Charges	54	50
Smythesdale Business Hub Centre Charges	21	33
Farmers Market Fees	29	25
Lease of Land	34	42
Lease of Building	239	196
Town Planning	64	98
Transfer Station Income	38	34
Permit Fee - Community Protection	31	37
Other	59	37
<b>Total user fees</b>	<b>2,092</b>	<b>1,660</b>

**User fees by timing of revenue recognition**

User fees recognised over time	1,818	1,423
User fees recognised at a point in time	273	238
<b>Total user fees</b>	<b>2,092</b>	<b>1,660</b>

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.



Golden Plains Shire Council  
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Notes to the Financial Report  
For the Year Ended 30 June 2024

	2024 \$'000	2023 \$'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	5,017	12,388
State funded grants	6,927	5,787
<b>Total grants received</b>	<b>11,944</b>	<b>18,175</b>
<b>(a) Operating Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Financial Assistance Grants - General	211	6,702
Financial Assistance Grants - Local Roads	120	2,411
Children's Services	85	98
General home care	-	161
<b>Recurrent - State Government</b>		
Children's Services	1,822	1,265
Community Health	614	603
Home Care	-	11
Maternal and Child Health	538	582
Emergency Management	-	120
Youth projects	80	85
Other	-	304
Environment Projects	49	58
<b>Total recurrent operating grants</b>	<b>3,520</b>	<b>12,401</b>
<b>Non-recurrent - Commonwealth Government</b>		
Other	-	1
<b>Non-recurrent - State Government</b>		
Community Facilities	182	-
Economic Development	-	197
Environment Projects	104	55
Youth projects	135	-
Other	35	30
Emergency Management	401	549
Children's Services	38	82
Community Health	130	76
Homecare	-	8
Recreational Leisure & Community	205	887
<b>Total non-recurrent operating grants</b>	<b>1,231</b>	<b>1,886</b>
<b>Total operating grants</b>	<b>4,750</b>	<b>14,287</b>

Notes to the Financial Report  
For the Year Ended 30 June 2024

	2024	2023
	\$'000	\$'000
<b>(b) Capital Grants</b>		
<b>Recurrent - Commonwealth Government</b>		
Roads to recovery	2,740	-
<b>Total recurrent capital grants</b>	<u>2,740</u>	<u>-</u>
<b>Non-recurrent - Commonwealth Government</b>		
Roads	1,038	2,565
Bridges	330	-
Recreational Leisure & Community	492	450
<b>Non-recurrent - State Government</b>		
Recreational Leisure & Community	2,355	873
Other	238	-
<b>Total non-recurrent capital grants</b>	<u>4,453</u>	<u>3,887</u>
<b>Total capital grants</b>	<u><u>7,193</u></u>	<u><u>3,887</u></u>

**(c) Recognition of grant income**

Before recognising funding from government grants as revenue the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with AASB 15 *Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.

Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies AASB 1058 *Income of Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

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Notes to the Financial Report  
For the Year Ended 30 June 2024

	2024 \$'000	2023 \$'000
<b>Income recognised under AASB 1058 <i>Income of Not-for-Profit Entities</i></b>		
General purpose	3,072	9,114
Specific purpose grants to acquire non-financial assets	4,453	3,888
Other specific purpose grants	3,285	2,610
<b>Revenue recognised under AASB 15 <i>Revenue from Contracts with Customers</i></b>		
Specific purpose grants	1,134	2,564
	<u>11,944</u>	<u>18,175</u>
<b>(d) Unspent grants received on condition that they be spent in a specific manner</b>		
<b>Operating</b>		
Balance at start of year	4,398	5,471
Received during the financial year and remained unspent at balance date	210	716
Received in prior years and spent during the financial year	(605)	(1,790)
Balance at year end	<u>4,003</u>	<u>4,398</u>
<b>Capital</b>		
Balance at start of year	4,865	2,916
Received during the financial year and remained unspent at balance date	455	4,637
Received in prior years and spent during the financial year	(2,796)	(2,688)
Balance at year end	<u>2,524</u>	<u>4,865</u>

Unspent grants are determined and disclosed on a cash basis.

### 3.5 Contributions

Monetary	2,481	2,278
Non-monetary	4,980	4,496
<b>Total contributions</b>	<u>7,461</u>	<u>6,773</u>

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

Land	17	-
Infrastructure	4,963	4,496
<b>Total non-monetary contributions</b>	<u>4,980</u>	<u>4,496</u>

Monetary and non monetary contributions are recognised as income at their fair value when Council obtains control over the contributed asset.

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

Proceeds of sale	1,809	1,781
Written down value of assets disposed	(654)	(1,403)
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<u>1,155</u>	<u>378</u>

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



Notes to the Financial Report  
For the Year Ended 30 June 2024

	\$'000	\$'000
<b>3.7 Other income</b>		
Interest on Investment	747	644
Warranty Claims	-	23
Other	1	5
<b>Total other income</b>	<b>748</b>	<b>673</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	18,261	16,994
WorkCover	521	288
Superannuation	2,032	1,725
Fringe benefits tax	138	104
Other	-	5
<b>Total employee costs</b>	<b>20,953</b>	<b>19,116</b>

**(b) Superannuation**

Council made contributions to the following funds:

**Defined benefit fund**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	129	84
Employer contributions - other funds	-	-
	<b>129</b>	<b>84</b>
Employer contributions payable at reporting date.	Nil	Nil

**Accumulation funds**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	771	571
Employer contributions - other funds	1,106	978
	<b>1,878</b>	<b>1,549</b>
Employer contributions payable at reporting date.	204	185

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

Golden Plains Shire Council  
2023/2024 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2024

	2024	2023
	\$'000	\$'000
<b>4.2 Materials and services</b>		
Delivery of projects and Services	3,734	4,814
General maintenance	3,724	5,608
Garbage Operations	3,335	3,282
Contractors and Consultants	2,529	2,104
Vehicle and Machinery Operations	1,074	947
Building maintenance	535	679
Information technology	1,368	1,267
Utilities	390	428
Printing, Stationery and Postage	192	243
Telecommunication	246	262
Debt Collection and Legal Fee	166	167
Cleaning	497	515
Insurance	673	541
Training	331	287
Advertising	128	122
Memberships & Subscriptions	374	235
Other Expenses	363	332
<b>Total materials and services</b>	<b>19,657</b>	<b>21,834</b>

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

**4.3 Depreciation**

Infrastructure	7,567	7,173
Plant and Machinery	729	667
Buildings	1,399	1,388
Furniture and Equipment	326	338
<b>Total depreciation</b>	<b>10,021</b>	<b>9,566</b>

Refer to note 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

**4.4 Allowance for impairment losses**

Community Protection	62	44
Waste Management	-	3
Home Care	(1)	2
Other	-	(2)
<b>Total allowance for impairment losses</b>	<b>60</b>	<b>47</b>

**Movement in allowance for impairment losses in respect of debtors**

Balance at the beginning of the year	129	274
New allowances recognised during the year	62	-
Amounts allowed for but recovered during the year	(1)	(145)
Balance at end of year	<b>189</b>	<b>129</b>

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

Notes to the Financial Report  
For the Year Ended 30 June 2024

	2024 \$'000	2023 \$'000
<b>4.5 Borrowing costs</b>		
Interest - Borrowings	200	225
<b>Total borrowing costs</b>	<u>200</u>	<u>225</u>

