

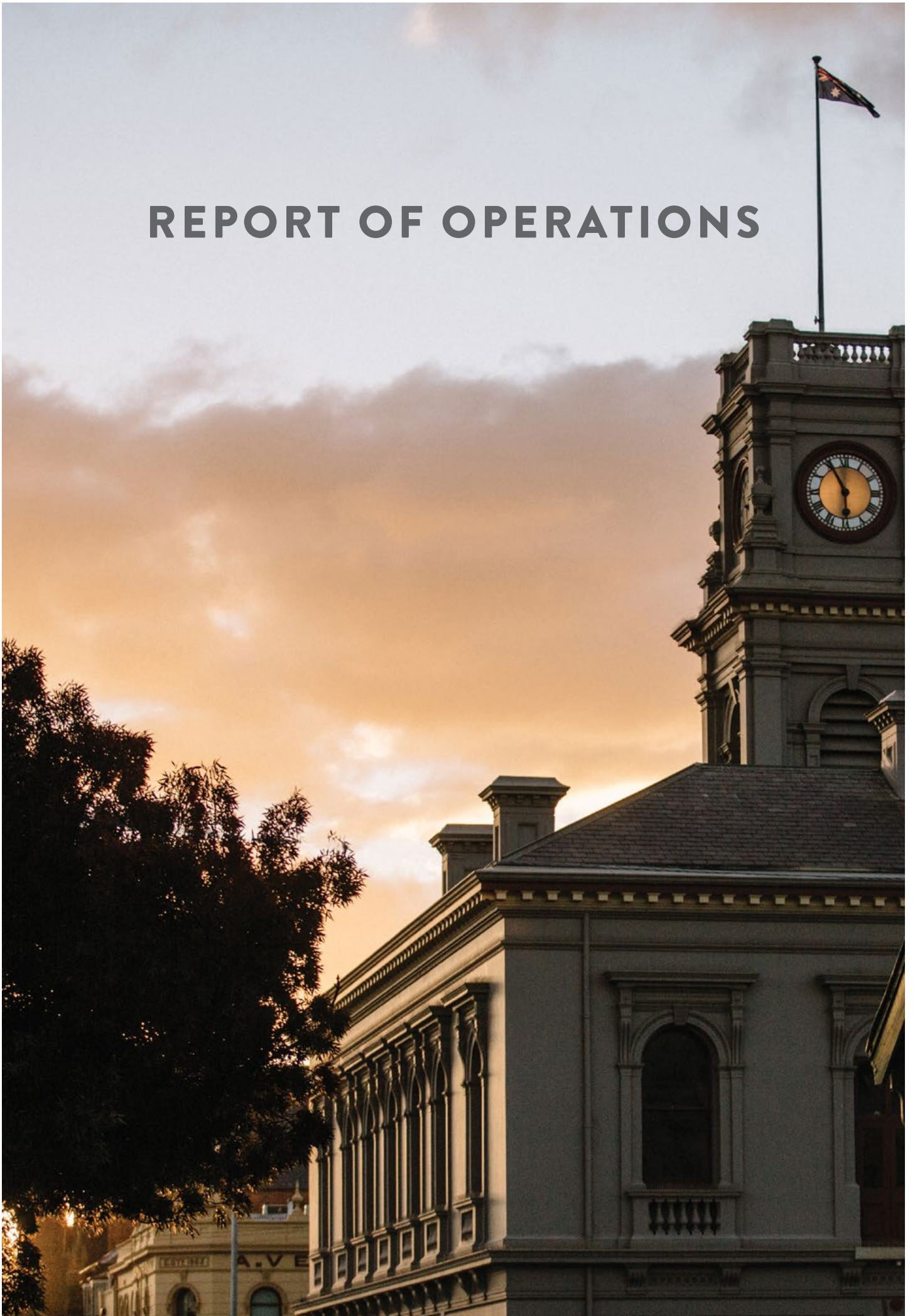


MOUNT ALEXANDER SHIRE COUNCIL
ANNUAL REPORT
2016/2017

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REPORT OF OPERATIONS



Introduction

Welcome and introduction

The 2016/2017 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 2017.

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

The Council Plan 2013-2017 has guided the projects, programs and services that we have delivered to achieve our vision over the four year term.

This is the final annual report to measure progress against the following strategic goals in the 2013-2017 plan.

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

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

It also highlights the work undertaken since the Council elections in October 2016 to develop a new Council Plan 2017-2021 to meet the priorities and aspirations of the community over the next four years.



Our vision, principles and goals

Vision

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

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.

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

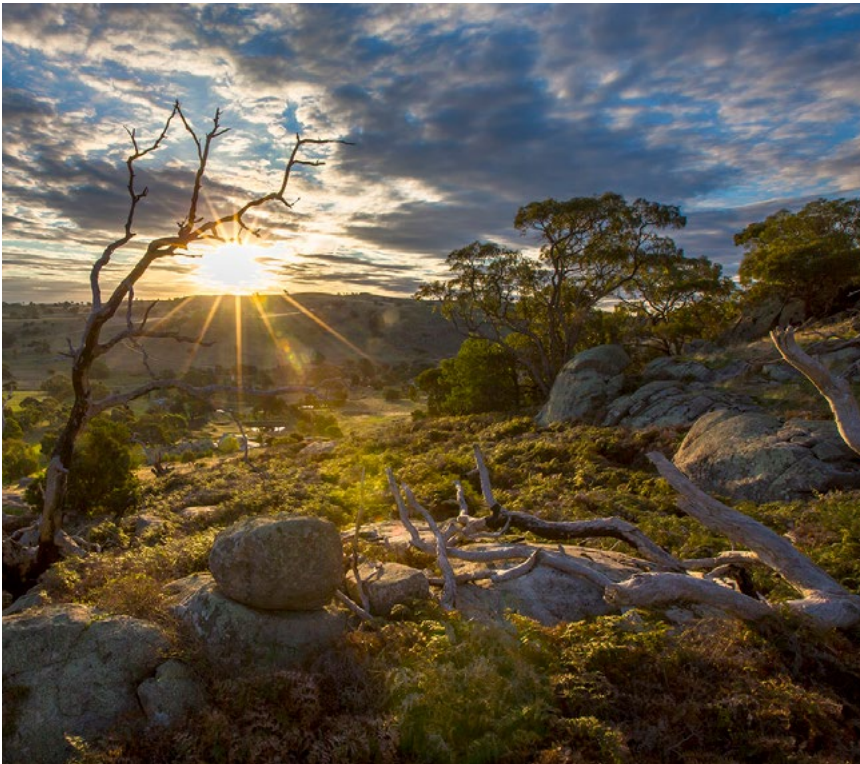
We will maintain and renew our facilities to provide better buildings, roads, footpaths, tracks and trails, parks and gardens for our community.

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.



Future direction

The Council Plan 2017-2021, adopted by Council on 20 June 2016 outlines a new approach to guide our work over the next four years. We will focus strategic objectives and actions in the plan across three core pillars – our people, our place and our economy – to deliver on a new vision for the shire.

**Mount Alexander:
innovative,
creative,
connected.**

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, largely 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.

Our people 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.

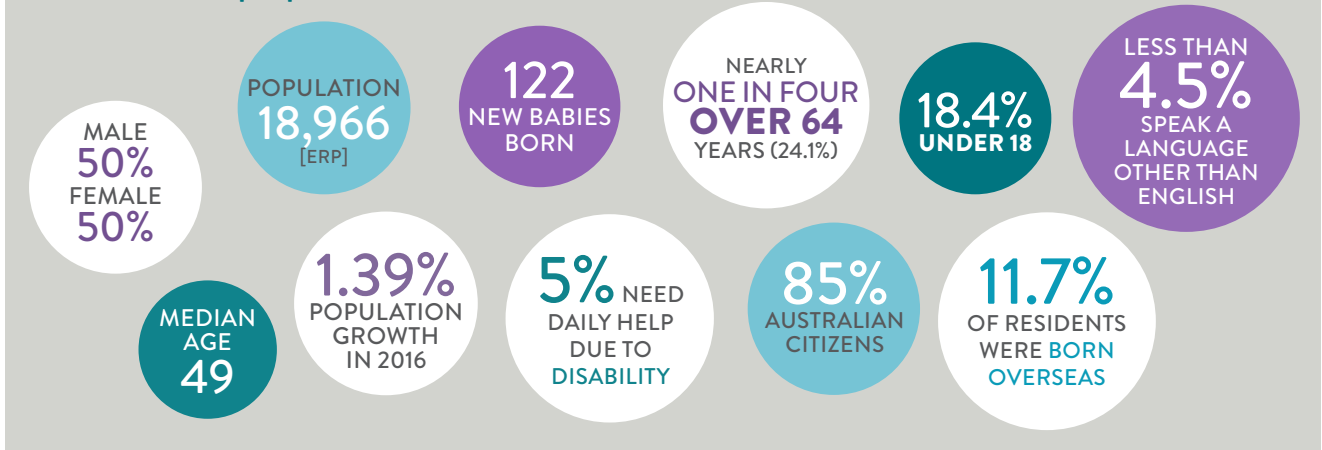
Our population grew by 1.39% in 2016, and is expected to reach nearly 20,000 by 2031.

Population and health data helps us understand our strengths and vulnerabilities as a community, identify future needs and plan for infrastructure and service delivery.

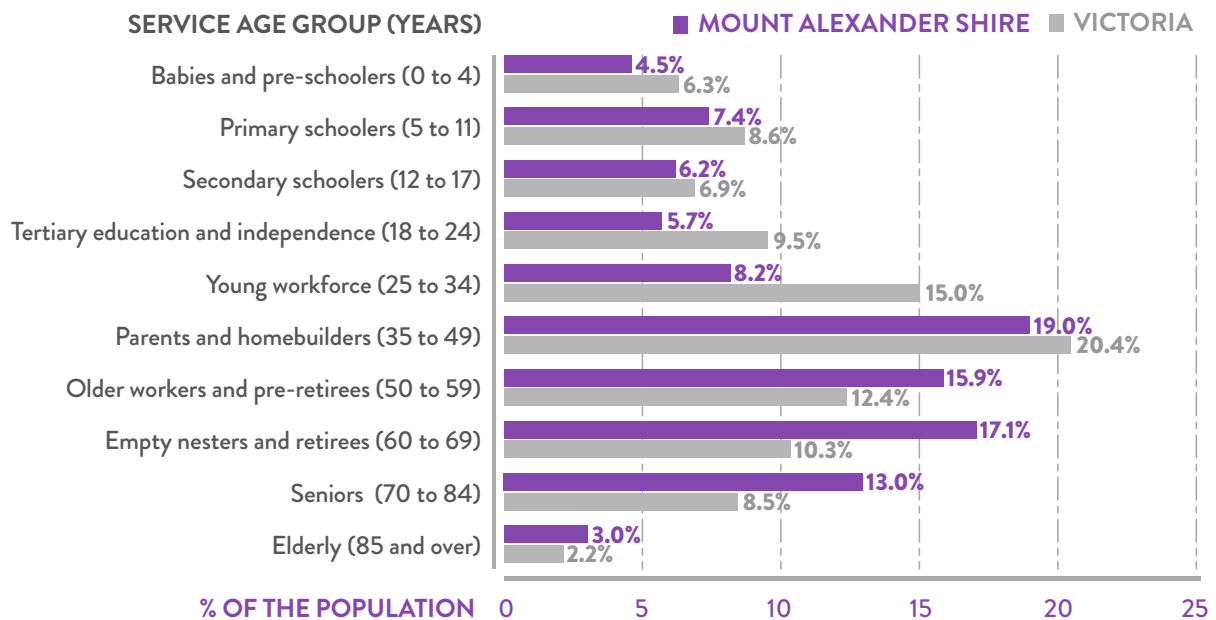
Aunty Julie and friends at Australia Day celebrations in Victory Park. Photo by Diana Domonkos



Fast facts: Our people



Population by age structure



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 and 2016 (Usual residence data).

Household types



Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016 (Enumerated data).

Economy

In an area known for its gold rush history and strong agricultural sector, today manufacturing is a key industry, along with retail, trade and healthcare.

Our largest employer is KR Castlemaine and there are several large heavy engineering companies that are vital to the local economy. Agricultural and horticultural enterprises continue to be an important part of the region's economic diversity and success.

With so much fresh produce on our doorstep, businesses in food, wine and cideries are growing. Our events and festivals, in addition to creative industries such as arts and hot rods play an integral role in attracting visitors from across the state, country and globe.

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

Economic development and local employment is critical to enable our townships to continue to grow and flourish. Supporting our community to build skills through education is also vital to the future of our shire.

The introduction of faster and more frequent commuter train services into Melbourne and Bendigo has widened employment, education and training opportunities for local residents.

Fast facts: Our Economy

6,777
LOCAL
JOBS

7,726
RESIDENTS
EMPLOYED

LARGEST
INDUSTRY:
MANUFACTURING

1,600
LOCAL
BUSINESSES

500
MICRO-
BUSINESSES



“The introduction of faster and more frequent commuter train services into Melbourne and Bendigo has widened employment, education and training opportunities for local residents.”

