



Mount Alexander Shire Council
ANNUAL REPORT
2015/2016



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REPORT OF OPERATIONS



Introduction

Welcome and Introduction

The 2015/2016 Annual Report informs our community including residents, ratepayers, farmers, business owners, community groups and members of parliament about Council's operations and performance against the annual plan and budget for the financial year ended 30 June 2016.

The report also meets the reporting requirements outlined in the Local Government Act.

The Council Plan 2013-2017 guides the services, projects and programs that we provide to deliver on our vision and meet the priorities and aspirations of the community during the four year term.

This is the third annual report to measure progress against the strategic goals in the plan:

- » A vibrant healthy community
- » Better community facilities
- » A thriving local economy
- » Building sustainable communities

It demonstrates progress by reporting on service indicators, major achievements and initiatives, financial indicators and sustainable capacity.



Vision, principles and goals

Our vision

Mount Alexander Shire
– a thriving community
working together to
create a sustainable
and vibrant future.

Our guiding principles

Mount Alexander Shire Council:

- » Listens to its communities, respects their views and responds openly and responsibly
- » Insists on integrity, equity and fairness in delivering services and facilities
- » Is guided by the desire for a sustainable and vibrant future
- » Is a progressive, innovative and confident leader
- » Is an advocate for our Shire and collaborates with others for the benefit of our region.

Our goals

A vibrant healthy community

We will have a healthy, resilient and involved community. We will develop activities that advance our heritage, sports, culture and the arts.

Better community facilities

We will maintain and renew our facilities to provide better buildings, roads, footpaths, tracks and trails, parks and gardens for our community.

A thriving local economy

We will promote our Shire as a great place to invest, innovate and do business. We will encourage tourism in our Shire by showcasing our heritage, environment and local creative industries.

Building sustainable communities

We will demonstrate leadership in sustainability. We will foster the ongoing development of environmentally responsible, liveable communities across the Shire.



Snapshot of our Shire

Mount Alexander Shire is diverse with urban and rural communities. It has much to offer from beautiful heritage streetscapes and picturesque towns, stunning natural surroundings, a thriving local economy and a vibrant cultural life.

Our community comprises more than 18,000 people with

most of the population living in and around the townships of Castlemaine, Harcourt, Maldon, Campbells Creek, Newstead, Elphinstone, Guildford, Chewton and Taradale.

Located within commuting distance of Melbourne and Bendigo, the popularity of Mount Alexander Shire continues to grow

as new residents, mostly from Melbourne, move to the area for lifestyle reasons.

Mount Alexander Shire is on Jaara Country. Picturesque rural land, rolling hills, granite outcrops and environmentally significant bushland add great beauty and are a drawcard to the area.



Our people

Mount Alexander Shire Council respectfully acknowledges the Dja Dja Wurrung as the traditional owners of the lands and waters of Mount Alexander Shire. Council also recognises all other Indigenous people of the Shire.

We acknowledge the vital role that the local Jaara people and their forebears, have played as custodians of this region for many centuries, with age old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and their unique role in the life of this region.

Council acknowledges the Recognition and Settlement Agreement including the Land Use Activity Agreement between the

Dja Dja Wurrung People and the State Government, affecting all Crown land in the Shire.

We acknowledge that European colonisation caused disruption and grief to the Indigenous population.

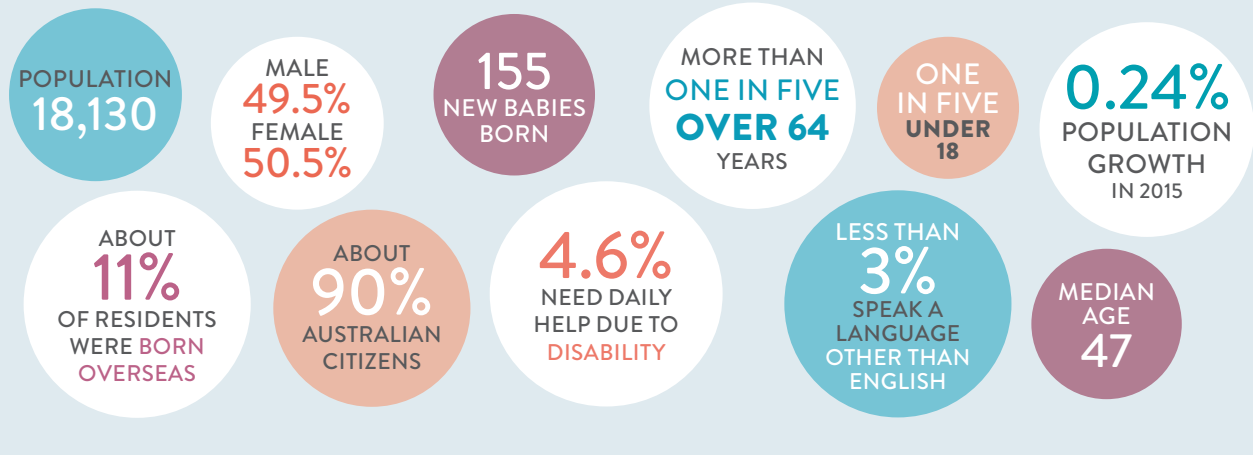
With a strong sense of community, our Shire benefits from above average levels of volunteering, community engagement and participation in artistic and cultural activity.

Individuals value the ability to interact with each other through a range of community groups and settings, with a high level of formal and informal interaction between residents and Council.

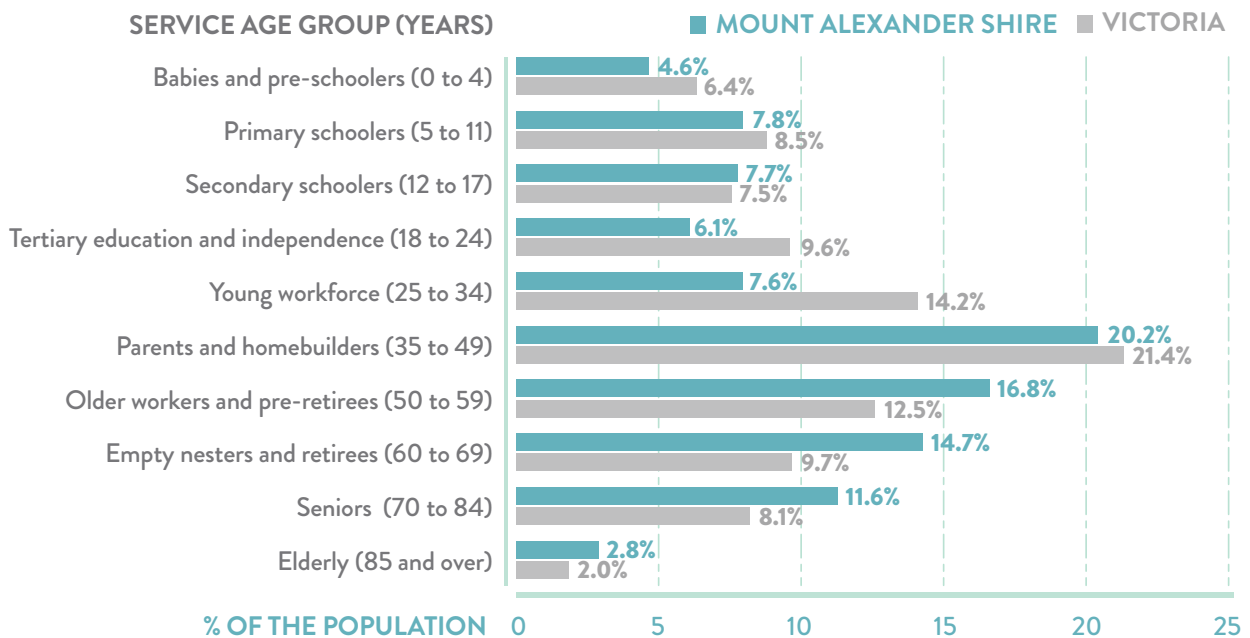
Like many regional communities, our community is ageing. Our Shire has a greater proportion of older residents compared to other municipalities across the state and regional Victoria.

Our population grew by 0.24 per cent in 2015, and is expected to reach 20,100 by 2031. Population and health data helps us understand our strengths and vulnerabilities as a community, identify future needs and plan for infrastructure and service delivery.

Fast Facts

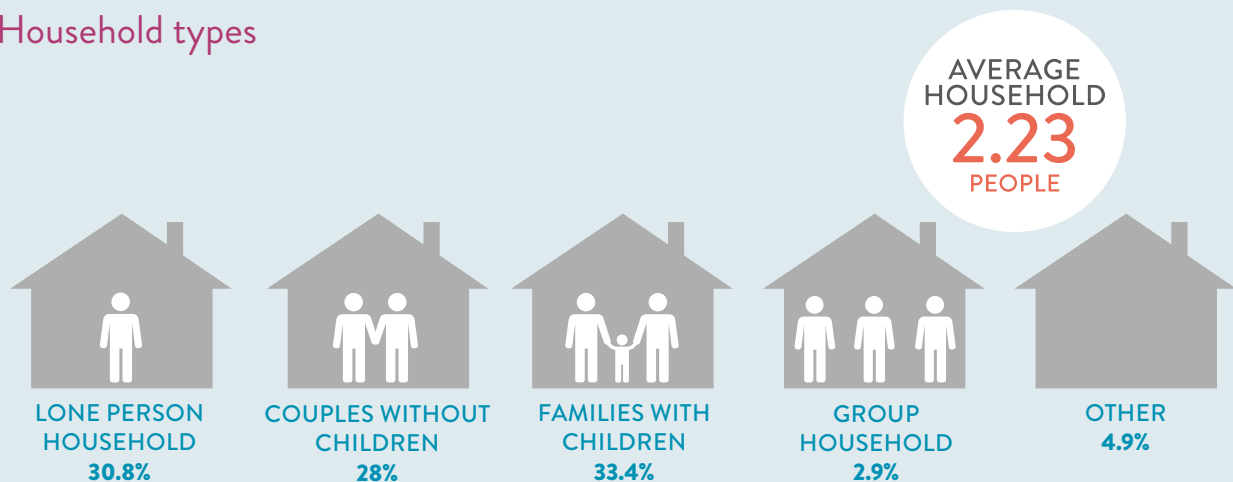


Population by age structure



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data).

Household types



Demographic data sourced from the Australian Bureau of Statistics (ABS). Census of Population Housing 2006 and 2011. *ABS, Regional Population Growth, Australia. Access a detailed profile of our community at www.mountalexander.vic.gov.au.

Economy

Mount Alexander Shire is known for its gold rush history, strong agricultural sector and as a centre for manufacturing.

Other major employers include healthcare, retail, education and training, and construction.

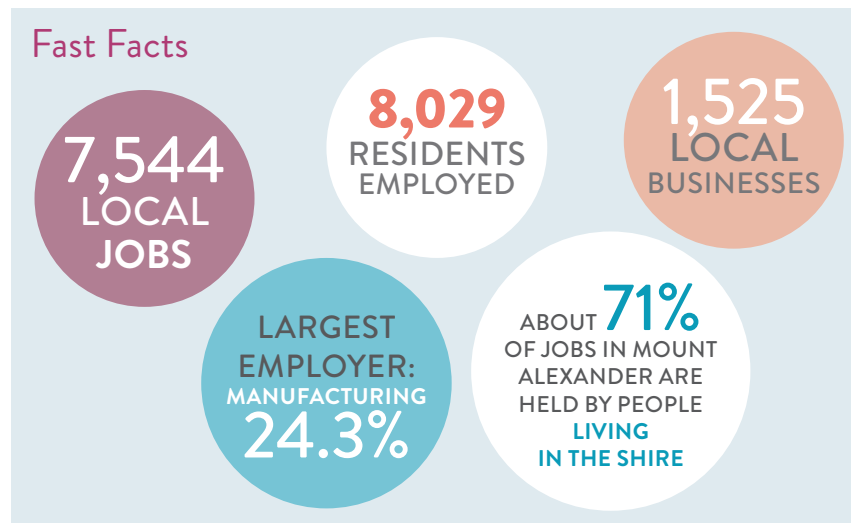
Several large heavy engineering companies are vital to the local economy. Agricultural and horticultural enterprises are essential to the region's economic success. Mining remains important.

New growth and investment in the Shire is around innovative, highly skilled and service oriented businesses. There is growth in service industries such as healthcare provision, culture and recreation, accommodation and food services, and vehicle modification.

With a wealth of fresh produce on our doorstep, businesses in food, wine and cideries are growing, along with the arts and tourism sectors. When considering economic growth, we consider sustainability as well as conventional measures of jobs and investment.

Council is committed to supporting economic development and local employment so our townships continue to flourish and our community remains vibrant and self-supporting.

Promoting our Shire as a great place to live, work and invest is an important priority.



Historic spaces and old manufacturing environments like The Mill in Castlemaine are being invigorated as vibrant spaces bursting with food producers, artisans, winemakers, breweries, cafes, markets and more.

Townships

Mount Alexander Shire includes the townships and localities of: Barfold, Baringhup, Baringhup West, Barkers Creek, Bradford, Campbells Creek, Castlemaine, Chewton, Chewton Bushlands, Elphinstone, Faraday, Fryerstown, Glenluce, Golden Point, Gower, Green Gully, Guildford, Harcourt, Harcourt North, Irishtown, Joyces Creek, Langley, Maldon, McKenzie Hill, Metcalfe, Metcalfe East, Moonlight Flat, Muckleford, Muckleford South, Neereman, Newstead, Nuggetty, Ravenswood South, Sandon, Strathlea, Sutton Grange, Taradale, Tarilta, Tarrengower, Vaughan, Walmer, Welshmans Reef, Yandoit Hills and Yapeen.

The Shire also includes parts of Campbelltown, Carisbrook, Drummond North, Eastville, Eddington, Franklinford, Greenhill, Lockwood South, Malmsbury, Moolort, Myrtle Creek, Porcupine Flat, Ravenswood, Redesdale, Shelbourne, Strangways and Werona.

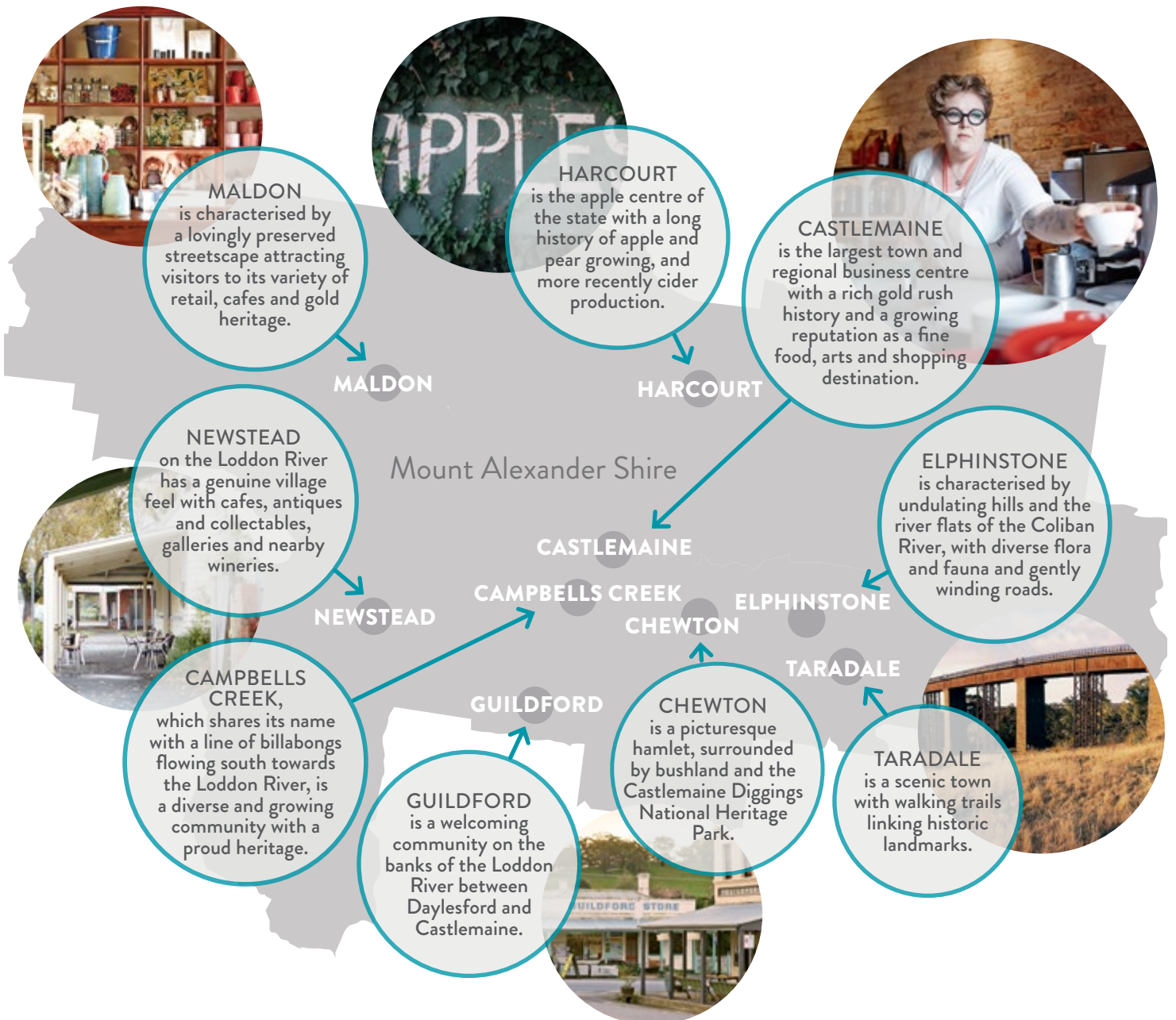
Most of the community live in the main townships. Each have individual characteristics that help define Mount Alexander as a great place to live, work and invest.

Fast Facts

11,536
RATEABLE
PROPERTIES

MOUNT
ALEXANDER
1,529
km²

GREATER
CASTLEMAINE IS
HOME TO
MORE THAN
50%
RESIDENTS



Year in review

Chief Executive Officer's message

On behalf of staff and Councillors, I am pleased to present Mount Alexander Shire Council's 2015/2016 annual report highlighting a year of achievement for the Shire.

This is the third annual report to measure progress against the strategic goals in the Council Plan 2013 - 2017 that guide the priorities and actions of Council.

While I have the pleasure of presenting this report on Council's performance, I wish to acknowledge the work of my predecessor Phil Rowland and Acting CEO Vicky Mason who led the organisation throughout 2015/16 to deliver the many significant projects and initiatives that are described within.

Council spent \$8.09 million delivering capital works including the renewal of community buildings, improved roads, new bridges and the installation of energy efficient street lighting. At the same time we continued to invest in the health and wellbeing of families and individuals, ensure strategies are in place to preserve and protect our built and natural environment, and plan for sustainable growth in the Shire.

Major renovations at our kindergartens transformed learning and development for children, and new lights at key sporting reserves now enable competitive sport and use of the facilities all year round. After many years of consultation, plans for a sports hub at Wesley Hill were completed to enable construction to start in 2016/2017.

This year was firmly focused on maintaining services while managing and preparing for the introduction of rate capping, reductions in grant funding and cost shifting from other levels of government. In response to these challenges and others, the organisation undertook a review of many services to test if they meet community need and are as efficient as possible.

We also continued to work in partnership with other organisations and the community to improve services and outcomes for the Shire, particularly in the areas of health, transport, emergency management, housing, tourism and flood management.

I would like to thank our staff and volunteers for their hard work and commitment throughout the year. I also thank the councillors for their dedication and leadership. It is pleasing to see the amount of work to deliver on the current Council's vision as we near the end of its term.

Darren Fuzzard
Chief Executive Officer



Description of operations

Our services

Mount Alexander Shire Council is responsible for delivering more than 100 services to the community including family and children’s services, youth programs, aged and disability care, business and economic development, community planning and development, waste management, and library services.

Council manages and maintains a variety of community assets such as recreation and leisure facilities, local roads, bridges, footpaths, drains, parks,

playgrounds, community buildings and much more.

Council strives to balance the provision of services to meet current community needs, maintaining our aging infrastructure and preparing for future needs and demands.

The delivery of services, facilities, support, community engagement and advocacy are measured by different performance and capacity indicators reported in this report. Council also has a range

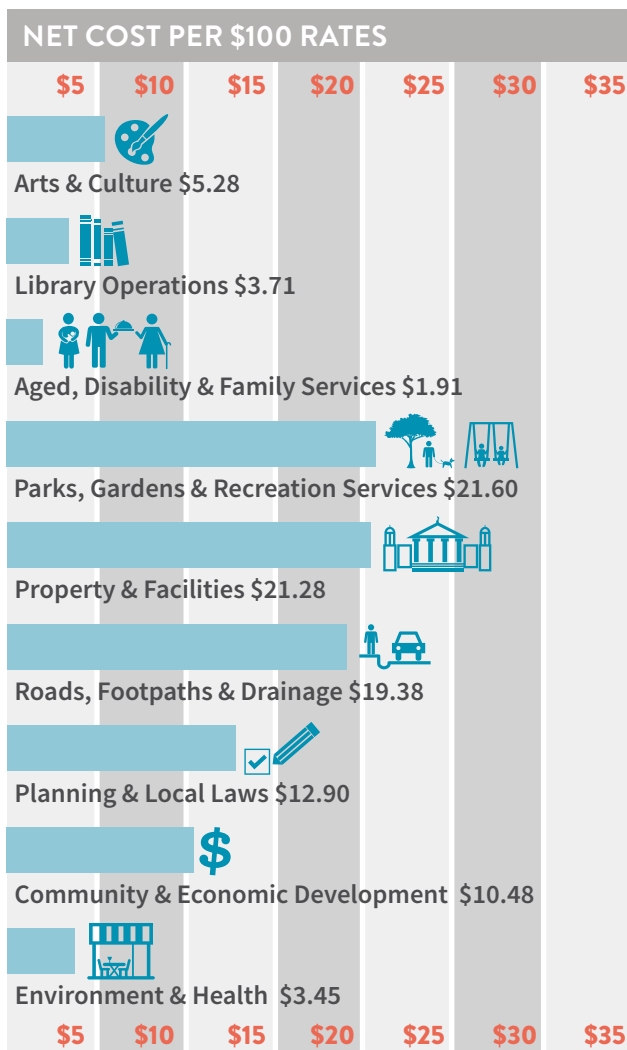
of responsibilities to fulfil under Victorian and Australian legislation.

The 2015/2016 annual plan and budget deliver on our commitment to achieving the vision, goals and strategic objectives outlined in the Council Plan 2013-2017.

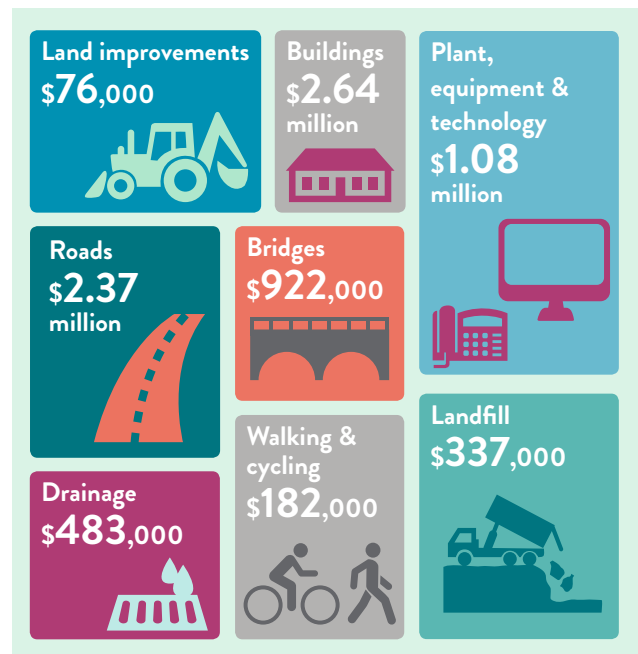
Service delivery is also guided by plans and strategies adopted by Council.

For more detailed information on our services see pages 24-25.

Investment in services



Capital works program



Main achievements

A vibrant and healthy community	
Cultural heritage	Adoption of an Aboriginal and Torres Strait Island Action Plan for Reconciliation to recognise traditional owners, the Dja Dja Wurrung.
Community	Awarded more than \$153,000 to community groups to support local projects and events as part of our Community Grants Program. Allocated eight Quick Response Youth Grants.
Heritage	Ran Mount Alexander Shire Heritage Awards to recognise the work of businesses, organisations and individuals in preserving our heritage.
Community care	Delivered 26,000 hours of aged and disability services in the home and provided 2,000 meals within the community.
Better community facilities	
Pools	Completed a strategy for developing a leisure centre with a 25 metre indoor pool at the Castlemaine Pool site. Working on a plan to develop concept designs and secure funding.
Kindergartens	Major renovations at Castlemaine Kindergarten in Berkeley Street have transformed the facility to improve child learning and development.
Netball	Completed the design for new netball courts at Wesley Hill Recreation Reserve as part of Stage 1 of the masterplan. The Federal Government has promised \$1.9 million towards Stage 2.
Football	Completed safety works and installed new lighting at Camp Reserve to enable night games to be played.
Bridges	Constructed a replacement bridge on School Road in Barfold. Finalised designs for bridges at Nuggetty Road in Maldon, Strathlea Road in Strathlea, Metcalfe-Taradale Road in Taradale and the Vaughan Tarilta bridge.
Roads	Rehabilitated 2.2 kilometres along Bendigo Sutton Grange Road, resealed 14 kilometres of sealed roads, re-sheeted 29 kilometres of unsealed roads.
Safety works	Constructed pedestrian crossings on Kennedy Street near Castlemaine Railway Station to improve pedestrian access and safety. Improved the Reef Street intersection in Maldon.