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

**4.6 Other expenses**

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	93	72
Internal Auditors' remuneration	17	49
Councillors' allowances	313	302
De-recognition of Non-current Assets	611	387
Landfill rehabilitation Provision	604	492
Impairment losses	456	474
<b>Total other expenses</b>	<u>2,094</u>	<u>1,776</u>

**Note 5 Investing in and financing our operations**

**5.1 Financial assets**

**(a) Cash and cash equivalents**

Cash on hand	2	2
Cash at bank	4,672	7,119
Short Term Deposit	7,002	4,078
At call deposits	1,139	1,530
<b>Total cash and cash equivalents</b>	<u>12,815</u>	<u>12,730</u>

**(b) Other financial assets**

**Current**

Term deposits - current	-	11,751
Total current other financial assets	-	11,751
<b>Total financial assets</b>	<u>12,815</u>	<u>24,480</u>

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months 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.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

Golden Plains Shire Council  
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Notes to the Financial Report  
For the Year Ended 30 June 2024

	2024	2023
	\$'000	\$'000
<b>(c) Trade and other receivables</b>		
<b>Current</b>		
<i>Statutory receivables</i>		
Rates debtors	4,125	3,107
Infringement debtors	273	169
Allowance for expected credit loss - infringements	(158)	(96)
Net GST receivable	344	-
Other Statutory receivable	461	321
Other debtors	883	642
Allowance for expected credit loss - other debtors	(31)	(33)
<b>Total current trade and other receivables</b>	<b>5,898</b>	<b>4,110</b>

Short term receivables are carried at invoice amount. An allowance for expected credit loss is recognised based on past experience and other objective evidence of expected losses. Long term receivables are carried at amortised cost using the effective interest rate method.

**(d) Ageing of Receivables**

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

Current (not yet due)	768	354
Past due by up to 30 days	7	37
Past due between 31 and 180 days	20	26
Past due between 181 and 365 days	25	118
Past due by more than 1 year	63	108
<b>Total trade &amp; other receivables</b>	<b>883</b>	<b>642</b>

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

At balance date, other debtors representing financial assets with a nominal value of \$23,453 (2023: \$23,453) were impaired. The amount of the allowance raised against these debtors was \$23,453 (2023: \$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:

Past due by more than 1 year	23	23
<b>Total trade &amp; other receivables</b>	<b>23</b>	<b>23</b>



Notes to the Financial Report  
For the Year Ended 30 June 2024

<b>5.2 Non-financial assets</b>	<b>2024</b>	<b>2023</b>
<b>(a) Other current assets</b>		
Prepayments	167	665
Accrued interest income	957	884
<b>Total other assets</b>	<b>1,125</b>	<b>1,549</b>
<b>5.3 Payables, trust funds and deposits and contract and other liabilities</b>		
<b>(a) Trade and other payables</b>		
<b>Current</b>		
<i>Non-statutory payables</i>		
Trade payables	3,374	3,081
Accrued expenses	955	1,121
<b>Total current trade and other payables</b>	<b>4,329</b>	<b>4,202</b>
<b>(b) Trust funds and deposits current</b>		
<b>Current</b>		
Refundable deposits	2,117	2,081
Retention amounts	152	125
<b>Total current trust funds and deposits</b>	<b>2,269</b>	<b>2,206</b>
<b>(c) Contract and other Liabilities</b>		
<b>Contract liabilities</b>		
<b>Current</b>		
Grants received in advance - operating	4,003	898
Grants received in advance - capital	2,524	8,365
Other	178	4
<b>Total contract liabilities</b>	<b>6,706</b>	<b>9,266</b>

*Trust funds and deposits*

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.

*Contract Liabilities*

Contract liabilities reflect consideration received in advance from customers in respect of grants, service level agreements and user fees for construction of assets and operational service delivery. Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

**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 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.

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For the Year Ended 30 June 2024

5.4 Interest-bearing liabilities

	2024	2023
	\$'000	\$'000
<b>Current</b>		
Bank Borrowings - secured	1,632	1,649
	<u>1,632</u>	<u>1,649</u>
<b>Non-current</b>		
Bank Borrowings - secured	6,701	8,333
	<u>6,701</u>	<u>8,333</u>
<b>Total</b>	<u>8,333</u>	<u>9,982</u>

Borrowings are secured by Council rates and charges	8,333	9,982
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(a) The maturity profile for Council's borrowings is:

Not later than one year	1,632	1,649
Later than one year and not later than five years	5,509	5,636
Later than five years	1,191	2,697
	<u>8,333</u>	<u>9,982</u>

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 based on contractual repayment terms at every balance date.

5.5 Provisions

	Employee	Landfill restoration	Gravel Pit restoration	Total
	\$ '000	\$ '000	\$ '000	\$ '000
<b>2024</b>				
Balance at beginning of the financial year	3,481	2,075	820	6,376
Additional provisions	1,883	547	-	2,430
Amounts used	(2,013)	-	-	(2,013)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	57	44	101
Balance at the end of the financial year	<u>3,350</u>	<u>2,680</u>	<u>864</u>	<u>6,894</u>
<i>Provisions - current</i>	<b>3,113</b>	<b>454</b>	<b>72</b>	<b>3,639</b>
<i>Provisions - non-current</i>	<b>237</b>	<b>2,226</b>	<b>792</b>	<b>3,254</b>
<b>2023</b>				
Balance at beginning of the financial year	3,237	1,583	820	5,640
Additional provisions	1,833	492	-	2,325
Amounts used	(1,590)	-	-	(1,590)
Balance at the end of the financial year	<u>3,481</u>	<u>2,075</u>	<u>820</u>	<u>6,376</u>
<i>Provisions - current</i>	<b>3,210</b>	<b>0</b>	<b>67</b>	<b>3,277</b>
<i>Provisions - non-current</i>	<b>271</b>	<b>2,075</b>	<b>753</b>	<b>3,100</b>

Notes to the Financial Report  
For the Year Ended 30 June 2024

	2024	2023
	\$'000	\$'000
<b>(a) Employee provisions</b>		
<b>Current provisions expected to be wholly settled within 12 months</b>		
Rostered days off	83	101
Annual leave	1,177	1,180
Long service leave	96	184
	<u>1,356</u>	<u>1,465</u>
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	223	251
Long service leave	1,534	1,494
	<u>1,757</u>	<u>1,745</u>
<b>Total current employee provisions</b>	<u>3,113</u>	<u>3,210</u>
<b>Non-current</b>		
Long service leave	237	271
<b>Total non-current employee provisions</b>	<u>237</u>	<u>271</u>
Aggregate carrying amount of employee provisions:		
Current	3,113	3,210
Non-current	237	271
<b>Total aggregate carrying amount of employee provisions</b>	<u>3,350</u>	<u>3,481</u>

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

**Annual leave**

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months; or
- present value if the Council does not expect to wholly settle within 12 months.

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. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. 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 and measured at present value.

Key assumptions:	<b>2024</b>	<b>2023</b>
- discount rate	4.5%	4.1%
- inflation rate	4.4%	4.4%
	<b>2024</b>	<b>2023</b>
<b>(b) Landfill restoration</b>	<b>\$'000</b>	<b>\$'000</b>
Current	454	-
Non-current	2,226	2,075
	<u>2,680</u>	<u>2,075</u>

Notes to the Financial Report  
For the Year Ended 30 June 2024

Council is obligated to restore two closed landfill sites to a particular standard. The provision for landfill restoration has been calculated based on updated costings 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.