Towns

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.

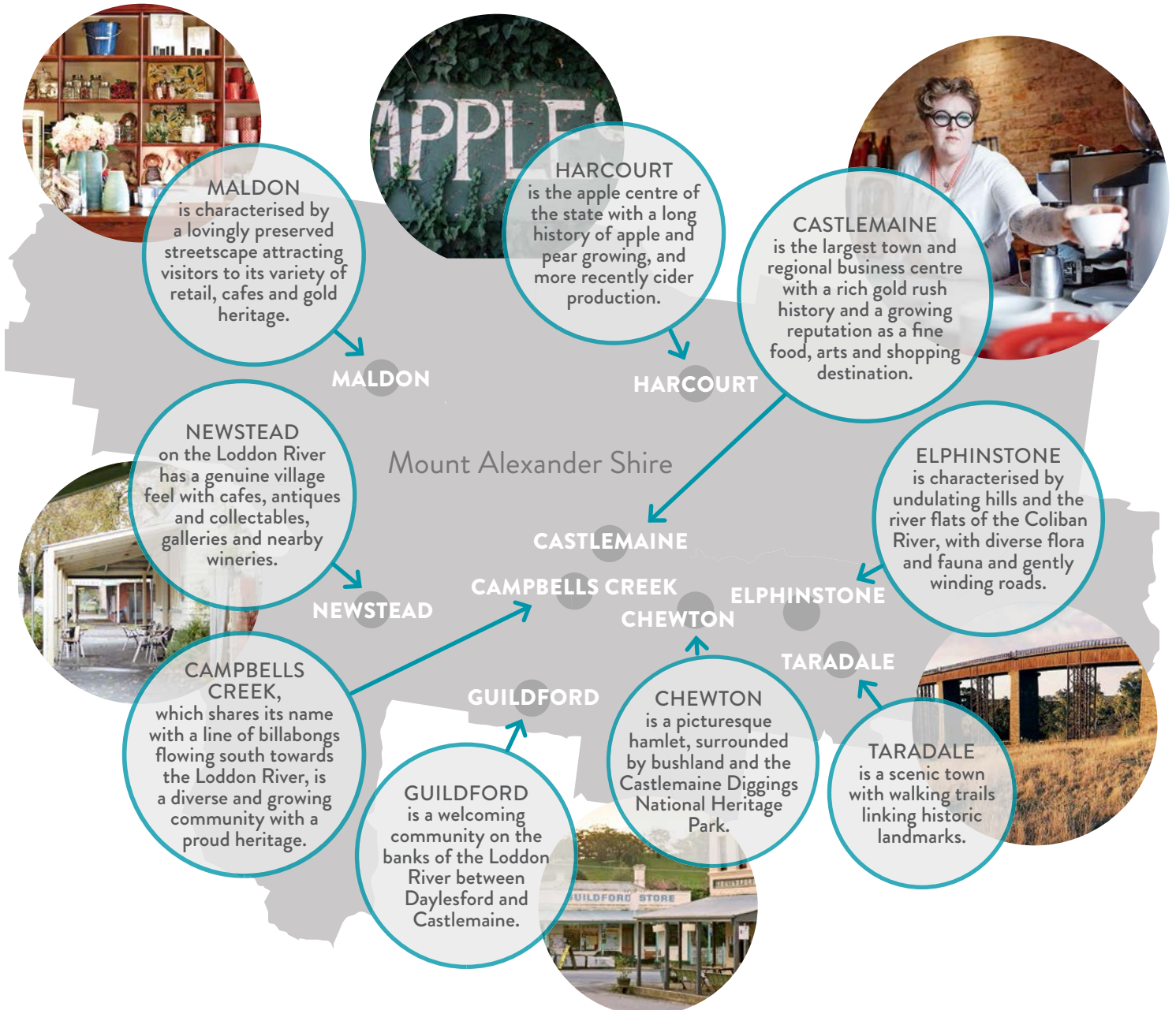
Most of the community live in the main townships, each with individual characteristics that help define Mount Alexander as a great place to live, work and invest.

Fast facts: Our towns

11,549
RATEABLE
PROPERTIES

**MOUNT
ALEXANDER**
1,529
km²

GREATER
CASTLEMAINE IS
HOME TO
MORE THAN
50%
RESIDENTS



Year in review

Mayor's message

It has been a year of change for Mount Alexander Shire Council.

The appointment of a new Chief Executive Officer and the election of Councillors, with five being returned and two new Councillors to the chamber, has been refreshing and stimulating.

I would like to recognise the work that retiring Councillors Michael Redden and Chris Cole have done over the past few years. We thank them for all they have achieved and wish them well.

This year the organisation has been hard at work re-structuring itself while engaging with the community to develop the new council plan and budget.

Understanding our community and determining its needs has been a time of much activity and engagement for us all.

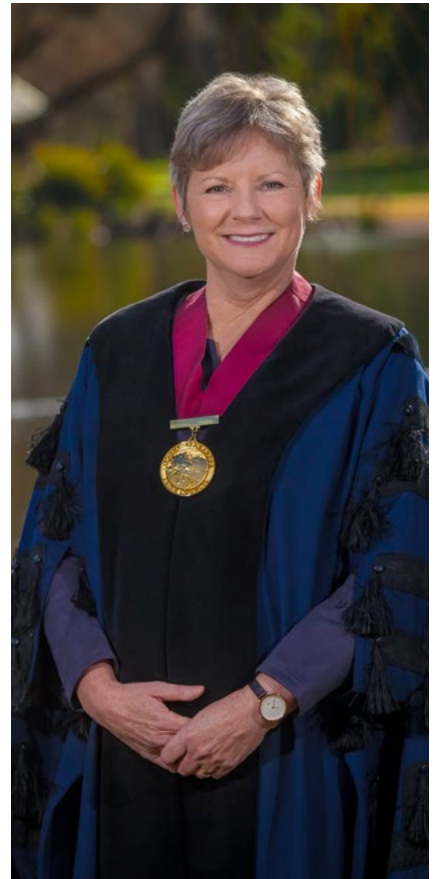
I would like to acknowledge the work of staff and their commitment to the task in assisting Councillors to ensure that we have a well-informed strategic direction for the next four years in the formation of the 2017-2021 Council Plan.

Councillors were also very pleased to see significant progress on the redevelopment of the Wesley Hill sports precinct and the completion of the Castlemaine to Maldon Trail as two major projects for the year.

Just as significant is the work we have been doing to listen and engage with other community organisations to support our age friendly communities, as well as complete ongoing road maintenance, upgrades to halls and recreation reserve facilities, work completed to build flood resilience, and a changed approach to planning.

All of this has been achieved with a keen sense of energy and commitment. Councillors are keen to see this continue and look forward to the year ahead.

Cr Sharon Telford,
Mayor, Mount Alexander Shire



Chief Executive Officer's message

On behalf of staff and Councillors I am pleased to present Mount Alexander Shire Council's 2016/2017 Annual Report highlighting another year of achievement for the shire.

The Council elected in 2012 developed a four year plan aimed at assuring a thriving economy, protecting our natural environment, improving our community facilities and supporting the activities and attributes that Mount Alexander Shire is renowned for.

Although many faces among Council, staff and our community have changed over the past five years, the Council's vision and objectives have enabled an ongoing, focused and consistent investment of the shire's efforts and the community's money throughout that time.

This 2016/2017 annual report of activities highlights the immense breadth of services that we and our partners are called on to provide to help make the shire a welcoming, safe and enjoyable home for all of our residents.

We are incredibly fortunate, and I believe unique in Mount Alexander Shire, to have a community that is as active, thoughtful, passionate and generous as we do.

As I read through the extensive list of achievements, I feel immensely proud of the shire's staff and Councillors for their tireless work, and am deeply grateful to the huge number of people in our community who work alongside us to make the shire a better place for all.

I hope that you enjoy reading this report as much as I have.

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 ageing infrastructure and preparing for future needs and demands.

The delivery of services, facilities, support, community engagement and advocacy are measured by the different performance and capacity indicators outlined in this report. Council also has a range of responsibilities to fulfil under Victorian and Australian legislation.

The 2016/2017 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.

Investment in services

NET COST PER \$100 RATES AND CHARGES							
\$5	\$10	\$15	\$20	\$25	\$30	\$35	
WASTE \$12.70							
ENVIRONMENT & HEALTH \$2.94							
COMMUNITY & ECONOMIC DEVELOPMENT \$8.09							
PLANNING, BUILDING & LOCAL LAWS \$6.60							
ROADS, FOOTPATHS & DRAINAGE \$33.96							
PROPERTY & FACILITIES \$6.94							
RECREATION SERVICES & FACILITIES \$11.18							
PARKS & GARDENS \$9.26							
FAMILY & CHILDRENS SERVICES \$1.17							
AGED & DISABILITY SERVICES \$1.73							
LIBRARY OPERATIONS \$3.68							
ARTS & CULTURE \$1.74							
\$5	\$10	\$15	\$20	\$25	\$30	\$35	

Capital works program



Main achievements

A vibrant and healthy community

Strategic direction The new Council was elected in October 2016. Councillors and staff consulted with the community to develop a new Council Plan 2017-2021 to provide the strategic direction for the shire over the four year term.

Cultural heritage A Reconciliation Stone was commissioned to commemorate the culture of the Dja Dja Wurrung and other indigenous people in the community, our shared history and vision for working together to achieve reconciliation.

Community partnerships More than \$150,000 in funding was awarded to 61 community groups to support local events, environmental, health and social projects as part of the Community Grants Program.

Young people The achievements of young people were celebrated at the 2017 Mount Alexander Youth Awards. Winners in five award categories were announced at a festival during National Youth Week, organised by Council's Youth Advisory Group and FreeZA Committee.

Aged care Council signed the Age-Friendly Victoria Declaration while working to deliver aged care reforms and provide in-home and support services. We worked in partnership with Castlemaine Community House Inc. and Maldon Neighbourhood Centre Inc. to develop the Age Friendly Communities Project to improve the health and wellbeing of older residents.

Volunteers Celebrated and supported the contribution of volunteers at a volunteer expo and celebration event during National Volunteer week.

Better community facilities

Sports facilities Secured \$1.9 million in funding from the Australian Government to redevelop Wesley Hill Recreation Reserve into a first class multi-purpose sports precinct and junior sports hub. Stage 1 including six new netball courts, two cricket nets, carpark improvements, a retaining wall and accessible ramps and paths will be completed by the end of 2017.

Community spaces Renewal works were undertaken at community spaces and community halls in Castlemaine, Elphinstone, Metcalfe, Barfold, Maldon, Guildford, Sutton Grange and Campbells Creek. The kitchen and bar at Bill Woodfull Recreation Reserve in Maldon was refurbished.

Bridges Replacement bridges were constructed on Maldon-Shelbourne Road, Maldon, Strathlea Road, Strathlea, White Quartz Road, Fryerstown, and Finnings Road, Elphinstone. Designs were finalised for bridges on Old Drummond Road Taradale, Bubbs Lane, Elphinstone and Myrtle Creek Road, Redesdale.

Roads The annual road renewal program was completed including rehabilitation works along Watchbox Road in Barfold and Diss Road in Langley, reconstruction works on Langslow Street in Castlemaine, and extensive road resealing and re-sheeting. A gabion wall was constructed in Harcourt North and designs for roads in Elphinstone, Faraday, Castlemaine and Muckleford were completed.



Declaration of Council election results
Photo by Castlemaine Mail



Reconciliation Stone by artist Glenn Braybrook



Celebrating our young people



Supporting our older residents



Volunteers support our community



Works at Wesley Hill Recreation Reserve

Better community facilities (continued)

Footpaths A detailed assessment was undertaken to inform capital works and maintenance of the footpath and trail network. Repairs were made to improve pedestrian access and safety along footpath on Forest, Templeton and Barker Streets in Castlemaine and on Main Street in Maldon. Fifteen pedestrian/pram crossings were upgraded to comply with DDA standards.

Trails The Castlemaine to Maldon Trail was officially opened in May 2017 to boost tourism and healthy active living. The 17.7 km walking and cycling trail links the shire's two largest towns and connects to the Campbells Creek walking and cycling trail.

A thriving local economy

Tourism Council worked with partners to secure \$1.99 million funding from the Victorian Government's Regional Jobs and Infrastructure Fund to construct the Harcourt Mountain Bike Park. The park will feature 34 km of dedicated trails on the former pine plantation near Mount Alexander, and is projected to inject \$9.8 million into the local economy.

Culture Council was a supporter of the Castlemaine State Festival, the 10 day biennial multi-arts festival in March 2017. The festival featured the region's finest artists and performing arts companies, alongside national and international acts. Council supported the festival with traffic management, waste management, promotions and the preparation and provision of parks, gardens and venues.

Business success To celebrate local innovation and success, Council conducted the 2017 Mount Alexander Business Awards in partnership with the Maldon & District Community Bank®, the Midland Express/Castlemaine Mail and award sponsors. The program attracted 50 entries across six categories. Winners were announced at a gala event in August 2017. Council also partnered with Small Business Victoria to deliver a workshop series to help small business operators to network and build new skills.