Montessori gardening



Youth bush walk



Castlemaine Kindergarten



School Road Bridge

A thriving local economy

- Tourism** Contributed to the Bendigo Region Destination Management Plan to develop the region’s strengths and maximise employment, growth and investment.
- Tourism** Partnered with Bendigo Tourism to host the Great Victorian Bike Ride bringing 3,500 riders to the Shire.
- Growth** Completed the structure planning process for the Diamond Gully growth area in Castlemaine to address housing demand.

Building sustainable communities

- Sustainability** Upgraded the Shire’s street lights with energy efficient Light Emitting Diodes (LEDs) as part of the Lighting the Regions partnership project.
- Land management** Finalised an Environmental Management Plan for Honeycomb Reserve and started implementation with Landcare groups to protect reserve values.
- Waste** Developed a Waste Futures strategy outlining options for Council’s future waste management with innovative waste management solutions.



Lighting the Regions



Honeycomb Reserve

Read more about our progress and achievements on pages 32-59.

Financial performance summary

In brief

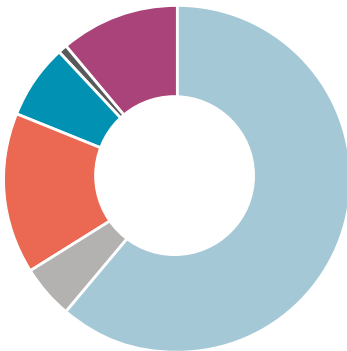
Council recorded an operating surplus of \$170,000 for the period which was \$1,905,000 less than budget. This was mainly due to the early payment of the Financial Assistance Grant in the previous financial year (see Revenue below).

Council ended the 2015/2016 financial year with a cash balance of \$11.56 million which was higher than budget by \$1.01 million. The higher cash balance was as a result of two significant capital works projects' budgeted for completion in 2015/2016 which will be completed in 2016/2017.

The value of property, infrastructure, plant and equipment increased to \$305.49 million from \$229.4 million as a result of capital expenditure of \$7.3 million and the revaluation of road and drainage assets (\$75.3 million).

Revenue

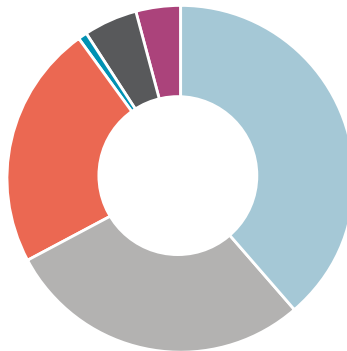
Council's total revenue for the 2015/2016 year was \$34 million compared to \$35.08 million in 2014/2015. The decrease in income was due to the early payment of the 2015/2016 Financial Assistance Grant of \$2,175,563 which was paid in June 2015. The graph below shows the different sources of revenue for Council, with rates and charges the greatest proportion at 61%.



- RATES AND CHARGES 61%
- FEES, FINES & CHARGES 5%
- OPERATING GRANTS 15%
- CAPITAL GRANTS 7%
- CONTRIBUTIONS 1%
- OTHER INCOME 11%

Expenditure

Council's total expenses for the 2015/2016 year were \$33.82 million (compared to \$33.3 million in 2014/2015), an increase of less than 1.5%.



- EMPLOYEE BENEFITS 39%
- MATERIAL AND SERVICES 29%
- DEPRECIATION 23%
- FINANCE COSTS 1%
- ASSET DISPOSAL 5%
- OTHER EXPENSES 4%

Capital works

During the financial year, Council completed \$8.09 million of capital works projects (\$9.49 million in 2014/2015).

Land, buildings and road related projects accounted for 63% of the capital spend.

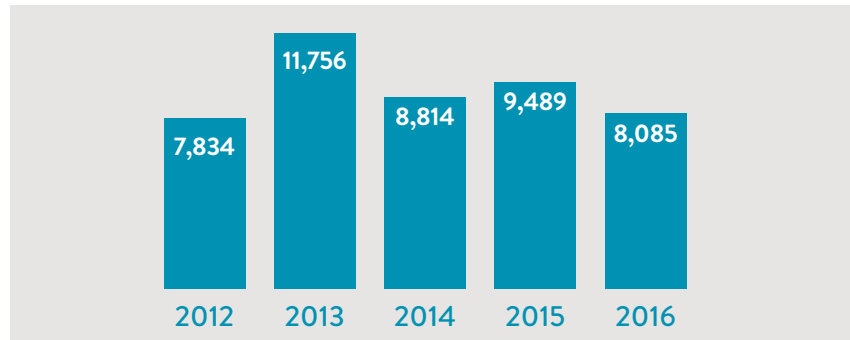


- BRIDGES 12%
- PROPERTY 33%
- WASTE 2%
- ROADS 30%
- OTHER INFRASTRUCTURE 10%
- PLANT, VEHICLES, IT 13%

Capital spend over time

Council continues to invest significantly in buildings and infrastructure assets such as roads, bridges and footpaths to address the issue of ageing infrastructure. The graph adjacent highlights the extent of this increased investment. In 2012 and 2013 significant additional roadworks were undertaken as a result of flood events in January 2011 and February 2012.

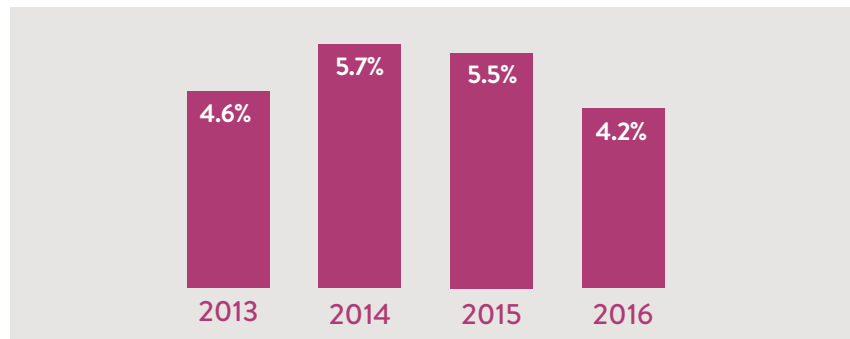
CAPITAL SPEND ON BUILDINGS AND INFRASTRUCTURE (\$'000)



Debt service ratio

The debt service and redemption ratio assesses the degree to which rate revenues are committed to the repayment and servicing of loans. In 2015/2016 the ratio was 4.2%, well below the prudential guideline of 10%.

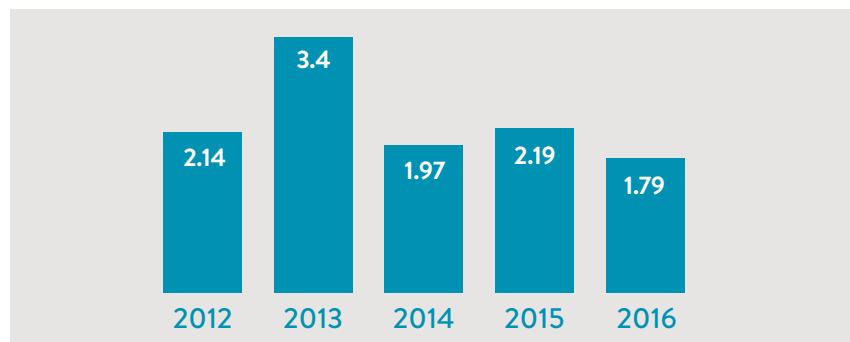
DEBT SERVICING AND REDEMPTION/RATE REVENUE (%)



Adjusted working capital ratio

The ratio expresses the level of current assets the Council has available to meet its current liabilities. Current liabilities have been reduced to reflect the long service leave that is shown as current but is not likely to fall due within the next 12 months. The ratio at 1.79 is financially prudent.

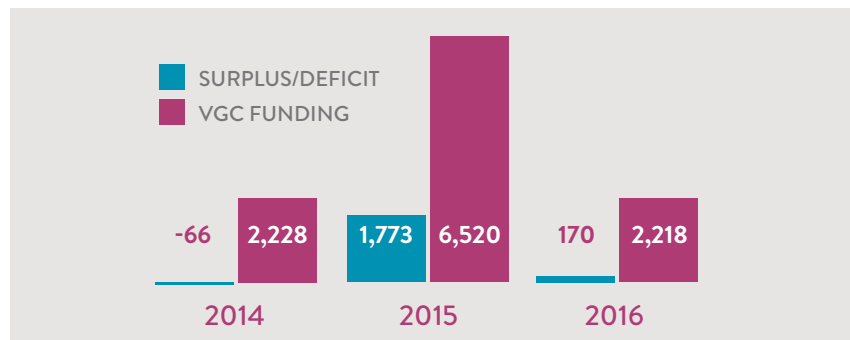
ADJUSTED WORKING CAPITAL RATIO



Operating result before revaluations

Council's 2015/2016 operating result, before asset revaluations was a surplus of \$170,000. The main contributor to this surplus was decreased Victorian Grant Commission (VGC) grant income (\$2.18 million).

OPERATING RESULT BEFORE REVALUATIONS (\$'000)



Our Council

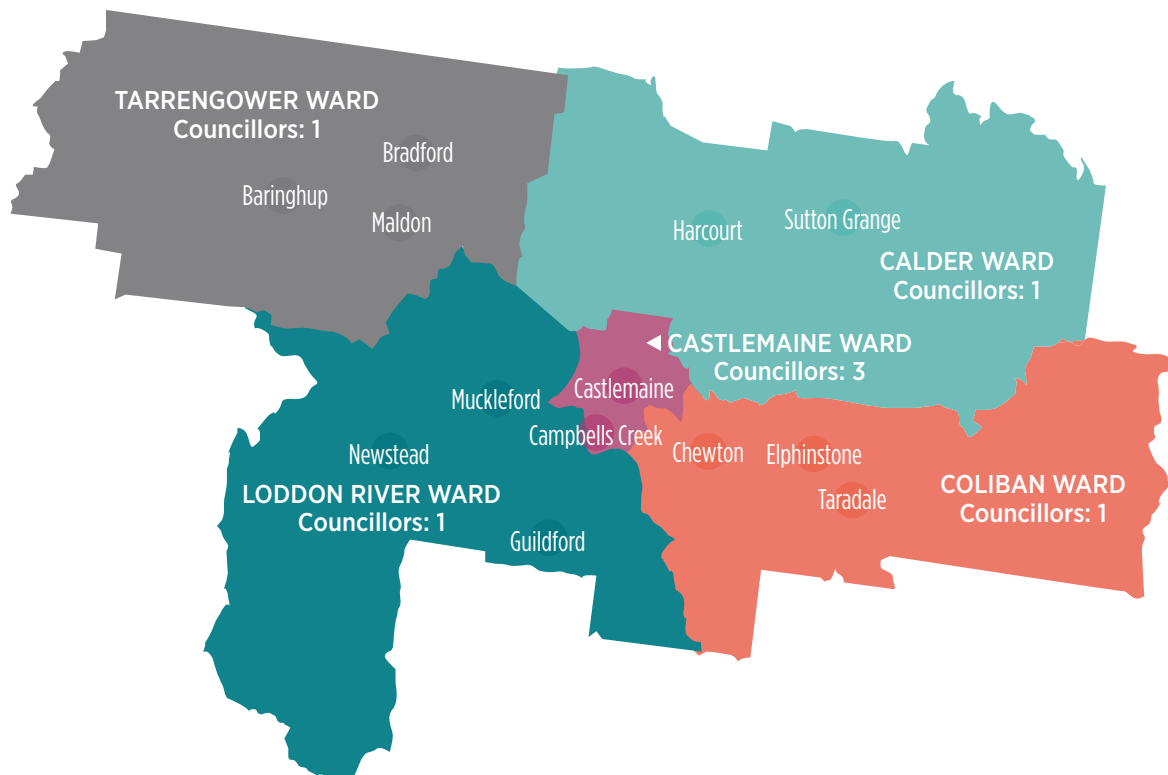
Councillors and wards

Mount Alexander Shire Council is made up of seven Councillors, elected by residents and ratepayers from five wards.

The Coliban, Calder, Tarrengower and Loddon River Wards comprise one Councillor. There are three Councillors in the Castlemaine Ward, elected under the proportional representation system of voting.



Cr Tony Cordy CALDER	Cr Tony Bell CASTLEMAINE	Cr Bronwen Machin CASTLEMAINE	Cr Michael Redden LODDON RIVER
Cr Chris Cole CASTLEMAINE	Cr Christine Henderson (MAYOR) COLIBAN	Cr Sharon Telford TARRENGOWER	



Your Council

Councillor Christine Henderson (Mayor)

Elected Mayor for the 2015/2016 mayoral year at a Statutory Meeting of Council on 10 November 2015.

Ward: Coliban

Email: coliban@mountalexander.vic.gov.au

First elected to Council: December 2008

Committee Membership:

- » Barfold Hall Committee of Management
- » Metcalfe Hall Committee of Management
- » Taradale Hall Committee of Management
- » Taradale Mineral Springs Committee of Management
- » Taradale Recreation Reserve Committee of Management
- » Municipal Fire Management Planning Committee
- » Mount Alexander Shire Audit and Risk Advisory Committee
- » Castlemaine Art Gallery and Historical Museum Executive Committee
- » Indigenous Roundtable
- » Elphinstone Community Facilities Committee of Management

Councillor Tony Bell

Ward: Castlemaine

Email: castlemainebell@mountalexander.vic.gov.au

First elected to Council: October 2012

Committee Membership:

- » Calder Highway Improvement Committee
- » Loddon Mallee Regional Waste Management Forum
- » Campbells Creek Community Centre Committee of Management
- » Campbells Creek Recreation Reserve Committee of Management
- » Wattle Flat Reserve Committee of Management
- » Wesley Hill Facility Committee of Management

Councillor Chris Cole

Ward: Castlemaine

Email: castlemainecole@mountalexander.vic.gov.au

First elected to Council: October 2012

Committee Membership:

- » Buda Committee of Management
- » Camp Reserve Committee of Management
- » Mount Alexander Shire Audit and Risk Advisory Committee
- » Municipal Emergency Management Planning Committee

Councillor Tony Cordy

Ward: Calder

Email: calder@mountalexander.vic.gov.au

First elected to Council: May 2014

Committee Membership:

- » Sutton Grange Hall Committee of Management
- » Disability Action Plan Advisory Committee
- » Friends of Lolotoe Friendship Group
- » Victorian Local Governance Association
- » Municipal Fire Management Planning Committee (Sub.)

Councillor Bronwen Machin

Ward: Castlemaine

Email: castlemainemachin@mountalexander.vic.gov.au

First elected to Council: October 2014

Committee Membership:

- » Walking and Cycling Advisory Committee
- » Mount Alexander Community Information Centre
- » Mount Alexander Community Land Trust Ltd Board
- » Campbells Creek Community Centre
- » Castlemaine War Memorial Stadium Committee of Management
- » Loddon Mallee Regional Waste Management Forum

Councillor Michael Redden

Ward: Loddon River

Email: loddon@mountalexander.vic.gov.au

First elected to Council: December 2008

Committee Membership:

- » Guildford Hall Committee of Management
- » Guildford Recreation Reserve Committee of Management
- » John Powell Reserve Committee of Management
- » Muckleford Community Centre Committee of Management
- » Newstead Community Centre Committee of Management
- » Goldfields Regional Library Corporation
- » Disability Action Plan Advisory Committee (Sub.)
- » Indigenous Roundtable
- » Municipal Association of Victoria.

Councillor Sharon Telford

Ward: Tarrengower

Email: tarrengower@mountalexander.vic.gov.au

First elected to Council: October 2012

Committee Membership:

- » Baringhup Community Association Committee of Management
- » Bill Woodfull Recreation Reserve Committee of Management
- » Maldon Community Centre Committee of Management
- » Workspace Australia
- » Mount Alexander Shire Heritage Advisory Committee
- » Municipal Association of Victoria

Committees

Council works with a range of advisory committees and Committees of Management established under the Local Government Act to achieve its goals and meet the needs of the community.

Each committee has representation from a Councillor, a contact officer and community members.

Advisory Committees

Council's advisory committees help guide and support decision making to plan services across specific areas of Council in line with the terms of reference.

They include the:

- » Audit and Risk Advisory Committee
- » Heritage Advisory Committee
- » Youth Advisory Group.

A new committee to inform Council on health and wellbeing matters will be appointed in the 2016/2017 financial year.

Special Committees

Special Committees of Council are created under Section 86 of the Local Government Act 1989 to undertake some of Council's responsibilities. They are legally part of Council, with many of the responsibilities and obligations of Council in regard to meeting procedures, conflicts of interest, conduct arrangements and accountability for public funds.

Twenty-one committees currently manage facilities on behalf of Council. Eleven of these facilities are community halls/centres and eleven are recreation facilities/reserves.

The powers, duties and responsibilities of Council are delegated to each Committee by an Instrument of Delegation, which outlines the roles and responsibilities of the committee and Council.

Council revoked the Instruments of Delegation for the Chewton Community and Senior Citizens Centre in 2015/2016. No new committees were established.

Council also works with a number of passionate community members of other committees to manage other sporting facilities and reserves.

- » Barfold Hall Committee
- » Baringhup Community Association Committee
- » Bill Woodfull Recreation Reserve Committee
- » Camp Reserve Committee
- » Campbells Creek Community Centre Committee
- » Campbells Creek Recreation Reserve Committee
- » Castlemaine War Memorial Stadium Committee
- » Elphinstone Community Facilities Committee
- » Guildford Hall Committee
- » Guildford Recreation Reserve Committee
- » John Powell Reserve Committee
- » Maldon Community Centre Committee
- » Metcalfe Hall Committee
- » Muckleford Community Centre Committee
- » Newstead Community Centre Committee
- » Sutton Grange Hall Committee
- » Taradale Hall Committee
- » Taradale Mineral Springs Committee
- » Taradale Recreation Reserve Committee
- » Wattle Flat Reserve Committee
- » Wesley Hill Facility Committee

Our people

Leadership team

Council is the governing body that appoints a Chief Executive Officer (CEO), who is accountable for the overall management and performance of the organisation in line with the strategic directions in the Council plan.

The organisational structure is based on the functional activity of three directorates – Sustainable Communities, Sustainable Development and Corporate Support. The directorates work collectively to provide services, programs and initiatives to meet Council's strategic goals.

Chief Executive Officer

With overall responsibility for the management and performance of the organisation, the CEO chaired the Leadership Group which comprised the CEO, three Directors, and two Senior Managers to lead the organisation.

Organisational Development and Communications report directly to the CEO. The business units support Council in delivering on good governance principles of inclusive, transparent, open and accountable decision-making, as well as providing policy and processes to support the organisation and information to the community.

CEO Mr Phil Rowland led the organisation for eight years. He did not seek reappointment as CEO and departed the organisation on 24 June 2016.

Ms Vicky Mason held the role of Acting CEO from 24 March 2016 until 18 July 2016 when the new CEO Mr Darren Fuzzard commenced in the role.

Jason Taylor, Director Sustainable Development

The directorate provides a range of services related to civil infrastructure, planning, building, local laws, waste and the environment. There is a substantial focus on developing plans and strategies to ensure an integrated and coordinated approach to service delivery particularly in relation to capital works, strategic planning, waste management and environmental issues. Key responsibilities include maintaining the Shire's physical infrastructure including roads, bridges, parks and gardens and waste facilities.

Lucy Roffey, Director Corporate Support

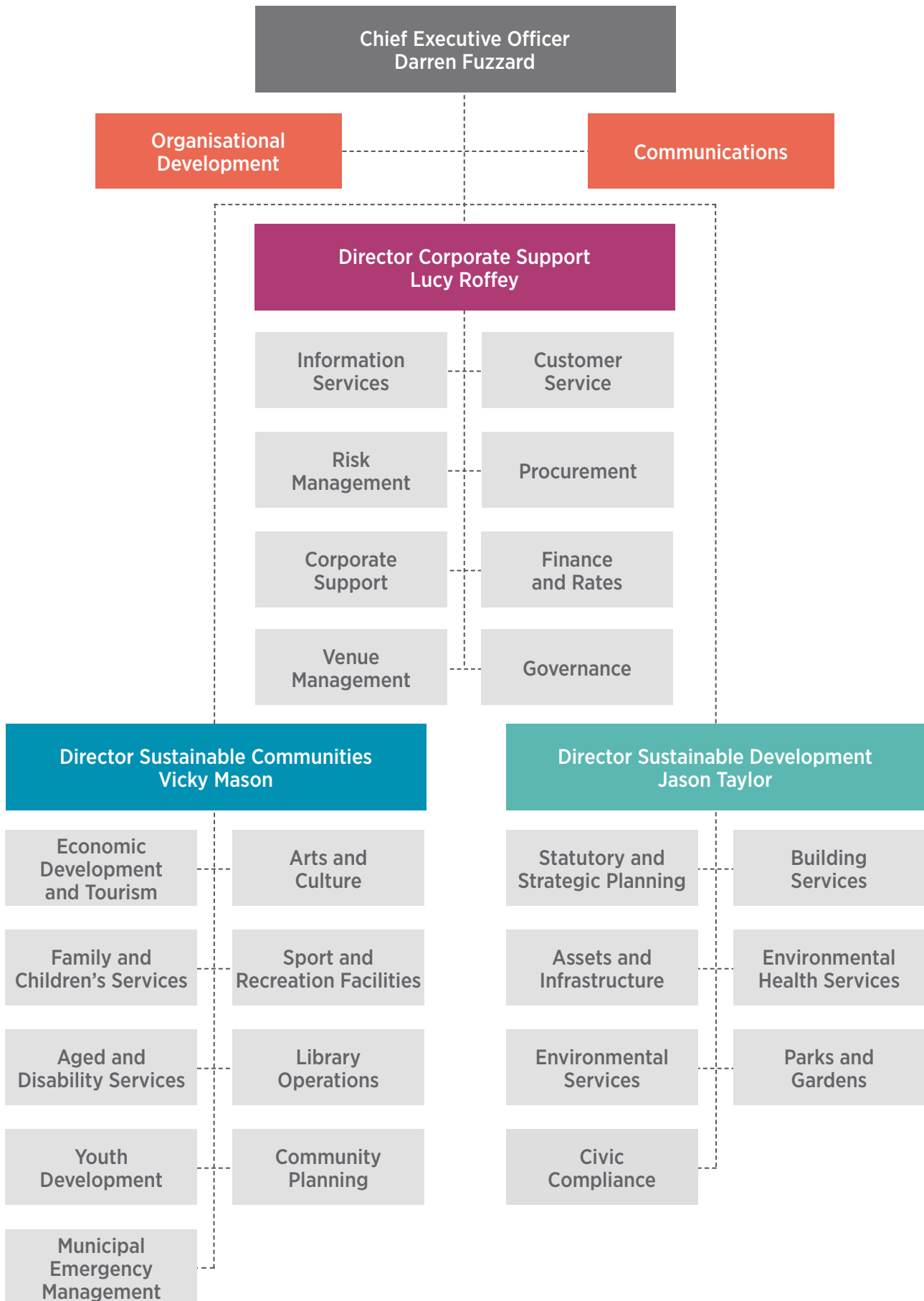
The directorate is responsible for the delivery of support services critical to the successful operation of the organisation in delivering front-line services to the community. Services include corporate planning and reporting, finance and rates, information technology, governance, risk management, records management, customer service, property and venue management.

Vicky Mason, Director Sustainable Communities

The directorate recognises the strong relationships required to foster the on-going prosperity and growth of the Shire, particularly the links between community well-being and economic sustainability. The consolidation of a range of services and programs with planning and policy development functions under a single director strengthens Council's capacity to ensure these services are delivered and managed in an integrated and coordinated manner.

The directorate supports community participation in sport, recreation and the arts, and delivers services for young people, older people, families, children and people with disabilities. Other responsibilities include tourism and event services, supporting initiatives to help grow the local economy and supporting Council's community engagement process.

Organisational structure



Staffing profile

Council employs diverse and skilled staff. All staff are employed under the Local Government Authorities Award 2001 and the Mount Alexander Shire Council Enterprise Bargaining Agreement No 6, with the exception of the Chief Executive Officer, Directors and a few Senior Managers who are on individual contracts.

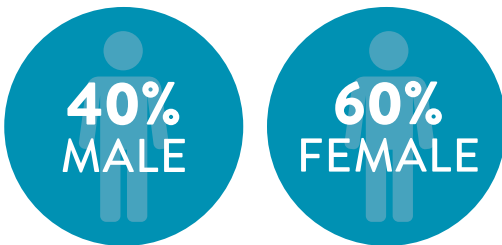
DIRECTORATE	ON-GOING	FIXED TERM	TOTAL
CEO Unit	7	1	8
Corporate Support	30	3	33
Sustainable Development	81	8	89
Sustainable Communities	60	16	76
Grand Total	178	28	206

Staff profile for each Directorate for period to 30 June 2016.

The total number of 206 employees equates to 160 full-time staff. Of these 194 are core employees and 12 are funded as short-term project positions from special purpose grants or have been created on a fixed term basis as a Council initiative. The actual number of staff at 30 June in any year may vary as a result of positions in the process of being filled.

Equal Employment Opportunity

The gender profile of Council staff groups reflects the encouragement given to women in applying for positions in Council and human resource practices which support a positive work-life balance to assist staff with family commitments.



MANAGEMENT LEVEL	FEMALE	MALE	TOTAL
CEO	0	1	1
Director	2	1	3
Manager/Supervisor	4	5	9
Other	115	78	193
Grand Total	121	85	206

Our values

POSITIVE

We are positive and enthusiastic in how we work together.

ACCOUNTABLE

We are accountable for what we do.

RESPECTFUL

We are respectful to each other at all times. I treat you fairly, politely and how I would like to be treated.

INNOVATIVE & IMPROVING

We will try new ideas and aim to improve.

GENUINE

Our actions will match our words.