Council reviews the landfill restoration provision on an annual basis, including the key assumptions listed below:

Key assumptions:

- discount rate	3.5%	2.5%
- index rate	3.0%	3.0%

	2024 \$'000	2023 \$'000
<b>(c) Gravel Pit restoration</b>		
Current	72	67
Non-current	792	753
	<b>864</b>	<b>820</b>

Council operate Sagohill gravel pit to supply gravel for its 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

	2024 \$'000	2023 \$'000
The Council has the following funding arrangements in place as at 30 June 2024.		
Credit card facilities	150	150
Total facilities	150	150
Used facilities	(37)	(45)
Unused facilities	<b>113</b>	<b>105</b>

The above financing arrangements exclude loan facilities which have been fully drawn down.



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5.7 Commitments

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

2024	Not later than	Later than 1 year and not	Later than 2 years and not	Later than 5	Total
	1 year	later than 2 years	later than 5 years	Later than 5 years	
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Operating</b>					
Waste Management	2,781	2,496	7,868	8,473	21,617
Cleaning contracts for council buildings	471	482	1,001	-	1,954
Suppliers	2,032	776	343	-	3,152
<b>Total</b>	<b>5,283</b>	<b>3,754</b>	<b>9,212</b>	<b>8,473</b>	<b>26,722</b>
<b>Capital</b>					
Buildings	38	-	-	-	38
Roads	826	110	113	-	1,050
Recreational, leisure and Community	4,890	-	-	-	4,890
Plant & Machinery	1,052	-	-	-	1,052
Bridge	2,207	-	-	-	2,207
Waste Management	550	563	577	-	1,690
<b>Total</b>	<b>9,564</b>	<b>674</b>	<b>691</b>	<b>-</b>	<b>10,928</b>
<b>2023</b>					
	Not later than	Later than 1 year and not	Later than 2 years and not	Later than 5	Total
	1 year	later than 2 years	later than 5 years	Later than 5 years	
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Operating</b>					
Waste Management	2,375	2,435	7,365	12,337	24,512
Cleaning contracts for council buildings	421	432	1,112	-	1,964
Suppliers	2,039	400	1,209	-	3,648
<b>Total</b>	<b>4,836</b>	<b>3,266</b>	<b>9,686</b>	<b>12,337</b>	<b>30,125</b>
<b>Capital</b>					
Buildings	36	-	-	-	36
Roads	1,509	469	1,047	-	3,025
Recreational, leisure and Community	6,381	3,790	-	-	10,171
Plant & Machinery	3,311	194	-	-	3,504
<b>Total</b>	<b>11,237</b>	<b>4,453</b>	<b>1,047</b>	<b>-</b>	<b>16,738</b>

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Note 6 ASSETS WE MANAGE	2024	2023
6.1 Non current assets classified as held for sale	\$'000	\$'000
Cost of acquisition	265	324
Capitalised development costs (eg roads, drainage)	827	1,100
<b>Total non current assets classified as held for sale</b>	<b>1,092</b>	<b>1,424</b>

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

Notes to the Financial Report  
For the Year Ended 30 June 2024

6.2 Property, infrastructure, plant and equipment  
Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2023	Additions	Contributions	Revaluation	Depreciation	Disposal	Write-off	Transfers	Assets held for re-sale	Carrying amount 30 June 2024
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	54,859	-	17	-	-	-	-	-	-	54,876
Buildings	46,679	627	-	-	(1,399)	-	-	138	-	46,044
Plant and Equipment	5,689	1,073	-	-	(1,054)	(133)	8	61	-	5,643
Infrastructure	469,556	6,443	4,963	26,497	(7,567)	-	(456)	2,742	-	502,178
Work in progress	4,808	5,414	-	-	-	-	(619)	(2,941)	(141)	6,521
<b>Total</b>	<b>581,591</b>	<b>13,558</b>	<b>4,980</b>	<b>26,497</b>	<b>(10,021)</b>	<b>(133)</b>	<b>(1,067)</b>	<b>-</b>	<b>(141)</b>	<b>615,262</b>

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write-off	Assets held for re-sale	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	-	-	-	-	-	-
Buildings	-	35	-	-	-	35
Plant and Equipment	61	-	(61)	-	-	-
Infrastructure	4,748	5,379	(2,880)	(619)	(141)	6,486
<b>Total</b>	<b>4,808</b>	<b>5,414</b>	<b>(2,941)</b>	<b>(619)</b>	<b>(141)</b>	<b>6,521</b>

Notes to the Financial Report  
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(a) Property	Land - specialised	Land - non specialised	Total Land & Land Improvements	Heritage buildings	Buildings - specialised	Buildings - non specialised	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2023	6,973	47,886	54,859	3,820	56,108	13,208	73,136	-	127,995
Accumulated depreciation at 1 July 2023	-	-	-	(2,693)	(21,804)	(1,961)	(26,457)	-	(26,457)
	6,973	47,886	54,859	1,127	34,304	11,248	46,679	-	101,538
<b>Movements in fair value</b>									
Additions	-	-	-	-	103	524	627	35	663
Contributions	17	-	17	-	-	-	-	-	17
Transfers	-	-	-	-	123	15	138	-	138
	17	-	17	-	226	539	765	35	818
<b>Movements in accumulated depreciation</b>									
Depreciation and amortisation	-	-	-	(75)	(1,044)	(280)	(1,399)	-	(1,399)
	-	-	-	(75)	(1,044)	(280)	(1,399)	-	(1,399)
At fair value 30 June 2024	6,991	47,886	54,876	3,820	56,334	13,747	73,901	35	128,813
Accumulated depreciation at 30 June 2024	-	-	-	(2,768)	(22,848)	(2,241)	(27,857)	-	(27,857)
Carrying amount	6,991	47,886	54,876	1,052	33,486	11,506	46,044	35	100,956



Notes to the Financial Report  
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(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 1 July 2023	8,862	3,228	61	12,151
Accumulated depreciation at 1 July 2023	(4,078)	(2,324)	-	(6,402)
	4,784	904	61	5,749
<b>Movements in fair value</b>				
Additions	831	242	-	1,073
Disposal	(518)	(73)	-	(591)
Transfers	-	61	(61)	0
	314	230	(61)	482
<b>Movements in accumulated depreciation</b>				
Depreciation and amortisation	(729)	(326)	-	(1,054)
Accumulated depreciation of disposals	384	73	-	457
Write-off	-	8	-	8
	(344)	(244)	-	(589)
At fair value 30 June 2024	9,176	3,458	-	12,634
Accumulated depreciation at 30 June 2024	(4,423)	(2,568)	-	(6,991)
Carrying amount	4,753	889	-	5,643