Building sustainable communities

Waste Actions from the Waste and Resource Recovery Action Plan (WRRAP) were implemented to divert waste from landfill, upgrade facilities and improve community education. Council resolved to stop sending waste to landfill at the Castlemaine Waste Facility once the current operating cell is full. The decision removes the need to build a new cell.

Climate change Council implemented actions in the Climate Change Action Plan to reduce greenhouse emissions through activities such as solar power installations and diverting organic waste from landfill. Council provided residents with subsidised compost bins and worm farms. Local schools received commercial worm farms to manage organic waste and support food growing programs.

Growth/land management Completed the amendment and structure plan for the Diamond Gully growth area in Castlemaine to address housing demand in the shire.



Castlemaine to Maldon Trail opening
Photo by Diana Domonkos



Mountain bike riders tackle Mount Alexander



Kowelec Electrical took out Business of the Year in 2017



Council offered free green waste disposal in December



Council encourages residents to reduce, re-use and recycle waste

Financial performance summary

In brief

Council recorded an operating surplus of \$4.53 million for the period which was \$2.94 million greater than budget. This was mainly due to the early payment of the Financial Assistance Grant (\$2.3 million) in the current financial year, as well as found and gifted assets.

Council ended the 2016/2017 financial year with a cash balance of \$15.78 million, with \$12.2 million restricted.

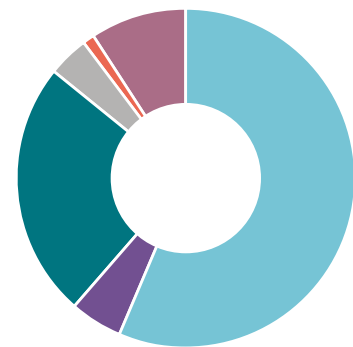
The value of Property, Infrastructure, Plant and Equipment increased to \$308.91 million from \$305.49 million as a result of capital expenditure of \$8.62 million and the revaluation of footpath, land and building assets (\$1.43 million).

Revenue

Council's total revenue for the 2016/2017 year was \$38.46 million compared to \$33.98 million in 2015/2016.

The increase in income was due to the early payment of the 2017/2018 Financial Assistance Grant of \$2.32 million as well as found and gifted assets of \$2.81 million.

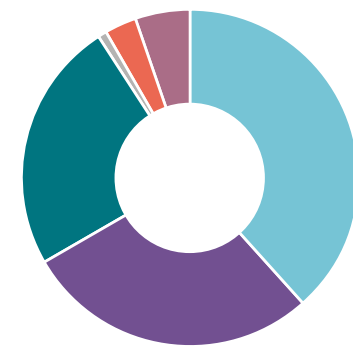
The graph below shows the different sources of revenue for Council, with rates and charges the greatest proportion at 57%.



- RATES AND CHARGES **57%**
- FEES, FINES & CHARGES **5%**
- OPERATING GRANTS **24%**
- CAPITAL GRANTS **4%**
- CONTRIBUTIONS **1%**
- OTHER INCOME **9%**

Expenditure

Council's total operating expenses for the 2016/2017 year were \$33.94 million (compared to \$33.81 million in 2015/2016), an increase of less than 1%.

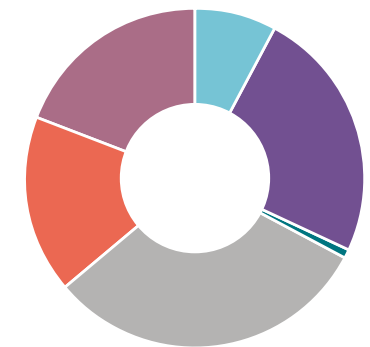


- EMPLOYEE BENEFITS **38%**
- MATERIAL AND SERVICES **28%**
- DEPRECIATION **24%**
- FINANCE COSTS **1%**
- ASSET DISPOSAL **3%**
- OTHER EXPENSES **5%**

Capital works

During the financial year, Council completed \$8.62 million of capital works projects (compared with \$8.09 million in 2015/2016).

Land, buildings and road related projects accounted for 55% of the capital spend.



- BRIDGES **8%**
- PROPERTY **24%**
- WASTE **1%**
- ROADS **31%**
- OTHER INFRASTRUCTURE **17%**
- PLANT, VEHICLES, IT **19%**

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 on the right highlights the extent of this investment. In 2013 significant additional roadworks were also undertaken as a result of flood events in January 2011 and February 2012.

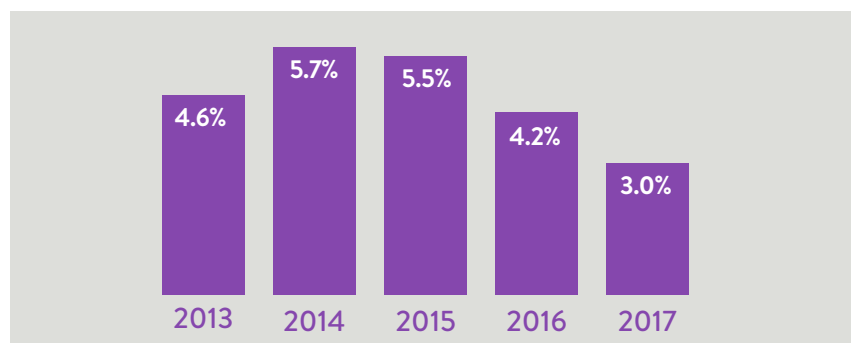
CAPITAL SPEND ON BUILDINGS AND INFRASTRUCTURE (\$'000)



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 2016/2017 the ratio was 3% 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 that 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 2.26 is financially prudent.

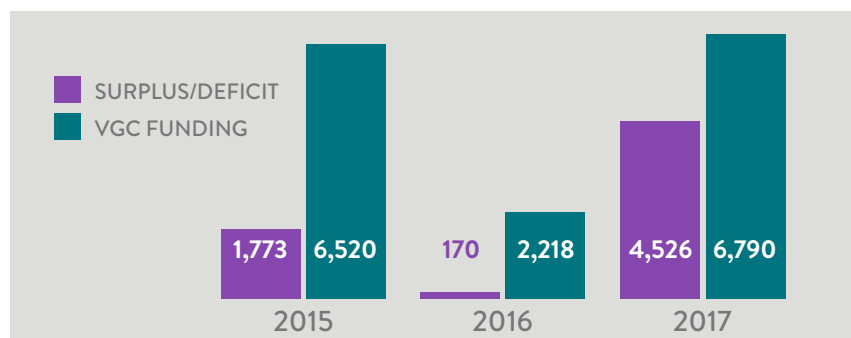
ADJUSTED WORKING CAPITAL RATIO



Operating result before revaluations

Council's 2016/2017 operating result, before asset revaluations was a surplus of \$4.53 million. The main contributor to this surplus was increased Victorian Grant Commission (VGC) grant income (\$2.32 million) as well as found and gifted assets (\$2.81 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, and there are three Councillors in the Castlemaine Ward, elected under the proportional representation system of voting.

In October 2016 all Victorian Councils held municipal general elections. The Mount Alexander Shire Council general election was conducted as a postal election. The results were declared on 2 November 2016. Councillors were sworn in, taking the Oath of Office and declaring to abide by the Councillor Code of Conduct, at the

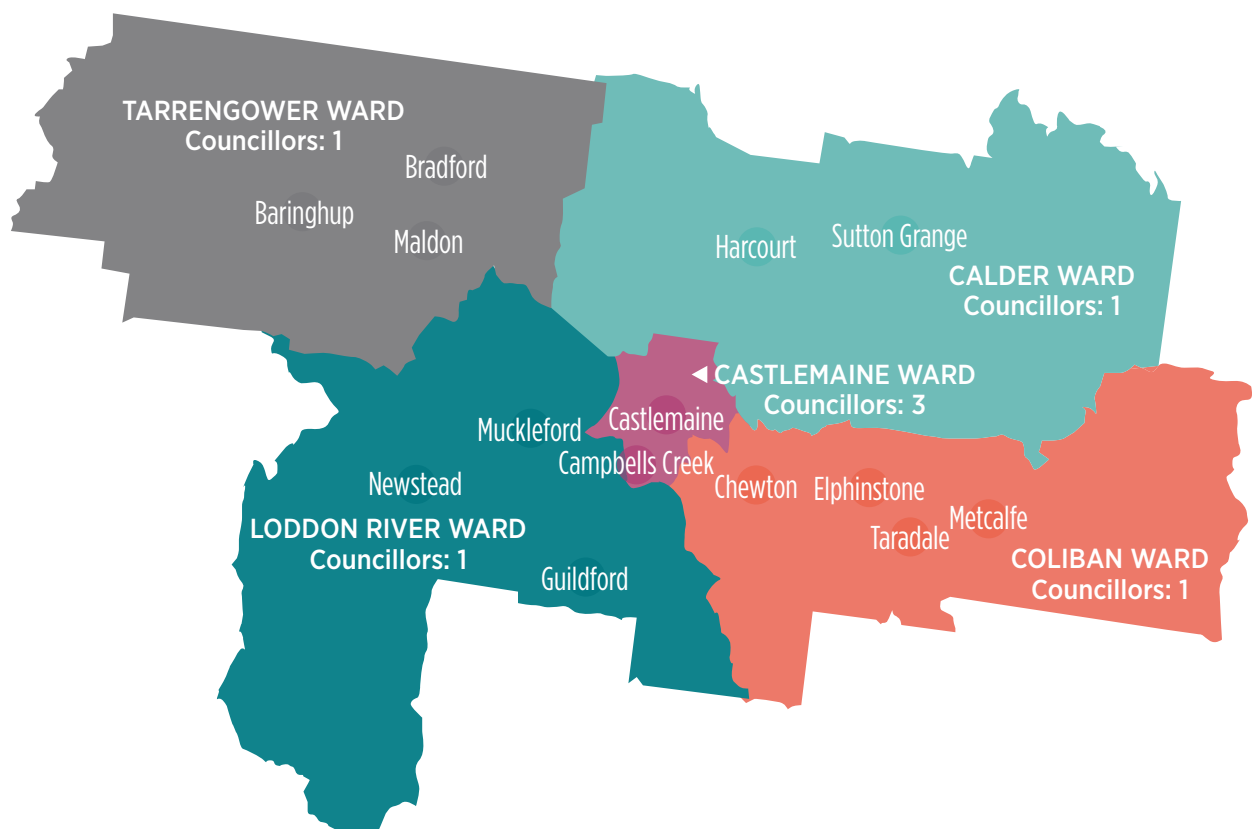
Statutory Meeting of Council held on 8 November 2016.

In the 2016 general election two wards were uncontested, meaning that the candidates were elected unopposed without the need for the voting process, being Councillor Tony Cordy (Calder) and Councillor John Nieman (Loddon River).

The remaining three wards were contested and postal elections were conducted. The elected representatives for these wards are: Councillor Christine Henderson (Coliban), Councillors Tony Bell, Bronwen Machin and Robin Taylor (Castlemaine), and Councillor Sharon Telford (Tarrengower).

Following the election Councillors consulted with the community to develop the Council Plan 2017-2021, which provides the strategic direction for the shire for the four year term. The plan was adopted by Council on 20 June 2017. It informs all key Council documents including the budget and Long Term Financial Plan. It also provides the focus for key projects such as the development of recreational and community facilities.

Council acknowledges the valuable contribution of former Councillors Michael Redden and Chris Cole in the respective Loddon River and Castlemaine wards.





Cr John Nieman

LODDON RIVER

Cr Tony Cordy

CALDER

Cr Christine Henderson

COLIBAN

Cr Bronwen Machin

CASTLEMAINE

Cr Robin Taylor

CASTLEMAINE

Cr Sharon Telford

(MAYOR) TARRENGOWER

Cr Tony Bell

CASTLEMAINE

Good governance

Our Councillors aim to govern in an open and transparent way, showing integrity and leadership and make decisions that in the long-term interest of the community. The team strives to responsibly manage assets and finances, advocate on behalf of the community and work with residents and organisations to secure a strong future for the shire.

How councillors will work together:

- » Allocate the right resources to get the job done
- » Make a positive contribution in meetings
- » Engage and listen to others
- » Report back to the community about what we are doing
- » Take the time to understand and consider the information provided
- » Ask clarifying questions and give constructive feedback on information provided
- » Acknowledge and appreciate information and reports
- » Set aside time to openly share information and our views
- » Do what we say we will do
- » Deal respectfully with others and with each other
- » Focus on the cause, not the symptom
- » Focus on the issue or concern, not the person
- » Encourage a continuous improvement process.

Your Council

Councillor Sharon Telford (Mayor)

Elected Mayor for the 2016/2017 mayoral year at the Statutory Meeting of Council on 8 November 2016.