OPEN

We are open and constructive in how we communicate and solve problems.

SUPPORTIVE

We are supportive of each other.

Building professional capabilities

Staff training and development

Council continued training to embed the How We Work Capability Framework across the organisation. The Capability Framework describes the skills, attitudes and behaviours expected at all levels within Council, consistent with our values and preferred culture based on seven key areas:

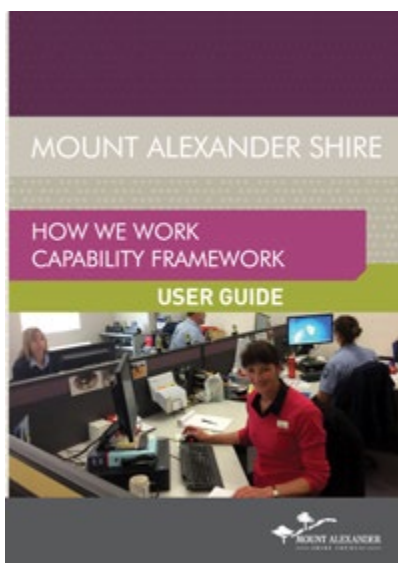
- » Knowing your role
- » Effective communication
- » Personal responsibility
- » Continuous improvement
- » Leading
- » Building and maintaining relationships
- » Working together

A professional development program was designed to achieve wide participation with more variety and greater capacity to meet staff development needs.

Council's learning and development calendar supported staff in developing their professional capabilities. It was developed based on feedback from annual performance appraisals, manager consultation and a training needs analysis.

Training included:

- » Microsoft Office
- » Project management
- » Time management
- » Communication engagement and presentation skills
- » Business writing
- » Corporate systems
- » Leadership and staff management
- » Managing bullying and harassment



Certificate IV for staff

Council supported a number of staff to undertake Certificate IV training relevant to their role. Four staff from Records, Civic Compliance, Organisational Development and Parks and Gardens undertook certificate IV studies in 2015/2016.

Medical student placements

Council was pleased to offer placements to fourth year medical students from Monash University.

The placements provide students with the opportunity to gain knowledge about Maternal and Child Health services throughout the year.

Summer vacation placements

Council continued summer vacation placements for university students in 2015/2016. Two students joined the Healthy Environments and Community Engagement teams. The placement was beneficial in providing students with research skills, project experience and insight into Council operations. The students provided valuable support to Council projects. Summer vacation placement will be offered again in 2016/2017.

General student placements

Council hosted a variety of students for work placements during 2015/2016, including students from La Trobe University.

Further student engagement will commence in late 2016. Participation in the Career Horizons Program will provide meaningful work placements for secondary students in the region, and the La Trobe Work Integrated Work Program provides 120 hours of placement for second and third year university students.

Internal communications

Staff keep up-to-date on key issues via a range of communication channels including the intranet, monthly staff meetings and regular communications delivered by the Organisational Development team.

Our volunteers

Mount Alexander Shire has the benefit of an involved and engaged community and a high level of volunteering – these factors are critical to developing a resilient community.

Volunteer organisations and individuals across the Shire made a substantial difference in the lives of others. They come from all walks of life and make a wonderful contribution to our community by providing valuable support to sporting, health, not-for-profit and community organisations. Many initiatives in the arts, heritage, tourism, environment sectors and emergency and transport services are also dependent on volunteers.

Making a difference

Mount Alexander Shire Council's Community Wellbeing Unit relies on volunteers to support older residents to remain independent in their homes and enjoy social activities in the community. They take on a range of roles including transporting residents to a community lunch or social activity, reading the paper, sharing a cup of tea, having a chat, watering the garden or taking a short stroll with an older person or person with a disability.

Volunteer guidelines were developed during the year to provide clear and consistent information to all Social Support volunteers.

A team of passionate volunteers at the Visitor Information Centres in Maldon and Castlemaine play a vital role in welcoming visitors, assisting with accommodation bookings and providing advice on things to see and do in the Shire.

A contemporary approach is taken to recruit and provide volunteers with on-the-job training.

Members of advisory groups and Special Committees of Council are also valued volunteers that dedicate their time to assist with Council projects and the management of Council facilities.

National Volunteer Week

Council extended a warm thank you to all volunteers throughout Mount Alexander Shire during National Volunteer Week.

Volunteers play a crucial role in enriching life in the shire and creating a wonderful community to live in.

National Volunteer Week serves as a reminder to celebrate the many people that give time and effort in our community.

Around 30 per cent of residents in Mount Alexander Shire volunteer in some capacity, including philanthropic, sporting, faith, environmental, social, artistic and cultural areas.



Steve Pentreath, Volunteer, Castlemaine Visitor Information Centre.

Numerous studies have confirmed that volunteering brings benefits such as happiness and health, while helping others.



Volunteer Moira Kean with Peggy Owen during Afternoon Art.

Our services

A Vibrant and Healthy Community

Aged and Disability Services

Assesses and plans services for older people and people with disabilities to enable them to remain living independently, including home care services, personal care services, respite services, delivered meals, home safety program services and social support programs for isolated older people.

Communications

Provides information to the community about Council programs and services through media, advertising, newsletters and web. Assists and provides advice to staff on community engagement, information and programs.

Community Engagement

Works with local residents, community organisations and service providers to build community capacity and strategic partnerships that facilitate access to resources to strengthen the community.

Cultural Development

Supports and facilitates projects and programs that increase community engagement and participation in cultural activities across the Shire. Arts and Culture provides advocacy and support to assist in the development of arts activity across the Shire.

Customer Service

Assists customers with general enquiries, distributes information to customers, registers community requests for service and processes payments.

Emergency Management

Develops and implements robust and innovative strategies to increase emergency management capability of Council and the community. Undertakes prevention measures to reduce risk from the range of hazards within the municipality.

Environmental Health

Conducts inspections and maintains registrations for businesses covered under the Food and Public Health and Wellbeing Acts. This includes registration and approval of temporary food permits, assessment of septic tank applications and investigating nuisance complaints.

Maternal and Child Health

Provides consultations, activities and referrals for children from birth to school age and their families, and provides information, advice and support to families.

Library Operations

Provides accessible information and resources for the recreational, cultural, educational and social development of our community. The service is provided by Goldfields Library Corporation via a single branch library located in Castlemaine.

Civic Compliance

Improves safety and amenity in the municipality by supervising school crossings, control of domestic animals and livestock, regulating parking, and issuing local law permits and infringement notices.

Recreation Services

Undertakes planning to meet recreational needs and facility use, supports sports and recreation clubs to enhance operations and management arrangements, and conducts special events to promote and develop healthy physical activity in the Shire.

Youth Development

Supports and promotes initiatives, activities and programs that strengthen young people's connections within the community.

Better Community Facilities

Infrastructure - Engineering

Undertakes design, tendering, contract management and supervision as part of Council's capital works program. Carries out cyclical safety and condition inspections, and maintenance of roads, bridges and footpaths, with oversight of private development affecting these assets.

Parks and Gardens

Manages key parks and recreation areas across the Shire including the botanical gardens and Victory Park. This includes tree pruning, planting and removal planning.

Property Management

Manages Council's property assets to optimise their strategic value and service potential. These include municipal buildings, pavilions and other community buildings, commercial and community leases and licenses including caravan parks.

Recreation Facilities

Oversees the management, use and development of sports grounds and pavilions. Provides advice on recreational needs, facility use and planning to provide access to well maintained sporting and recreation facilities for all residents.

Roads and Paths

Undertakes maintenance and renewal of our roads, bridges, paths and drainage. This includes: maintenance grading, patrol patching, periodic gravel resurfacing, periodic bituminous resurfacing, road and intersection renewals, maintenance and renewal of road line markings and signage, drain clearance and street sweeping.

A Thriving Local Economy

Building Services

Provides building compliance services including emergency management responsibilities, fire safety inspections, audits of swimming pool barriers, and investigates complaints and illegal works. The unit provides limited building permit services and advice.

Local Economy

Undertakes capacity building economic initiatives including support for local businesses and business/industry networks to grow, develop, establish and maintain a conducive investment environment through planning, advocacy and project development to develop the Shire as a desirable location for people to visit, work, live and invest.

Statutory Planning

Manages land use and development in the municipality in accordance with the Mount Alexander Planning Scheme. The service provides planning information and advice, assesses planning permit applications and undertakes compliance activities.

Street Beautification

Manages street trees, co-ordinates new lighting installations and maintains public toilets. The service also provides annual inspections, programming and implementation of power line clearance requirements.

Tourism Services

Provides visitor information services, marketing and industry development for the Shire. It operates Visitor Information Centres in Castlemaine and Maldon and provides accommodation and tour booking services.

Building Sustainable Communities

Corporate Support

Provides policy, systems and support in the areas of continuous improvement, corporate planning and performance reporting.

Environment and Sustainability

Coordinates and implements environmental projects in partnership with the community. It supports other areas of Council to improve environmental performance.

Executive Services

Provides strategic management of the organisation in keeping with the requirements of good governance, legislative requirements and strategic policy of the Council.

Finance

Manages Council's finances through preparation and monitoring of the budget, payment of accounts, procurement of services, raising and collection of rates and charges and valuation of properties throughout the municipality.

Governance

Coordinates Council meetings, and all Councillor related activities. It provides support and oversight of compliance with the Local Government Act.

Information Services

Provides, supports and maintains cost effective communications and IT systems enabling Council to deliver services in a productive and efficient way. It also provides records management services including storage, retrieval and archiving.

Organisational Development

Provides strategic and operational organisation development support including human resource and industrial relations strategies, policies and procedures.

Risk Management

Manages Council's insurance portfolio and claims; develops Council's risk management and health and safety policies and supporting systems for Council's employees, volunteers and contractors.

Strategic Planning

This service area develops and implements urban and rural planning strategy. It maintains an effective planning scheme through regular reviews and planning scheme amendments.

Waste Management

Oversees the management of Castlemaine and Maldon waste facilities, and the collection of kerbside waste and recycling.

Partnerships, advocacy and engagement

Partnerships and advocacy

Council works in partnership with other organisations to improve services and outcomes for the Shire. Many agreements and memorandums of understanding (MOUs) have been established with all levels of government and community groups. Council uses these MOUs and a variety of forums to advocate for the interests of our community. Some of our key partners and efforts are:

A vibrant and healthy community		
Objective	Purpose	Partners
Advocate for improved health and community services in partnership with others.	Provide integrated health and community services for Mount Alexander Shire.	Department of Health & Human Services, Castlemaine Health, Maldon Hospital, Castlemaine District Community Health and Windarrang.
	Provide aged and disability services in the Loddon Mallee region.	Councils of Macedon, Swan Hill, Buloke, Gannawarra, Central Goldfields, Bendigo, Loddon, Mildura and Campaspe Shires.
	Participate in a consortium agreement for healthy ageing and packaged care.	Castlemaine Health, Castlemaine District Community Health, Central Victorian Primary Care Partnerships.
	Gain community feedback on support mechanisms for carers of people who are frail, aged or living with dementia.	Carers Victoria, Castlemaine Community House, Carer Support Services.
Provide support for and recognition of our indigenous community and their culture.	Develop a Mount Alexander Shire Indigenous Action Plan for Reconciliation.	Local indigenous elders and community members, Dja Dja Wurrung Corporation, Castlemaine District Community Health, Department of Environment, Land, Water and Planning, Castlemaine Art Museum, Castlemaine Community House, Castlemaine Continuing Education, Castlemaine State Festival and representatives from Reconciliation Victoria.
Partner with communities, agencies and neighbouring municipalities to strengthen emergency and disaster planning, awareness and preparedness.	Build capacity for coordination and provision of support services following an emergency event or natural disaster.	Central Victorian Municipal Emergency Management Enhancement Group – Australian Red Cross, Salvation Army, Victorian Council of Churches and Councils of Hepburn, Macedon, Mitchell and Moorabool Shires.

Better community facilities		
Objective	Purpose	Partners
Advocate for improved rail and bus services.	Coordinate transport to enhance access to services, resources, employment and community participation opportunities for residents of small towns.	Transport Connections, Central Victoria Network and Councils of Macedon, Central Goldfields, Bendigo, Loddon and Campaspe Shires.
Collaborate to achieve improved transport outcomes.	Develop the Loddon Campaspe Integrated Transport Strategy. The strategy identified the transport drivers and issues for the region and endorsed a strong and unified approach to seeking project funding and support.	The City of Greater Bendigo and Councils of the Loddon, Campaspe, Macedon Ranges and Central Goldfields Shires, and State Government transport agencies.
	Lead the Small Towns Connectivity project to ensure that people living in small towns across the Loddon Campaspe Region have good access to community services, and economic and social opportunities.	

Loddon Campaspe Integrated Transport Strategy

Key projects

- Increased passenger rail services throughout the region
- Capacity improvements on the Bendigo, Swan Hill and Echuca passenger rail services
- Murray Basin Rail Project
- Echuca Moama Bridge
- Bridges, Structures and Higher Mass Limit Access Study
- Rail trails and recreational tourism bike networks
- Small towns connectivity plans
- A Railway Station Access Improvement Program to encourage active and public transport
- Develop a functional road use hierarchy for freight, community access and tourist routes, then prioritise investment on these road networks
- A freight hub study for Loddon Campaspe region.



A thriving local economy		
Objective	Purpose	Partners
Invest in our young people	Connect Central Castlemaine – Youth engagement, training and education initiatives.	Castlemaine and District Community Health, Castlemaine And District Accommodation Resource Group, Castlemaine Community House, Castlemaine Continuing Ed, Central Vic Health Alliance, School Focused Youth Services, Goldfields Local Learning & Employment Network, Castlemaine Police, St Lukes Anglicare, Bendigo TAFE, Castlemaine Secondary College
	Support programs such as FReeZa, Engage and L2P Learner Driver Program. These programs include Mondo Lounge and Young West (youth space programs), Battle of the Bands, the Mount Alexander Youth Mentoring Program, The Meeting Place, the Koorie Family Homework Centre, Mount Alexander Shire Youth Forum and Mental Health First Aid Training.	Youth Advisory Group Castlemaine Secondary College, Castlemaine District Community Health, FReeZa group, Maldon Neighbourhood Centre (Young West), Castlemaine Continuing Education.
Celebrate the things that make Mount Alexander Shire Special	Support more than 90 events through grant funding, logistical services such as waste and traffic management, marketing and regulatory advice.	See pages 39-41 for grants provided for events.
Support community involvement in developing and implementing local community plans.	Development and implementation of community plans for telecommunications, business, tourism and events, maps and signage, community, access and ageing, bushfire management, trees and landscapes, creeks and waterways, streetscapes, community centres, recreation facilities, roads, paths, traffic and public transport.	Towns of Campbells Creek, Chewton, Elphinstone, Guildford, Harcourt, Newstead, Taradale and Tarrangower.
Promote the Shire as a great place to visit, live and do business.	Develop the Bendigo Regional Destination Management Plan with an in-depth analysis of the value and characteristics of the tourism industry in the Bendigo region.	Bendigo Regional Tourism - a partnership between the Shires of Mount Alexander, Loddon, Central Goldfields and the City of Greater Bendigo.

Building sustainable communities		
Objective	Purpose	Partners
Collaborate with the community to protect and celebrate our natural and built environment.	Increase, enhance and restore biodiversity and landscape health across Mount Alexander Shire	Connecting Country Incorporated and local Landcare groups.
Lead by example in our approach to sustainability and the environment and actively respond to climate change.	Implementation of partnership-driven projects outlined in Council's Climate change Action Plan and Environment Strategy.	Mount Alexander Sustainability Group.
	Manage the impact of dams in the Upper Campaspe.	City of Greater Bendigo and North Central Catchment Management Authority.
	Develop the Castlemaine, Campbells Creek and Chewton Flood Management Plan to determine flood levels and extents for a range of magnitude flood events and identify potential mitigation options to reduce flood risk and future damage.	Led by the North Central Catchment Management Authority (NCCMA) in partnership with Council and the Castlemaine, Campbells Creek and Chewton Flood Management Plan Steering Committee.
Ensure the Shire meets its future energy, waste, water and food requirements.	Central Victorian Greenhouse Alliance. Collaborative action of local governments to achieve long-term sustainability goals.	Councils of Ararat, Ballarat, Bendigo, Buloke, Central Goldfields, Gannawarra, Hepburn, Loddon, Macedon, Northern Grampians, Pyrenees and Swan Hill Shires.
	Loddon Mallee Waste & Resource Recovery Group. Minimise waste going to landfill and increase the reuse and recycling of waste materials.	Councils of Bendigo, Buloke, Gannawarra, Loddon, Macedon Ranges, Mildura and Swan Hill Shires.
Facilitate housing that meets the needs of the community	Enter into a partnership to look at the role of local government in relation to housing in the 21st century. Council will learn from this work about how it can influence the local housing supply and increase community access to affordable housing.	University of South Australia, University of Technology Sydney, La Trobe University and ten other local governments from across Australia.
Protect and promote our built, cultural and natural heritage.	Provide funding, logistics and expertise for the 2015 master planning for the Castlemaine Art Museum.	Castlemaine Art Museum, Buda Historic Homestead and Victorian Goldfields Railway.
	Heritage data sharing	Heritage Victoria

Community engagement

Council is committed to effective engagement with the community to ensure the needs of the community are acknowledged in Council key projects, plans and strategies. During the year there were a number of opportunities for the community to provide input into plans, strategies and service design.

Activity	Community involvement	Outcome
Newstead Rotunda Park	Community survey and walkshop.	A draft plan with simple functional improvements to create an attractive gateway to Newstead, manage vehicle access, protect and enhance the park's habitat and other environmental values, provide for passive recreation and community events; and highlight heritage elements of the park.
Urban Growth Strategy	Workshops and two opportunities for community submissions.	Draft Urban Growth Strategy considering residential development in urban areas in the townships of Campbells Creek, Castlemaine, Chewton, Elphinstone, Guildford, Harcourt, Maldon, Newstead and Taradale.
Taradale Playground	The playground was designed using ideas from Taradale Primary School students, the Taradale Mineral Springs Reserve Special Committee of Council and the broader Taradale community.	New playground constructed in July 2016.
Waste and Resource Recovery Plan	Community survey, open community meeting and project working group comprising representatives from Mount Alexander Sustainability Group, the Environment Protection Authority, Loddon Mallee Regional Waste and Resource Recovery Group and community experts.	The Waste and Resource Recovery Action Plan 2016 – 2020 identifies three key areas of action to: increase community engagement and education, reduce waste and increase resource recovery, and upgrade waste facilities.
Aquatic Facilities	Community satisfaction surveys, pool listening posts and community user group meetings.	The 2015/2016 outdoor aquatic season was delivered at four Council-owned swimming pools including a range of activities and community events. No major incidents were reported. There were higher levels of patronage at all pools due to the warmer summer temperatures. Upgrade works were completed at Castlemaine Swimming Pool prior to the season opening and resulted in lower water usage. Engagement activities undertaken by Council and pool operators ensured the community could provide feedback on operations throughout the season.
Mount Alexander Shire Youth Advisory Group	Young people aged 12 – 25 years.	The Youth Advisory Group developed the Youth Engagement Action Plan 2015-2016, adopted by Council in February 2016. Delivered a Mount Alexander Shire Youth Forum which attracted more than 60 young people.

Activity	Community involvement	Outcome
Annual Budget 2015/2016	Call for input on the budget via Have Your Say. Received 38 submissions and nine people attended the Special Meeting of Council to speak to their submissions.	Feedback on the budget demonstrated support for the works on the Campbells Creek Trail. The budget was adopted on 28 June 2016.
Castlemaine Cultural Precinct Plan	Held a workshop with 25 invited stakeholders. A communications board in the Phee Broadway Theatre Foyer allowed for 'drop in' style input from the general public. More than 50 responses were received in response to a survey distributed to the general public online and in hard copy.	Completed a Castlemaine Cultural Precinct Plan. It includes guiding principles, themes and recommendations to support the planning, management and partnerships of public spaces, programming and infrastructure to enhance the livability of the Shire and support sustained growth in the creative community and visitor economy.
Investment Policy – Fossil Fuel Divestment	Call for input on the policy via Have Your Say. Received sixty-nine submissions supporting the proposed policy changes. Some respondents requested Council take additional steps to manage climate change.	Updated Council's Investment Policy to include a policy statement of fossil fuel divestment. 50% of Council's funds are currently invested with financial institutions that are divested from fossil fuels.
Rating Strategy	Call for input on the strategy via Have Your Say. Thirteen out of 14 submissions received were supportive of the recommendations with little or no change.	The adopted Rating Strategy includes phasing out of the Municipal Charge and a phasing in or an increase in the Land Management Rate.
Honeycomb Bushland Reserve	Conducted workshops and onsite meetings with members of the Friends of Campbells Creek Landcare, and McKenzie's Hill Action and Landcare groups as signatories to the MOU, in addition to the Country Fire Authority and an independent fire ecologist. Held a four week open public comment period, that included hand delivered notification letters to all adjoining residents.	Council adopted an Environmental Management Plan for Honeycomb Bushland Reserve in July 2016. The plan identifies the reserve's natural, cultural heritage and recreation values; establishes a vision for future use and management; identifies any threats and priority works, and establishes a monitoring and evaluation program.

Delivering on our commitments

Planning and reporting

The Council Plan 2013-2017 includes strategic goals for the four year period, strategic indicators to monitor progress and a strategic resource plan.

Council delivers programs and services under 33 major service areas, which contribute to the achievement of our strategic goals.

The annual plan and budget link to achievement of the Council plan.

This annual report demonstrates progress against our goals by reporting on service performance indicators, major initiatives, financial indicators and sustainable capacity.

Strategic objectives

1. A vibrant healthy community

We will have a healthy, resilient and involved community. We will develop activities that advance our heritage, sports, culture and the arts.

2. Better community facilities

We will maintain and renew our facilities to provide better buildings, roads, footpaths, tracks and trails, parks and gardens for our community.

3. A thriving local economy

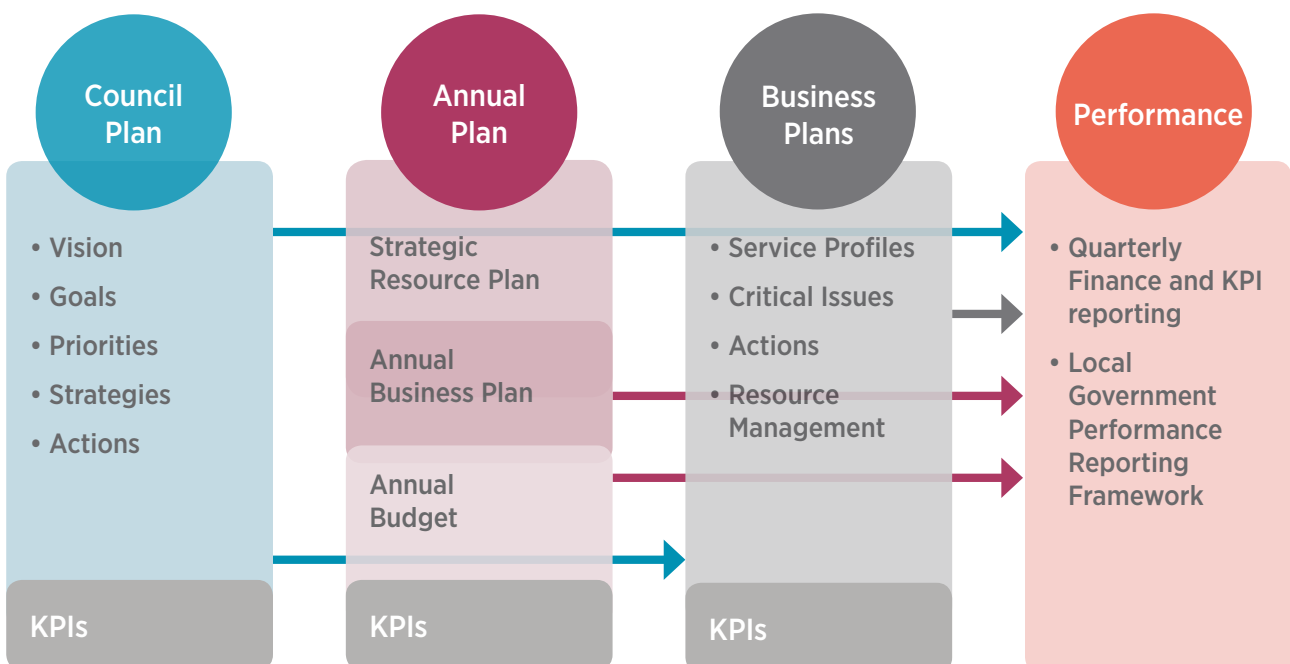
We will promote our Shire as a great place to invest, innovate and do business. We will encourage tourism in our Shire by showcasing our heritage, environment and local creative industries.

4. Building sustainable communities

We will demonstrate leadership in sustainability. We will foster the ongoing development of environmentally responsible, liveable communities across the Shire.

There are opportunities for community and stakeholder input at each stage of the planning, budget and reporting cycle

Corporate reporting framework



Strategic objectives

Strategic objective 1 - A vibrant and healthy community

We will have a healthy, resilient and involved community. We will develop activities that advance our heritage, sports, culture and the arts.

Council's commitment to achieving this goal is guided by the following strategies and measures of success (strategic indicators) for each priority area. See our progress on the following pages.