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	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 1 July 2023	503,780	58,518	22,499	11,703	20,246	2,815	1,230	2,226	4,748	627,765
Accumulated depreciation at 1 July 2023	(110,600)	(22,577)	(7,674)	(4,260)	(6,022)	(1,010)	(1,046)	(274)	-	(153,462)
	393,180	35,941	14,826	7,443	14,224	1,805	184	1,953	4,748	474,304
<b>Movements in fair value</b>										
Additions	4,458	1,063	169	165	181	311	-	96	5,379	11,822
Contributions	3,168	393	757	900	-	-	-	-	-	5,218
Revaluation	34,263	-	-	-	-	-	-	-	-	34,263
Write-off	(214)	(1,097)	-	-	(5)	-	-	-	(761)	(2,077)
Transfers	260	1,140	257	70	288	728	-	-	(2,880)	(138)
	41,935	1,496	1,183	1,135	464	1,039	-	96	1,738	49,089
<b>Movements in accumulated depreciation</b>										
Depreciation and amortisation	(5,421)	(602)	(343)	(251)	(765)	(126)	-	(60)	-	(7,567)
Write-off	68	790	-	-	3	-	-	-	-	860
Revaluation adjustments	(7,767)	-	-	-	-	-	-	-	-	(7,767)
Contributions	(9)	(236)	-	(10)	-	-	-	-	-	(255)
	(13,129)	(48)	(343)	(262)	(762)	(126)	-	(60)	-	(14,729)
At fair value 30 June 2024	545,715	60,016	23,683	12,838	20,710	3,854	1,230	2,323	6,486	676,854
Accumulated depreciation at 30 June 2024	(123,729)	(22,625)	(8,017)	(4,521)	(6,783)	(1,136)	(1,046)	(334)	-	(168,191)
Carrying amount	<b>421,986</b>	<b>37,391</b>	<b>15,666</b>	<b>8,317</b>	<b>13,927</b>	<b>2,718</b>	<b>184</b>	<b>1,989</b>	<b>6,486</b>	<b>508,664</b>

Notes to the Financial Report  
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**Acquisition**

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Refer also to Note 8.4 for further disclosure regarding fair value measurement.

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.

<b>Asset recognition thresholds and depreciation periods</b>	<b>Depreciation Period</b>	<b>Threshold Limit \$'000</b>
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 above and are consistent with the prior year unless otherwise stated.

Notes to the Financial Report  
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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 at 30 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 valuations is detailed in the following table.

An indexed based revaluation was conducted at 30 June 2022 for land assets. Land assets were reviewed at 30 June 2024 to ensure there was no material movement in value.

An indexed based revaluation was conducted on building assets at 30 June 2023 based on Valuer-General Victoria estimated building cost indexation factors for Victoria. Building assets were reviewed by Assetic at 30 June 2024 to ensure there was no material movement in value.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2024 are as follows:

	Level 1	Level2	Level 3	Date of Valuation	Type of Valuation
Land	-	47,886	-	Jun-22	Index
Specialised land	-	-	6,991	Jun-22	Index
Heritage Buildings	-	-	1,052	Jun-23	Index
Specialised Buildings	-	-	33,486	Jun-23	Index
Non - Specialised Buildings	-	11,506	-	Jun-23	Index
<b>Total</b>	-	<b>59,392</b>	<b>41,528</b>		



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**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.

Assetic performed a desktop revaluation of all Infrastructure asset classes as at 30 June 2024. The fair value for Roads has a material increase and a revaluation adjustment was made accordingly.

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 and type of the current valuation is detailed in the following table. An index based revaluation was conducted in the current year, this valuation was based on Rawlinsons Australian Construction Handbook. This resulted in a revaluation of Roads assets being completed.

The valuation is at fair value based on current 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 2024 are as follows:

	Level 1	Level2	Level 3	Date of Valuation	Type of Valuation
Roads	-	-	421,986	Jun-24	Index
Bridges	-	-	37,391	Jun-23	Index
Footpaths and cycleways	-	-	15,666	Jun-23	Index
Drainage	-	-	8,317	Jun-23	Index
Recreational, leisure and community facilities	-	-	13,927	Jun-23	Index
Parks, open space and streetscapes	-	-	2,718	Jun-23	Index
Off street car parks	-	-	1,989	Jun-23	Index
Gravel Pit	-	-	184	Jun-23	Index
Total	-	-	502,178		

**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 \$2,218.93 per square metre.

**Specialised buildings** are valued using a depreciated current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$47.02 to \$18,752.60 per square metre. 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 current 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.

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	2024	2023
	\$'000	\$'000
<b>6.3 Investments in associates, joint arrangements and subsidiaries</b>		
<b>(a) Investments in associates</b>		
Investments in associates accounted for by the equity method are:		
- Equity in Geelong Regional Library (GRLC)	627	627
<b>Geelong Regional Library (GRLC)</b>		
<i>Background</i>		
Council share of the net equity in GRLC is 5.59% (5.78% 2023). The GRLC Board is comprised of eight representatives from five member Councils. Golden Plains Shire Council has one representative on the GRLC Board.	44	-
<b>Fair value of Council's investment in Geelong Regional Library</b>	<u>671</u>	<u>627</u>
<b>Council's share of accumulated surplus</b>		
Council's share of accumulated surplus at start of year	627	627
Reported surplus for year	44	-
Council's share of accumulated surplus(deficit) at end of year	<u>671</u>	<u>627</u>
<b>Council's share of expenditure commitments</b>		
Operating commitments	<u>447</u>	465
Council's share of expenditure commitments	<u>447</u>	<u>465</u>

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.

Notes to the Financial Report  
For the Year Ended 30 June 2024

	2024	2023
Note 7 PEOPLE AND RELATIONSHIPS	No.	No.
<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>		
Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Golden Plains Shire Council. The Councillors, Chief Executive Officer and Executive Directors are deemed KMP.		
Details of KMP at any time during the year are:		
<b>Councillors</b>		
Helena Kirby (1/07/23 - 30/06/24)		
Les Rowe (1/07/23 - 30/06/24)		
Owen Sharkey (1/07/23 - 30/06/24)		
Ian Getsom (1/07/23 - 30/06/24)		
Brett Cunningham (1/07/23 - 30/06/24) Mayor (1/07/23 - 30/06/24)		
Gavin Gamble (1/07/23 - 30/06/24) Deputy Mayor (1/07/23 - 15/11/23)		
Clayton Whitfield (1/07/23 - 30/06/24)		
<b>Chief Executive Officer and other Key Management Personnel</b>		
Eric Braslis, Chief Executive Officer - (1/07/23 - 03/05/24)		
Michael Tudball, Interim Chief Executive Officer - (06/05/24 - 30/06/24)		
Lynnere Gray, Director Corporate Services - (1/07/23 - 30/06/24)		
Phil Josipovic, Director Infrastructure and Development - (1/07/23 - 30/06/24)		
Steven Sagona, Director Community Services - (1/07/23 - 4/08/23)		
Emma Wheatland, Acting Director Community, Planning and Growth (7/08/23 - 1/09/23, 1/11/23 - 31/01/24, 17/06/24 - 30/06/24)		
Leanne Wilson, Acting Director Community, Planning and Growth (4/09/23 - 31/10/23, 1/02/24 - 30/04/24)		
<b>Total Number of Councillors</b>	<b>7</b>	<b>7</b>
<b>Total of Chief Executive Officer and other Key Management Personnel</b>	<b>7</b>	<b>5</b>
<b>Total Number of Key Management Personnel</b>	<b>14</b>	<b>12</b>

**(c) Remuneration of Key Management Personnel**

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

**Short-term employee benefits** include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

**Other long-term employee benefits** include long service leave, other long service benefits or deferred compensation.

**Post-employment benefits** include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

**Termination benefits** include termination of employment payments, such as severance packages.

Golden Plains Shire Council  
2023/2024 Financial Report

Notes to the Financial Report  
For the Year Ended 30 June 2024

	2024 \$'000	2023 \$'000
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,145	1,116
Other long-term employee benefits	17	19
Post-employment benefits	87	79
Termination benefits	22	-
<b>Total</b>	<b>1,270</b>	<b>1,214</b>

	2024 No.	2023 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$20,000 - \$29,999	2	-
\$30,000 - \$39,999	4	5
\$40,000 - \$49,999	1	1
\$60,000 - \$69,999	1	1
\$70,000 - \$79,999	1	1
\$80,000 - \$89,999	1	-
\$100,000 - \$109,999	1	-
\$130,000 - \$139,999	-	1
\$210,000 - \$219,999	-	2
\$220,000 - \$229,999	1	-
\$230,000 - \$239,999	1	-
\$270,000 - \$279,999	1	-
\$300,000 - \$309,999	-	1
	<b>14</b>	<b>12</b>

**(d) Remuneration of other senior staff**

Other senior staff are officers of Council, other than Key Management Personnel, whose total remuneration exceeds \$160,000 and who report directly to a member of the KMP.