Ward: Tarrengower

Email: tarrengower@mountalexander.vic.gov.au

First elected to Council: October 2012

Committee Membership:

- » Baringhup Community Association
- » Bill Woodfull Recreation Reserve
- » Indigenous Roundtable
- » Maldon Community Centre
- » Mount Alexander: A Healthy Shire: Community Advisory Committee
- » Mount Alexander Shire Audit and Risk Advisory Committee

Councillor Tony Bell

Ward: Castlemaine

Email: castlemainebell@mountalexander.vic.gov.au

First elected to Council: October 2012

Committee Membership:

- » Calder Highway Improvement Committee
- » Campbells Creek Recreation Reserve
- » Castlemaine War Memorial Stadium
- » Wattle Flat Reserve
- » Wesley Hill Facility

Councillor Tony Cordy

Ward: Calder

Email: calder@mountalexander.vic.gov.au

First elected to Council: May 2014

Committee Membership:

- » Buda Historic Home and Garden
- » Sutton Grange Hall

Councillor Christine Henderson

Ward: Coliban

Email: coliban@mountalexander.vic.gov.au

First elected to Council: December 2008

Committee Membership:

- » Barfold Hall
- » Elphinstone Community Facilities
- » Metcalfe Hall
- » Municipal Association of Victoria
- » Municipal Fire Management Planning Committee
- » Taradale Hall
- » Taradale Recreation Reserve

Councillor Bronwen Machin

Ward: Calder

Email: castlemainemachin@mountalexander.vic.gov.au

First elected to Council: October 2014

Committee Membership:

- » Campbells Creek Community Centre
- » Friends of Lolotoe Friendship Group
- » Goldfields Regional Library Corporation
- » Loddon Mallee Regional Waste Management Forum
- » Victorian Local Governance Association

Councillor John Nieman

Ward: Loddon River

Email: loddon@mountalexander.vic.gov.au

First elected to Council: November 2016

Committee Membership:

- » Goulburn Murray Water – Cairn Curran Land and On Water Management Plan Implementation Group
- » Guildford Hall
- » Guildford Recreation Reserve
- » John Powell Reserve
- » Muckleford Community Centre
- » Municipal Emergency Management Planning Committee
- » Newstead Community Centre
- » Northern Victorian Cluster Municipal Emergency Management Plan Committee

Councillor Robin Taylor

Ward: Castlemaine

Email: castlemainetaylor@mountalexander.vic.gov.au

First elected to Council: November 2016

Committee Membership:

- » Camp Reserve
- » Mount Alexander Shire Audit & Risk Advisory Committee
- » Workspace Australia
- » Audit and Risk Advisory Committee

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 and Youth Advisory Group. The newly created Mount Alexander A Healthy Shire Community Advisory Committee was formed in 2016/2017.

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.

Currently, twenty committees manage facilities on behalf of Council. Eleven of these facilities are community halls/centres and ten are recreation facilities/reserves.

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

Council revoked the Instrument of Delegation for the Taradale Mineral Springs in 2016/2017. 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.



Guildford Public Hall

- » 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 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 two directorates – Sustainable Development and Corporate and Community Services. The directorates work collectively to provide services, programs and initiatives to meet Council's strategic goals.

Chief Executive Officer

Darren Fuzzard commenced his role as Chief Executive Officer in July 2016. Darren is accountable for the overall management and performance of the organisation.

As Chief Executive Officer, he chairs the Executive Team which comprises the CEO and Directors.

Organisational Capability and Local Economy report directly to the CEO.

Jason Taylor, Director Sustainable Development

The directorate provides the delivery of statutory functions including land use planning, development and building control, environmental health and waste management.

Other key responsibilities include maintaining the shire's physical infrastructure including community buildings, roads, bridges, parks and sporting facilities. The directorate also supports community participation in sport and recreation.

Lisa Knight, Director Corporate and Community Services

The Director Corporate and Community Services is responsible for delivering services which aim to strengthen the community as well as internal corporate services.

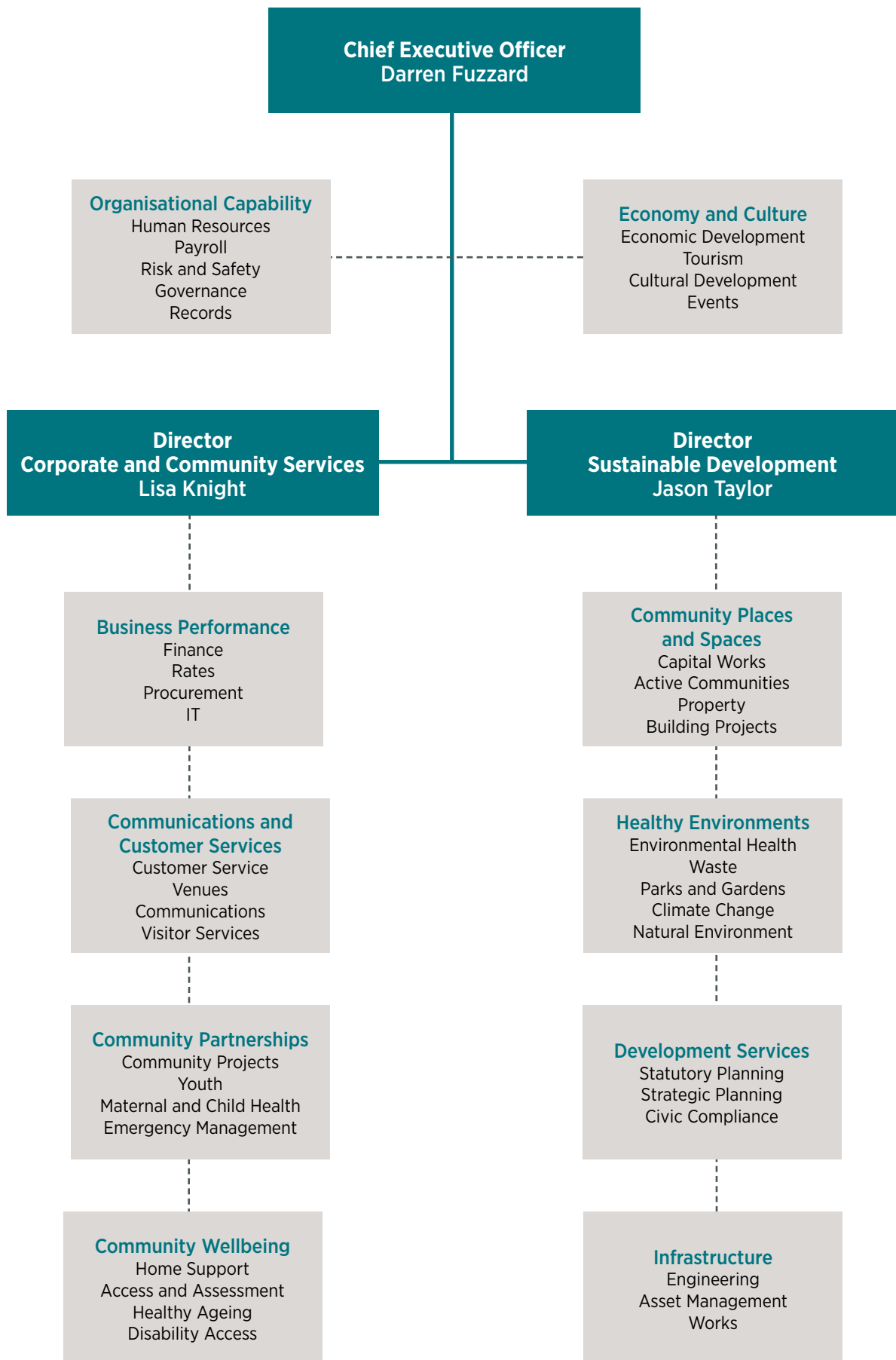
The directorate delivers services for young people, older people, families, children and people with disabilities as well as leading Council's partnerships and community engagement processes.

Corporate services critical to the successful operation of the organisation include business performance, customer services, visitor services and communications.



Jason Taylor, Darren Fuzzard and Lisa Knight

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 and Senior Officers.

DIRECTORATE	ONGOING	FIXED TERM	CASUAL	TOTAL
CEO	15	4	0	19
Corporate	62	15	14	91
Sustainable Development	82	9	6	97
Grand Total	159	28	20	207

Staff profile for each Directorate for period to 30 June 2017

The total number of 207 full time, fixed term and casual employees equates to 165 full-time staff. 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 support for equality in all positions in Council and an organisational culture which supports work-life balance.



MANAGEMENT LEVEL	FEMALE	MALE	TOTAL
Executive	1	2	3
Manager	5	5	10
Other	116	78	194
Grand Total	122	85	207

Enterprise Bargaining Agreement

Negotiations commenced in late July 2016 regarding the Mount Alexander Shire Enterprise Bargaining Agreement #7, resulting in a yes vote in June 2017. The new agreement lasts for four years and includes 1.75% annual salary increase. Key outcomes focused on increased flexibility for staff, gender equity issues and a commitment to learning and development.

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 undertaken included:

- » Microsoft Office training
- » Customer service training
- » Time management training
- » Communication engagement and presentation skills
- » Business writing
- » Corporate systems training
- » Leadership and staff management training
- » Bullying and harassment training

Certificate IV for staff

Council supported a number of staff to undertake Certificate IV training relevant to their role. Three staff undertook certificate IV studies.

Medical student placements

Council was pleased to offer placements to provide students with the opportunity to gain knowledge about Maternal and Child Health services throughout the year.

La Trobe University Placements

Council signed an MOU with La Trobe University to participate in the Work Integrated Learning Program for second and third year undergraduate students.

The first student placements are expected in late 2017.

Career Horizons Program

Council hosted its first student in the Career Horizons program which provides meaningful work placements for secondary students in the region. Full participation in the program will commence in late 2017.

Internal communications

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



Council signed a Memorandum of Understanding with La Trobe University

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.

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

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

Helping to make a real difference

Volunteers also make a real difference in helping deliver Council services.

Our Community Wellbeing Unit relies on volunteers to support older residents to remain independent in their homes and enjoy social activities in the community.

The Social Support team has 20 volunteers who make a real difference in the lives of vulnerable and frail aged community members.

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.

A team of passionate volunteers at Visitor Information Centres in Maldon and Castlemaine spend almost 7,000 hours each year promoting the region. Our 50 volunteers are the friendly faces who welcome visitors, assist with accommodation bookings and advise on things to see and do.

Council has 23 young volunteers on its Youth Advisory Group (YAG) and Eight Metre Speaker team (FreeZA) who run a series of amazing initiatives.

The management of 20 Council venues and recreation reserves is undertaken by Special Committees of Council who dedicate their time to provide important places and spaces for the local community.

Members of advisory groups also dedicate their time to help guide services and assist with Council projects.

National Volunteer Week

Council extended a warm thank you to all volunteers throughout Mount Alexander Shire during National Volunteer Week in May 2017.

This year Council also ran the following activities:

A thank you celebration for volunteers and their families to recognise their valuable contribution to our community.

A volunteer expo at the historic Market Building in Castlemaine to enable volunteer-run groups showcase what they do and how the community can get involved.

A workshop series on topics such as an introduction to volunteering, recruitment and retention, and recognising and managing volunteers to help volunteers thrive in our community.



Movies at Metcalfe

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 and website. 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.

Families and Children

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 and has oversight of private development affecting these assets.

Parks and Gardens

Manages key parks and recreation areas across the shire including the Castlemaine Botanical Gardens, Maldon 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 service 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 services including storage, retrieval and archiving services.

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	Outcome	Our partners
Advocate for improved health and community services in partnership with others.	Provision of integrated health and community services for Mount Alexander Shire.	Department of Health & Human Services, Castlemaine Health, Maldon Hospital, Castlemaine District Community Health, Central Victorian Primary Care Partnerships, Loddon Mallee Womens Health and Windarrang.
	Provision of aged and disability services in the Loddon Mallee region.	Councils of Macedon, Swan Hill, Buloke, Gannawarra, Central Goldfields, Bendigo, Loddon, Mildura and Campaspe shires.
	Consortium agreement for healthy ageing and packaged care.	Castlemaine Health, Castlemaine District Community Health, Central Victorian Primary Care Partnerships.
	Facilitate the Age-Friendly Communities Project to improve the health and wellbeing of older residents in the shire.	Central Victorian Primary Care Partnership, Castlemaine Community House and Maldon Neighbourhood Centre.
Provide support for and recognition of our indigenous community and their culture.	Develop and implement the Mount Alexander Shire Aboriginal and Torres Strait Island Action Plan for Reconciliation.	Local indigenous elders and community members, Nalderun, Dja Dja Wurrung Corporation, Castlemaine and District Community Health, Department of Environment, Land, Water and Planning, 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 to coordinate and provide 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	Outcome	Our 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.	Central Victoria Network, Department of Economic Development, Jobs, Transport and Resources and Councils of Macedon, Central Goldfields, Bendigo, Loddon and Campaspe shires.
Collaborate to achieve improved transport outcomes.	Implement 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.	Department of Economic Development, Jobs, Transport and Resources and Councils of Greater Bendigo, Loddon, Campaspe, Macedon Ranges and Central Goldfields shires.
	Participate in the Small Towns Connectivity project and Northern Transport Corridor Opportunities study to ensure people living in small towns across the Loddon Campaspe Region have good access to community services, and economic and social opportunities.	