PRIORITY	STRATEGIES	PRIORITY OUTCOMES / STRATEGIC INDICATORS
Engage with the community ensuring clear and thorough communication through all community engagement undertakings.	<p>Create more opportunities for community participation in the development of Council's plans and strategies.</p> <p>Involve young people in community planning and decision making.</p>	<p>Community satisfaction rating for community engagement.</p> <p>Number and diversity of participants in community engagement activities.</p>
Provide an environment for a healthy, active, prepared and resilient community.	<p>Advocate for improved health and community services in partnership with others.</p> <p>Promote healthy and active lifestyles.</p> <p>Partner with communities, agencies and neighbouring municipalities to strengthen emergency and disaster planning, awareness and preparedness.</p>	<p>Access to health and community facilities.</p> <p>Participation in activities and programs.</p> <p>Number of partnership activities undertaken with relevant agencies.</p> <p>Community participation in Municipal Emergency Management Planning.</p>
Ensure access to up-to-date information about Council facilities and services for residents, newcomers and visitors.	<p>Provide accessible and current information at Council's Customer Service Centres and Visitor Information Centres.</p>	<p>Community satisfaction with customer services.</p> <p>Use of Council's website.</p> <p>Number of calls resolved at first point of contact.</p>
Provide support for and recognition of our Indigenous community and their culture.	<p>Recognise and support Indigenous culture past and present.</p> <p>Partner with service providers to support improved social and health outcomes for Indigenous communities.</p> <p>Promote employment opportunities for Indigenous people in Mount Alexander Shire.</p>	<p>Community participation in events celebrating Indigenous culture.</p>
Support and encourage our community sporting groups.	<p>Support sports and recreation clubs to enhance operations and management arrangements.</p>	<p>Community participation in sport and recreation.</p>
Support and encourage our cultural and arts communities.	<p>Celebrate, promote, nurture and value arts and culture activities in the Shire.</p>	<p>Community participation in arts and cultural activities.</p>

Snapshot

The following information provides a summary of services funded in the budget and examples of actions to help achieve our commitments in the Council Plan 2013-2017.

Services

- » Communications
- » Community engagement
- » Community wellbeing
 - Aged and disability services
 - Maternal and child health
- » Cultural development
- » Customer service
- » Emergency management
- » Environmental health
- » Library operations
- » Civic compliance
- » Recreation services
- » Youth development

For more information on our services see page 24.

KEEPING YOU INFORMED

Council keeps the community informed about programs and services in many ways:

- » Six issues of Shire News delivered to most homes
- » Weekly column in The Midland Express
- » Stories in local newspapers, TV and on radio
- » Latest news, consultations and Council meetings on our main website
- » Local events and things to see and do on our tourism website
- » Interview with Mayor on MAINE FM each Tuesday
- » Newsletters on the arts, heritage, business and environment
- » You can also find us on Facebook.

Facts and stats



Aged and disability services

800 residents use our aged and disability services

- » 163 new clients
- » 3,487 hours personal care
- » 9,152 hours home care
- » 1,133 hours respite care
- » 7,737 meals delivered

In-home and support services help older residents and people with disabilities maintain their independence for as long as possible.



Social support

- » 3,981 hours of transport
- » 4,929 hours planned weekly activities
- » 198 hours of home visits
- » Supported and delivered by 23 volunteers



Children and families

- » 155 babies born
- » 1,209 registered children with maternal and child health
- » 1,304 key age and stage visits
- » 430 extra face-to-face consultations
- » 17 group activities
- » 29 families enrolled in the enhanced maternal and child health program

Our maternal and child health nurses provided more than 1,700 consultations to babies, children and families, including more than 1,300 key age and stage visits, delivery of an immunisation program and a variety of support services and group sessions.



Library operations

- » 5,254 active members at Castlemaine Library
- » 153,629 visits per year
- » 236,430 loans each year



Sport and recreation

- » 74 sporting clubs
- » 19,699 patrons at four outdoor swimming facilities



Animals

- » 5,435 animals registered
- » 3 prosecutions



Customer service

- » Responded to 8,066 calls
- » More than 2,276 service requests
- » 99,198 website visitors
- » Feedback from 1,206 website queries



Progress

Achievements and major initiatives

- » A Public Open Space Strategy was developed to guide the planning, future provision, development and preservation of open space across the Shire for the next 15 years.

- » An Aboriginal and Torres Strait Island Action Plan for Reconciliation was adopted reflecting Council's commitment to involve and recognise traditional owners, the Dja Dja Wurrung.

- » Developed the Mount Alexander Shire Action Plan for the Prevention of Violence against Women and Children. Endorsed Loddon Mallee Women's Health commitment statement to recognise this community issue.

- » Continued as a leading partner in the Northern Victorian Cluster and Central Victorian – Municipal Emergency Management Enhancements Group. Led the development of the Mount Alexander Relief and Recovery Sub Plan; completed relief centre audits and updated the Mount Alexander Neighbourhood Safer Places Sub Plan.

- » Endorsed the 2015-17 Arts Strategy Action Plan. The Phee Broadway Theatre season included 10 shows with a solid increase in audience attendance. Delivered an arts forum on Creative Spaces and held the first Creative Leaders meeting including representatives from cultural organisations in the Shire. The Cultural Facilities Precinct Plan has been drafted following community consultation.

- » Developed an Interim Disability Action Plan (iDAP) 2015–2017 outlining Council's commitment to improving access for people with disabilities to Council services, facilities and information. The iDAP includes 17 measurable actions including the introduction of an accessible equipment booking system for portable ramps and hearing loops.

- » Funded \$153,439 to support local events, environmental, health and social projects as part of the Community Grants Program. Allocated Eight Quick Response Youth Grants during the financial year (see page 39 for community grant recipients).

- » Eight new members, aged 12 – 25 years of age, joined the Youth Advisory Group. Projects completed by the Youth Advisory Group included the development of Council's Youth Engagement Action Plan; rebranding of Council's Youth Space; the delivery of the Mount Alexander Youth Forum to more than 60 young people; and participation in Maldon Community Bank's Big Ideas.

- » Supported the Castlemaine Children's Literature Festival in partnership with the Castlemaine Library. The festival held 21 different events across nine different locations, including Loddon and Middleton Prisons and regional events in Newstead and Maldon.



Managing our public open space



Working to preventing violence



They Saw a Thylacine at The Phee

Achievements and major initiatives (cont.)

- » Built capacity and transitioned the Maldon Community Lunch, delivered in partnership with Castlemaine Community House, to Maldon Neighbourhood Centre. The community lunch provides a healthy lunch for approximately 35 to 40 people as part of the Healthy Ageing Program.
- » Flexible Care Planning was implemented to encourage Home and Community Care clients to have active participation in their care and to enhance the role of Direct Care Workers in their daily duties. The Cook Chill Meals trial and full role out was completed.
- » Completed the development of a manual for Section 86 Committees of Management to support them to fulfil their roles and responsibilities.
- » Hosted a forum during Refugee Week in partnership with Loddon Campaspe Multicultural Services and Castlemaine Rural Australians for Refugees to learn more about how they could support the Shire in its role as a Refugee Welcome Zone.
- » Developed a health and wellbeing fact sheet and community profile in partnership with the Central Victorian Primary Care Partnership. Developed a proposed health and wellbeing planning governance and community engagement structure and endorsed the Terms of Reference for a new Community Advisory Committee.
- » Developed a Strategic Health Services Plan for Mount Alexander Shire in partnership with Castlemaine Health, Maldon Hospital, Castlemaine District Community Health, Windarrang and the Victorian Department of Health & Human Services.
- » Finalised a Service Agreement with Castlemaine District Community Health to support the delivery of the Nalderun Upper Loddon Program including the Koorie Homework Club, The Meeting Place and access to the community bus.
- » Launched a new youth space called the Mondo Lounge in partnership with Castlemaine Continuing Education. The Lounge provides a safe and supportive space for young people aged 12-25 to catch up with friends and participate in workshops, training sessions and activities.



Direct care workers deliver meals



Mondo Lounge Youth Space



Challenges

- » Council was unsuccessful in receiving external funding for the Active Transport Plans in 2015, however, it has received a grant for 2016.

- » The off-lead dog park planned for Castlemaine Botanical Gardens did not proceed due to the proximity of a rare population of the threatened Eltham Copper Butterfly.

- » The review of the Domestic Waste Water Management Plan was not completed. Yet work is well underway including the development of a community engagement plan and a visual mapping tool.

- » Development of a social media strategy was deferred in order to complete an overarching strategic communications strategy to ensure priorities are aligned.

Future directions

- » Implement the Mount Alexander Shire Health and Wellbeing governance and community engagement structure to develop a new Health and Wellbeing Plan for the Shire.

- » Review Emergency Relief Centres to improve capacity to respond to emergencies.

- » Develop a Strategic Communications Plan that will contribute to improved community engagement and customer satisfaction levels with Council services.

- » Implement new and existing and initiatives from Council's Action Plan for Reconciliation.

- » Implement initiatives identified by the community to improve the age friendly nature of our shire, while working in partnership with local community centres and neighbourhood houses.

- » Implement the actions of the Youth Engagement Action Plan 2015-2017.

- » Partner with universities and other local government agencies in research to explore opportunities for Council to support improved access to affordable housing.

- » Explore and implement initiatives to make our community more child friendly.

- » Provide leadership in the development of a Health Services Alliance for Mount Alexander Shire.

- » Implement a new sustainable model of parenting support for families across the Shire.

- » Participate in the Victorian Government's Food Act pilot project.

- » Implement initiatives that will strengthen the mental health and wellbeing of children and young people within the Shire.

- » Implement priorities in the Interim Disability Action Plan 2015-2017 to provide better access and inclusion for people with a disability

- » Implement priorities identified in the Arts Strategy Action Plan to celebrate, promote and coordinate arts activity within the Shire.

- » Provide leadership in the development of a Health Services Alliance for the Shire.

- » Adopt the revised Domestic Waste Water Management Plan and advocate for better waste water outcomes.

- » Work with local organisations and service providers to ensure that Council upholds its commitment to being a Refugee Welcome Zone.

- » Partner with local primary schools to develop activities and projects to encourage an increase in the number of students that walk to school.

Australia Day Awards

The Mount Alexander Shire Australia Day Awards were presented at a popular family-friendly community celebration held at Victory Park in Castlemaine.

Mayor Christine Henderson presented four awards and said the recipients were fine examples of how volunteers contributed to the richness of community life.

Citizen of the Year Julie McHale received the award for her tireless work supporting and advocating on behalf of the Aboriginal community.

Along with developing curriculum to incorporate the Aboriginal perspective into schools, Julie helped establish 'The Meeting Place', a cultural school that leads to enhanced outcomes for Koorie children.

Young Citizen of the Year Ashley Penrose was recognised for her role in the community, school and local sporting club. Ashley had made a wonderful contribution to the community and helped advise Council on matters that impact

young people through her role on the Youth Advisory Group.

The inaugural **Senior Citizen of the Year** award went to Marilyn Bennet, who contributed through many years of service to the community. Marilyn had helped establish a Castlemaine Community Radio WMAfm and the Lioness Club of Bendigo. She has also supported and volunteered at many local events and organisations.

Maldon Shopping Spree took out the award for **Community Event of the Year**. This fantastic event encouraged people to buy locally while raising funds for Maldon Primary School.

Along with the award presentations, five people made the pledge to become Australian citizens at a special citizenship ceremony.

The large crowd also enjoyed an address from Australia Day Ambassador and four-time Olympian marathon runner Steve Moneghetti.

Community grants and contributions

Council awarded a total of \$153,467 to 63 community groups to support a range of projects within the Shire as part of the Community Grants Program.

Council held an event at Chewton Community Centre on 22 June 2016 to celebrate with recipients of the annual grants program, open to not-for-profit, incorporated or auspiced associations for projects that demonstrate community benefit in the Shire.

The funding supported a variety of community events, environmental, health and social projects throughout the shire. Projects include a barbecue upgrade for Newstead Bowling Club, a pilot Castlemaine Children's Choir, revegetation of the Old Diamond Hill Community Parklands and funding for the Tarrangower Cactus Control Group and Maldon Vintage Machinery Museum.

As usual the demand for grants far exceeded the funding available. While not all applications could be fully funded, smaller grants enabled the delivery of some projects to get off the ground.

To support community groups in successfully delivering their projects, Council held a Community Funding Expo in October 2015. The event included workshops on writing grant applications, marketing and social media, and sustainable funding.

Council also supported the arts through annual funding to Castlemaine State Festival, Buda House and Castlemaine Art Museum. In addition, Council provided financial contributions to support to Special Committees of Council managing local facilities and reserves, senior citizens centres, pre-schools, the State Emergency Service, Chewton Pool and community housing.



Winners of the 2016 Mount Alexander Shire Australia Day Awards: Marilyn Bennet, Julie McHale, Cr Christine Henderson, Ashley Penrose and Jodie Mengler.



Welcoming our new citizens to the Shire. (Photos: Luca Royale)

Community grants and contributions (cont.)

2015/2016 funded projects		
Applicant	Project	Funding \$
Arts Open	Evaluation and strategy document for the Arts Open visual arts festival	3,000
Barkers Creek Cricket Club	Barkers Creek Beer & Cider Festival shelter	3,000
Cairn Curran Sailing Club Incorporated	Kitchen upgrade	2,697
Campbells Creek Bowling Club Incorporated	Replacement of redundant scoreboards	2,145
Campbells Creek Community Incorporated	Campbells Creek 19th century heritage brochure	2,448
Campbells Creek Community Incorporated	Campbells Creek Community Garden: Landscape Design Plan	2,900
Castlemaine and District Festival of Gardens Committee	Castlemaine and District Festival of Gardens	1,550
Castlemaine and Maldon Railway Preservation Society	Purchase of three desktop computers	1,500
Castlemaine Children's Choir	Castlemaine Children's Choir pilot	2,500
Castlemaine Church of Christ	School breakfast club	1,000
Castlemaine Circus	Circus stars	2,800
Castlemaine Cycling Club Incorporated	Outdoor public-address system for promotion of cycling events	2,695
Castlemaine District Community Health	Making kids water safe	1,500
Castlemaine Historical Society Incorporated	Scanning our local history	1,032
Castlemaine Jazz Festival Incorporated	Castlemaine Jazz Festival public performance stage	2,480
Castlemaine Life Drawing Incorporated	Drawing albums	1,200
Castlemaine Local and International Film Festival	Unearthing the next Steven Spielberg	2,500
Chewton Bowmen	New target trolley project	2,234
Chewton Bushlands Association Incorporated	Book on flora and fauna of the Chewton Bushlands	3,000
Chewton Landcare Group	Purchase of equipment for weed control	1,632
Chewton Pool Incorporated	Family seating area	3,000
Connecting Country (Mount Alexander Region) Incorporated	Working towards eradication of stipoid weeds from Castlemaine	3,000
Country Women's Association of Victoria - Harcourt Branch	Keeping in touch	550
Eliza-Jane Gilchrist (Punctum)	The (with) drawing room 2	2,000
Ellen Madigan (Mount Alexander Sustainability Group)	Local food for local people - Local Food Hub scoping project	2,500
Elphinstone Land Management Association Incorporated	Elphinstone township beautification project	2,000
Elphinstone Progress Association	Elphinstone town centre redevelopment fundraising	3,000
Events in Nature	Castlemaine NAB 500	1,000
Faraday Community Association Incorporated	Community trailer	2,150
Friends of Campbells Creek Landcare Group	Honeycomb Bushland Reserve rehabilitation	3,000

Community grants and contributions (cont.)

2015/2016 funded projects		
Applicant	Project	Funding \$
Friends of Castlemaine Library	School outreach program	3,000
Friends of Kaweka Sanctuary Incorporated	Celebrating 50 years of community volunteering at Kaweka Park	3,000
Friends of the Box-Ironbark Forests (Mount Alexander Group) Incorporated	Friends of the Box-Ironbark Forests 2016 Winter School Holiday Program	1,640
Gender Equality Projects Victoria	'Kick like a girl' promoting girls and woman in sport	3,000
Harcourt Football Netball Club Incorporated	Club and sports equipment	3,000
Harcourt Progress Association	The Harcourt Community Catering Kit: catering for Harcourt's catering needs	2,850
Harcourt Uniting Church	Community picnic welcoming asylum seekers	900
Harcourt Valley Heritage & Tourist Centre Incorporated	Harcourt tourist flyer	1,067
Lot 19 Arts Gallery Collective Incorporated	Lighting up the Lot	2,600
Maldon & Baringhup Agricultural Show	Children's art project	3,000
Maldon Artists Network	Maldon 3D artwalk 2017	2,000
Maldon Golf Club Incorporated	Cardiac science powerheart G5 defibrillator	2,625
Maldon Incorporated t/a Maldon Visitor Information Centre	Maldon Inc - website redevelopment	3,000
Maldon Men's Shed	Free standing wood heater	2,100
Maldon Neighbourhood Centre Incorporated	Equipped for the future	855
Maldon Pony Club	Cross country course upgrade	3,000
Maldon Urban Landcare Incorporated	Signage for fenced enclosures in Maldon	892
Maldon Vintage Machinery Museum Incorporated	Machinery, history, drawings, local knowledge tour	1,200
McKenzie's Hill Action and Landcare Group	Old Diamond Hill community parklands, revegetation and enhancement	3,000
Mount Alexander Shire Accommodation and Respite Group Incorporated	Garden landscaping for respite/community house	3,000
Mount Alexander Sustainability Group	Mapping and dissemination of information about recycling resources in the Shire	975
Mount Alexander Sustainability Group	Recycling of toxic lighting waste	2,447
Mount Alexander Sustainability Group	Reducing waste with a new reusable crockery hire service for the community, delivered in partnership with Mount Alexander Sustainability Group and Windarring	2,000
Muckleford Forest Friends Group	Understanding fire in our landscape: a community conversation	1,500
Newstead Bowling Club	Upgrade BBQ facility	1,500
Newstead Community Garden and Produce Exchange	Countertop culture - bench restoration and refurbishment at the Newstead Community Garden	900
PoetiCas	2016 Castlemaine Poetry Festival	3,000
Punctum Inc & Castlemaine District Radio	Sounds like...	3,000

Community grants and contributions (cont.)

2015/2016 funded projects		
Applicant	Project	Funding \$
Rose Turtle Ertler (Castlemaine State Festival)	Light at the End... (development)	3,000
SMART Recovery Castlemaine	SMART Recovery Castlemaine addiction self-help group	3,000
Tarrangower Cactus Control Group	2016 community war on wheel cactus	3,000
Tarrangower Cactus Control Group	No cactus on Tarrengower School Road	3,000
The Growing Abundance Project Inc.	Schools harvest	2,980
The Hub Foundation Castlemaine Ltd	Ride to Work breakfast 2016	1,450
The Hub Foundation Castlemaine Ltd	Battery storage information events	2,000
The Village Festival of New Performance Inc	Dances old and new	3,000
U3A Castlemaine Incorporated	U3A Castlemaine training and equipment grant	2,020
Vaughan Cemetery Trust	Public artworks to memorialise gold rush pioneers at Vaughan Cemetery	2,953
Total		153,467
Arts support		
Castlemaine State Festival		30,000
Buda Historic Home and Garden		7,000
Castlemaine Art Gallery and Historical Museum		23,580
Total arts support		60,580
Contributions to S86 Committees, Reserves, Senior Citizens, Preschools, State Emergency Service, Chewton Pool and Community Housing		204,922
Total community grants and contributions		418,969



Castlemaine Art Museum

Service performance indicators

The following statement provides the results of prescribed service indicators and measures.

Service/indicator/measure	Results 2015	Results 2016	Material variations and comments
Aquatic Facilities			
Satisfaction			
Service standard			
<i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	1.00	
Health and Safety			
<i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	0.00	0.00	There were no reportable incidents at aquatic facilities.
Service Cost			
<i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$19.77	\$16.55	The decrease in the cost per swim was a result of increased patronage due to a hotter summer.
Utilisation			
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	0.88	1.09	The increase in patronage numbers was due to a hotter summer with two heat waves being recorded, an additional 13 days over 35 degrees than the previous year and fewer pool closures due to cold weather.



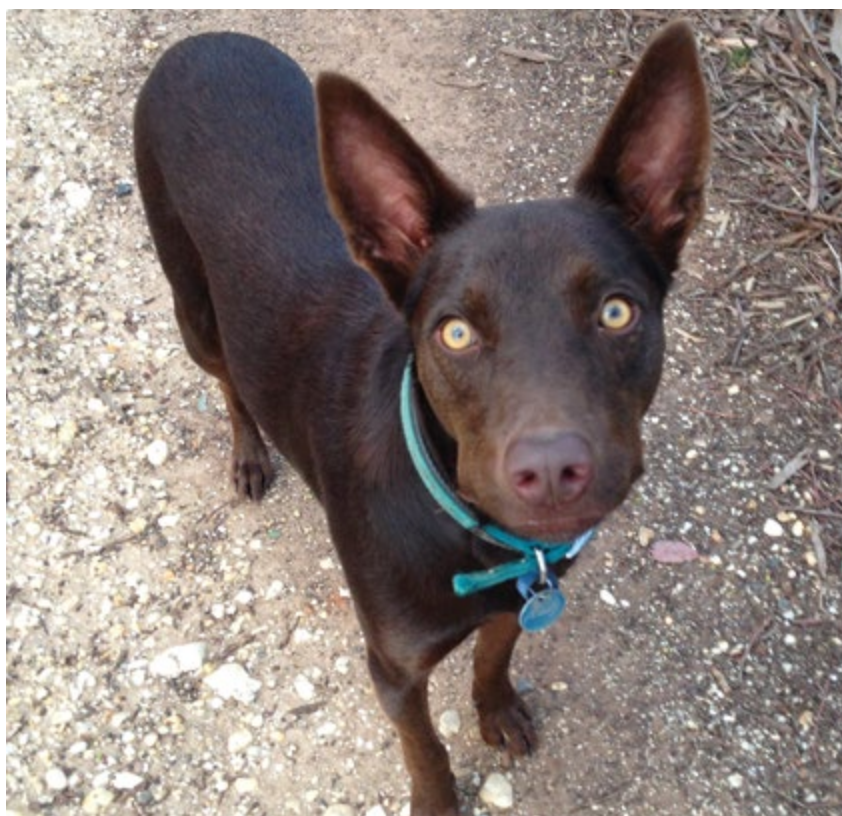
Newstead Swimming Pool



Castlemaine Swimming Pool

Service performance indicators (cont.)

Service/indicator/measure	Results 2015	Results 2016	Material variations and comments
Animal Management			
Timeliness			
<i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	0.00	6.53	First year of reporting for this service measure.
Service standard			
<i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	53.00%	51.60%	
Service cost			
<i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$48.67	\$74.15	The cost of providing animal management services increased significantly due to an increase in the contract price from the service provider. Animal registration fees and pound user fees were increased to offset some of this increased cost.
Health and safety			
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	3.00	3.00	
Food Safety			
Timeliness			



Service performance indicators (cont.)

Service/indicator/measure	Results 2015	Results 2016	Material variations and comments
<i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	0.00	1.00	First year of reporting for this service measure.
Service standard			
<i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	89.00%	97.32%	
Service cost			
<i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	\$306.02	\$221.80	The number of class 4 premises has increased with more people registering on the state-wide system (streatrader). These do not have mandatory inspection requirements and are low risk. Therefore the increased number of these premises reduces the overall cost per premise from the prior year.
Health and safety			
<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	67.00%	94.74%	There have been improvements to the reporting system and an increased focus on follow up inspections.

Service performance indicators (cont.)

Service/indicator/measure	Results 2015	Results 2016	Material variations and comments
Home and Community Care (HACC)			
Timeliness			
<i>Time taken to commence the HACC service</i> [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	0.00	0.00	We are unable to accurately report on this figure due to inconsistencies identified in our data entry processes in our Client Management system.
Service standard			
<i>Compliance with Community Care Common Standards</i> [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	100.00%	100.00%	The audit of the Community Care Common Standards is conducted by the Department of Health (Commonwealth) on a three yearly basis. The last audit was conducted in 2013.
Service cost			
<i>Cost of domestic care service</i> [Cost of the domestic care service / Hours of domestic care service provided]	\$0.00	\$49.01	First year of reporting for this service measure.
Service cost			
<i>Cost of personal care service</i> [Cost of the personal care service / Hours of personal care service provided]	\$0.00	\$39.99	First year of reporting for this service measure.
Service cost			
<i>Cost of respite care service</i> [Cost of the respite care service / Hours of respite care service provided]	\$0.00	\$55.73	First year of reporting for this service measure.
Participation			
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	59.00%	56.10%	
Participation			
<i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	26.00%	27.83%	

Service performance indicators (cont.)

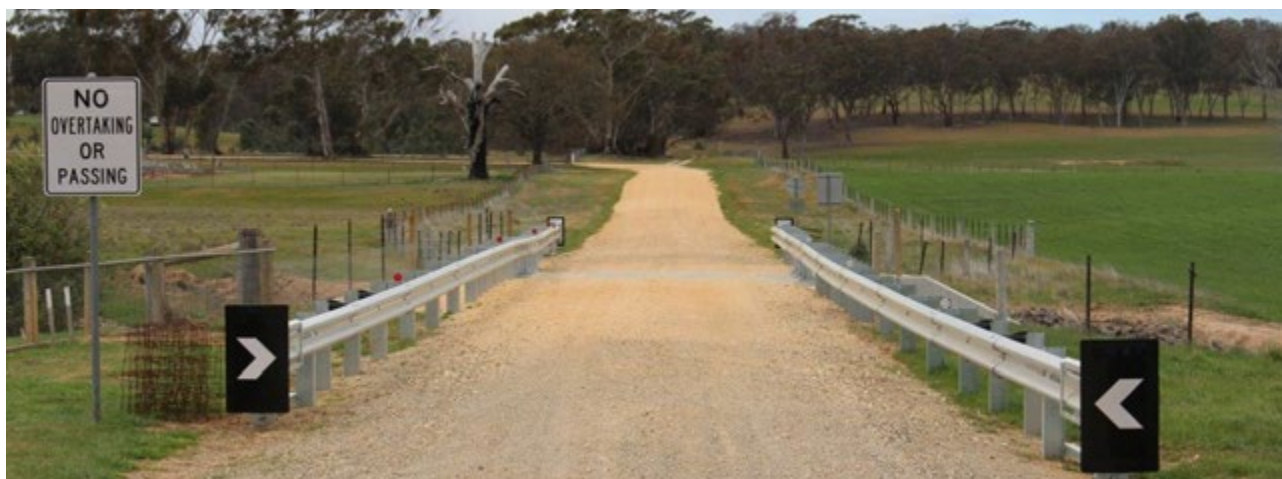
Service/indicator/measure	Results 2015	Results 2016	Material variations and comments
Libraries			
Utilisation			
<i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	6.34	6.26	
Resource standard			
<i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	53.00%	48.87%	
Service cost			
<i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$3.17	\$3.18	
Participation			
<i>Active library members</i> [Number of active library members / Municipal population] x100	29.00%	28.98%	
Maternal and Child Health (MCH)			
Satisfaction			
<i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	99.00%	97.39%	
Service standard			
<i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	91.00%	98.69%	
Service cost			
<i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$0.00	\$63.11	First year of reporting for this service measure.
Participation			
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	86.00%	0.00%	In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for the 2015/2016 financial year.
Participation			
<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	86.00%	0.00%	In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for the 2015/2016 financial year.