	2024 \$	2023 \$
Total remuneration of other senior staff was as follows:		
Short-term employee benefits	458	1,038
Other long-term employee benefits	10	21
Post-employment benefits	44	103
<b>Total</b>	<b>512</b>	<b>1,162</b>

The number of other senior staff are shown below in their relevant income bands:

	2024 No.	2023 No.
Income Range:		
\$160,000 - \$169,999	-	6
\$170,000 - \$179,999	3	1
	<b>3</b>	<b>7</b>
	<b>\$'000</b>	<b>\$'000</b>
Total remuneration for the reporting year for other senior staff included above, amounted to:	512	1,162



Notes to the Financial Report  
For the Year Ended 30 June 2024

7.2 Related party disclosure	2024	2023
<b>(a) Transactions with related parties</b>	<b>\$</b>	<b>\$</b>
During the period Council entered into the following transactions with related parties.		
- Contribution to Geelong Reginal Library Corporation	435	426
<b>(b) Outstanding balances with related parties</b>		
The following balances are outstanding at the end of the reporting period in relation to transactions with related parties.		
	-	-
<b>(c) Loans to/from related parties</b>		
The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:		
	-	-
<b>(d) Commitments to/from related parties</b>		
The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:		
	-	-

**Notes to the Financial Report  
For the Year Ended 30 June 2024**

**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 and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

**(a) Contingent assets**

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council.

**Flood Cost Reimbursement**

Council has incurred additional costs to repair flood damaged assets and will seek reimbursement from the Federal and State Government for costs where sufficient evidence can be provided to support the claim. The value of reimbursement is uncertain due to the evidence required to meet the claim criteria.

**(b) Contingent liabilities**

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

**(c) Bank Guarantee**

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

**MAV Workcare**

Council was a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the Workplace Injury Rehabilitation and Compensation Act 2013, there is a six year liability period following the cessation of the Scheme (to 30 June 2027). During the liability period, adjustment payments may be required (or received). The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria. If required, adjustments will occur at the 3-year and 6-year points during the liability period, and will affect participating members.

## Notes to the Financial Report For the Year Ended 30 June 2024

### 8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2024 reporting period. Council assesses the impact of these new standards.

In December 2022 the Australian Accounting Standards Board (AASB) issued AASB 2022-10 Amendments to Australian Accounting Standards - Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities to modify AASB 13 Fair Value Measurement. AASB 2022-10 amends AASB 13 Fair Value Measurement for fair value measurements of non-financial assets of not-for-profit public sector entities not held primarily for their ability to generate net cash inflows. The AASB 13 modifications:

- are applicable only to not-for-profit public sector entities;
- are limited to fair value measurements of non-financial assets not held primarily for their ability to generate net cash inflows;
- are to be applied prospectively for annual periods beginning on or after 1 January 2024;
- would not necessarily change practice for some not-for-profit public sector entities; and
- do not indicate that entities changing practice in how they measure relevant assets made an error in applying the existing requirements of AASB 13.

Council will assess any impact of the modifications to AASB 13 ahead of the 2024-25 reporting period.

In December 2022 the Australian Accounting Standards Board (AASB) issued AASB 2022-6 Amendments to Australian Accounting Standards - Non-current Liabilities with Covenants. AASB 2022-6 amends AASB 101 Presentation of Financial Statements to improve the information an entity provides in its financial statements about long-term liabilities with covenants where the entity's right to defer settlement of those liabilities for at least twelve months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement. The amendments in AASB 2022-6 are effective for annual periods beginning on or after 1 January 2024. Council will assess any impact of the modifications to AASB 101 ahead of the 2024-25 reporting period.

### 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 material 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. 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 2020*. 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.

**Notes to the Financial Report**  
**For the Year Ended 30 June 2024**

**(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 allowance for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

**(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 4.35%.

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.



## Notes to the Financial Report For the Year Ended 30 June 2024

### 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.

#### **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. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). 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. The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Land	4 years
Buildings	4 years
Roads	5 years
Bridges	5 years
Footpaths and cycleways	5 years
Drainage	5 years
Recreational, leisure and community facilities	4 years
Parks, open space and streetscapes	4 years
Other infrastructure	4 to 5 years

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

Golden Plains Shire Council  
2023/2024 Financial Report

## Notes to the Financial Report For the Year Ended 30 June 2024

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### ***Impairment of assets***

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

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

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

Notes to the Financial Report  
For the Year Ended 30 June 2024

Note 9 OTHER MATTERS

9.1 Reserves	Balance at beginning of reporting period	Increase (decrease)	Balance at end of reporting period
(a) Asset revaluation reserves	\$'000	\$'000	\$'000
<b>2024</b>			
<b>Property</b>			
Land	33,663	-	33,663
Land Under Roads	2,733	-	2,733
Buildings	19,182	-	19,182
	<u>55,579</u>	<u>-</u>	<u>55,579</u>
<b>Infrastructure</b>			
Roads	276,608	26,497	303,105
Bridges	23,240	-	23,240
Footpaths and cycleways	4,053	-	4,053
Drainage	4,374	-	4,374
Offstreet car parks	175	-	175
	<u>308,450</u>	<u>26,497</u>	<u>334,947</u>
<b>Total asset revaluation reserves</b>	<b><u>364,029</u></b>	<b><u>26,497</u></b>	<b><u>390,525</u></b>
<b>2023</b>			
<b>Property</b>			
Land	33,663	-	33,663
Land Under Roads	2,733	-	2,733
Buildings	12,923	6,259	19,182
	<u>49,320</u>	<u>6,259</u>	<u>55,579</u>
<b>Infrastructure</b>			
Roads	248,792	27,816	276,608
Bridges	20,602	2,638	23,240
Footpaths and cycleways	3,220	833	4,053
Drainage	3,571	803	4,374
Offstreet car parks	175	-	175
	<u>276,360</u>	<u>32,090</u>	<u>308,450</u>
<b>Total asset revaluation reserves</b>	<b><u>325,680</u></b>	<b><u>38,349</u></b>	<b><u>364,029</u></b>