Council delivers age-friendly programs in partnership with Castlemaine Community House and Maldon Neighbourhood Centre



Working to improve public transport

A thriving local economy		
Objective	Outcome	Our partners
Invest in our young people.	Connect Central Castlemaine – Youth engagement, training and education initiatives.	Castlemaine and District Community Health, Castlemaine Community House, Castlemaine Continuing Education, Central Vic Health Alliance, School Focussed Youth Services, Goldfields Local Learning & Employment Network, Castlemaine Police, St Lukes Anglicare, Bendigo TAFE, Castlemaine Secondary College, Nalderun, Maldon Neighbourhood Centre, Central Victorian Primary Care Partnership.
	Supported 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 and the Koorie Family Homework Centre, Mount Alexander Shire Youth Forum and Mental Health First Aid Training.	Department of Health and Human Services, Youth Advisory Group, VicRoads, Castlemaine Secondary College, Castlemaine District Community Health, FReeZa group, Maldon Neighbourhood Centre Castlemaine Continuing Education, Macedon Ranges Shire Council, Mental Health First Aid Australia.
Celebrate the things that make Mount Alexander Shire Special.	Supported more than 100 events through grant funding, logistical services such as waste and traffic management, marketing and regulatory advice.	See pages 43-45 for information about events supported through our Community Grants Program.
Support community involvement in developing and implementing local community plans.	Assist in implementing the aspirations and priorities of communities and bring people together to facilitate projects collaboratively.	Community planning groups in Campbells Creek, Chewton, Elphinstone, Guildford, Harcourt, Newstead, Taradale and Tarrangower.
Promote the shire as a great place to visit, live and do business.	Implement the Bendigo Regional Destination Management Plan to boost tourism in the Bendigo region.	Bendigo Regional Tourism – a partnership between the shires of Mount Alexander, Loddon, Central Goldfields and the City of Greater Bendigo.



Enjoying the Youth Festival



Harcourt funding announcement

Building sustainable communities		
Objective	Outcome	Our partners
Collaborate with the community to protect and celebrate our natural and built environment.	Increasing, enhancing and restoring 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 and Hub Foundation.
	Managing the impact of dams in the Upper Campaspe.	City of Greater Bendigo and North Central Catchment Management Authority.
	Developed and implemented the Castlemaine, Campbells Creek and Chewton Flood Management Plan to provide a better level of protection for the towns for a range of flood events.	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 Ranges, Northern Grampians, Pyrenees and Swan Hill Shires.
	Deliver Loddon Mallee Waste & Resource Recovery Group Implementation Plan to address waste and resource recovery infrastructure needs, minimise waste to landfill and increase recycling of waste.	City of Greater Bendigo, Swan Hill Rural City, Mildura Rural City and Buloke, Gannawarra, Loddon and Macedon Ranges Shire Councils.
	Heritage data sharing.	Heritage Victoria.
Facilitate housing that meets the needs of the community.	Partnership approach to investigate role of local government on housing in 21st century. Council will apply insight to determine how it can influence local housing supply and increase community access to affordable housing.	University South Australia, University of Technology Sydney, Latrobe University and ten other local governments from across Australia.
Protect and promote our built, cultural and natural heritage.	Provided funding, logistics and expertise for the 2015 master planning for the Castlemaine Art Museum and annual contribution to support operations.	Castlemaine Art Gallery, Buda Historic Homestead and Victorian Goldfields Railway.



Mount Alexander Walking Track



Castlemaine Art Museum

Community engagement

Community engagement is defined as the range of opportunities for public involvement in Council decision-making, relationship building and community strengthening. 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.

Our Community Engagement Policy, Community Engagement Framework and Youth Engagement Charter guide our community engagement activities and continuous improvement. During the year there were a number of opportunities for the community to provide input into plans, strategies and service design including the Council Plan 2017 – 2021.

The community satisfaction rating for community consultation increased from 49 to 53 this year, the highest rating since the survey began six years ago.

Activity	Community involvement	Outcome
Annual Budget	<p>Council publicly exhibited the 2017/2018 Proposed Budget from 19 April to 24 May, exceeding the statutory 28 day requirement.</p> <p>Council called for input through local media and the Have Your Say section of the website.</p> <p>A Special Meeting of Council was held on 30 May 2017 to hear submissions.</p>	<p>Council received 44 submissions on the proposed budget, which was adopted on 20 June 2017.</p>
Aquatic Facilities	<p>Council and pool operators undertook community engagement activities throughout the pool season to enable the community to provide feedback on operations.</p> <p>Activities included community satisfaction surveys, pool listening posts and community user group meetings.</p>	<p>The 2016/2017 outdoor aquatic season was delivered at four Council-owned swimming pools including a range of activities and community events.</p> <p>No major incidents were reported.</p> <p>Feedback received through community consultation was positive, with no issues raised about pool management or the standard of facilities.</p> <p>About 90% of 120 survey respondents found customer service and staff helpfulness was good or outstanding, with similar satisfaction levels for lifeguard supervision.</p>
Castlemaine, Campbells Creek and Chewton Flood Management Plan	<p>Council consulted with local residents on flood levee designs for Campbells Creek and Castlemaine to provide a better flood protection for the towns.</p> <p>Council held an information session on design options for a levee along Gingell Street in July 2016, followed by another information session inviting comment on all detailed designs in June 2017.</p>	<p>Council is progressing the ten recommendations in the Castlemaine, Campbells Creek and Chewton Flood Management Plan, adopted by Council in 2015.</p> <p>Council received four submissions on the design options. The final designs are in development and will be taken back to Councillors to decide on the next steps and funding model.</p>

Activity	Community involvement	Outcome
Council Plan 2017-2021	<p>Council undertook a three-phased approach to determine community aspirations and priorities to develop the Council Plan.</p> <p>Tools such as an online survey, workshops with community groups and senior staff, and listening posts around the shire were used.</p> <p>The draft plan was publicly exhibited for the statutory 28 day period.</p>	<p>Nearly 600 people and groups submitted ideas and comments through the Your Say, Your Shire survey or shared their views with a Councillor or staff during three phases of consultation.</p> <p>Council received 93 submissions on the draft plan.</p> <p>A Special Meeting of Council was held on 30 May 2017 to hear submissions, and the plan was adopted on 20 June 2017.</p>
Disposal of Chewton Community Centre	<p>Council invited submissions under sections 189 and 223 of the Local Government Act regarding its intention to dispose of the Chewton Community Centre due to poor condition and high restoration costs.</p> <p>A public notice and news stories were placed in local media in May 2017.</p> <p>Submissions were open for five weeks.</p>	<p>Eight submissions were received, and two submitters requested to speak to their submission at a Ordinary Meeting of Council Meeting on 18 July.</p> <p>Council will receive a report on the content of all submissions at a future meeting.</p>
Mount Alexander Shire Youth Advisory Group	<p>Council engaged with young people aged 12-25 years to ensure their voices, issues, ideas and achievements were heard and shared.</p>	<p>The Youth Advisory Group implemented actions from the Youth Engagement Plan 2015-2016 and youth forum held in 2016.</p> <p>Activities included Youth Facebook page, inclusion of young people on council interview panels, Councillor listening posts in youth friendly locations, a how to be a Councillor session and support for student placements.</p> <p>Council's FreeZA Committee Eight Metre Speaker coordinated events and activities such as Battle of the Bands and Off the Street Community Festival.</p> <p>More than 150 people attended a youth festival to celebrate the winners of the 2017 Youth Awards. Regular activities at Mondo Lounge Youth Space.</p>
Newstead Rotunda Park Landscape Management Plan	<p>Council invited comment on the draft plan in May 2017, following extensive consultation in 2016.</p> <p>Thirty people attended a listening post, 72 people returned surveys and 20 residents attended a two hour walk-shop. Council received three submissions on the plan.</p>	<p>Council released the final landscape management plan and an action plan in June 2017 to guide the management of the Rotunda Park.</p> <p>The plan proposes simple improvements to complement the park's existing features, acknowledge and protect environmental and heritage values, and improve the user experience.</p> <p>A series of high priority, low cost upgrades will be completed in 2017/2018.</p>
Newstead Levee	<p>Council engaged the Newstead community about proposed changes to the Newstead Levee to provide better flood protection for the town.</p> <p>In addition to communicating with directly affected residents, Council invited community input on the concept designs.</p> <p>More than 25 people attended a community information session in May 2017.</p>	<p>Council is working with consultants to finalise the designs. Councillors will be briefed in Q1 2017/2018.</p>

Activity	Community involvement	Outcome
Planning Scheme Amendments	<p>Council undertook consultation on a range of planning scheme amendments such as Planning Scheme Amendment C073 which seeks to rezone land in Castlemaine to facilitate the development of a supermarket.</p> <p>Council received 32 submissions during a two-month public exhibition period, which closed in January 2017.</p> <p>Council could not resolve all submissions and referred an independent planning panel.</p>	<p>Council is considering the recommendations in the planning panel report before determining whether to adopt the amendment.</p>
Urban Waterways Plan	<p>Council worked closely with local Landcare groups and adjoining residents to develop a draft management plan for the urban sections of Forest, Barkers and Campbells creeks.</p>	<p>The Urban Waterways Management Plan will identify actions to improve health of the creeks, and increase access to the waterways and surrounding bushlands for everyone to enjoy.</p> <p>The draft plan is currently going through a review process with input from the advisory group and is expected to be finalised by the end of 2017.</p>
Wesley Hill Sports Hub	<p>Council continued to engage user groups and committees regarding the Stage 1 works and Stage 2 design as part of the Wesley Hill Master Plan.</p>	<p>Construction works to redevelop Wesley Hill Recreation Reserve into a first class multi-purpose sports precinct and junior sports hub are well under way.</p> <p>Stage 1 involves the construction of six netball courts, including three flood lit flexi-pave courts, new carpark, access paths and seating, and is expected to be completed by the end of the year.</p> <p>User groups have endorsed the concept design for the multi-purpose pavilion as part of Stage 2. Detailed designs are underway with works scheduled to start in 2018.</p>
Streetscape design project	<p>Council undertook a comprehensive community engagement strategy to develop streetscape designs options for Castlemaine and Maldon central business districts.</p> <p>Council conducted two separate surveys to help shape design standards for the towns. Received more than 154 responses to the Castlemaine survey, following by a dedicated walk-shop with a community reference group in March.</p> <p>More than 40 people attended a community forum to discuss streetscape design options for Maldon in June 2017.</p>	<p>Council is working with a planning and design consultancy to develop concept plans and options for things like paving, lighting and street furniture in each town.</p> <p>A Maldon Streetscape Project Steering Committee was established to investigate and prioritise streetscape projects and conservation works in Maldon.</p>

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.

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

Strategic goals

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.

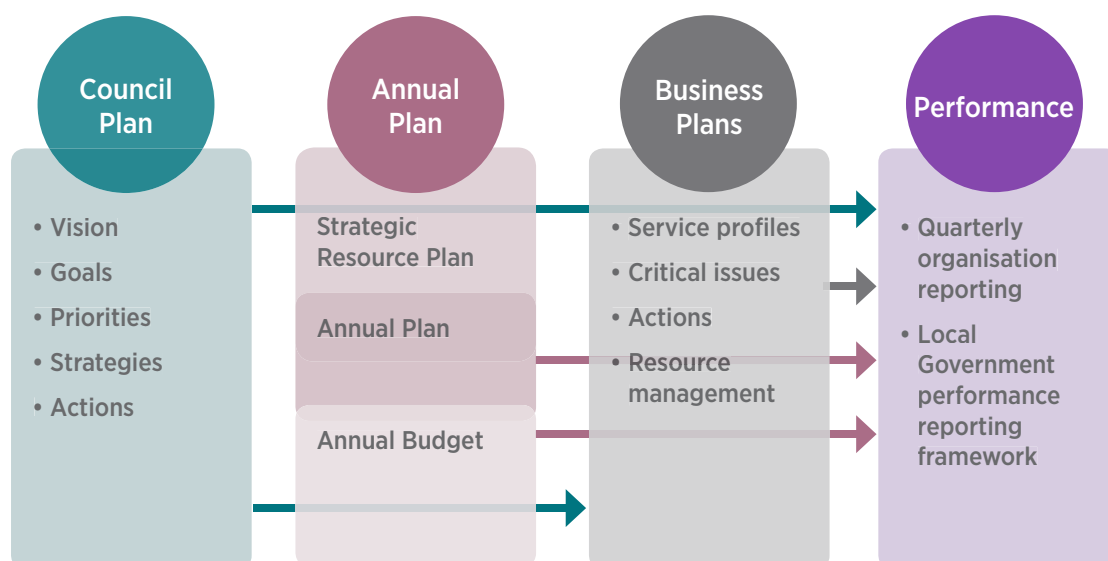
3. A thriving local economy

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.

CORPORATE REPORTING FRAMEWORK



Strategic objectives

Strategic goal 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

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

For more information on our services see page 25.