Strategic objective 2 – Better community facilities

We will maintain and renew our facilities to provide better buildings, roads, footpaths, tracks and trails, parks and gardens, for our community.

Council's commitment to achieving this goal is guided by the following strategies and measures of success (strategic indicators) for each priority area. Read about our progress in this section.

PRIORITY	STRATEGIES	PRIORITY OUTCOMES / STRATEGIC INDICATORS
Provide access to well maintained sporting and recreation facilities for all residents.	<p>Provide a multi-purpose recreation facilities plan for the sustainable future provision of aquatic facilities.</p> <p>Progress masterplans for our recreation reserves.</p>	<p>Community satisfaction rating on Council recreation facilities.</p> <p>Number of users and user groups using recreation facilities.</p> <p>Range of user groups using recreation facilities.</p>
Ensure community buildings are well maintained, suitable and accessible to community groups, organisations and individuals.	<p>Identify opportunities for improved access and shared use by community groups.</p> <p>Identify opportunities to upgrade existing buildings to increase use.</p>	<p>Number of users and user groups accessing community facilities.</p> <p>Condition of community facilities.</p>
Renew and maintain roads and bridges, across the Shire.	<p>Prioritise the renewal of roads and bridges.</p>	<p>Condition of footpaths, roads and bridges.</p>
Improve and maintain footpaths, tracks and trails across the Shire.	<p>Improve the surface of existing footpaths and increase the network of accessible footpaths.</p> <p>Improve and increase walking and cycling in the Shire through implementation of the Walking and Cycling Strategy.</p>	<p>Length of tracks, trails and footpaths.</p> <p>Level of connectivity of tracks, trails and footpaths.</p>
Improve and maintain parks and gardens across the Shire.	<p>Sensitively manage and develop our parks and gardens.</p>	<p>Sensitively manage and develop our parks and gardens.</p>
Improve transport and mobility options for residents and visitors.	<p>Advocate for improved rail and bus services.</p> <p>Explore opportunities for additional community transport.</p>	<p>Changes to transport services provided.</p> <p>Number of community transport services implemented.</p>



Snapshot

The following information provides a summary of services funded in the budget and examples of actions to help achieve our commitments in the Council Plan 2013-2017.

Services

- » Infrastructure
- » Parks and gardens
- » Property management
- » Recreation facilities
- » Roads and paths

For more information on our services see page 24.

Facts and stats



- » 254 community buildings, valued at more than \$53 million



- » 1,432 km roads
- » 51 km footpaths, plus extensive trail network



- » 3,295 pits, 72 km storm water pipes and 10.2 km of old stone drains



- » 230 bridges



- » 3 botanical/public gardens
- » 26 playgrounds
- » 1 skate park
- » 3 BMX facilities



- » 63 courts
- » 18 sporting fields
- » 8 sporting facilities
- » 4 swimming pools

Progress

Achievements and major initiatives

- » Finalised the strategy for the provision of contemporary aquatic facilities in Castlemaine including a 25 metre indoor heated pool, warm water exercise pool, learn-to-swim pool and other facilities including a gym, exercise room, café/kiosk, office and crèche.

- » Adopted the Loddon Campaspe Integrated Transport Strategy. The strategy identified ten priority transport projects needed to drive progress in the region.

- » Completed designs to connect McKenzie Hill to the Castlemaine central business district, and designed safety measures to improve a busy Reef Street intersection in Maldon.

- » Developed the Castlemaine, Campbells Creek and Chewton Flood Management Plan in partnership with the North Central Catchment Management Authority (NCCMA) and the Castlemaine, Campbells Creek and Chewton Flood Management Plan Steering Committee.

- » Completed a Conservation Management Plan for Victory Park and a Landscape Master Plan for Newstead Rotunda Park in consultation with the community.

- » Constructed a new playspace at Taradale Mineral Springs Reserve in partnership with the Victorian Government. Students from Taradale Primary School helped design the new playground during the community consultation phase.



Victory Park



Taradale playspace

Achievements and major initiatives

- » Completed works at the Campbells Creek Recreation Reserve including rectification of the netball courts, renovation of kitchen facilities and development of a schematic design for unisex change rooms.

- » Installed an automatic irrigation system at the Doug Powell Oval to establish the playing surface used for junior football. The system is designed to minimise water waste and overspray.

- » Undertook a major renovation and refurbishment at Castlemaine Kindergarten including a bathroom upgrade, improved office space, new accessible toilets, accessible ramp, storage, flooring, internal and external painting, improvements to the outdoor area and a revamped kitchen.

- » Completed the design for stage one for the junior sports hub redevelopment at Wesley Hill Recreation Reserve including design of a netball pavilion, conversion of netball courts to car parking, four new netball courts, resurfacing two existing netball courts, court lighting, enabling earthworks and internal roads and paths.

- » Completed road rehabilitation works totalling 2.2 km along three sections of Bendigo Sutton Grange Road (Allendale Road) near Elphinstone and Sutton Grange.

- » Constructed pedestrian crossings on Kennedy Street near Castlemaine Railway Station to improve pedestrian access and safety.

- » Completed road renewal works and safety improvements to an intersection in Maldon.

- » Completed reconstruction of a bridge on School Road in Barfold, and designs for bridges at Nuggetty Road in Maldon; Strathlea Road in Strathlea; Metcalfe-Taradale Road in Taradale, and the Vaughan Tarilta bridge.

- » Established a schedule for targeted refurbishments, preventative maintenance and urgent repairs for community buildings, and completed maintenance works.



Castlemaine Kindergarten



Bendigo Sutton Grange Road

Challenges

- » Construction of the Gabion Wall in Harcourt Sutton Grange Road was deferred to 2016/2017 as design and specification identified the project costs were greater than initially expected.
- » The annual gravel road renewal program was delayed due to an extended dry period. Reprioritisation of the work program allowed the full completion of works, covering 18.67 kilometres across 25 roads, to be completed by mid-June.
- » Completed a tree audit of 120 sites identifying 313 trees that will require future works.

Future directions

- » Undertake design works and investigations to support external funding applications for a new Aquatic Recreation Centre in Castlemaine.
- » Undertake works at Wesley Hill Recreation Reserve including the construction of new cricket nets and netball courts.
- » Undertake a review of community facilities to plan for future needs and viability, building on the findings of the Building Asset Management Plan and Community Infrastructure Study.
- » Undertake flood levee improvement design and minor works at Newstead.
- » Upgrade the kitchen facilities at the Bill Woodfull Recreation Reserve.
- » Deliver a comprehensive tree management program to maintain and enhance the existing tree population in urban areas.
- » Undertake a feasibility study and review options for the future of the current works depot.
- » Undertake investigations and design works to progress the recommendations of the Castlemaine, Campbells Creek and Chewton Flood Management Plan.
- » Complete the design for a solution to connect the two sections of the Campbells Creek Trail.
- » Work collaboratively with Loddon Campaspe municipalities and transport related State Government agencies to implement the goals and priority projects in the Loddon Campaspe Integrated Transport Strategy.
- » Implement the Victory Park Conservation Management Plan.



Castlemaine Botanical Gardens in flood

Service performance indicators

The following statement provides the results of prescribed service indicators and measures.

Service/indicator/measure	Results 2015	Results 2016	Material variations and comments
Roads			
Satisfaction of use			
<i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	26.08	20.33	A number of factors may have contributed to the improved result, including increased promotion of works undertaken, improved planning and delivery of roads projects, and seasonal factors.
Condition			
<i>Sealed local roads below the intervention level</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	99.00%	97.51%	
Service cost			
<i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$39.91	\$44.94	Difference to prior year is due to the different road conditions and road types reconstructed each year.
Service cost			
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$5.03	\$4.73	
Satisfaction			
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	48.00	52.00	A number of factors may have contributed to the improved result, including increased promotion of works undertaken, improved planning and delivery of roads projects, and seasonal factors.



Strategic objective 3 – A thriving local economy

We will promote our Shire as a great place to invest, innovate and do business. We will encourage tourism in our Shire by showcasing our heritage, environment and local creative industries.

Council's commitment to achieving this goal is guided by the following strategies and measures of success (strategic indicators) for each priority area. Read about our progress in this section.

PRIORITY	STRATEGIES	PRIORITY OUTCOMES / STRATEGIC INDICATORS
Encourage the establishment of innovative, creative and sustainable businesses.	<p>Explore and promote innovative and creative industries and approaches.</p> <p>Support local businesses to anticipate and respond to changing circumstances.</p> <p>Representation on relevant bodies and active participation in regional projects.</p> <p>Ensure integration of the Economic Development, Heritage and Arts Strategies.</p>	<p>Number of new businesses established.</p>
Invest in our young people.	<p>Support regional approaches to plan for workforce development.</p> <p>Advocate for improved/enhanced educational opportunities.</p> <p>Promote and facilitate relationships between the business community and education providers.</p> <p>Encourage entrepreneurship, particularly among young people.</p>	<p>Number of young people fully engaged in work or study.</p> <p>Partnerships established between educational institutions and business.</p> <p>Number of new businesses established.</p>
Celebrate the things that make Mount Alexander Shire special.	<p>Support community involvement in developing and implementing local community plans.</p> <p>Deliver improvements to our streetscapes in our town centres.</p>	<p>Number of community plans in place.</p>
Promote the Shire as a great place to visit, live and do business.	<p>Encourage an innovative and integrated tourism marketing program.</p> <p>Promote and enhance liveability by supporting and enabling an extensive program of community and cultural events.</p> <p>Attract business investment through promotion of benefits of location, workforce and transport.</p>	<p>Levels of participation in marketing initiatives.</p> <p>Level of participation at events.</p> <p>Number of events held.</p> <p>Participation in a range of initiatives.</p>
Facilitate the development of the local economy and jobs.	<p>Promote collaboration and representation of the business community.</p> <p>Maintain up to date economic data and information to support informed decision making.</p> <p>Provide learning opportunities in our business community to support business growth and prosperity.</p>	<p>Range of initiatives established in order to support business collaboration.</p> <p>Development of sustainable tools and resources available for reference.</p> <p>Level of participation in economic development activities and training opportunities.</p>

Snapshot

The following information provides a summary of services funded in the budget and examples of actions to help achieve our commitments in the Council Plan 2013-2017.

Services

- » Building services
- » Economic development
- » Statutory planning
- » Street beautification, maintenance and lighting
- » Tourism services

For more information on our services see page 25.



The tourism industry in the Bendigo region is a key contributor to the economy and is experiencing significant growth.

Tourism provided a gross economic output of \$828 million to the regional economy and supported 4,170 jobs.

The Shire attracts approximately 545,000 visitors annually – 396,000 were day-trippers and 149,000 were overnight visitors.

The industry generated a direct economic output of \$52 million annually and supported 488 jobs in the Shire.

Facts and stats



Tourism and events

- » More than 120,000 visitors to visitor information centres
- » 63,768 visits to tourism website
- » More than 90 events on annual calendar
- » Supported more than 64 local events



Jobs

- » 7,544 local jobs
- » 8,029 residents employed
- » 1,525 local businesses



Growth

- » 9 community plans
- » 226 planning permit applications
- » 335 decisions on planning applications made
- » 11 building permits issued valued at more than \$762,718

Celebrating our heritage

2016 marked 50 years since Maldon was declared Australia's first Notable Town by the National Trust of Australia (Victoria).

The declaration in 1966 led to the development of planning controls to help conserve and restore the town's iconic heritage.

To mark the occasion Council hosted a civic reception, presented the community with the Maldon Conservation Study, installed a plaque in the gardens and local school children with a commemorative coin.



Children with the Commemorative Coin



Launch of the Destination Management Plan



Progress

Achievements and major initiatives

- » Developed the Bendigo Regional Tourism Destination Management Plan in partnership with Loddon, Central Goldfields and the City of Greater Bendigo. The plan was launched at The Mill in Castlemaine.

- » Completed a review of Tourism Services in March 2016 and key recommendations were included in 2016/2017 business plans.

- » Council worked in partnership with Goldfields Local Learning and Employment Network (LLENs) and the City of Greater Bendigo to develop and implement the Career Horizons program in the Shire.

- » Developed a framework for Managing Urban Growth to guide urban development in the Shire for the next 10 to 20 years.

- » The fast track planning service continued to meet Council's statutory obligation to assess VicSmart applications within 10 days.

- » Conducted the Heritage Awards Program recognising the work of businesses, organisations and individuals in preserving and protecting our heritage throughout the Shire.

- » Partnered with Elliot Midland Newspapers for its 2016 Buy Local campaign.

- » Partnered with the State Government – Small Business Victoria to deliver a series of low-cost workshops and mentoring sessions for business.

Challenges

- » A project to enable wi-fi connectivity in the visitor precinct in Castlemaine and Maldon was not financially feasible through a Telstra partnership. Alternative suppliers and business models will be investigated in 2016/2017.

- » Council officers are liaising with NBN Co. to support community engagement and infrastructure requirements during the scheduled roll-out of the NBN in Castlemaine and Maldon.



Summer market art exhibition



2016 Heritage Award Winner Victorian Goldfields Railway



Mountain bike riding

Future directions

- » Undertake preliminary planning for growth in Harcourt.

- » Partner with organisations through the Central Victorian Agribusiness Forum to help increase productivity, profitability and opportunities for the farming sector.

- » Complete streetscape design for Castlemaine and Maldon CBD.

- » Lead a process to review and update the Heritage Strategy, incorporating priorities of the Thematic Environmental History.

- » Work with project partners to identify funding opportunities to enable construction of the Harcourt Mountain Bike Park.

- » Develop and launch an online tourism platform to showcase the Bendigo Region in partnership with Bendigo Regional Tourism.

- » Secure external funding opportunities to progress development of the new Maldon Visitor Information Centre.

- » Continue to deliver a small business development workshop program and a business awards program to promote local business innovation and success.

Service performance indicators

The following statement provides the results of prescribed service indicators and measures.

Service/indicator/measure	Results 2015	Results 2016	Material variations and comments
Statutory Planning			
Timeliness			
<i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	61.75	51.59	Process improvements have led to a more efficient planning permit assessment process.
Service standard			
<i>Planning applications decided within 60 days</i> [Number of planning application decisions made within 60 days / Number of planning application decisions made] x100	73.00%	62.99%	Unit restructure resulted in longer application times as new processes were introduced.
Service cost			
<i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$2,169.16	\$2182.57	
Decision making			
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	50.00%	25.00%	Council had four matters decided by VCAT. Three matters were not upheld by VCAT. One matter was decided by consent on a failure to determine.



Strategic objective 4 – Building sustainable communities

We will demonstrate leadership in sustainability. We will foster the ongoing development of environmentally responsible, liveable communities across the Shire.

Council's commitment to achieving this goal is guided by the following strategies and measures of success (strategic indicators) for each priority area. Read about our progress in this section.

PRIORITY	STRATEGIES	PRIORITY OUTCOMES / STRATEGIC INDICATORS
Ensure the Shire meets its future energy, waste, water and food requirements.	<p>Support local development of renewable energy.</p> <p>Consider innovative and sustainable waste management options for the community.</p> <p>Facilitate a coordinated approach to achieve more sustainable water, energy and waste management practices.</p> <p>Support and enable urban agriculture, including community gardens and green rooftops.</p>	<p>Level of renewable energy in Shire.</p> <p>Level of waste diverted from landfill.</p> <p>Number of community gardens in Shire.</p>
Lead by example in our approach to sustainability and the environment and actively respond to climate change.	<p>Measure, analyse and report on sustainability measures for Council's operations.</p> <p>Improve Council's sustainability and environmental performance.</p> <p>Ensure that Council has the resources, culture, people and skills to deliver on its sustainable objectives.</p> <p>Respond to climate change by planning for increased temperatures and extreme weather events.</p>	<p>Level of greenhouse gas emissions.</p> <p>Star energy efficiency ratings on buildings.</p> <p>Volume of waste and recycling from Council's operations.</p>
Collaborate with the community to protect and celebrate our natural and built environment.	<p>Use the Planning Scheme and Council powers to bring about sustainable environmental outcomes.</p> <p>Support a community action to lead sustainable environmental outcomes.</p> <p>Implement best practice land management on Council owned and managed land.</p> <p>Update heritage information in the Planning Scheme in line with best practice.</p>	<p>Level of compliance with Local Laws and legislation.</p> <p>Number of enforcement notices issued.</p> <p>Level of community grants.</p> <p>Investment/funding leveraged from community grants.</p> <p>Level of weed and pest eradication.</p>
Utilise land use and development policies to deliver outcomes appropriate for the long term needs of our communities.	<p>Ensure adequate land is available for residential development.</p> <p>Protect productive agricultural land for ongoing food and fibre production.</p>	<p>Years supply of residential and rural living zoned land.</p> <p>Productive agricultural land retained for agriculture.</p>
Facilitate housing that meets the needs of the community.	<p>Develop a Local Planning Policy on affordable and adaptable housing.</p> <p>Advocate for more public housing in the Shire.</p> <p>Support the activities of community housing providers.</p>	<p>Level of diverse housing in new developments.</p> <p>Availability of social housing.</p>
Protect and promote our built, cultural and natural heritage.	<p>Build a shared vision of the importance of heritage in the Shire.</p>	

Snapshot

The following information provides a summary of services funded in the budget and examples of actions to help achieve our commitments in the Council Plan 2013-2017.

Services

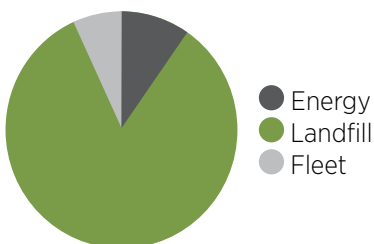
- » Corporate support
- » Environmental management
- » Executive services
- » Finance
- » Governance
- » Information services
- » Organisational development
- » Risk management
- » Strategic planning
- » Waste management

For more information on our services see page 25.

Facts and stats

Waste emissions

- » Greenhouse gas emissions for 2015/2016 is 11,020 tonnes of CO₂ equivalent (t CO₂e) Comprised of emissions from electricity and gas for all sites, landfill and fuel emissions.
- » Landfill emissions = 9,355t CO₂e
- » Depot fuel = 336t CO₂e
- » Other fuel = 268t CO₂e
- » Electricity and gas = 1061t CO₂e*



Use of renewable energy*

- » 26.6% of households/ dwellings on solar
- » 8,224 dwellings
- » 2,204 installations
- » Installed solar capacity: 6,344 Kw
- » Domestic: 6,060 Kw
- » Commercial: 280 Kw

Mount Alexander Shire has the second highest concentration of solar PV systems of any shire in Victoria.

Solar systems are installed at the Civic Centre, Castlemaine Town Hall and on community buildings.

Council owned buildings operated by a Special Committee or under a community or commercial lease will be fitted with solar energy systems as funds allow.



Waste management

- » 1,008 kerbside garbage and recycling bin collection requests
- » Kerbside garbage collected from 7,589 households
- » 325,219 scheduled bin lifts during garbage collection
- » Kerbside recyclables collected from 7,693 collection bins
- » 127,154 scheduled bin lifts for kerbside recycling
- » 246 bins missed
- » 1,363 tonnes of recyclables collected from kerbside bins
- » 3,067 tonnes of garbage collected from kerbside bins



Civic Centre

Progress

Achievements and major initiatives

- » Implemented the Castlemaine Landfill upgrade works including gas extraction design, ground water monitoring, bore construction and leachate drainage works.

- » Completed the design for the capping of cells at the Castlemaine Landfill.

- » Undertook a comprehensive review of Council's Rating Strategy.

- » Continued to implement a program of service reviews and enhance the staff toolkit, based on experience of pilot reviews, and eight reviews undertaken in 2016.

- » Progressed negotiations with the Victorian Government and Landcare groups to hand back two land parcels in the vicinity of the Castlemaine landfill.

- » Upgraded the Shire's street lights to LEDs as part of the Lighting the Regions project.

- » Finalised the Environmental Management Plan for Honeycomb Reserve (landfill buffer land) and commenced implementation with Landcare groups.

- » Implemented the Roadside Weeds and Pest Management Program targeting wheel cactus, gorse, bridal creeper and blackberry.

- » Installed renewable energy on almost all of the buildings Council owns and occupies, enabling significant cost savings.

- » Completed actions from the Regional Climate Change Action Plan to improve heatwave preparedness across the region through public education and the provision of support to, and capacity building within, participating councils.

Challenges

- » Started planning for the development of a natural environment regional. However, the project was not completed in 2015/16 due to competing priorities and a shortage of resources in the later part of the financial year.

Future directions

- » Undertake capping of three cells at the Castlemaine landfill.

- » Invest in a modern, integrated software platform that will allow Council to more efficiently deliver core functions, and take advantage of new technologies to improve service delivery.

- » Implement key strategic tasks from the Environment Strategy listed in the annual schedule including develop and implement a Sustainable Water Use Plan.

- » Implement actions from the Waste and Resource Recovery Action Plan to divert waste from landfill, upgrade facilities and improve community education and engagement.

- » Implement actions from the Climate Change Action Plan to reduce emissions and increase resilience.

- » Implement the Urban Trees project as part of the implementation of the Regional Climate Adaptation Plan.

- » Undertake a review of old landfill sites to identify any rehabilitation requirements.

- » Update the IT Strategy incorporating a GIS strategy.

- » Continue the program to install solar energy systems on priority Council buildings.

- » Position Council as an Employer of Choice with a focus on recruitment and retention strategies.

- » Conduct the 2016 general election, induct Councillors and prepare a Council Plan for the period 2017 to 2021.

LIGHTING OUR REGION

Council replaced nearly 900 mercury vapour streetlights with energy efficient Light Emitting Diodes (LEDs) through participation in the Lighting the Regions streetlight changeover project.

The new lights save around 77 per cent of energy and associated greenhouse gases along with significant savings in future operating and maintenance costs.

LEDs have been installed at Baringhup, Barkers Creek, Campbells Creek, Castlemaine, Chewton, Elphinstone, Fryerstown, Green Gully, Guildford, Harcourt, Maldon, McKenzie Hill, Metcalfe, Newstead, Taradale, Vaughan and Yapeen.

The Lighting the Regions project is one of the largest street lighting partnerships in Australia, driving the replacement of 23,000 mercury vapour streetlights across 16 local government areas in Victoria.

Service performance indicators

The following statement provides the results of prescribed service indicators and measures.

Service/indicator/measure	Results 2015	Results 2016	Material variations and comments
Waste Collection			
Satisfaction			
<i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	72.54	94.48	The increase in the number of bin requests is due to the increased replacement of broken bins due to the age of the bin stock.
Service standard			
<i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	2.77	3.45	
Service cost			
<i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$152.86	\$124.01	The cost of kerbside waste was higher in the prior year due to waste being carted to a facility outside the Shire while the construction of a new landfill cell was being completed.
Service cost			
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$55.85	\$53.22	
Waste diversion			
<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	36.00%	30.77%	



Governance, management and statutory information

Governance

Meetings of Council

Council conducts its business in open and publicly advertised meetings. Members of the public may attend any Ordinary or Special Meeting of Council, except where confidential matters are being discussed. Three items of confidential business were conducted in camera in 2015/2016.

In 2015/2016 there were 22 Ordinary and four Special Meetings of Council. The attendance of Councillors at Council meetings throughout 2015/2016 is presented below.

	Ordinary Meetings		Special Meetings	
	Eligible	Attended	Eligible	Attended
Councillor Bell	22	17	4	4
Councillor Cole	22	22	4	3
Councillor Cordy	22	19	4	4
Councillor Henderson	22	22	4	4
Councillor Machin	22	21	4	4
Councillor Redden	22	16	4	2
Councillor Telford	22	21	4	4

Councillor briefings

In addition to regular Council Meetings, briefing sessions were held to inform Councillors on policy and other matters. The briefings provided the opportunity for Councillors and officers to discuss items in detail and enabled issues, queries and concerns to be raised and addressed. A number of community organisations also made deputations at the briefings.

Council decisions were not made at the briefing sessions, and all matters that required a decision were referred to a Council meeting for consideration.

Records of Assemblies of Councillors and Conflicts of Interest declarations were kept for all relevant briefings and meetings of Councillors and officers.

Disclosure of interests and conflicts of interest

In the interest of transparency, probity and good governance the Local Government Act requires Councillors to disclose interests prior to discussion at Council Meetings. The Act clearly defines 'Interests' and 'Conflicts of Interest' so that Councillors are aware of their responsibilities. Officers exercising delegated authority or advising Council were also required to declare any conflicts of interest.

Code of conduct

A Code of Conduct amongst Councillors commits them to work effectively together and provides for effective participation and accountability of Council to its community. The Councillor's Code of Conduct was adopted by Council on 28 June 2016 and is available on Council's website.