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

Notes to the Financial Report  
For the Year Ended 30 June 2024

	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>2024</b>				
Recreation Lands	1,875	1,064	(65)	2,874
Unexpended project reserve	12,932	8,725	(12,932)	8,725
LSL Investment Reserve	271	-	(35)	236
Developer Contribution reserve	619	198	(135)	682
Quarry Levy	8	180	(29)	159
Waste Management	1,424	527	(65)	1,886
<b>Total Other reserves</b>	<b>17,129</b>	<b>10,694</b>	<b>(13,262)</b>	<b>14,562</b>
<b>2023</b>				
Recreation Lands	1,017	895	(37)	1,875
Unexpended project reserve	8,279	12,932	(8,279)	12,932
LSL Investment Reserve	291	-	(20)	271
Developer Contribution reserve	619	-	-	619
Quarry Levy	8	-	-	8
Waste Management	1,337	119	(32)	1,424
<b>Total Other reserves</b>	<b>11,550</b>	<b>13,947</b>	<b>(8,367)</b>	<b>17,129</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 non-current portion of Council's Long Service Leave liability.
Developer Contribution reserve	These funds relate to Developer Contributions collected from property developers. The funds are utilised to develop new community infrastructure.
Quarry Levy	These funds are collected from Quarry operators and the funds are utilised to maintain the local road network utilised by these quarries.
Waste Management	These funds relate to the waste management charges collected from customers less associated waste management expenses therefore represent the surplus generated from providing waste management services. The funds are committed to future waste management expenses and are held to offset the expected increase in recycling disposal costs.



Notes to the Financial Report  
For the Year Ended 30 June 2024

	2024	2023
	\$'000	\$'000
<b>9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
Surplus for the year	108	3,092
<i>Non-cash adjustments</i>		
Depreciation/amortisation	10,021	9,566
Cost of Infrastructure assets written-off to Income Statement	611	387
Impairment losses	516	474
Landfill and gravel pit restoration provision present value movement	648	492
(Profit)/loss on disposal of property, infrastructure, plant and equipment	(1,155)	(814)
Contributions - Non-monetary assets	(4,980)	(4,496)
Share of net profits of associate	(44)	-
Finance cost	198	272
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in trade and other receivables	(1,503)	(435)
(Increase)/decrease in accrued income	(75)	(51)
(Increase)/decrease in prepayments	498	64
Increase/(decrease) in trade payables	(20)	(699)
Increase/(decrease) in contract and other liabilities	(2,561)	2,470
(Increase)/decrease in GST asset	(344)	0
Increase/(decrease) in accrued expenses	147	(617)
(Increase)/decrease in inventories	(19)	2
Increase/(decrease) in trust funds	64	808
Increase/(decrease) in provisions	(131)	736
<b>Net cash provided by operating activities</b>	<b>1,979</b>	<b>11,252</b>

## Notes to the Financial Report For the Year Ended 30 June 2024

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### 9.3 Superannuation

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

#### **Accumulation**

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives 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 2024, this was 11.0% as required under Superannuation Guarantee (SG) legislation (2023: 10.5%)).

#### **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 Golden Plains Shire Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 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 investigation for the Defined Benefit category as at 30 June 2023 was conducted and completed by 31 December 2023. The vested benefit index (VBI) of the Defined Benefit category as at 30 June 2023 was 104.1%. Council was notified of the 30 June 2023 VBI during August 2023. The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns 5.7% pa  
Salary information 3.5% pa  
Price inflation (CPI) 2.8% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2023 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.

**Notes to the Financial Report  
For the Year Ended 30 June 2024**

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**Employer contributions**

**Regular contributions**

On the basis of the results of the 2023 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 2024, this rate was 11.0% of members' salaries (10.5% in 2022/23). 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 2023 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.

**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 98%.

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.

Notes to the Financial Report  
For the Year Ended 30 June 2024**The 2023 interim actuarial investigation surplus amounts**

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2023.

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

	2023 (Triennial) \$m	2022 (Interim) \$m
- A VBI Surplus	84.7	44.6
- A total service liability surplus	123.6	105.8
- A discounted accrued benefits surplus	141.9	111.9

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 2023.

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 2023.

The discounted accrued benefits surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2023.

**The 2024 interim triennial actuarial investigation**

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2024 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2024. The VBI of the Defined Benefit category was 104.1% as at 30 June 2024. The financial assumptions used to calculate the 30 June 2024 VBI were:

Net investment returns	5.6% pa
Salary inflation	3.5% pa
Price inflation (CPI)	2.7% pa

Council was notified of the 30 June 2024 VBI during August 2024.

Because the VBI was above 100%, the Defined Benefit category was in a satisfactory financial position at 30 June 2024 and it is expected that the actuarial investigation will recommend that no change will be necessary to the Defined Benefit category's funding arrangements from prior years.

The last triennial actuarial investigation conducted prior to 30 June 2023 was at 30 June 2020. This actuarial investigation was completed by 31 December 2020. The financial assumptions for the purposes of that investigation was:

	2020 Triennial Investigation	2023 Triennial Investigation
Net investment return	5.6% pa	5.7% pa
Salary inflation	2.5% pa for the first two years and 2.75% pa thereafter	3.5% pa
Price inflation	2.0% pa	2.8% pa



**Notes to the Financial Report  
For the Year Ended 30 June 2024**

**Superannuation Contribution**

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2024 are detailed below:

			<b>2024</b>	<b>2023</b>
<b>Scheme</b>	<b>Type of Scheme</b>	<b>Rate</b>	<b>\$,000</b>	<b>\$,000</b>
Vision super	Defined benefit	11.0% (2023:10.5%)	129	84
Vision super	Accumulation fund	11.0% (2023:10.5%)	771	571
Other Funds	Accumulation fund	11.0% (2023:10.5%)	1,106	978

Council hasn't paid any unfunded liability payments to Vision Super in 2023-24. Council does not expect to pay to the Defined Benefit category of Vision Super for the year ending 30 June 2024.

**Note 10 CHANGE IN ACCOUNTING POLICY**

There have been no changes to accounting policies in the 2023/24 year.

There are no pending accounting standards that are likely to have a material impact on council.



# PERFORMANCE STATEMENT

FOR THE YEAR ENDED  
30 JUNE 2024

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## CERTIFICATION OF THE PERFORMANCE STATEMENT

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.



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Lynnere Gray  
**Principal Accounting Officer**  
**Dated:** 22 October 2024

In our opinion, the accompanying performance statement of the *Golden Plains Shire Council* for the year ended 30 June 2024 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.

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 2020 to certify this performance statement in its final form.



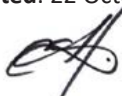
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Mayor Brett Cunningham  
**Councillor**  
**Dated:** 22 October 2024



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Owen Sharkey  
**Councillor**  
**Dated:** 22 October 2024



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Shane Walden  
**Chief Executive Officer**  
**Dated:** 22 October 2024



# Independent Auditor's Report

## To the Councillors of Golden Plains Shire Council

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

- description of municipality for the year ended 30 June 2024
- service performance indicators for the year ended 30 June 2024
- financial performance indicators for the year ended 30 June 2024
- sustainable capacity indicators for the year ended 30 June 2024
- notes to the accounts
- certification of the performance statement.

In my opinion, the performance statement of Golden Plains Shire Council in respect of the year ended 30 June 2024 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020.

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

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

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

**Councillors' responsibilities for the performance statement** The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 2020* and Local Government (Planning and Reporting) Regulations 2020 and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.

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

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

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether 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  
23 October 2024



Travis Derricott  
*as delegate for the Auditor-General of Victoria*

## 1. DESCRIPTION OF MUNICIPALITY

### FOR THE YEAR ENDED 30 JUNE 2024

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.