Keeping you informed

We keep the community informed about programs and services in many ways each year:

- » Four issues of Shire News
- » Weekly public notices
- » Stories in local newspapers, community newsletters, on radio and TV
- » News, consultations and Council meetings on our website
- » Things to see and do on tourism website
- » Fortnightly interview with Mayor on MAINfm
- » Newsletters on the arts, business, environment and community care
- » Find us on Facebook and Instagram

Facts and stats



Aged and disability services and support

- » delivered to 930 residents
- » 147 new clients
- » 238 assessments carried out in people's homes
- » 3,202 hours of personal care provided
- » 8,763 hours of home care
- » 1,462 hours of respite care
- » 7,090 meals delivered
- » 4,098 hours of Social Support group activities
- » supported and delivered by a team of 22 volunteers and 30 direct care workers



Children and families

- » 122 babies born
- » 986 registered children with maternal and child health
- » 1,333 key age and stage visits
- » 600 extra face-to-face consultations
- » More than 300 phone consultations
- » 16 group activities
- » 38 families enrolled in the enhanced maternal and child health program
- » 1,636 immunisations



Library operations

- » 4,956 active members
- » 146,857 visits per year
- » 237,599 loans each year



Sport and recreation

- » 74 sporting clubs
- » 23,743 patrons at four outdoor swimming facilities



Animals

- » 5,693 animals registered
- » 2 prosecutions



Customer service

- » More than 24,000 calls a year
- » Nearly 100 calls per day
- » Average call handling time 4.5 minutes
- » More than 12,000 service requests/enquiries
- » More than 109,100 visits to the corporate website/50,000 users
- » More than 60,300 visits to our tourism website/46,444 users

This year marked 100 years since the introduction of Maternal and Child Health Services in Victoria to help give babies and children the best start in life. Our maternal and child health service provides support to families in parenting, health and development, wellbeing and safety, social support, early childhood immunisation and referrals to other service providers.

Over the past year we received more than 120 birth notices, provided more than 2,000 consultations to babies, children and families, administered more than 1,600 immunisations and ran support services and group sessions such as new parents group.

Progress

Achievements and major initiatives

- » Councillors were sworn into office in November and undertook an induction program, following the Mount Alexander Shire Council general election in October 2016.

- » Councillors and staff consulted extensively with the community to develop the Council Plan 2017-2021 which provides the strategic direction for the shire over the next four years. For the first time, the plan incorporated the Health and Wellbeing Plan and Disability Action Plan to ensure actions are integrated into all areas of operation. Council adopted the plan on 20 June 2017 and received approval on the Health and Wellbeing Plan from the Department of Health and Human Services in the same month.

- » Celebrated the achievements of the shire's young people with the 2017 Mount Alexander Youth Awards. Winners in five categories were announced at a Youth Festival organised by Council's Youth Advisory Group (YAG) and FReeZA Committee Eight Metre Speaker. About 150 people attended the festival during National Youth Week in March, funded by a Victorian Government grant.

- » Ran the Mondo Lounge Youth Space in partnership with Castlemaine Continuing Education to provide a safe space for young people to catch up with friends and participate in workshops, youth training sessions, and activities such as cooking, movie nights, parkour, bike repairs, barista training and bush hikes. The Mondo Lounge Committee and YAG organised an event in partnership with Headspace during Mental Health Week in October to acknowledge the importance of good mental health for young people.

- » Delivered the actions of the Youth Engagement Action Plan 2015-2017 including management of Youth Facebook page, inclusion of young people on council interview panels, youth-friendly locations for Councillor listening posts, a how to be a Councillor session and support for student placements. Council's FreeZA Committee Eight Metre Speaker coordinated several events for young people such as the Battle of the Bands, Off the Street Community Festival, a Skate Jam and Youth Awards.

- » Worked with the YAG to re-brand the Quick Response Youth Grants to increase appeal to young people and allocated three youth grants during 2016/2017. Local teenager Bethany Robertson produced two zines called Regrowth with friends to raise awareness among young people that it is possible to recover from chronic and mental illness with the right help. Another grant funded face-painting workshops at Castlemaine Secondary College with a mentor.

- » Implemented actions in the Prevention of Violence Against Women Action Plan to advocate, strengthen the community, create workplace change and increase understanding and skills. This included new approaches to emergency management, updates to the Enterprise Bargaining Agreement, a gender equity audit of Special Committees, securing funding from Local Government Victoria to develop a Gender Equity Action Plan and hosting an event to celebrate International Women's Day in March.



Declaration of Council election results
Photo by Castlemaine Mail



Mount Alexander Youth Awards - winners and nominees



Measuring the success of the youth festival



Mexican cooking at Mondo Lounge



Coffee's up at Mondo Lounge

Achievements and major initiatives (cont.)

» Continued to build a child friendly community through the provision of maternal and child health services and the adoption of a new child safety policy in March 2017. Council created a wellbeing room at the Civic Centre to provide facilities for breastfeeding mothers returning to work and is exploring options for the provision of public facilities in partnership with the Australian Breastfeeding Association Castlemaine.



Babies at play at a new parents group

» Continued the delivery of the Mental Health First Aid program to secondary school students to help build resilience and strengthen mental health among young people. The course was delivered in partnership with Castlemaine Secondary College, Castlemaine District Community Health and Macedon Ranges Shire Council. The program provided Youth Mental Health First Aid training to parents, teachers and Council officers to help them recognise emerging mental health problems with advice on the best course of action.



Our direct care workers provide valuable in-home support services

» Implemented the Commonwealth Aged Care Reforms. The Community Wellbeing team continues to assess and provide in-home and support services for older frail members of the community, people with disabilities and their carers through the Commonwealth Home Support Program (CHSP) and Home and Community Care Program for Younger People (HACC PYP).



Seniors Festival Committee in action

» Signed up to the Age-Friendly Victoria Declaration in December 2016 reaffirming older residents are recognised as a vibrant and critical part of our community. Council is committed to enriching the quality of life for people as they age through access and inclusion programs, in-home support services, the Age Friendly Communities Project and other healthy ageing programs.

» Seniors enjoyed a fantastic range of activities as part of the Victorian Seniors Festival in October. Council worked with a passionate Working Committee, volunteers and local interest groups to deliver an excellent program. Festival highlights included a free Colleen Hewett concert at Castlemaine Town Hall, the Newstead Old Time Dance and the Jane Austen inspired play *My Emma*, as well as workshops and group events including walking, tennis, circle dancing and cricket.



The Seniors Festival concert is always popular

» Worked in partnership with Castlemaine Community House Inc. and Maldon Neighbourhood Centre Inc. to develop the Age Friendly Communities Project, supported by the Victorian Government. Consultation with more than 100 community members identified four key projects to improve the health and wellbeing of older residents in the shire focusing on advocacy, improved public transport, and increasing social and community connections to be rolled out in 2017/2018.

» Implemented actions in the Interim Disability Action Plan (iDAP) 2015-2017. Council has now completed 9 of 17 actions to remove barriers to access and inclusion for people with a disability. Actions included the introduction of portable ramp and hearing loop booking system to enable community groups to hold accessible events, supporting the rollout of the National Disability Insurance Scheme (NDIS) and disability awareness training for staff and councillors.

Achievements and major initiatives (cont.)

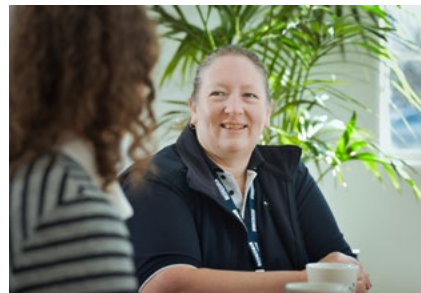
» Collaborated with the University of South Australia and other local government agencies to support the Local Government and Housing in Australia for the 21st Century Project, to help provide more affordable housing in the shire. The insights provided by the Australian Research Council linkage project will inform future planning and operations to help meet community needs for affordable accommodation.



Affordable housing

» Worked in partnership with local healthcare providers to set up a Mount Alexander Shire Health Alliance comprising executive representatives from each organisation to improve the delivery of health services.

» Worked with local organisations and service providers to uphold Council's commitment to being a Refugee Welcome Zone. Held a community forum in August 2016 to further develop the shire's Refugee Welcome Zone Action Plan, and delivered Refugee Week celebrations in partnership with the local Rural Australians for Refugees group in June 2017.



Supporting community wellbeing

» Established a health advisory committee and community engagement structure to provide advice on the development of a new health and wellbeing plan which has been incorporated into the Council Plan. Members of the Mount Alexander – A Healthy Shire: Community Advisory Group will continue to meet to assist with the implementation and review of the plans.

» Introduced a parenting support model to improve health, wellbeing and literacy outcomes among children across the shire. The early intervention 3L (Literacy, Language and Learning) program relies on trained volunteers to assist vulnerable families build parenting capacity and access mainstream services such as the local library, early childhood services and Early Start Kindergarten.



Students get involved in Walk to School Month

» Successfully completed the 2016 secondary immunisation program with an increase in the card return rate from 86% to 92%. Maternal and child health nurses also administered more than 1,600 immunisations to protect babies and young children.



Photo by Blair Dellelijn, CFA

» Implemented a new risk-based approach to food safety inspections following participation in the State Government Food Act pilot project.

» Partnered with local primary schools to deliver the Walk to School program to increase the number of students that walk or ride to school. Students from ten primary schools participated in the program and collectively walked 8,759km. Chewton Primary School won a regional award for best first time participation.



Fire prevention works were completed in Newstead

» Implemented fire management planning activities in partnership with local and regional agencies, and conducted seasonal inspections to reduce the risk of fire. Staff improved efficiencies by developing a fire inspection app that automatically generates a fire prevention notice for selected properties on-the-spot. The innovation earned Council a Silver Medal in the 2017 MAV National Local Government Innovation Awards, and is being shared with other councils and agencies.

» Developed the Emergency Evacuation Simulation project in partnership with RMIT and participated in local and regional emergency management networks to support the community to build resilience, prepare and respond to emergency events.

Achievements and major initiatives (cont.)

» Worked with the State Emergency Services and other agencies to minimise the impact of wide spread flooding in the shire starting in September 2016. Several homes were flooded in Castlemaine and Baringhup, and private and public property was damaged in areas such as Campbells Creek, Elphinstone, Fryerstown, Maldon, Newstead, Guildford and Yandoit.

» Implemented Council's Action Plan for Reconciliation through participation in the Indigenous Roundtable, the Nalderun Events Committee and supporting The Meeting Place and Koorie Homework Club Initiatives.

» Secured Federal Government funding to host activities for National Reconciliation Week including a Reconciliation Week Exhibition and the Nalderun Awards.

» Commissioned a Reconciliation Stone to commemorate the culture of the Dja Dja Wurrung and indigenous people in the community, our shared history and vision for working together to achieve reconciliation. A local artist crafted the public artwork which sits in the garden outside the Civic Centre. It was unveiled at a public ceremony during Reconciliation Week in May 2017.

» Celebrated and supported the contribution of volunteers across the shire by hosting a volunteer expo, a celebration event and four workshops during National Volunteer Week in May 2017.

» Secured funding from Sport and Recreation Victoria to develop a recreation strategy to support community sporting groups to be implemented in 2017/2018.

» Continued to support community initiatives by awarding \$153,439 to 61 community groups to support local events, environmental, health and social projects as part of the Community Grants Program (see pages 43-45 for grant recipients).

» Developed and delivered the Phee Broadway Theatre Program featuring nine productions as part of the Arts Strategy Action Plan. The 2017 program was launched in April with a free comedy evening hosted by Tess Waters in Victory Park, Castlemaine.

» Programmed the Phee Broadway Theatre Foyer Exhibition to support local artists. The first of the seven bi-monthly exhibitions in the annual program opened in April 2017. Continued to develop Mechanics Lane as a temporary art space and worked in partnership with Castlemaine State Festival to deliver the ten day biennial regional arts festival.

» The finalisation of a Strategic Communications Plan and review of the Community Engagement Framework were delayed, to be facilitated at an organisational level by Council's new Director of Corporate and Community Services.

» While new social media channels were introduced, the corporate social media strategy was deferred in order to ensure purpose is aligned with overarching strategic communications strategy.



Reconciliation Week display



Reconciliation Stone unveiled



Mayor Sharon Telford, Youth Activities Officer Jodie Hearn, volunteers Claire Hollis, Kathleen Johnson and CEO Darren Fuzzard at a celebration event for volunteers



Newstead Netball Football Club



Phee Broadway Theatre

Future directions

- » Update pages on Council's website to more effectively promote and support community plans and the priorities of local communities.

- » Review and adopt a revised Domestic Animal Management Plan and locate a site for the construction of an off-lead dog park.

- » Provide an online community directory with access to information, resources and skills to help increase social networks and support for individuals and community groups.

- » Complete Reconciliation Action Plan initiatives and use learnings to develop a new plan to continue to recognise, support and celebrate our local indigenous culture past and present.

- » Continue to deliver actions in Prevention of Violence Against Women and Children Action Plan and develop a Gender Equity Action Plan.

- » Deliver the Youth Wellbeing Project to local secondary students and extend the program to parents and teachers in local primary schools to improve access to mental health services.

- » Partner with Castlemaine Community House and Maldon Neighbourhood Centre to deliver the age friendly projects identified by the community.