Councillor allowances

An Order in Council by the Minister for Local Government published on 27 October 2012 gave effect to ranges for current Councillor and Mayoral allowances for the next four years. Allowances are adjusted annually by CPI on the direction of the Minister for Local Government.

The allowances were in two parts. Part A is the base allowance and Part B is the equivalent of the superannuation guarantee contribution (currently 9.50%) which is added to Part A to make up the total allowance.

Council set the allowances at the Ordinary Meeting of Council on 11 June 2013 at \$17,969 for Councillors and at \$53,684 for the Mayor, plus the Part B component of the allowance of 9.25 per cent. The allowance is adjusted annually on direction from Local Government Victoria. From 1 December 2015 the allowance was adjusted to \$19,350.41 for Councillors and \$57,811.69 for the Mayor, plus the part B component of 9.5 per cent.

Allowance summary

COUNCILLORS	ALLOWANCE \$
Cr Christine Henderson (Mayor)	62,789.16
Cr Bronwen Machin	21,016.48
Cr Michael Redden	21,016.48
Cr Tony Cordy	21,016.48
Cr Chris Cole	21,016.48
Cr Tony Bell	21,016.48
Cr Sharon Telford	21,016.48

Expenses

COUNCILLORS	TRAVEL \$	MV \$	PHONE \$	INTERNET ACCESS CONNECTIONS \$	ICT & CONSUMABLES \$	CONF / TRAINING \$	INSURANCE \$
	478.35	14,300.00	3,064.90	3,788.76	236.86	4,607.03	4,910.22
Cr Christine Henderson (Mayor)	478.35	14,300.00	664.32	600.44	171.86	2,227.27	701.46
Cr Bronwen Machin			66.45	606.00		1,108.30	701.46
Cr Michael Redden			1,083.02	1,180.59			701.46
Cr Tony Cordy			156.63	300.07			701.46
Cr Chris Cole			217.29	300.09	65.00		701.46
Cr Tony Bell			293.44	501.54		163.18	701.46
Cr Sharon Telford			583.75	300.03		1,108.28	701.46

Citizenship Ceremonies

Becoming an Australian Citizen is a lengthy procedure in which a person must demonstrate a strong commitment to Australian values and culture, as well as knowledge of Australian history, democracy and enactment of laws. In 2015/2016, thirteen residents of our Shire completed this challenging process and had their citizenship conferred by our Mayor. Our newest citizens contribute languages, cultures and traditions to our community from a range of countries including England, Indonesia, Italy, the Philippines, Scotland, South Africa, Sudan and Vietnam.

Risk management

Risk management is a structured approach to understanding the organisation's risk environment and proactively managing risks that jeopardise the achievement of strategic, operational and project objectives.

The Risk and Safety Officer is responsible for managing Council's insurance portfolio, overseeing insurance claims for all classes of insurance and developing the organisation's risk management framework.

The Risk Management Framework currently includes:

- » The Audit and Risk Advisory Committee, which oversees the effectiveness of Council's risk management systems, practices and procedures
- » Risk Management and Occupational Health and Safety Policies and Procedures and supporting systems.
- » A comprehensive Risk Register
- » A suite of standard job safety analyses for common manual tasks
- » A Health and Safety Committee and elected Health and Safety Representatives
- » Health and Safety Guidelines for contractors
- » Online health and safety inductions for contractors and staff
- » A detailed Business Continuity Plan and unit sub-plans
- » A comprehensive insurance portfolio.

Key risk management initiatives for 2015/2016 included:

- » Implementation of online OH&S inductions for contractors and staff as part of a broader online Learning Management System
- » Staff training in first aid, traffic control, chemical handling, sun safety and OH&S for managers and supervisors
- » A major overhaul of the Occupational Health and Safety Policy; and
- » Updating the Business Continuity Plan.

Audit and Risk Advisory Committee

The Audit and Risk Advisory Committee is an independent advisory committee of Council, established in accordance with Section 139 of the Local Government Act 1989. The main roles of the Committee are to provide oversight and advice on financial and performance reporting processes; the effectiveness of internal control and risk management systems; and the performance of internal and external auditors.

During the year the Committee reviewed and considered the following matters:

- » Annual Financial Statements and Performance Statement
- » External audit strategy
- » Internal audit three year program
- » Strategic risk register
- » Business continuity plan
- » Review of Council policies including investment policy
- » Internal audit review including:
 - Purchasing Cards
 - Council Meeting Procedures
 - Fraud Management Review
 - OHS
 - ECM Compliance Review
 - Local Government Investigations and Compliance Inspectorate
 - Food and Health Act

Changes to Committee Membership

The terms of the independent members Alan Honey and Garry Johnstone concluded on 30 June 2016 and a process to recruit new members of the Committee was undertaken. Interviews were conducted in June and new committee members Mr Glenn Sutherland and Ms Marina Bland were appointed to the Committee.

Audit and Risk Advisory Committee Attendance (2015/2016)

COMMITTEE MEMBER	ROLE	TERM	ATTENDANCE (MEETINGS)	NUMBER OF MEETINGS
Mr Ken Belfrage (Chair)	Chair, Independent Member	8 March 2011 - current	4	4
Mr Alan Honey	Independent Member	8 March 2011 - June 2016	4	4
Mr Garry Johnstone	Independent Member	8 March 2011 - June 2016	3	4
Ms Nicole Cox	Independent Member	24 March 2015 - current	4	4
Council Members				
Cr Christine Henderson	Councillor	December 2008 - current	4	4
Cr Chris Cole	Councillor	October 2012 - current	4	4

Best Value

The Local Government Act 1989 outlines a number of principles that Councils are required to review its services against as follows:

- » Meet quality and cost standards
- » Are responsive to the needs of the community
- » Are accessible to those members of the community whom the service is intended
- » Achieve continuous improvement
- » Include a process of regular consultation; and
- » Report regularly to the community on its achievements.

Council meets this requirement by supporting a culture of continuous improvement. Business plans across the organisation include initiatives for improving customer service, improving efficiency of service delivery and improvements to organisational culture.

The Corporate Plan sets out priorities and strategies for continuing to improve the performance of the organisation in order to deliver the objectives of the Council Plan and to meet the principles of Best Value under the Local Government Act.

The Corporate Plan is organised around four central goals:

1. Realising Council's vision through its people
2. Creating a productive environment
3. A sustainable organisation
4. Excellence in governance



Best Value (cont.)

Council's Corporate Plan outlines the commitment to best value and continues improvement. Initiatives undertaken during the year included:

1. REALISING COUNCIL'S VISION THROUGH ITS PEOPLE			
Provide a safe, healthy and engaging environment for staff and volunteers	Promote behaviours that support our organisational values and recruit to these values	Ensure we have the right people, in the right roles to deliver on the Council Plan	
Working Alone Policy and Asbestos Safety Procedure	Organisational Culture Index (OCI) survey	How We Work Capability Framework	
Support to the Workplace Consultative Committee	Cultural advocates to support staff in implementing cultural change	New Enterprise Agreement entered into for the period 2013-2017	
Use of Team Brief	How We Work Capability Framework	Annual learning and development program implemented	
Online Learning Management System for OH&S inductions	Recruitment and selection process was reviewed		
Social Support Volunteer Guidelines			
2. CREATING A PRODUCTIVE WORK ENVIRONMENT			
Provide a positive internal customer experience	Support a high performance culture	Update and maintain effective, efficient and secure systems	Enhance service delivery through innovation
Quick reference cheat sheets developed	Implemented Local Government Performance Reporting Framework	Updated IT Strategy IT security audit	Implemented online solutions for customer payments (ie BPay View)
Using Merit to improve communication between teams	Reporting Framework under development	Merit enhancements New asset management system	Updated website including improved online requests and forms
Quarterly training program developed for key systems	Business planning workshops and training	New contract management system	Using Merit to better manage complex processes like events
Orders process moved to finance system to improve integration and ease of use		Maintain system upgrades (Finance, Greenlight, Merit)	

Best Value (cont.)

3. A SUSTAINABLE ORGANISATION				
Maintain financial sustainability to deliver the Council Plan and Council Services	Reduce the environmental impact of the organisation	Protect, manage and control Council's assets including physical and electronic	Build capacity and resilience to respond effectively to emergencies	Provide an equitable and diverse work environment for Council staff
<p>Updated the Long Term Financial Plan to incorporate updated strategies and plans including Landfill Masterplan, and updated Investing in Sport priorities</p> <p>Commenced Service Review project</p>	<p>Implemented actions identified in the Greenhouse Action Plan</p> <p>Completed the move to blade servers and virtualisation for internally hosted servers</p> <p>Solar panels installed on Town Hall, Civic Centre and other community buildings</p> <p>Participation in the Adapting to Change project including reviewing Council's Heatwave Strategy and planning for Energy Security</p>	<p>Reviewed and updated the Asset Management Policy</p> <p>IT security audit</p> <p>Update of the Business Continuity Plan</p> <p>Implementation of IT backup site at Market Building</p> <p>A comprehensive audit of ESM and equipment in Council Buildings</p>	<p>Reviewed and tested Council's Business Continuity Plan</p> <p>Developed emergency management policy and procedures for the organisation.</p> <p>Reviewed emergency management provisions in the Staff Enterprise Agreement</p>	<p>Recruitment and selection process was reviewed</p> <p>Prevention of violence against women policy adopted</p> <p>Implemented actions from the Disability Action Plan</p>
4. GOOD GOVERNANCE				
Ensure high level of legislative compliance across Council	Manage risk to meet organisation objectives	Processes and practices in line with best practice in the sector		
<p>Developed Contractor OH&S Guidelines and provided staff training</p> <p>Online Learning Management System for delivery of OH&S inductions</p> <p>Implement Local Government Victoria's new Performance Framework</p>	<p>Updated the Strategic Risk Register to align with the Council Plan and Corporate Plan</p> <p>Implemented recommendations from internal and insurance audits</p>	<p>Developed Contractor OH&S Guidelines and provided staff training</p> <p>Online Learning Management System for delivery of OH&S inductions</p> <p>Implement the IT Policy Framework</p>		

Statutory information

The following information is provided in accordance with legislative and other requirements that apply to Council:

Documents available for public inspections

In accordance with the Local Government Act 1989 and the Local Government (General) Regulations 2004, the following information is available for inspection by request at the Civic Centre, corner Lyttleton and Lloyd Streets, in Castlemaine during office hours.

- » Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by Councillors or any member of Council staff in the previous 12 months, including the names of the Councillors or members of Council staff and the date, interstate travel, including accommodation costs.
- » Agendas for and minutes of Ordinary and Special meetings held in the previous 12 months kept under Section 93 of the Act, except if the minutes relate to parts of meetings which have been closed to members of the public.
- » Minutes of meetings of Special Committees established under Section 86 of the Act and held in the previous 12 months, except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act.
- » Register of Delegations kept under Sections 87 and 98 of the Act, including the dates on which last reviews under section 86(6) and 98 (6) took place.
- » Details of all property, finance and operating leases involving land entered into by the Council as lessor or lessee, including the name of the other party to the lease and the terms and value of the lease.

» Register of Authorised Officers appointed under Section 224 of the Act.

» List of donations and grants made by the Council during the financial year, including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant.

Freedom of Information

Information held by Council may be accessed in accordance with the Freedom of Information Act 1982. One request was received and processed under the Act for the period 1 July 2015 to 30 June 2016. Access was granted in full to the request.

Requests for access to documents under the Act must be made in writing and the required fee of \$25.20 must accompany the application.

Freedom of Information requests should be addressed to Council's Freedom of Information Officer. Information on the Act and how to lodge an application can be found on Council's website.

Protected Disclosures Act 2012

The Protected Disclosures Act 2012 came into effect on 10 February 2013. The purpose of the Act is to encourage and facilitate disclosures of improper conduct and to prohibit detrimental action against those who make such disclosures by providing them with protections and by ensuring confidentiality of their identity and the nature and content of their disclosures.

Council adopted new Protected Disclosure Procedures on 22 July 2013 in accordance with the Protected Disclosures Act 2012. The procedures are available from Council's website or upon request

from Council's Customer Service Centre in the Civic Centre.

Disclosures relating to Councillors may be made to the Independent Broad based Anti-Corruption Commission. Disclosures against Council's employees or contractors may be made to either Council's Protected Disclosure Co-ordinator, the Chief Executive Officer or a line manager in Council, including Directors, Managers and Supervisors.

During 2015/2016 no disclosures of improper conduct or detrimental action under the Protected Disclosures Act 2012 were received. No disclosures were referred to IBAC or the Ombudsman by Council since the operation of the Protected Disclosures Act 2012.

Implementation of the Domestic Animal Management Plan

In accordance with the Domestic Animals Act 1994, council is required to prepare a Domestic Animal Management Plan at four yearly intervals and evaluate implementation each year. Council adopted the Domestic Animal Management Plan 2013-2017 at its Ordinary Meeting in 11 June 2013. The plan was prepared in consultation with the community and outlines a program of action to be undertaken over the four year period. Relevant issues include those prescribed under relevant legislation and local laws, as well as the promotion of responsible pet ownership. More than 54 actions have been implemented.

Contracts

During the year Council did not enter into any contracts for services valued at more than \$150,000 or works with a greater value of \$200,000 or more without engaging in a competitive process.

Governance and management checklist

The following are the results in the prescribed form of council's assessment against the prescribed governance and management checklist.

Governance and management items		Assessment	
1.	Community engagement policy (policy outlining council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 25 September 2012	X
2.	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 14 November 2014	X
3.	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 28 June 2016	X
4.	Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Adopted in accordance with section 130 of the Act Date of adoption: 28 June 2016	X
5.	Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: Buildings and Roads 8 December 2009 Landfill Masterplan 26 November 2013 Investing in Sport 14 December 2010 Investing in Play 22 July 2014	X
6.	Rating strategy (strategy setting out the rating structure of council to levy rates and charges)	Strategy Date of operation of current strategy: 26 April 2016	X
7.	Risk policy (policy outlining council's commitment and approach to minimising the risks to council's operations)	Policy Date of operation of current policy: 9 July 2013	X
8.	Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)	Policy Date of operation of current policy: 14 May 2012	X
9.	Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986	X
10.	Procurement policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the Local Government Act 1989 Date of approval: 8 September 2015	X
11.	Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 23 March 2016	X

Governance and management checklist (cont.)

Governance and management items		Assessment	
12.	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 23 March 2016	X
13.	Risk management framework (framework outlining council's approach to managing risks to the council's operations)	Framework Date of operation of current framework: 9 July 2013	X
14.	Audit Committee (advisory committee of council under section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the Act Date of establishment: 14 December 2010	X
15.	Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Engaged Date of engagement of current provider: 14 July 2015	X
16.	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation of current framework: 1 July 2014	X
17.	Council Plan reporting (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)	Report Date of report: 26 April 2016	X
18.	Financial reporting (quarterly statements to council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to council in accordance with section 138(1) of the Act Date statements presented: 27 October 2015, 23 February 2016, 26 April 2016 and 13 September 2016	X
19.	Risk reporting (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 3 September 2015 and 3 March 2016	X
20.	Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports Date of reports: 27 October 2015, 23 February 2016, 26 April 2016 and 13 September 2016	X
21.	Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of council in accordance with section 134 of the Act Date statements presented: 27 October 2015	X

Governance and management checklist (cont.)

Governance and management items		Assessment
22.	Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by councillors)	Reviewed in accordance with section 76C of the Act Date reviewed: 28 June 2016
23.	Delegations (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date of review: 10 February 2015
24.	Meeting procedures (a local law governing the conduct of meetings of council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 23 April 2014

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



Darren Fuzzard
 Chief Executive Officer
 Dated: 27 September 2016



Cr Christine Henderson
 Mayor
 Dated: 27 September 2016

Service performance indicators

The following statement provides the results of prescribed service indicators and measures.

Service/indicator/measure	Results 2015	Results 2016	Material variations and comments
Governance			
Transparency			
<i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	0.00	2.69%	Five decisions out of 186 were made at closed meetings to the public compared to none in the previous year. This is 2.69% of all decisions, which is significantly lower than the state average of just over 12%.
Consultation and engagement			
<i>Satisfaction with community consultation and engagement</i> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	52.00	49.00	
Attendance			
<i>Councillor attendance at council meetings</i> [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	89.00%	89.56%	
Service cost			
<i>Cost of governance</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$33,545.29	\$36,569.26	
Satisfaction			
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	48.00	44.00	

Community Satisfaction Survey Results 2016

Each year Council participates in the Community Satisfaction Survey.

The majority of Victorian Councils participate in the survey which is undertaken by JWS Research.

Performance measures	Mount Alexander 2012	Mount Alexander 2013	Mount Alexander 2014	Mount Alexander 2015	Mount Alexander 2016	Large Rural 2016	State-wide 2016
Overall performance	46	52	53	52	52	54	59
Community consultation (Community consultation and engagement)	45	51	52	52	49	52	54
Advocacy (Lobbying on behalf of the community)	47	55	53	54	48	50	53
Making community decisions (Decisions made in the interest of the community)	n/a	n/a	49	48	44	50	54
Sealed local roads (Condition of sealed local roads)	n/a	n/a	53	48	52	44	54
Customer service	60	63	64	63	65	67	69
Overall Council direction	35	49	51	42	44	48	51

PERFORMANCE STATEMENT

Mount Alexander Shire Council Performance Statement for the Year Ended 30 June 2016



Description of Municipality

Mount Alexander Shire is a diverse Shire with urban and rural communities, some having national, historic and environmental significance.

Our community comprises nearly 18,000 people with most of the population living in the townships of Castlemaine, Harcourt, Maldon, Newstead and Taradale. Greater Castlemaine is home to more than 50 per cent of the population.

Located within commuting distance of Melbourne and Bendigo, the popularity of Mount Alexander Shire continues to grow as new residents, mostly from Melbourne, move to the area for lifestyle reasons.

Mount Alexander Shire is on Dja Dja Wurrung Country of which the members and Elders and their ancestors are the Traditional Owners of the land and waters.

The people of Mount Alexander Shire are an engaged and active community, with strengths in arts, culture, and sustainability.

With a strong sense of community, our Shire benefits from above average levels of volunteering, community engagement and participation in artistic and cultural activity.

They value their ability to interact with each other through a range of community groups and settings, with a high level of formal and informal interaction between residents and Councils.

Like many regional communities, our community is ageing. Our Shire has a greater proportion of older residents than other parts of regional Victoria.

Children up to 14 years only make up about 16 per cent of the population, compared to a state average of 18.6 per cent. Our population of 17,994 with 7,398 households is expected to increase by 25 per cent by 2031. Population and health data helps us understand our strengths and vulnerabilities as a community, identify future needs and plan for infrastructure and service delivery.

Sustainable Capacity Indicators

Indicator/measure	Results 2015	Results 2016	Material variations and comments
Population			
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,835.38	\$1,865.64	No material variation.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$11,434.21	\$15,417.54	2016 was a revaluation year for road (last completed 2011/12) and drainage assets (last completed 2012/13). The increased valuation \$75.3 million was significantly due to an improved condition of assets as a result of large amounts of capital works following previous flood events.
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	12.27	12.69	No material variation.
Own-source revenue			
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,217.27	\$1,296.41	No material variation.
Recurrent grants			
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$481.22	\$293.38	\$2.176m of 2015/2016 Commonwealth Grant funding was paid early by the government. This therefore increased the amount of grant funding received in the 2014/2015 actual result.
Disadvantage			
<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	4.00	4.00	

Definitions

- » "adjusted underlying revenue" means total income other than:
 - non-recurrent grants used to fund capital expenditure; and
 - non-monetary asset contributions; and
 - contributions to fund capital expenditure from sources other than those referred to above.
- » "infrastructure" means non-current property, plant and equipment excluding land.
- » "local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004.
- » "population" means the resident population estimated by council.
- » "own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).
- » "relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA.
- » "SEIFA" means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website.
- » "unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service Performance Indicators

Indicator/measure	Results 2015	Results 2016	Material variations and comments
Aquatic Facilities			
Utilisation			
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	0.88	1.09	The increase in patronage numbers were due to a hotter summer with two heat waves being recorded, an additional 13 days over 35 degrees than the previous year and fewer pool closures due to cold weather.
Animal Management			
Health and safety			
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	3.00	3.00	
Food Safety			
Health and safety			
<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	67.00%	94.74%	There have been improvements to the reporting system and an increased focus on follow up inspections.
Governance			
Satisfaction			
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	48.00	44.00	
Home and Community Care (HACC)			
Participation			
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	59.00%	56.10%	
Participation			
<i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	26.00%	27.83%	
Libraries			
Participation			
<i>Active library members</i> [Number of active library members / Municipal population] x100	29.00%	28.98%	

Service Performance Indicators (cont.)

Indicator/measure	Results 2015	Results 2016	Material variations and comments
Maternal and Child Health (MCH)			
Participation			
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	86.00%	N/A	In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for the 2015/2016 financial year.
Participation			
<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	86.00%	N/A	In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child Health services to a new database. The database is not expected to provide reliable information until the end of September 2016. Therefore, Council is unable to report this data for the 2015/2016 financial year.
Roads			
Satisfaction			
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	48.00	52.00	A number of factors may have contributed to the improved result, including increased promotion of works undertaken, improved planning and delivery of roads projects, and seasonal factors.
Statutory Planning			
Decision making			
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	50.00%	25.00%	Council had four matters decided by VCAT. Three matters were not upheld by VCAT. One matter was decided by consent on a failure to determine.
Waste Collection			
Waste diversion			
<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	36.00%	30.77%	

Service Performance Indicators (cont.)

Definitions

- » "Aboriginal child" means a child who is an Aboriginal person.
- » "Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006.
- » "active library member" means a member of a library who has borrowed a book from the library.
- » "annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act.
- » "CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English.
- » "class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act.
- » "class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act.
- » "Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth.
- » "critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health.
- » "food premises" has the same meaning as in the Food Act 1984.
- » "HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth.
- » "HACC service" means home help, personal care or community respite provided under the HACC program.
- » "local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004.
- » "major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, 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.
- » "population" means the resident population estimated by council.
- » "target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth.
- » "WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.

Financial performance indicators

Dimension/ indicator/measure	Results			Forecasts			Material variation
	2015	2016	2017	2018	2019	2020	
Efficiency							
Revenue level							
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,723.67	\$1,773.28	\$1,852.88	\$1,891.06	\$1,930.03	\$1,969.81	No material variation.
Expenditure level							
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,937.58	\$2,808.22	\$2,772.52	\$2,700.08	\$2,689.96	\$2,695.03	No material variation.
Workforce turnover							
<i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	15.47%	17.26%	9.94%	9.94%	9.94%	9.94%	Council has committed to develop an Attract, Recruit, Retain and Retire Strategy (ARRR) as an action with Council's Corporate Plan 2015-2017 to reduce turnover.
Liquidity							
Working capital							
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	183.98%	159.17%	173.10%	146.94%	118.31%	114.72%	Movements in the forecast working capital ratio are due to the proposed timing of large capital works as outlined in Council's Long Term Financial Plan.
Unrestricted cash							
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	47.94%	64.17%	84.06%	54.67%	27.94%	37.11%	Current liabilities has significantly increased for 2016 as Council plans to complete landfill capping works, and thus the provision is recorded as a current liability for 2016.

Financial performance indicators (cont.)

Dimension/ indicator/measure	Results			Forecasts			Material variation
	2015	2016	2017	2018	2019	2020	
Obligations							
Asset renewal <i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	52.31%	66.50%	78.37%	87.99%	91.07%	87.70%	No material variation.
Loans and borrowings							
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	16.93%	19.06%	22.49%	31.00%	39.28%	35.38%	The amount of borrowings has increased to fund works associated with the Castlemaine Landfill Masterplan.
<i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	4.62%	3.53%	2.52%	3.05%	3.96%	4.32%	Recent borrowings have been via the MAV Local Government Funding Vehicle which as an interest only component, compared to previous borrowings using interest and principle.
<i>Indebtedness</i> <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	29.41%	25.39%	26.62%	33.61%	40.34%	34.01%	No material variation.
Operating position							
Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	-5.62%	-16.63%	0.63%	3.45%	3.77%	2.92%	\$2.176m of 2015/2016 Commonwealth Grant funding was paid early by the government. This therefore improved the 2014/2015 actual result.

Financial performance indicators (cont.)

Dimension/ indicator/measure	Results			Forecasts			Material variation
	2015	2016	2017	2018	2019	2020	
Stability							
Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	62.29%	75.57%	67.75%	68.12%	68.61%	68.91%	\$2.176m of 2015/2016 Commonwealth Grant funding was paid early by the government. This therefore increased the amount of grant funding received in the 2014/2015 actual result.
Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.50%	0.53%	0.52%	0.53%	0.52%	0.53%	

Definitions

- » "adjusted underlying revenue" means total income other than:
 - non-recurrent grants used to fund capital expenditure; and
 - non-monetary asset contributions; and
 - contributions to fund capital expenditure from sources other than those referred to above
- » "adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure.
- » "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.
- » "current assets" has the same meaning as in the AAS.
- » "current liabilities" has the same meaning as in the AAS.
- » "non-current assets" means all assets other than current assets.
- » "non-current liabilities" means all liabilities other than current liabilities.
- » "non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan.
- » "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.
- » "recurrent grant "means a grant other than a non-recurrent grant.
- » "residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.
- » "restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are 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.
- » "unrestricted cash" means all cash and cash equivalents other than restricted cash.

Other Information

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 sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

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

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the

results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 23 June 2016 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting Council.

Certification of the Performance Statement

Certification of the Performance Statement

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



Bradley Thomas, Chartered Accountant
Principal Accounting Officer
22 September 2016

In our opinion the accompanying Performance Statement of the Mount Alexander Shire Council for the year ended 30 June 2016 presents fairly in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

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

As at the time of signing, we are not aware of any circumstance which would render any particulars in the performance statement to be misleading or inaccurate.