Situated between Victoria's two largest regional cities, Geelong and Ballarat, Golden Plains Shire is a large municipality of 2,705 square kilometres, with a socio-economically diverse population of approximately 25,000 people living in 56 vibrant rural communities, reflecting a population growth of approximately 2.4% per annum.

Renowned for its award-winning food and wine, community markets, iconic music festivals, rich gold mining history and character, and friendly communities - Golden Plains Shire is an attractive destination to live, visit or socialise.

Residents value the character of Golden Plains' small townships and communities, local facilities and services, and natural environment. Our sweeping landscapes, award-winning businesses and rugged bush landscapes combine with historic townships and growing communities to make for a wonderful place to live, visit or socialise. 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.

Golden Plains Shire also offers many opportunities for businesses, investment, sustainable development and employment, with more than 2,100 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. More recently, 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 region's 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.

Golden Plains Shire Council has a strong sense of community with people working together to achieve common goals and outcomes. This sense of community benefits the entire Shire and Council will continue to have conversations with the community now and into the future.

## 2. SERVICE PERFORMANCE INDICATORS FOR THE YEAR ENDED 30 JUNE 2024

SERVICE/INDICATOR/ MEASURE	RESULTS					COMMENTS
	2020-21	2021-22	2022-23	2023-24		
	Actual	Actual	Actual	Target as per budget	Actual	
<b>AQUATIC FACILITIES</b>						
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/ Municipal population]	0.00	0.00	0.00	N/A	0.00	Council does not have any aquatic facilities.
<b>ANIMAL MANAGEMENT</b>						
<i>Health and safety</i> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	100.00%	100.00%	0.00%	N/A	0.00%	No prosecutions occurred across the reporting period, with results remaining constant from 2022-23 actuals.



SERVICE/INDICATOR/ MEASURE	RESULTS						COMMENTS
	2020-21	2021-22	2022-23	2023-24			
	Actual	Actual	Actual	Target as per budget	Actual		
<b>FOOD SAFETY</b>							
<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 a food premises] x100	100.00%	100.00%	88.89%	N/A	100.00%		Six (6) critical and major non-compliance outcome notifications about food premises were recorded within the reporting period, with all requests followed up in the 2023 calendar year.
<b>GOVERNANCE</b>							
<b>Consultation and engagement</b> <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	47	49	43	50	43		Satisfaction with community consultations and engagement remain consistent from the 2022-23 actuals.

SERVICE/INDICATOR/ MEASURE	RESULTS					COMMENTS
	2020-21	2021-22	2022-23	2023-24		
	Actual	Actual	Actual	Target as per budget	Actual	
<b>LIBRARIES</b>						
<b>Participation</b> <i>Library membership</i> [Number of registered library members / Population] x100	N/A	N/A	N/A	N/A	15.49%	A total of 3,998 registered library members were recorded at the end of the reporting period.
<b>MATERNAL AND CHILD HEALTH</b>						
<b>Participation</b> <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	84.58%	82.57%	80.75%	N/A	79.82%	Not all children within the municipality have scheduled Maternal and Child Health appointments in a 12-month period, appointments are dependent on age. 2023-24 actuals continue to reflect consistently with 2022-23 results, with a small 1.36% decrease in the number of children who attend the MCH service at least once in the year.
<b>Participation</b> <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	86.05%	92.68%	82.22%	N/A	80.33%	Participation in the MCH service by Aboriginal children may fluctuate due to the engaging of other support services, including Ballarat and District Aboriginal Cooperative (BADAC) and Wadawurrung Aboriginal Corporation. 2023-24 actuals continue to reflect consistently with 2022-23 results.

SERVICE/INDICATOR/ MEASURE	RESULTS					COMMENTS
	2020-21	2021-22	2022-23	2023-24		
	Actual	Actual	Actual	Target as per budget	Actual	
<b>ROADS</b>						
<b>Condition</b> <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	98.83%	98.86%	98.94%	98.86%	100.00%	Condition assessments indicate that all 1,041.60 kilometres of sealed local roads are below the renewal intervention level set by Council.
<b>STATUTORY PLANNING</b>						
<b>Service standard</b> <i>Planning applications decided within required time frames</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	65.70%	62.25%	46.50%	60.00%	52.73%	A positive increase in this indicator has been recorded, notably the appointment of Planning Coordinator has increased Council's decision-making capacity and delegation to sign off decisions more promptly. An increase in VicSmart applications received and actioned within 10 business days was also recorded.

SERVICE/INDICATOR/ MEASURE	RESULTS					COMMENTS
	2020-21	2021-22	2022-23	2023-24		
	Actual	Actual	Actual	Target as per budget	Actual	
<b>WASTE MANAGEMENT</b>						
<b>Waste diversion</b> <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	36.97%	35.75%	35.32%	36.00%	33.63%	A 6.98% reduction in the weight of recyclables collected from kerbside bins has been recorded, which is attributed by the implementation of the Container Deposit Scheme in November 2023.



### 3. FINANCIAL PERFORMANCE INDICATORS

FOR THE YEAR ENDED 30 JUNE 2024

DIMENSION/INDICATOR/ MEASURE	RESULTS					FORECASTS				MATERIAL VARIATIONS & COMMENTS	
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28			
	Actual	Actual	Actual	Target as per budget	Actual	Forecast	Forecast	Forecast			
<b>EFFICIENCY</b>											
<b>Expenditure level</b> <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,647.83	\$3,876.42	\$4,215.65	\$4,063.00	\$4,375.23	\$4,228.93	\$4,302.19	\$4,378.91	Average expenditure per property is high due to higher depreciation costs resulting from increased asset values at June 2023.		
<b>Revenue level</b> <i>Average rate per property assessment</i> [Sum of all general rates and municipal charges / Number of property assessments]	\$1,793.42	\$1,855.75	\$1,867.91	N/A	\$2,020.23	\$2,152.16	\$2,203.55	\$2,250.10	This measure shows the continuing upward trend in average rates and reflects Council's commitment to maintain rate increases within the State Government rate cap system.		

DIMENSION/INDICATOR/ MEASURE	RESULTS					FORECASTS				MATERIAL VARIATIONS & COMMENTS
	2020-21	2021-22	2022-23	2023-24		2024-25	2025-26	2026-27	2027-28	
	Actual	Actual	Actual	Target as per budget	Actual	Forecast	Forecast	Forecast	Forecast	
<b>LIQUIDITY</b>										
<b>Working capital</b> <i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	228.43%	181.61%	153.27%	104.18%	112.84%	121.19%	139.31%	172.25%	207.31%	Closing cash balance has reduced, as the balance at the end of 2022-23 included the early receipt of the 2023-24 Financial Assistance Grants. Future budget years include an increase in the cash balance whilst current liabilities remain stable.
<b>Unrestricted cash</b> <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	189.24%	101.27%	42.03%	N/A	41.30%	31.48%	61.04%	94.66%	130.75%	Improving ratio in future years due to increased cash balance with tied cash remaining stable and a static current liabilities balance.