- » Support Castlemaine Health Service to advocate for the construction of a new hospital in Castlemaine to meet the needs of our community.

- » Undertake education and compliance to reduce tobacco smoking in line with legislation to prevent smoking in outdoor dining areas and the sale of cigarettes to young people.

- » Develop a Municipal Early Years Plan to facilitate access to a range of services for children, young people and families.

- » Facilitate the Healthy Shire – Community Advisory Group to improve health and wellbeing throughout the shire.

- » Continue to refine systems and processes in line with the Commonwealth Home Support Program (CHSP) and the State HACC PYP program as part of aged care reforms.

- » Liaise with neighbouring local government areas, the local area coordinator and the National Disability Insurance Agency to map local and new NDIS service providers.

- » Prepare a report on the results of activities undertaken in the past 12 months to improve community health and wellbeing.

- » Undertake a review of Council policies and procedures to ensure compliance with new Australia standards to provide and promote a safe and healthy environment for volunteers.

- » Develop a Refugee Welcome Zone Action Plan to improve and support social and health outcomes for indigenous and culturally and linguistically diverse (CALD) communities.

- » Partnered with neighbouring Councils and emergency management agencies to develop the Northern Victorian Integrated Municipal Emergency Management Plan – Mount Alexander to effectively plan for, respond to and recover from emergencies.

- » Develop and implement a Municipal Fire Education and Engagement Plan in partnership with Mount Alexander Municipal Fire Management Planning Committee.

- » Conduct community consultation among people with a disability to inform them about activities undertaken by Council to deliver objectives in the Disability Action Plan.

- » Develop a Strategic Communications Plan which engages and connects Councillors and the organisation with the community to maximise participation and community satisfaction.

- » Review and implement our Customer Service Charter to continuously improve customer service standards within the organisation and manage community expectations on standards.

- » Implement a corporate Facebook page by October 2017 to improve the flow of information provided to the community and online engagement.

Australia Day Awards

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

Jaara Jaara elder Uncle Rick Nelson performed a welcome to country to start the day.

The crowd also heard from 2016 Citizen of the Year Aunty Julie McHale who spoke about her journey in working towards reconciliation and educating kids and the community on indigenous culture.

Mayor Sharon Telford congratulated the winners and praised the contribution of all nominees. The calibre was so high two new categories were added this year.

The event also celebrated the shire's newest Australian citizens with seven people making a Pledge of Commitment in a special Citizenship Ceremony.

"It is a real strength of our shire to have so many community-minded residents with such a strong, generous spirit," said Mayor of Mount Alexander Shire, Sharon Telford.

Recipients

Eileen McDonald Citizen of the Year

Eileen has worked tirelessly to support the community since 1966 with valuable contributions across the education sector and many clubs and organisations.

Her contribution to community will continue on at Lions McDonald Hill House. Eileen and her husband donated the parcel of land which now houses the respite accommodation and community house for people with disabilities.

Dorothy (Dot) Smith Senior Citizen of the Year

As an active community member since the 1960s, Dot has raised funds for the local primary school and to establish the first church building in Metcalfe, and rebuild it after it was destroyed by a mini cyclone.

Dot is committed making her part of the world a better place by coordinating and participating in local events and clubs, the Seniors Festival, CFA and more.

Meaghan Ferguson Young Citizen of the Year

As a member of Council's Youth Advisory Group and Healthy Communities Advisory Committee and as a school captain at Castlemaine Secondary College, Meaghan is a strong advocate for young people.

Her Youth Parliament team successfully debated and passed a bill in Canberra on compulsory cultural literacy education in Victorian schools. Back at home Meaghan helped deliver a youth forum at school and launch the Mondo Lounge youth space in 2016.

Run the Maine Community Event of the Year

The volunteer led event has promoted healthy living and raised considerable funds for the local hospital and health service. Now in its eighth year the annual fun run has raised more than \$65,000 for Castlemaine Health by attracting the community and athletes from across the state and country to participate.

Special mention

The Metcalfe Vintage Tractor Pull received a special mention. The popular annual event attracts many visitors and raises vital funds for the township.

Graham Fraser Community Services Award

Graham has been a volunteer caretaker of the playing field and cricket pitch at Camp Reserve for more than 30 years. He spends around 800 hours at the reserve each year to ensure the pitch, playing surface and facilities are in top condition to benefit athletes of all ages and abilities.



Senior Citizen of the Year Dot Smith with Mayor Sharon Telford
Photos by Diana Domonkos



Australia Day fun

Community grants and contributions

Council awarded a total of \$151,304 to 61 community groups to support a range of projects within the shire as part of the Community Grants Program.

The annual grants program was open to not-for-profit, incorporated or auspiced associations for local community projects that aligned with Council's goals and priorities.

Projects supported this year included a community gathering for Suicide Prevention Day, celebrating the 25th anniversary of Maldon Urban Landcare, landscape design for the Newstead Railway Arts Hub, first aid training for members of the Guildford Progress Association and working towards a plastic-bag free shire with Boomerang Bags.

Other initiatives included accessibility improvements for Harcourt Preschool, support for addiction self-help group SMART Recovery Castlemaine, cooking demonstrations at Castlemaine Farmers Market, improvements to signage at Kaweka Park Sanctuary and a seed library project led by The Growing Abundance Project.

More than 70 grant applications exceeded funding available. While not all applications could be fully funded, smaller grants enabled some projects to get off the ground.

Council also held three free workshops in November 2016 on how to apply for grants, build successful partnerships and manage projects to help community groups successfully deliver projects.

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



Waste education posters developed by students at Winters Flat Primary School

Community grants and contributions (cont.)

2016/2017 funded projects		
Applicant	Project	Funding \$
Alison Hanly (Castlemaine District Radio Inc)	An Environment for Change	2,000
Boomerang Bags Castlemaine and Surrounds	Boomerang Bags and surrounds	1,500
Campbells Creek Bowling Club	Purchase of new outdoor seating	3,000
Campbells Creek Community Inc.	Campbells Creek Community Noticeboard	3,000
Castlemaine and District Continuing Education Inc.	Our Community, Everyone's Garden	2,700
Castlemaine and Maldon Railway Preservation Society	Volunteer First Aid Training	1,500
Castlemaine Artists' Market	Castlemaine Artists' Market promotion	3,000
Castlemaine Bowling Club Inc.	Purchase of eight rink scoreboards	2,550
Castlemaine Circus Inc	Developing a Youth Arts Policy Bank	2,300
Castlemaine District Community Health	Building a sense of community at Leisterville Public Housing	3,000
Castlemaine District Radio Inc.	Community engagement at MAINfm	3,000
Castlemaine Farmers' Market	Cooking demonstrations building skills and knowledge	2,100
Castlemaine Goldfields Football Club	CGFC Supporting Junior Boys/Girls and Women's social football in Mount Alexander	3,000
Castlemaine Jazz Festival Inc.	Strategic marketing of the 2017 Castlemaine Jazz Festival	2,750
Castlemaine Lions Club	Implementation of alternative energy strategy	3,000
Castlemaine Table Tennis Association Inc.	Application for defibrillator and cabinet for the table tennis pavilion	3,000
Chewton Landcare	Chewton Landcare Equipment Fund	2,172
Connecting Country (Mount Alexander Region) Inc.	ACUP Training for Landcare groups	2,733
Elphinstone Progress Association Incorporated	Elphinstone Calendar 2018	1,000
Faraday Community Association Inc.	Generator for community use	2,100
Friends of Campbells Creek Landcare Group	Honeycomb Bushland Reserve rehabilitation Stage 2	2,514
Friends of Campbells Creek Landcare Group	Education and creating habitat for wildlife	3,000
Friends of Kaweka Sanctuary Inc.	'Beauty and the Bush' - improving Kaweka Park entrances	2,350
Friends of the Box-Ironbark Forests (Mount Alexander Region) Inc.	Working towards eradication of Needle Grasses (stipoid weeds) from council-managed roads and reserves in Castlemaine	3,000
Guildford Progress Association Inc.	Guildford's Trails - Concept plan	3,000
Guildford Progress Association Inc.	Guildford - First aid - Emergency response	1,190
Harcourt Fire Brigade	Defibrillator for firefighters	2,250
Harcourt Preschool	Harcourt Kindergarten all accessibility redesign	3,000
Harcourt Valley Heritage and Tourist Centre Inc.	Harcourt community/tourist flyer	1,530
Hope Assistance for Local Tradies (HALT)	HALT partners of tradies event	3,000
Ian Braybrook and Marilyn Bennet (Harcourt Valley Heritage and Tourist Centre)	Sarah Neill - A Silk Odyssey	2,950
Loddon Campaspe Multicultural Services	Welcoming new arrivals	3,000
Maldon Brass Band Inc.	Digitisation of our music library	2,200

Community grants and contributions (cont.)

2016/2017 funded projects		
Applicant	Project	Funding \$
Maldon Focus Inc.	Maldon Focus Quarterly Conversation: The Australian Diaries of Joseph Jenkins, the Welsh Swagman	1,303
Maldon Folk Festival Inc.	Planning and Coordination: Maldon Folk Festival 3-6 November 2017	2,890
Maldon Garden Floral Art and Craft Inc.	Garden Club wants Techno	2,542
Maldon Golf Club Inc.	Kitchen upgrade	3,000
Maldon Incorporated	Filming Maldon	3,000
Maldon Neighbourhood Centre Inc.	Maldon Childcare pilot program	3,000
Maldon Neighbourhood Centre Inc.	Plastic bag free Maldon Market	3,000
Maldon Urban Landcare Inc.	MULGA 25th Anniversary: field trip and celebration lunch	1,444
Mckenzie Hill Action and Landcare Group	Continued Weed Control on Old Diamond Hill Community Parklands	3,000
Mirawara Outdoor Experiences Inc.	The Nature Link	2,375
Mount Alexander Shire Disability Advocacy Group	Inclusion Matters	2,700
Mount Alexander Sustainability Group	MASG computer	3,000
Mount Alexander Sustainability Group	Community Waste Awareness	2,000
Newstead Branch Country Women's Association Victoria	Banner	350
Newstead Railway Arts Hub	Wasteland to Wellspring – Developing a Cultural Landscape Design for the Newstead Railway Arts Hub	3,000
Punctum Inc.	Collider	3,000
Rose Turtle Ertler (Castlemaine District Radio)	World Compliment Day 2018	1,500
SMART Recovery Castlemaine	SMART Recovery Castlemaine addiction self-help group	3,000
Tarrangower Cactus Control Group	The 2017 Wheel Cactus Offensive	2,500
Tarrangower Cactus Control Group	Increasing weed awareness	3,000
The ELM Network	World Suicide Prevention Day Community Gathering	3,000
The Growing Abundance Project Inc.	'Local Seeds – Local Sharing'	2,050
The Hub Foundation	Ride to Work Brekkie 2017	1,250
The Maldon Made Foundation Incorporated	New laptop computer	2,711
The Village Festival of New Performance Inc.	The World Kitchen	2,000
Three's a Crowd	Building the supports	2,300
Winters Flat Primary School	Worm Farm = No Waste	3,000
XtremeInc Youth Projects	Country Parkour 'Obstacle Course'	3,000
Total		151,304

Community grants and contributions (cont.)

2016/2017 funded projects	
Applicant	Funding \$
Arts	
Castlemaine State Festival	30,000
Buda Historic House	7,700
Castlemaine Art Museum	23,580
Total	61,280
Community	
Section 86 Committees	61,700
Senior Citizens	10,600
SES	12,853
Chewton Pool	40,000
Total	125,163
Total community grants and contributions	337,747



Buda Historic Home and Garden

Service performance indicators

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

Service/indicator/measure	Results 2015	Results 2016	Results 2017	Material variations and comments
Aquatic Facilities				
Satisfaction				
<i>User satisfaction with aquatic facilities (optional)</i> [User satisfaction with how council has performed on provision of aquatic facilities]	0.00	0.00	0.00	
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	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	0.00	There have been no WorkSafe reportable incidents.
Service cost				
<i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$0.00	\$0.00	\$0.00	Not applicable as no indoor 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	\$14.15	Number of visits has increased due to school visits being included in this year's figures which has resulted in a lower overall cost per visit.
Utilisation				
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	0.88	1.09	1.27	Increase of patronage this year reflects more accurate recording of attendances to include school attendances.

Service performance indicators (cont.)

Service/indicator/measure	Results 2015	Results 2016	Results 2017	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	3.50	Urgent matters are always prioritised and actioned on the same day if possible. The animal management service is carried out by Council's Local Laws team so non-urgent animal requests are prioritised accordingly alongside other Local Laws requests.
Service standard				
<i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	53.00%	51.60%	54.33%	
Service cost				
<i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$48.67	\$74.15	\$59.19	Difference is due to an increase in the number of animals registered in conjunction with a decrease in pound costs and staff payroll/after hours service costs.
Health and safety				
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	3.00	3.00	2.00	No material variation. Low figures of animal prosecutions (2 in 2017) can skew the percentage change between years.



Service performance indicators (cont.)