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



Councillor Christine Henderson
Councillor
22 September 2016



Councillor Chris Cole
Councillor
22 September 2016



Darren Fuzzard
Chief Executive Officer
22 September 2016

Independent Auditors Report

VAGO

Victorian Auditor-General's Office

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INDEPENDENT AUDITOR'S REPORT

To the Councillors, Mount Alexander Shire Council

The Performance Statement

I have audited the accompanying performance statement for the year ended 30 June 2016 of the Mount Alexander Shire Council which comprises the statement, the related notes and the certification of the performance statement has been audited.

The Councillors' Responsibility for the Performance Statement

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

Auditor's Responsibility

As required by the *Local Government Act 1989*, my responsibility is to express an opinion on the performance statement based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the performance statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement 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 entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

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

Auditing in the Public Interest

Independent Auditors Report (cont.)

Independent Auditor's Report (continued)

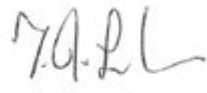
Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with all applicable independence requirements of the Australian accounting profession.

Auditor's Opinion

In my opinion, the performance statement of the Mount Alexander Shire Council in respect of the 30 June 2016 financial year presents fairly, in all material respects, in accordance with the *Local Government Act 1989*.

MELBOURNE
23 September 2016


Andrew Greaves
Auditor-General

FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016



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Financial Statements

Comprehensive Income Statement

For the year ended 30 June 2016

	NOTE	2016 \$'000	2015 \$'000
Income			
Rates and charges	3	20,808	19,592
Statutory fees and fines	4	554	518
User fees	5	1,284	1,255
Grants - operating	6	4,959	9,217
Grants - capital	6	2,498	1,905
Contributions - monetary	7	176	203
Contributions - non monetary	7	-	773
Found assets	23	2,858	868
Share of net profits (or loss) of associates	16	12	13
Other income	9	842	737
Total income		33,991	35,081
Expenses			
Employee costs	10	13,023	12,803
Materials and services	11	9,765	9,722
Bad and doubtful debts	12	(29)	76
Depreciation and amortisation	13	7,858	8,670
Borrowing costs	14	183	215
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	8	1,712	497
Other expenses	15	1,309	1,321
Total expenses		33,821	33,304
Surplus/(deficit) for the year		170	1,777
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	23	75,299	-
Impairment of building assets		-	(215)
Total comprehensive result		75,469	1,562

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

Balance Sheet

As at 30 June 2016

	NOTE	2016 \$'000	2015 \$'000
Assets			
Current assets			
Cash and cash equivalents	17	5,961	7,778
Trade and other receivables	18	2,554	2,743
Other financial assets	19	5,600	4,634
Inventories	20	93	78
Non-current assets classified as held for sale	21	167	167
Other assets	22	730	560
Total current assets		15,105	15,960
Non-current assets			
Trade and other receivables	18	13	16
Investments in associates and joint ventures	16	747	735
Property, infrastructure, plant and equipment	23	305,486	229,393
Intangible assets	24	551	462
Total non-current assets		306,797	230,606
Total assets		321,902	246,566
Liabilities			
Current liabilities			
Trade and other payables	25	2,143	3,044
Trust funds and deposits	26	813	853
Provisions	27	6,214	4,229
Interest-bearing loans and borrowings	28	320	549
Total current liabilities		9,490	8,675
Non-current liabilities			
Provisions	27	1,886	3,714
Interest-bearing loans and borrowings	28	3,647	2,767
Total non-current liabilities		5,533	6,481
Total liabilities		15,023	15,156
Net assets		306,879	231,410
Equity			
Accumulated surplus		103,903	102,501
Reserves	29	202,976	128,909
Total equity		306,879	231,410

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

Statement of Changes in Equity

For the Year Ended 30 June 2016

2016	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		231,410	102,501	117,724	11,185
Surplus/(deficit) for the year		170	170	-	-
Net asset revaluation increment/(decrement)	29(a)	75,299	-	75,299	-
Impairment of assets	-	-	-	-	-
Transfers to other reserves	29(b)	-	(6,958)	-	6,958
Transfers from other reserves	29(b)	-	8,190	-	(8,190)
Balance at end of the financial year		306,879	103,903	193,023	9,953

2015	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at beginning of the financial year		229,848	101,221	117,939	10,688
Surplus/(deficit) for the year		1,777	1,777	-	-
Net asset revaluation increment/(decrement)	29(a)	-	-	-	-
Impairment of assets		(215)	-	(215)	-
Transfers to other reserves	29(b)	-	(8,694)	-	8,694
Transfers from other reserves	29(b)	-	8,197	-	(8,197)
Balance at end of the financial year		231,410	102,501	117,724	11,185

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

Statement of Cash Flows

For the Year Ended 30 June 2016

	Note	2016 Inflows/ (Outflows) \$'000	2015 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		20,781	19,470
Statutory fees and fines		554	518
User fees		1,284	1,672
Grants - operating		5,026	11,404
Grants - capital		2,668	2,344
Contributions - monetary		176	203
Interest received		383	518
Other receipts		333	233
Net GST refund/payment		(1,610)	1,719
Employee costs		(12,921)	(12,506)
Materials and services		(8,967)	(12,784)
Trust funds and deposits repaid		(40)	(901)
Other payments		(1,255)	(1,321)
Net cash provided by/(used in) operating activities	30	6,412	10,569
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	23	(8,084)	(9,553)
Proceeds from sale of property, infrastructure, plant and equipment		356	415
Payments for investments		(5,600)	(4,634)
Proceeds from sale of investments		4,634	3,742
Net cash provided by/(used in) investing activities		(8,694)	(10,030)
Cash flows from financing activities			
Finance costs		(186)	(217)
Proceeds from borrowings		1,200	-
Repayment of borrowings		(549)	(689)
Net cash provided by/(used in) financing activities		465	(906)
Net increase (decrease) in cash and cash equivalents		(1,817)	(368)
Cash and cash equivalents at the beginning of the financial year		7,778	8,146
Cash and cash equivalents at the end of the financial year	17	5,961	7,778
Financing arrangements	31		
Restrictions on cash assets	17		

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

Statement of Capital Works

For the Year Ended 30 June 2016

	2016 \$'000	2015 \$'000
Property		
Land	-	-
Land improvements	76	-
Total land	76	-
Buildings and site improvements	2,639	2,857
Total buildings	2,639	2,857
Total property	2,715	2,857
Plant and equipment		
Plant, machinery and equipment	752	814
Fixtures, fittings and furniture	-	27
Computers and telecommunications	125	155
Intangibles	204	252
Total plant and equipment	1,081	1,248
Infrastructure		
Roads	2,365	1,335
Bridges	922	389
Footpaths and cycleways	182	407
Drainage	273	316
Kerb and Channel	210	127
Waste management	337	2,810
Total infrastructure	4,289	5,384
Total capital works expenditure	8,085	9,489
Represented by:		
New asset expenditure	1,980	4,256
Asset renewal expenditure	5,191	4,520
Asset expansion expenditure	7	170
Asset upgrade expenditure	907	543
Total capital works expenditure	8,085	9,489

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 2016

Introduction

The Mount Alexander Shire Council was established by an Order of the Governor in Council on 17 January 1995 and is a body corporate. The Council's main office is located at the corner of Lyttleton and Lloyd Streets, Castlemaine.

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, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1989, and the Local Government (Planning and Reporting) Regulations 2014.

Note 1. Significant accounting policies

(a) Basis of accounting

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

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

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

- » the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 1 (m))
- » the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 1 (n))
- » the determination of employee provisions (refer to Note 1 (s))

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.

(b) Changes in accounting policies

There have been no changes in accounting policies from the previous period.

(c) Principles of consolidation

There are no entities consolidated into Council.

(d) Committees of management

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

(e) Accounting for investments in associates

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.

Note 1. Significant accounting policies (cont.)**(f) Revenue recognition**

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Rates and Charges

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

Statutory fees and fines

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

User fees

User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

Grants

Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in Note 6. The note also discloses

the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

Contributions

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

Sale of property, infrastructure, plant and equipment

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

Interest

Interest is recognised as it is earned.

Other Income

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.

(g) Fair value measurement

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

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

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

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

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

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

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

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

(h) Cash and cash equivalents

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

(i) Trade and other receivables

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

Note 1. Significant accounting policies (cont.)**(j) Other financial assets**

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

(k) Inventories

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. Inventories are measured at the lower of cost and net realisable value.

All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(l) Non-current assets classified as held for sale

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell, 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.

(m) Recognition and measurement of property, plant and equipment, infrastructure, intangibles**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 amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

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 detailed in Note 1(n) have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Revaluation

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 23 Property, infrastructure, plant and equipment.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from two to six years. The valuation is performed either by experienced council officers or independent experts.

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

Land under roads

Council recognises land under roads it controls, that has been acquired since 2008, at fair value.

Note 1. Significant accounting policies (cont.)**(n) Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles**

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.

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

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

Asset recognition thresholds and depreciation periods	Depreciation Period Years	Threshold Limit \$'000
Property		
land	-	15
land improvements	10-100	15
Buildings		
buildings	20-100	15
building improvements	20-100	15
Plant and Equipment		
plant, machinery and equipment	3-10	7
fixtures, fittings and furniture	3-5	7
computers and telecommunications	2-10	7
Infrastructure		
road pavements and seals	65	15
road sealed surfaces	12-25	15
road unsealed pavements	16-20	15
road formation and earthworks	200	15
road kerb, channel and minor culverts	25-100	15
bridges deck	80	15
bridges substructure	80-150	15
footpaths and cycleways	30-80	15
drainage pits	80	15
drainage pipes	80-200	15
waste management	2-5	15
Intangible assets		
software	5-10	25

(o) Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. 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.

(p) 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 to sell 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.

(q) 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 (refer to Note 26).

Note 1. Significant accounting policies (cont.)**(r) Borrowings**

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 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. Council determines the classification of its interest bearing liabilities at initial recognition.

Borrowing costs

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. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings, and finance lease charges.

(s) Employee costs and benefits

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

Wages and salaries and annual leave

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

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

Long service leave

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

Current liability – unconditional LSL is disclosed as a current liability even when Council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.

The components of this current liability are measured at:

- » present value – component that is not expected to be wholly settled within 12 months.
- » nominal value – component that is expected to be wholly settled within 12 months.

Classification of employee costs

Non-current liability – conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.

This non-current LSL liability is measured at present value.

(t) Landfill rehabilitation provision

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

(u) Leases**Operating leases**

Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

Note 1. Significant accounting policies (cont.)

(v) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(w) Financial guarantees

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised. Details of guarantees that Council has provided, that are not recognised in the balance sheet, are disclosed at Note 35 contingent liabilities and contingent assets.

(x) Contingent assets and contingent liabilities and commitments

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

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of a note and presented inclusive of the GST payable.

(y) Pending accounting standards

Certain new AAS's have been issued that are not mandatory for the 30 June 2016 reporting period. Council has assessed these pending standards and has identified that no material impact will flow from the application of these standards in future reporting periods.

(z) Rounding

Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

Note 2. Budget comparison

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of 10 percent and \$100,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 23 June 2015. 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. These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

(a) Income and Expenditure

	Budget 2016 \$'000	Actual 2016 \$'000	Variance 2016 \$'000	Ref
Income				
Rates and charges	20,658	20,808	150	
Statutory fees and fines	576	554	(22)	
User fees	1,885	1,284	(601)	1
Grants – operating	6,980	4,959	(2,021)	2
Grants – capital	2,754	2,498	(256)	
Contributions – monetary	58	176	118	3
Found assets	-	2,858	2,858	4
Share of net profits/(losses) of associates	-	12	12	
Other income	644	842	198	5
Total income	33,555	33,992	437	
Expenses				
Employee costs	13,409	13,023	386	
Materials and services	8,923	9,765	(842)	
Bad and doubtful debts	10	(29)	39	
Depreciation and amortisation	7,556	7,858	(302)	
Borrowing costs	189	183	6	
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	(25)	1,712	(1,737)	6
Other expenses	1,418	1,309	109	
Total expenses	31,480	33,821	(2,341)	
Surplus/(deficit) for the year	2,075	171	(1,904)	

Note 2. Budget comparison (cont.)

(i) Explanation of material variations

Variance Ref	Explanation
1	Fees charged to Councils internal business units of \$466,000 were incorrectly included in the adopted 2015/2016 budget. Internal transactions should be eliminated for external reporting and has been for the annual financial report.
2	The Commonwealth Government brought forward the payment of half of the 2015/2016 Financial Assistance Grant allocation to Victorian Councils. This resulted in an early payment of \$2,176,000 paid in June 2015 and therefore not included in the 2015/2016 financial year.
3	A number of contributions of funding towards community capital projects were budgeted in the previous financial year, but received during the 2015/2016 financial year.
4	Found assets are recognised when Council gains control over the asset, and identifies that it has not previously recognised the recording of the particular asset. A number of assets (including roads and drainage) were identified as a consequence of asset reviews conducted. Given the difficulty in estimating the timing and value of these found assets, a budget allocation was not made for 2015/2016.
5	Reimbursement are above budget with higher than expected debt collection legal fee recoveries (\$103,000) following a concerted effort in conjunction with our debt collection agency over last twelve months in pursuing outstanding rates and charges debts, since the movement to rates by instalment. This is not additional cash for Council as debt collection legal costs are above budget by a corresponding value.
6	During the year Council completed a comprehensive review of a number of its asset classes and identified various assets that Council no longer owns or controls (\$1,158,000), as well as a net loss on asset disposals of property that was budgeted to occur in the 2014/2015 financial year (\$378,000) and general write-offs of infrastructure (\$256,000) as a result of new capital works completed.

Note 2. Budget comparison (cont.)

(b) Capital Works

	Budget 2016 \$'000	Actual 2016 \$'000	Variance 2016 \$'000	Ref
Property				
Land	-	-	-	
Land improvements	812	76	(736)	1
Total Land	812	76	(736)	
Buildings and site improvements	1,045	2,639	1,594	1
Total Buildings	1,045	2,639	1,594	
Total Property	1,857	2,715	858	
Plant and Equipment				
Plant, machinery and equipment	955	752	(203)	2
IT, furniture and equipment	482	330	(152)	3
Total Plant and Equipment	1,437	1,082	(355)	
Infrastructure				
Roads	2,841	2,365	(476)	4
Bridges	515	922	407	5
Footpaths and cycleways	1,050	182	(868)	6
Drainage	414	273	(141)	
Kerb and channel	-	210	210	7
Waste management	2,308	337	(1,971)	8
Total Infrastructure	7,128	4,288	(2,840)	
Total Capital Works Expenditure	10,422	8,085	(2,337)	
Represented by:				
New asset expenditure	-	1,980	1,980	
Asset renewal expenditure	7,903	5,191	(2,712)	
Asset expansion expenditure	2,519	7	(2,512)	
Asset upgrade expenditure	-	907	907	
Total Capital Works Expenditure	10,422	8,085	(2,337)	

Note 2. Budget comparison (cont.)

(i) Explanation of material variations

Variance Ref	Explanation
1	A number of capital works projects were incorrectly budgeted as land improvements, where as when works were undertaken in 2015/2016 correctly recorded as site improvement works. Projects included lighting and safety works at Camp Reserve (\$542,000) and Newstead Tennis and Netball Court lighting (\$182,000).
2	A number of Motor Vehicle changeovers did not occur as some vehicles had not met the optimum utilisation requirement, such as kilometres travelled.
3	Investment in upgrades to existing corporate systems deferred to enable investment in a modern integrated software platform to assist Council deliver core functions in 2016/2017.
4	\$345,000 of capital works that was budgeted as roads works has been allocated to other asset classes such as drainage, and footpaths as full details of assets constructed was available following completion of projects.
5	Newstead-Cemetery Road, and Fryes Road bridge was originally budgeted to occur in 2014/2015, however were delayed with a contractor appointed in June 2015, with the construction completed in the first quarter for 2015/2016.
6	The Maldon-Castlemaine Rail Trail construction did not proceed as a number of approvals from authorities have been delayed. All approvals have now been received and construction will begin in the first quarter for the 2016/2017 financial year.
7	A number of capital works projects were incorrectly budgeted as drainage projects, where as when works were undertaken in 2015/2016 correctly recorded as drainage, as well as kerb and channel works.
8	Castlemaine Landfill Capping works did not proceed as a number of approvals from authorities have been delayed. Construction is expected to commence in early 2016/2017.

Note 3. Rates and charges

Council uses capital improved value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the value of land and all of its improvements.

The valuation base used to calculate general rates for 2015/2016 was \$3,851,572,000 (2014/2015 \$3,772,373,410).

	2016 \$'000	2015 \$'000
General rates	15,235	14,394
Municipal charge	2,077	1,966
Waste management charge	3,496	3,232
Total rates and charges	20,808	19,592

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation will be first applied in the rating year commencing 1 July 2016.

Note 4. Statutory fees and fines

	2016 \$'000	2015 \$'000
Animal control	173	125
Planning permit and fees	160	185
Health registrations	86	80
Local laws	40	24
Other fines	32	54
Building information certificates	23	14
Parking fines	22	23
Land information certificates	18	13
Total statutory fees and fines	554	518

Note 5. User fees

	2016 \$'000	2015 \$'000
Home and community care	495	505
Landfill charges	257	280
Other fees and charges	167	177
Employee vehicle contribution	128	109
Tourism services	122	84
Building services	44	41
Facility hire	42	34
Private works	16	8
Leisure centre and recreation	13	17
Total user fees	1,284	1,255

Note 6. Grants

	2016 \$'000	2015 \$'000
Summary of grants		
Commonwealth funded grants	4,803	6,603
State funded grants	2,654	4,519
Total grants received	7,457	11,122
Grants - Operating		
<i>Recurrent - Commonwealth Government</i>		
Victoria grants commission	2,218	6,521
Home care packages	351	-
Veteran affairs	90	74
Other	13	8
<i>Recurrent -- State Government</i>		
Aged care	1,472	1,810
School crossing supervisors	34	33
Maternal and child health	151	151
Environment	31	-
Emergency management	180	21
Youth	61	60
Other	18	33
Total recurrent operating grants	4,619	8,711
<i>Non-recurrent - Commonwealth Government</i>		
Training subsidy	3	-
<i>Non-recurrent - State Government</i>		
Emergency management	13	206
Aged care	185	132
Infrastructure	6	-
Recreation	27	27
Youth	-	90
Other	106	51
Total non-recurrent operating grants	340	506
Total operating grants	4,959	9,217

Note 6. Grants (cont.)

	2016 \$'000	2015 \$'000
Grants – Capital		
<i>Recurrent – Commonwealth Government</i>		
Roads to recovery	700	-
Total recurrent capital grants	700	-
<i>Non-recurrent – Commonwealth Government</i>		
Roads to recovery	1,404	
Drainage	-	-
Recreation facilities & reserves	23	-
<i>Non-recurrent – State Government</i>		
Community facilities	368	15
Infrastructure	-	1,441
Recreation facilities & reserves	3	449
Total non-recurrent capital grants	1,798	1,905
Total capital grants	2,498	1,905
<i>Unspent grants received on condition that they be spent in a specific manner</i>		
Balance at start of year	2,176	2,178
Received during the financial year and remained unspent at balance date	852	2,176
Received in prior years and spent during the financial year	2,176	2,178
Balance at year end	852	2,176

Note 7. Contributions

	2016 \$'000	2015 \$'000
Monetary	176	203
Non-monetary	-	773
Total contributions	176	976

Contributions of non-monetary assets were received in relation to the following asset classes:

Other infrastructure	-	773
Total non-monetary contributions	-	773

Note 8. Net gain/(loss) on disposal of property, infrastructure, plant and equipment

	2016 \$'000	2015 \$'000
Proceeds of sale	356	415
Written down value of assets disposed	(2,068)	(849)
Written down value of assets held for sale	-	(63)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,712)	(497)

Note 9. Other income

	2016 \$'000	2015 \$'000
Interest	465	485
Rental income	80	81
Other	297	171
Total other income	842	737

Note 10 (a). Employee costs

	2016 \$'000	2015 \$'000
Wages and salaries	11,519	11,213
WorkCover	198	234
Superannuation	1,026	1,027
Fringe benefits tax	73	85
Other	207	244
Total employee costs	13,023	12,803

Note 10 (b). Superannuation

	2016 \$'000	2015 \$'000
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	66	82
	66	82
Employer contributions payable at reporting date	-	-
Accumulation funds		
Employer contributions	960	945
	960	945
Employer contributions payable at reporting date	79	39

Refer to note 34 for further information relating to Council's superannuation obligations.

Note 11. Materials and services

	2016 \$'000	2015 \$'000
Contracts and services	5,488	6,371
Materials	1,922	1,216
Building maintenance	322	194
Plant costs	277	328
Utilities	562	518
Office administration	338	331
Information technology	379	357
Insurance	338	346
Other	138	61
Total materials and services	9,765	9,722

Note 12. Bad and doubtful debts

	2016 \$'000	2015 \$'000
Rates debtors	13	-
Other debtors	(42)	76
Total bad and doubtful debts	(29)	76

Note 13. Depreciation and amortisation

	2016 \$'000	2015 \$'000
Property	1,173	1,178
Plant and equipment	751	776
Infrastructure	5,881	6,687
Total depreciation	7,804	8,641
Intangible assets	54	29
Total depreciation and amortisation	7,858	8,670

Refer to note 23 and 24 for a more detailed breakdown of depreciation and amortisation charges

Note 14. Borrowing costs

	2015 \$'000	2015 \$'000
Interest - borrowings	183	215
Total borrowing costs	183	215

Note 15. Other expenses

	2016 \$'000	2015 \$'000
Auditor's remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	34	32
Auditor's remuneration - internal audit services	48	80
Councillors' allowances	189	184
Operating lease rentals	17	25
Other	1,021	1,000
Total other expenses	1,309	1,321

Note 16. Investments in associates

Investments in associates accounted for by the equity method are:

	2016 \$'000	2015 \$'000
North Central Goldfields Regional Library Corporation		
Council is a member of the North Central Goldfields Regional Library Corporation which provides library services to the municipalities of City of Greater Bendigo, Macedon Ranges, Loddon and Mount Alexander Shires. Council's share of the net assets of the Corporation as at 30 June 2016 was 11.12% (2015, 11.21%).		
Fair value of Council's investment in North Central Goldfields Regional Library Corporation	747	735
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	343	373
% share of equity adjustment	(17)	(2)
Reported surplus(deficit) for year	18	18
Transfers (to) from reserves	7	(46)
Council's share of accumulated surplus(deficit) at end of year	351	343
Council's share of reserves		
Council's share of reserves at start of year	114	70
% share of equity adjustment	-	(2)
Transfers (to) from reserves	7	46
Council's share of reserves at end of year	121	114
Movement in carrying value of specific investment		
Carrying value of investment at start of year	735	722
Share of surplus(deficit) for year	12	13
Carrying value of investment at end of year	747	735
Council's share of expenditure commitments		
Operating commitments	-	3
Council's share of expenditure commitments	-	3
Council's share of contingent liabilities and contingent assets	Nil	Nil
Significant restrictions	Nil	Nil

Note 17. Cash and cash equivalents

	2016 \$'000	2015 \$'000
Cash on hand	3	4
Cash at bank	1,140	4,422
Term deposits	4,818	3,352
	5,961	7,778
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (Note 26)	813	853
- Statutory reserve funds allocated for specific future purposes (Note 29)	710	676
Total restricted funds	1,523	1,529
Total unrestricted cash and cash equivalents (excluding other financial assets)	4,438	6,249
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund carried forward capital works	3,894	4,547
- Cash held for unspent grants	54	2,175
- Cash held for other discretionary reserves	5,295	3,787
Total funds subject to intended allocations	9,243	10,509
Total available funds (including other financial assets)	795	374

Note 18. Trade and other receivables

	2016 \$'000	2015 \$'000
Current		
Rates debtors	1,619	1,593
Fire services property levy	147	162
Parking infringement debtors	24	20
Provision for doubtful debts - parking infringements	(11)	(11)
Pet infringement debtors	12	11
Home and community care	34	50
State Government	46	180
Other debtors	238	468
Provision for doubtful debts - other debtors	(163)	(240)
Net GST receivable	608	510
Total current trade and other receivables	2,554	2,743
Non-current		
Special rate scheme	13	16
Total non-current trade and other receivables	13	16
Total trade and other receivables	2,567	2,759

(a) Ageing of receivables

At balance date other debtors representing financial assets were past due but not impaired, these amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of the Council's trade and other receivables:(excluding statutory receivables)

Current (not yet due)	219	363
Past due by 30 - 60 days	0	7
Past due by 61 - 90 days	1	2
Past due by 91 - 120 days	0	6
Past due by 121-150 days	1	16
Past due by over 150 days	17	75
Total trade and other receivables	238	469

(b) Movement in provisions for doubtful debts

Balance at the beginning of the year	251	185
New provisions recognised during the year	(30)	68
Amounts already provided for and written off as uncollectible	-	(2)
Amounts provided for but recovered during the year	(46)	-
Balance at end of year	175	251

(c) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$240,844 (2015: \$390,865) were impaired. The amount of the provision raised against these debtors was \$174,750 (2015: \$251,217). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

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

Current (not yet due)	-	-
Past due by 30 - 150 days	-	-
Past due by over 150 days	175	251
Total trade and other receivables	175	251

Note 19. Other financial assets

	2016 \$'000	2015 \$'000
Term deposits	5,600	4,634
Total other financial assets	5,600	4,634

Note 20. Inventories

	2016 \$'000	2015 \$'000
Inventories held for use	71	57
Inventories held for sale	22	21
Total inventories	93	78

Note 21. Non current assets classified as held for sale

	2016 \$'000	2015 \$'000
Cost of acquisition	167	167
Total non current assets classified as held for resale	167	167

Note 22. Other assets

	2016 \$'000	2015 \$'000
Prepayments	380	119
Accrued income	350	441
Total other assets	730	560

Note 23. Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment						
	At fair value 30 June 2016 \$'000	Accumulated depreciation \$'000	WDV 30 June 2016 \$'000	At fair value 30 June 2015 \$'000	Accumulated depreciation \$'000	WDV 30 June 2015 \$'000
Land	27,969	2,001	25,968	24,392	298	24,094
Buildings	62,739	31,190	31,549	65,277	31,879	33,398
Plant and equipment	7,546	4,527	3,019	7,500	4,332	3,168
Infrastructure	304,756	61,679	243,077	278,952	111,437	167,515
Work in progress	1,873	-	1,873	1,218	-	1,218
	404,883	99,397	305,486	377,338	147,946	229,393

Summary of work in progress										
	2016					2015				
	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Write offs \$'000	Closing WIP \$'000	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Write offs \$'000	Closing WIP \$'000
Buildings	619	2,808	(2,261)	(18)	1,147	811	2,944	(3,050)	(86)	619
Plant and equipment	-	877	(877)	-	-	-	1,007	(996)	(11)	(0)
Infrastructure	599	4,196	(4,018)	(101)	677	964	5,602	(5,929)	(39)	599
Intangibles	-	204	(144)	(11)	49	-	-	-	-	-
Total	1,218	8,085	(7,300)	(130)	1,873	1,775	9,553	(9,975)	(135)	1,218

Note 23. Property, infrastructure, plant and equipment (cont.)