DIMENSION/INDICATOR/ MEASURE	RESULTS					FORECASTS				MATERIAL VARIATIONS & COMMENTS
	2020 -21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28		
	Actual	Actual	Actual	Target as per budget	Forecast	Forecast	Forecast	Forecast		

OBLIGATIONS										
<b>Loans and borrowings</b> <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	53.65%	44.52%	36.64%	N/A	28.75%	22.26%	16.89%	11.99%	7.50%	Loan balance reduced due to repayments of \$1.6m and no new loans being drawn down.
<b>Loans and borrowings</b> <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	6.75%	7.28%	6.80%	N/A	6.37%	5.93%	5.12%	4.41%	4.23%	Council do not have any new loans included in the four year budget figures so ratio will continue to improve as loan balances continue to reduce.

DIMENSION/INDICATOR/ MEASURE	RESULTS						FORECASTS				MATERIAL VARIATIONS & COMMENTS
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28			
	Actual	Actual	Actual	Target as per budget	Forecast	Forecast	Forecast	Forecast			
<b>Indebtedness</b> <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	51.35%	43.46%	37.23%	N/A	29.55%	15.50%	11.27%	7.65%	Loan balance will continue to reduce over the next four years due to no new loans being included in the budget. Own source revenue increases due to a reduction in non-recurrent capital grants received in future years.		
<b>Asset renewal and upgrade</b> <i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and asset upgrade expense / Asset depreciation] x100	72.67%	115.07%	107.70%	227.32%	125.41%	84.04%	79.86%	87.67%	Ratio improved from prior year due to increased expenditure on capital renewal (\$2.6m) during 2023-24. Ratio is unfavourable against the target due to the material increase in depreciation expense.		



DIMENSION/INDICATOR/ MEASURE	RESULTS						FORECASTS				MATERIAL VARIATIONS & COMMENTS	
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2027-28 Forecast			
	Actual	Actual	Actual	Target as per budget	Actual	Forecast	Forecast	Forecast				
<b>OPERATING POSITION</b>												
<b>Adjusted underlying result</b> <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	1.06%	-0.86%	-11.19%	N/A	-21.36%	0.17%	1.44%	4.76%	5.43%	Reduced surplus due to increase in depreciation charged, clearing of work in progress costs and increase in provision for landfill rehabilitation. Modest surpluses are budgeted in future years which will improve this ratio.		

DIMENSION/INDICATOR/ MEASURE	RESULTS					FORECASTS				MATERIAL VARIATIONS & COMMENTS
	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28		
	Actual	Actual	Actual	Target as per budget	Actual	Forecast	Forecast	Forecast		
<b>STABILITY</b>										
<b>Rates concentration</b> <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	55.84%	56.55%	57.63%	60.27%	66.40%	60.31%	59.11%	58.08%	58.16%	Increase in rates revenue due to increased rate cap and growth, however total revenue decreased due to 100% of Financial Assistance Grants for 2023-24 being received in 2022-23.
<b>Rates effort</b> <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.41%	0.38%	0.31%	N/A	0.27%	0.26%	0.25%	0.25%	0.25%	Remains constant and reflects the future commitment to maintain the financial sustainability of Council within the scope of State Government imposed restrictions on rate revenue (rate capping).

#### 4. SUSTAINABLE CAPACITY INDICATORS FOR THE YEAR ENDED 30 JUNE 2024

INDICATOR/MEASURE	RESULTS				COMMENTS
	2020-21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Actual	
<b>POPULATION</b>					
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,805.19	\$1,878.34	\$2,078.00	\$2,052.21	Expenses higher in 2022-23 and 2023-24 due to higher depreciation costs resulting from increased asset values at June 2022 and June 2023.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$18,819.25	\$19,490.89	\$20,822.74	\$21,705.24	Continuing increase each year reflects higher asset values resulting from asset revaluations.
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	13.98	14.24	14.51	14.78	Increase is attributed to a 4km extension in local roads (sealed and unsealed) and a population rise from 25,296 in 2022-23 to 25,818 in 2023-24.
<b>OWN-SOURCE REVENUE</b>					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,148.34	\$1,171.61	\$1,213.87	\$1,304.79	Increase is attributed to higher gain on disposal of assets in 2023-24.
<b>RECURRENT GRANTS</b>					
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$552.11	\$550.94	\$525.34	\$242.47	100% of Financial Assistance Grants for 2023-24 were received in 2022-23.

INDICATOR/MEASURE	RESULTS				COMMENTS
	2020 -21 Actual	2021-22 Actual	2022-23 Actual	2023-24 Actual	
<b>DISADVANTAGE</b>					
<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	8.00	8.00	8.00	8.00	GPSC reflects a SEIFA index of 8.
<b>WORKFORCE TURNOVER</b>					
<i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	29.4%	22.9%	17.6%	15.9%	Since 2020-21, a noticeable decrease in staff turnover has been recorded.



## 5. NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 30 JUNE 2024

### 5.1 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, service performance, financial performance and sustainable capacity indicators and measures together with a description of the municipal district, an explanation of material variations in the results and notes to the accounts. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

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 or the Council's satisfaction survey provider).

The performance statement presents the actual results for the current year and the previous three years, along with the current year's target, if mandated by *the Local Government (Planning and Reporting) Regulations 2020*. Additionally, for the prescribed financial performance indicators and measures, the performance statement includes the target budget for the current year and the results forecast for the period 2024-25 to 2027-28 by the council's financial plan.

The *Local Government (Planning and Reporting) Regulations 2020* 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.

## 5.2 DEFINITIONS

KEY TERM	DEFINITION
Aboriginal children	means a child who is an Aboriginal person
Aboriginal person	has the same meaning as in the Aboriginal Heritage Act 2006
adjusted underlying revenue	means total income other than: <ul style="list-style-type: none"> <li>• non-recurrent grants used to fund capital expenditure; and</li> <li>• non-monetary asset contributions; and</li> <li>• contributions to fund capital expenditure from sources other than those referred to above</li> </ul>
adjusted underlying surplus (or deficit)	means adjusted underlying revenue less total expenditure
annual report	means an annual report prepared by a council under section 98 of the Act
asset renewal expenditure	means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
asset upgrade expenditure	means expenditure that— (a) enhances an existing asset to provide a higher level of service; or (b) extends the life of the asset beyond its original life
critical non-compliance outcome notification	means a notification received by council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
current assets	has the same meaning as in the Australian Accounting Standards
current liabilities	has the same meaning as in the Australian Accounting Standards
food premises	has the same meaning as in the <i>Food Act 1984</i>
intervention level	means the level set for the condition of a road beyond which a council will not allow the road to deteriorate and will need to intervene
local road	means a sealed or unsealed road for which the council is the responsible road authority under the <i>Road Management Act 2004</i>
major non-compliance outcome notification	means a notification received by a council under section 19N(3) or (4) of the <i>Food Act 1984</i> , or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
MCH	means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
non-current liabilities	means all liabilities other than current liabilities

own-source revenue	means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)
population	means the resident population estimated by council
rate revenue	means revenue from general rates, municipal charges, service rates and service charges
relative socio-economic disadvantage	in relation to a municipal district, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipal district is located according to the Index of Relative Socio-Economic Disadvantage of SEIFA
restricted cash	means cash, cash equivalents and financial assets, within the meaning of the Australian Accounting Standards, not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
SEIFA	means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet site
unrestricted cash	means all cash and cash equivalents other than restricted cash





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#### CUSTOMER HUB HOURS

Bannockburn (Civic Centre) 8.30am to 5pm, Monday to Friday  
Smythesdale (The Well) 8.30am to 5pm, Monday to Friday

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