Land and buildings										
	Land - specialised \$'000	Land - non specialised \$'000	Land improvements \$'000	Total land \$'000	Buildings - specialised \$'000	Buildings - non specialised \$'000	Site improvements \$'000	Total buildings \$'000	Work in progress \$'000	Total property \$'000
At fair value 1 July 2015	583	21,828	1,981	24,392	36,285	21,059	7,932	65,277	619	90,287
Accumulated depreciation at 1 July 2015	-	-	(298)	(298)	(18,804)	(10,545)	(2,530)	(31,879)	-	(32,177)
	583	21,828	1,683	24,094	17,481	10,514	5,402	33,398	619	58,111
Movements in fair value										
Acquisition of assets at fair value	-	-	-	-	-	-	-	-	2,808	2,808
Found assets	-	-	-	-	-	-	1,206	1,206	-	1,206
Revaluation increments/ decrements	-	-	-	-	-	-	-	-	-	-
Fair value of assets disposed	-	(769)	(471)	(1,240)	(10)	(1,125)	(52)	(1,187)	(18)	(2,446)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	4,817	4,817	-	1,388	(3,944)	(2,556)	(2,261)	-
	-	(769)	4,346	3,577	(10)	263	(2,790)	(2,537)	528	1,569
Movements in accumulated depreciation										
Depreciation and amortisation	-	-	(222)	(222)	(481)	(276)	(193)	(951)	-	(1,173)
Found assets	-	-	-	-	-	-	(733)	(733)	-	(733)
Accumulated depreciation of disposals	-	-	233	233	6	636	16	658	-	891
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	(1,714)	(1,714)	-	-	1,714	1,714	-	-
	-	-	(1,703)	(1,703)	(475)	360	804	688	-	(1,015)
At fair value 30 June 2016	583	21,059	6,327	27,969	36,275	21,322	5,142	62,740	1,147	91,856
Accumulated depreciation at 30 June 2016	-	-	(2,001)	(2,001)	(19,279)	(10,185)	(1,726)	(31,191)	-	(33,192)
	583	21,059	4,326	25,968	16,996	11,137	3,416	31,549	1,147	58,664

Note 23. Property, infrastructure, plant and equipment (cont.)

Plant and equipment				
	Plant machinery and equipment \$'000	Fixtures fittings and furniture \$'000	Computers and telecomms \$'000	Total plant and equipment \$'000
At fair value 1 July 2015	5,293	1,034	1,173	7,500
Accumulated depreciation at 1 July 2015	(2,739)	(891)	(702)	(4,332)
	2,554	143	471	3,168
Movements in fair value				
Acquisition of assets at fair value	752	-	125	877
Revaluation increments/decrements	-	-	-	-
Fair value of assets disposed	(831)	-	-	(831)
Impairment losses recognised in operating result	-	-	-	-
Transfers	-	-	-	-
	(79)	-	125	46
Movements in accumulated depreciation				
Depreciation and amortisation	(512)	(88)	(151)	(751)
Accumulated depreciation of disposals	556	-	-	556
Impairment losses recognised in operating result	-	-	-	-
Transfers	-	-	-	-
	44	(88)	(151)	(195)
At fair value 30 June 2016	5,214	1,034	1,298	7,546
Accumulated depreciation at 30 June 2016	(2,695)	(979)	(853)	(4,527)
	2,519	55	445	3,019

Note 23. Property, infrastructure, plant and equipment (cont.)

Infrastructure								
	Roads \$'000	Bridges \$'000	Footpaths and cycleways \$'000	Drainage \$'000	Waste Management \$'000	Other Infrastructure \$'000	Work In Progress \$'000	Total Infrastructure \$'000
At fair value 1 July 2015	175,558	42,290	5,040	36,630	10,126	9,307	599	279,550
Accumulated depreciation at 1 July 2015	(69,012)	(19,077)	(1,350)	(11,163)	(5,946)	(4,889)	-	(111,437)
	106,546	23,213	3,690	25,467	4,180	4,418	599	168,113
Movements in fair value								
Acquisition of assets at fair value	-	-	-	-	-	-	4,196	4,196
Revaluation increments/decrements	22,613	-	-	2,163	-	-	-	24,776
Found assets	-	-	-	2,403	-	-	-	2,403
Fair value of assets disposed	(258)	(224)	(28)	(24)	(4,848)	(10)	(101)	(5,492)
Transfers	2,166	949	182	322	129	269	(4,017)	0
	24,521	725	154	4,864	(4,719)	259	77	25,883
Movements in accumulated depreciation								
Depreciation and amortisation	(3,401)	(399)	(159)	(306)	(1,435)	(183)	-	(5,883)
Accumulated depreciation of disposals	67	197	7	3	4,848	5	-	5,127
Found assets	-	-	-	(10)	-	-	-	(10)
Revaluation increments/decrements	51,154	-	-	(631)	-	-	-	50,523
Transfers	-	-	-	-	-	-	-	-
	47,820	(202)	(152)	(944)	3,413	(178)	-	49,757
At fair value 30 June 2016	200,079	43,015	5,194	41,494	5,407	9,566	677	305,432
Accumulated depreciation at 30 June 2016	(21,192)	(19,279)	(1,502)	(12,107)	(2,533)	(5,067)	-	(61,680)
	178,887	23,736	3,692	29,387	2,874	4,499	677	243,752

Note 23. Property, infrastructure, plant and equipment (cont.)**Valuation of land and buildings**

Valuation of land and buildings were undertaken by a qualified independent valuer Mr Ian Gumley of LG Valuations (June 2016). 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

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 \$1 and \$185 per square metre.

Specialised buildings

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$165 to \$3,081 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 20 years to 100 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.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2016 are as follows:

	LEVEL 1 \$000	LEVEL 2 \$000	LEVEL 3 \$000	TOTAL \$000
Specialised land	-	-	583	583
Land	-	1,498	19,560	21,059
Land improvements	-	-	6,327	6,327
Specialised buildings	-	759	33,303	34,062
Non specialised buildings	-	2,494	26,184	28,677
	-	4,752	85,957	90,708

Note 23. Property, infrastructure, plant and equipment (cont.)**Valuation of infrastructure**

Valuation of infrastructure assets has been determined in accordance with an independent valuation. The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 12 years to 200 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.

Details of the Council's infrastructure and information about the fair value hierarchy as follows:

	LEVEL 1 \$000	LEVEL 2 \$000	LEVEL 3 \$000
Roads	-	-	200,079
Bridges	-	-	43,015
Footpaths and cycleways	-	-	5,194
Drainage	-	-	41,494
Waste management	-	-	5,407
Other infrastructure	-	-	9,566
	-	-	304,754

Note 24. Intangible assets

	2016 \$'000	2015 \$'000
Software	551	462
Total intangible assets	551	462

	SOFTWARE \$'000
Gross carrying amount	
Balance at 1 July 2014	291
Software purchases	252
Balance as at 30 June 2015	543
Software purchases	144
Balance at 30 June 2016	687
Accumulated amortisation and impairment	
Balance at 1 July 2014	51
Amortisation expense	30
Balance at 1 July 2015	81
Amortisation expense	54
Balance at 30 June 2016	135
Net book value at 30 June 2015	462
Net book value at 30 June 2016	552

Note 25. Trade and other payables

	2016 \$'000	2015 \$'000
Trade payables	1,848	2,581
Income received in advance	3	2
Loan interest	7	10
Accrued expenses	285	451
Total trade and other payables	2,143	3,044

Note 26. Trust funds and deposits

	2016 \$'000	2015 \$'000
Refundable deposits	31	33
Fire services levy	165	296
Retention amounts	284	256
Central Victorian PCP	283	207
Castlemaine and Maldon heritage fund	34	34
Other refundable deposits	16	27
Total trust funds and deposits	813	853

Purpose and nature of items

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

Fire service property levy – Council is the collection agent for the fire services property 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.

Central Victorian PCP – Funds that are held by Council on behalf of the partnership to administer certain Health and Community Services programs.

Note 27. Provisions

	Employee provisions \$ '000	Landfill restoration \$ '000	Total \$ '000
2016			
Balance at beginning of the financial year	2,525	5,418	7,943
Additional provisions	983	53	1,036
Amounts used	(920)	-	(920)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	41	-	41
Balance at the end of the financial year	2,629	5,471	8,100
2015			
Balance at beginning of the financial year	2,230	4,957	7,187
Additional provisions	1,267	736	2,003
Amounts used	(1,028)	(256)	(1,284)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	56	(19)	37
Balance at the end of the financial year	2,525	5,418	7,943
		2016 \$ '000	2015 \$ '000
(a) Employee provisions			
Current provisions expected to be wholly settled within 12 months			
Annual leave		628	577
Long service leave		140	252
Rostered Days Off		37	31
		805	860
Current provisions expected to be wholly settled after 12 months			
Annual leave		72	45
Long service leave		1,444	1,342
		1,516	1,387
Total current employee provisions		2,321	2,247
Non-current			
Long service leave		308	278
Total non-current employee provisions		308	278
Aggregate carrying amount of employee provisions:			
Current		2,321	2,247
Non-current		308	278
Total aggregate carrying amount of employee provisions		2,629	2,525
(b) Land fill restoration			
Current		3,893	1,982
Non-current		1,578	3,436
		5,471	5,418

Note 28. Interest bearing loans and borrowings

	2016 \$'000	2015 \$'000
Current		
Borrowings – secured (1)	320	549
	320	549
Non-current		
Borrowings - secured (1)	3,647	2,767
	3,647	2,767
Total	3,967	3,316

(1) Borrowings are secured by a mortgage over the general rates and charges of Council.

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

	2016 \$'000	2015 \$'000
Not later than one year	320	549
Later than one year and not later than five years	1,221	1,407
Later than five years	2,426	1,360
	3,967	3,316

Note 29. Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Impairment \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves				
2016				
Property				
Land	14,949	-	-	14,949
Land improvements	384	-	-	384
Buildings	15,682	-	-	15,682
	31,015	-	-	31,015
Infrastructure				
Infrastructure	86,709	75,299	-	162,008
	86,709	75,299	-	162,008
Total asset revaluation reserves	117,724	75,299	-	193,023
2015				
Property				
Land	14,949	-	-	14,949
Land improvements	384	-	-	384
Buildings	15,882	-	(200)	15,682
	31,215	-	(200)	31,015
Infrastructure				
Infrastructure	86,724	-	(15)	86,709
	86,724	-	(15)	86,709
Total asset revaluation reserves	117,939	-	(215)	117,724

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

Note 29. Reserves (cont.)

	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) Other reserves				
2016				
Business Park reserve	-	-	-	-
Campbells Creek section 86 reserve	60	-	(60)	-
Car parking reserve	19	-	(19)	-
Drainage reserve	18	-	(18)	-
Energy/Water saving reserve	85	18	(24)	79
Former Maldon Courthouse reserve	15	-	(15)	-
General reserve	-	-	-	-
Gravel pit rehabilitation service	39	-	-	39
Heritage Advisory Committee reserve	2	-	(2)	-
Market building reserve	16	-	(16)	-
Motor vehicles reserve	158	442	(337)	263
Parkland/open space reserve	639	78	(7)	710
Plant replacement reserve	188	396	(415)	169
Sale of land under s181 reserve	89	-	(89)	-
Swimming pool reserve	3,130	-	(33)	3,097
Tree planting reserve	5	-	(5)	-
Uncompleted works reserve	4,547	3,894	(4,548)	3,894
Unspent grants reserve	2,175	55	(2,176)	54
Waste reserve	-	2,075	(426)	1,648
Total Other reserves	11,185	6,958	(8,190)	9,953
2015				
Business Park reserve	-	(66)	66	-
Campbells Creek section 86 reserve	60	-	-	60
Car parking reserve	19	-	-	19
Drainage reserve	18	-	-	18
Energy/Water saving reserve	62	(5)	28	85
Former Maldon Courthouse reserve	15	-	-	15
General reserve	326	(393)	67	-
Gravel pit rehabilitation service	39	-	-	39
Heritage Advisory Committee reserve	2	-	-	2
Market building reserve	14	-	2	16
Motor vehicles reserve	41	(333)	450	158
Parkland/open space reserve	552	-	87	639
Plant replacement reserve	331	(464)	321	188
Sale of land under s181 reserve	89	-	-	89
Swimming pool reserve	3,292	(162)	-	3,130
Tree planting reserve	10	(5)	-	5
Uncompleted works reserve	1,865	(1,866)	4,548	4,547
Unspent grants reserve	2,178	(2,179)	2,176	2,175
Waste reserve	1,775	(2,724)	949	-
Total Other reserves	10,688	(8,197)	8,694	11,185

Note 29. Reserves (cont.)

The purposes of these reserves are as follows:

Business Park reserve

Funds set aside to provide for the continued development of Council owned industrial zoned land.

Campbell's Creek Section 86 committee reserve

Funds set aside to undertake works at Campbell's Creek recreation reserve.

Car parking reserve

Funds set aside for the creation of additional car parking. These funds were paid to Council in lieu of sufficient car parking areas being included in private developments.

Drainage reserve

Funds for the provision of future drainage infrastructure within the Shire.

Energy/water saving reserve

Funds set aside for the undertaking of works on Council property which reduces future energy or water usage.

Former Maldon Courthouse

Funds set aside for the future repair and maintenance needs.

General reserve

Funds set aside for the future provision of Council purchases or construction of assets.

Gravel Pit rehabilitation reserve

Funds set aside for the future rehabilitation works at Council's gravel pit.

Heritage Advisory Committee reserve

Funds provided to Council to assist with Heritage development.

Market Building reserve

Funds that are set aside for the future capital works at the Market Building in Castlemaine.

Motor vehicle reserve

Funds set aside for future changeover of motor vehicles.

Parkland/open spaces reserve

Funds to provide for future recreational infrastructure within the Shire.

Uncompleted works reserve

Funds set aside at year-end to allow projects to be carried forward.

Plant replacement reserve

To provide funds for the future purchase of plant and equipment.

Sale of land under Section 181

Surplus unclaimed money after properties sold to collect unpaid rates. To be held in reserve until statutory claim period lapses.

Swimming pool reserve

Funds set aside for future capital works on swimming pools.

Tree planting reserve

Funds set aside for the planting of trees associated with subdivisions.

Unspent grants reserve

Grant fund provided to Council with conditions on how they are spent that remain unspent at end of year.

Waste reserve

Funds set aside to provide for the capital improvements and rehabilitation at the Castlemaine landfill.

Note 30. Reconciliation of cash flows from operating activities to surplus/(deficit)

	2016 \$'000	2015 \$'000
Surplus/(deficit) for the year	170	1,777
Depreciation/amortisation	7,858	8,670
Profit/(loss) on disposal of property, infrastructure, plant and equipment	1,712	497
Contributions - Non-monetary assets	-	(773)
Prior year WIP expensed	131	64
Found assets	(2,858)	(868)
Borrowing costs	183	215
Share of net profits/(losses) of associates and joint ventures	(12)	(13)
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	193	2,396
Increase/(decrease) in trade and other payables	(899)	(725)
(Increase)/decrease in inventories	(15)	(7)
Increase/(decrease) in provisions	159	279
Increase/(decrease) in trust funds	(40)	(901)
(Increase)/decrease in other assets	(170)	(42)
Net cash provided by/(used in) operating activities	6,412	10,569

Note 31. Financing arrangements

	2016 \$'000	2015 \$'000
Bank overdraft	500	500
Used facilities	-	-
Unused facilities	500	500

Note 32. Commitments

The Council has entered into the following commitments.

	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
2016					
Operating					
Aged and disability services	190	175	-	-	365
Consultancy	293	-	-	-	293
Election services	123	-	-	-	123
IT and software licences	175	123	279	-	577
Maintenance services	22	-	-	-	22
Professional services	402	328	606	-	1,336
Recreation services	293	-	-	-	293
Regulatory compliance	116	-	-	-	116
Utility supply	198	198	594	-	990
Waste management	1,542	859	430	-	2,831
Total	3,354	1,683	1,909	-	6,946
Capital					
Bridges	35	-	-	-	35
Buildings	54	-	-	-	54
Drainage	11	-	-	-	11
Pathways	956	-	-	-	956
Recreation	234	-	-	-	234
Roads	339	-	-	-	339
Total	1,629	-	-	-	1,629
2015					
Operating					
Aged and disability services	184	-	-	-	184
Consultancy	283	-	-	-	283
IT and software licenses	131	27	80	-	238
Maintenance services	398	263	-	-	661
Professional services	-	-	-	-	-
Recreation services	-	-	-	-	-
Regulatory compliance	123	-	-	-	123
Utility supply	127	-	-	-	127
Waste management	652	989	2,473	-	4,114
Total	1,898	1,279	2,553	-	5,730
Capital					
Bridges	581	-	-	-	581
Buildings	418	-	-	-	418
Drainage	-	-	-	-	-
Pathways	-	-	-	-	-
Recreation	-	-	-	-	-
Roads	801	-	-	-	801
Total	1,800	-	-	-	1,800

Note 33. Operating leases

2016 2015
\$'000 \$'000

(a) Operating lease commitments

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	18	17
Later than one year and not later than five years	18	13
Later than five years	20	27
	56	57

(b) Operating lease receivables

Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

Future minimum rentals receivable under non-cancellable operating leases are as follows:

Not later than one year	83	-
Later than one year and not later than five years	387	-
Later than five years	100	-
	570	-

Note 34. Superannuation

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

Accumulation

The Fund's accumulation categories, Vision MySuper/ Vision Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2016, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

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

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

Funding arrangements

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

As at 30 June 2015, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 105.8%. To determine the VBI, the fund Actuary used the following long-term assumptions:

- » Net investment returns 7.0% pa
- » Salary information 4.25% pa
- » Price inflation (CPI) 2.5% pa.

Vision Super has advised that the estimated VBI at 30 June 2016 was 102.0%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2015 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Note 34. Superannuation (cont.)**Employer contributions****Regular contributions**

On the basis of the results of the 2015 interim 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 2016, this rate was 9.5% of members' salaries (9.5% in 2014/2015). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

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

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

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

2015 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2015 identified the following in the defined benefit category of which Council is a contributing employer:

- » A VBI surplus of \$130.8 million; and
- » A total service liability surplus of \$239 million.

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 2015. 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.

Future superannuation contributions

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2017 is \$117,865.

Note 35. Contingent liabilities and contingent assets

Contingent assets

Council has a contingent asset under its contract with a supplier to compensate Council for the costs involved in relocating underground services unidentified by the consultant. Costs are currently being negotiated between parties.

Contingent liabilities

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme to ensure that the liabilities of the fund are covered by the assets of the fund. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

A potential liability exists for costs associated with decontaminating waste sand dumped at the Castlemaine Rifle Range, if the polluter defaults on the requirements that may be imposed by the EPA. The extent of the financial liability to decontaminate the site and any associated legal costs is unable to be determined at balance date.

A rehabilitation bond has been issued for the restoration of the Tarilta gravel pit. The bank guarantee is for \$23,500 to the Minister of Agriculture and Resources.

Note 36. Financial instruments

(a) Objectives and policies

Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by 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. Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

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

fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

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

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

There has been no significant change in 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 Council's year end result.

Note 36. Financial instruments (cont.)**(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 has exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- » council have a policy for establishing credit limits for the entities Council deal with; 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 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 provides a guarantee for another party. Details of contingent liabilities are disclosed in Note 35.

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

(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:

- » has an adopted investment policy;
- » has readily accessible standby facilities and other funding arrangements in place;
- » has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- » monitors 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.

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 35, 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 28.

(e) Fair value

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

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.

(f) 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.

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.

Note 37. Related party transactions

(i) Responsible Persons

Names of persons holding the position of a responsible person at the Council at any time during the year are:

Councillors

- Councillor Christine Henderson (elected 1/12/2008, Mayor 11/11/2014 until current)
- Councillor Michael Redden (elected 1/12/2008)
- Councillor Tony Bell (elected 1/11/2012)
- Councillor Chris Cole (elected 1/11/2012)
- Councillor Sharon Telford (elected 1/11/2012)
- Councillor Anthony Cordy (elected 20/5/2014)
- Councillor Bronwen Machin (elected 13/10/2014)

Chief Executive Officer

Phil Rowland (until 24 June 2016)

(ii) Remuneration of responsible persons

The numbers of Responsible Persons whose total remuneration from Council and any related entities, excluding retirement benefits, fall within the following bands:

Income Range:	2016 No.	2015 No.
\$1 - \$9,999	-	1
\$10,000 - \$19,999	-	1
\$20,000 - \$29,999	6	4
\$30,000 - \$39,999	-	1
\$40,000 - \$49,999	-	1
\$50,000 - \$59,999	-	-
\$60,000 - \$69,999	1	-
\$240,000 - \$249,000	-	1
\$380,000 - \$389,999	1	-
	8	9
	\$'000	\$'000

Total remuneration for the reporting year for Responsible Persons included above amounted to:	579	427
--	------------	------------

(iii) Senior officers remuneration

A Senior Officer other than a responsible person, is an officer of Council who:

- has management responsibilities and reports directly to the Chief Executive Officer; or
- whose total annual remuneration exceeds \$139,000.

The number of senior officers other than the responsible persons, are shown below in their relevant income bands:

Income Range:	2016 No.	2015 No.
Below \$139,000	1	3
\$139,000 - \$139,999	-	-
\$140,000 - \$149,999	1	-
\$150,000 - \$159,999	-	2
\$160,000 - \$169,999	-	-
\$170,000 - \$179,999	-	1
\$180,000 - \$189,999	1	-
\$190,000 - \$199,999	-	-
\$200,000 - \$209,999	2	-
	5	6
	\$'000	\$'000

Total remuneration for the reporting year for Senior Officers included above, amounted to	867	595
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(iv) Responsible persons retirement benefits

The aggregate amount paid during the reporting period by Council in connection with the retirement of responsible persons was nil (2015 - nil)

(v) Loans to responsible persons

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by Council to a responsible person of the council, or a related party of a responsible person was nil (2015 - nil).

(vi) Transactions with responsible persons

During the period Council entered into nil transactions with responsible persons or related parties of responsible persons (2015 - nil).

Note 38. Events occurring after balance date

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

Certification of the Financial Statements

Certification of the Financial Statements

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



Bradley Thomas, Chartered Accountant
Principal Accounting Officer
22 September 2016
Castlemaine

In our opinion the accompanying financial statements present fairly the financial transactions of Mount Alexander Shire Council for the year ended 30 June 2016 and the financial position of 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 Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.



Councillor Christine Henderson
Councillor
22 September 2016
Castlemaine

Councillor Chris Cole
Councillor
22 September 2016
Castlemaine



Darren Fuzzard
Chief Executive Officer
22 September 2016
Castlemaine

Independent Auditors Report

VAGO

Victorian Auditor-General's Office

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INDEPENDENT AUDITOR'S REPORT

To the Councillors, Mount Alexander Shire Council

The Financial Report

I have audited the accompanying financial report for the year ended 30 June 2016 of the Mount Alexander Shire Council which comprises the comprehensive income statement, balance sheet, statement of changes in equity, statement of cash flows, statement of capital works, notes comprising a summary of the significant accounting policies and other explanatory information, and the certification of the financial statements.

The Councillors' Responsibility for the Financial Report

The Councillors of the Mount Alexander Shire Council are responsible for the preparation and the fair presentation of the financial report in accordance with Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

The Councillors are responsible for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

As required by the *Audit Act 1994* and the *Local Government Act 1989*, my responsibility is to express an opinion on the financial report based on the audit, which has been conducted in accordance with Australian Auditing Standards. Those standards require compliance with relevant ethical requirements relating to audit engagements and that the audit be planned and performed to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report 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 entity's internal control.

An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made by the Councillors, as well as evaluating the overall presentation of the financial report.

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

Auditing in the Public Interest

Independent Auditor's Report (continued)

Independence

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised. In conducting the audit, I and my staff and delegates complied with the applicable independence requirements of the Australian Auditing Standards and relevant ethical pronouncements.

Opinion

In my opinion the financial report presents fairly, in all material respects, the financial position of the Mount Alexander Shire Council as at 30 June 2016 and of its financial performance and its cash flows for the year then ended in accordance with applicable Australian Accounting Standards, and the financial reporting requirements of the *Local Government Act 1989*.

MELBOURNE
23 September 2016


R Andrew Greaves
Auditor-General



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