Service/indicator/measure	Results 2015	Results 2016	Results 2017	Material variations and comments
Food Safety				
Timeliness				
<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	1.00	From 1 July 2016, 'Time taken to action food complaints' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.
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%	92.37%	
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	\$308.50	Change in cost per premises is due to a reduction in the number of Streatrader premises (eg. food vans) registered which is the result of a more streamlined renewal process.
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%	73.33%	No material variation.

Service performance indicators (cont.)

Service/indicator/measure	Results 2015	Results 2016	Results 2017	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	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
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%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
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	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
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	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
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	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation				
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	59.00%	51.10%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
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%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

Service performance indicators (cont.)

Service/indicator/measure	Results 2015	Results 2016	Results 2017	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	6.76	
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%	70.00%	Result is within target. Due to floating collections 70% standard is based on total circulating collection.
Service cost				
<i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$3.17	\$3.18	\$3.24	
Participation				
<i>Active library members</i> [Number of active library members / Municipal population] x100	29.00%	28.98%	26.42%	No material variation.



Story time at Astoria Library

Service performance indicators (cont.)

Service/indicator/measure	Results 2015	Results 2016	Results 2017	Material variations and comments
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%	97.30%	100.84%	
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%	103.36%	
Service cost				
<i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$0.00	\$63.11	\$65.66	
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%	81.15%	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 was not expected to provide reliable information until the end of September 2016. Therefore, Council was 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%	63.64%	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 was not expected to provide reliable information until the end of September 2016. Therefore, Council was unable to report this data for the 2015-2016 financial year. Low figures of Aboriginal children (11 in 2017) can skew the percentage change between years.

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.	Prioritise the renewal of roads and bridges.	Condition of footpaths, roads and bridges.
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.	Sensitively manage and develop our parks and gardens.	Sensitively manage and develop our parks and gardens.
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 25-26.

Facts and stats



- » 258 community buildings



- » 231 bridges and major culverts



- » Approximately 1,500 km roads
- » 53 km footpaths
- » 30 km of paths and trails



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



- » 3,982 pits
- » More than 100 km storm water pipes and open drains
- » 10 km old stone drains



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



Council maintains our parks and gardens

Progress

Achievements and major initiatives

- » Tested business case assumptions for the development of new aquatic recreation centre on the existing Castlemaine Swimming Pool site. The proposed centre will include 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.

- » Secured funding from the Federal Government to redevelop Wesley Hill Recreation Reserve into a first class multi-purpose sports precinct and junior sports hub. Stage 1 of the \$1.9 million upgrade focuses on the construction of six new netball courts, two cricket nets, carpark improvements, a retaining wall and accessible ramps and paths as part of the Wesley Hill Master Plan. Construction works started in March 2017 and are on schedule for completion by the end of 2017.

- » Completed a kitchen refurbishment at the Bill Woodfull Recreation Reserve in Maldon with ideas and a community contribution from the Committee of Management. Improvements included an upgrade to the kitchen, bar and storage area, and the installation of an accessible ramp to make the space easier to use.

- » Officially opened a new playground Taradale Mineral Springs Reserve in August 2016 as part of Council's Investing in Play Strategy. The district level play space features a flying fox, double bay swing, basket swing, spring rocker and cubby area. It was designed using ideas from children at Taradale Primary School and the Taradale Mineral Springs Committee of Management.

- » Prioritised works to renew and upgrade facilities as part of the annual properties renewal program to ensure community buildings are well maintained and suitable for use. Carried out works to improve community hubs such as Castlemaine Senior Citizens Centre, Castlemaine Library and the Ray Bradfield Rooms.

- » Undertook works at community halls across the shire in Elphinstone, Metcalfe, Barfold, Maldon, Guildford, Sutton Grange and Campbells Creek as part of the community hall renewals program. Works included cleaning gutters, external painting, LED lighting upgrades and high level cleaning. Additional works such as wiring upgrades, internal painting, heating and cooling systems and roof, eave and gutter replacements were customised to each hall based on priority need as outlined in Council's building audit.

- » Developed and implemented an online manual to support Special Committees of Council in the management of Council owned community buildings, reserves and other assets. Staff continue to attend meetings and assist committees to meet responsibilities in accordance with the Local Government Act.

- » Completed the annual road renewal program funded by the Federal Government's Roads to Recovery Program. The program included the rehabilitation of 3.6 km of roads including Langslow Street in Castlemaine, and more than 1km along Watchbox Road in Metcalfe and Diss Road in Barfold. Also completed designs for Sutton Grange-Redesdale Road in Elphinstone, McIvor Road in Harcourt North, Golden Point Road in Faraday, Mostyn and Urquhart streets in Castlemaine and a section of Walmer-Muckleford Road.



Construction well underway at Wesley Hill



Celebrating the start of works at the Wesley Hill Recreation Reserve



Refurbished kitchen at Bill Woodfull Recreation Reserve



Children enjoying the new play space in Taradale



Works were undertaken to improve community halls across the shire

Achievements and major initiatives (cont.)

- » Upgraded 21 kilometres of roads throughout the shire as part of the annual sealed roads reseal program and another 33 kilometres as part of the unsealed roads re-sheeting program.

- » Constructed a gabion wall on Harcourt Sutton Grange Road in Harcourt North to support a 30 metre section of road and help prevent future erosion, funded by the Federal Government's Roads to Recovery Program.

- » Completed bridge replacements on Maldon-Shelbourne Road in Maldon, Strathlea Road in Strathlea, and Finnings Road in Elphinstone (including culvert upgrades), and a deck replacement on a bridge in White Quartz Road, Fryerstown. Also completed designs for bridges at Old Drummond Road in Taradale, Bubbs Lane in Elphinstone and Myrtle Creek Road, Redesdale.

- » Undertook a detailed condition assessment of the shire's footpath and trail network. Consultants used lasers and video while traversing on quad bikes to conduct the comprehensive survey. The condition data is now uploaded into council's asset management and mapping systems to inform maintenance and capital works program.

- » Rehabilitated sections of footpath along Templeton, Forest and Barker streets in Castlemaine and Main Street in Maldon. Upgraded 15 pedestrian/pram crossings along Barker Street to comply with DDA standards, jointly funded by Council and VicRoads via the Building Better Regions Fund.

- » Completed the Castlemaine to Maldon Trail to boost tourism and active living in the shire. The 17.7 km walking and cycling trail, funded by the State Government's Local Infrastructure Fund, links the shire's largest towns of Castlemaine and Maldon, and connects to the Campbells Creek Walking and Cycling Track. Visitors and locals can enjoy natural surroundings as they travel alongside the historic goldfields railway. Mayor Sharon Telford and State Member for Bendigo West Maree Edwards MP launched the trail at a community celebration at Muckleford Station in March 2017.

- » Completed the final design to connect two sections of the Campbells Creek Walking and Cycling Track at Princess Street, Campbells Creek.

- » Delivered a comprehensive tree assessment and management program to maintain and enhance the existing tree population in urban areas. The program includes two separate pruning programs around the shire to maintain tree health and clearance from power lines.

- » Finalised the Victory Park Conservation Plan for adoption by Council in July 2017. The plan highlights the heritage values and significance of one of the shire's popular parks with guidance on how to conserve and protect the community asset.

- » Worked collaboratively with State Government agencies and municipalities in the region and to implement the goals of the Loddon Campaspe Integrated Transport Strategy and progress priority projects including a Northern Corridor employment travel study.



Renewed road in Barfold



New gabion wall along Harcourt Sutton Grange Road



Assessing the trail network using the latest technology



The 17.7km Castlemaine to Maldon Trail was officially opened in May



Tree pruning in North Harcourt

Future directions

- » Complete reconstruction of Campbells Creek and Happy Valley walking and cycling trails to improve health and use of public spaces and trails.

- » Work with the community planning groups in Newstead, Campbells Creek, Chewton, Guildford and Taradale to develop a streetscape design for their townships.

- » Work with project partners to scope the Maldon Streetscape Project and seek government funding.

- » Complete the \$2.8 million program of road renewal projects including sealed road design, rehabilitation and resealing, and unsealed road resheeting across the shire.

- » Complete a \$1.17 million bridge renewal program including construction in Bubbs Lane and Old Drummond Road, and design and investigation works for other priority bridges.

- » Finalise a review of community facilities.

- » Complete priority drainage renewal projects including design and construction of a number of drainage assets across the shire.

- » Review and adopt an updated road asset management plan.

- » Conduct asset condition assessments and revaluation of bridges and drainage assets.

- » Undertake the design of a new, fully accessible play space for Victory Park in Castlemaine.

- » Complete Stages 1 and 2 of the sports hub redevelopment at Wesley Hill Recreation Reserve.

- » Develop business plan options for the provision of aquatic facilities on the existing Castlemaine Swimming Pool site and proceed to design to support external funding applications for a new Aquatic Recreation Centre.

- » Complete the program of footpath renewal projects including accessible design and rehabilitation of sections of footpath in locations such as Templeton Street across the shire.

- » Undertake post-project completion reports on the redevelopment of Wesley Hill Recreation Reserve, cell capping at Castlemaine Landfill and walking and cycling trail reconstruction.



Early morning in Victory Park

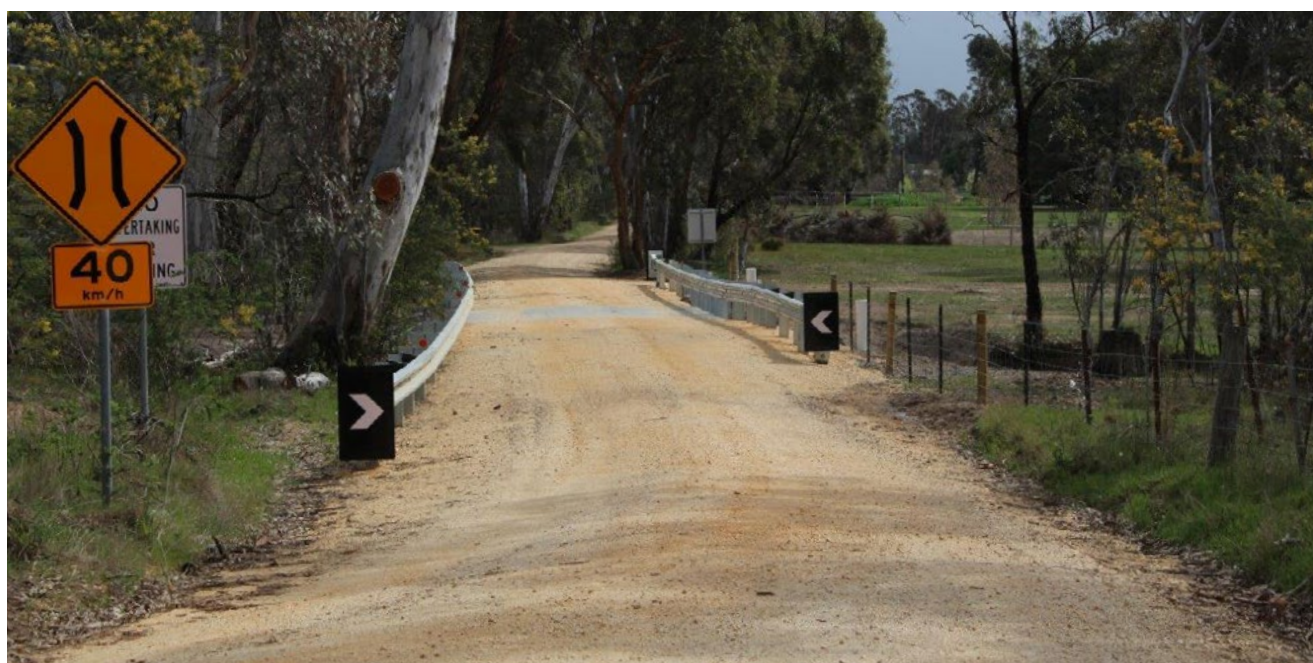


Work is set to continue on the Maldon Streetscape Project

Service performance indicators

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

Service/indicator/measure	Results 2015	Results 2016	Results 2017	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	37.91	Number of requests higher due to rain/flood events in September, October and April which contributed to a decline in road surface conditions.
Condition				
<i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	99.00%	97.51%	91.58%	
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	\$45.60	Difference due to the different road conditions, and road types reconstructed year to 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	\$4.72	\$4.41	
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	53.00	No material variation.



Improving our road and bridge network

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>	Number of new businesses established.
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>	Number of community plans in place.
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 26.

Facts and stats



Tourism and events

- » More than 120,000 visitors to visitor information centres
- » More than 60,300 visits to tourism website / 46,444 users
- » Supported more than 100 events on annual calendar



Jobs

- » 6,777 local jobs
- » 7,726 employed residents
- » 1,600 local businesses
- » 500 microbusinesses



Growth

- » 9 community plans
- » 333 planning permit applications received
- » 445 decisions made on planning applications
- » 379 planning permit approvals
- » 9 council issued building permits valued at \$270,917
- » 395 permits issued by private surveyors valued at more than \$51.5 million

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.

Mount Alexander 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.



Our markets are enjoyed by locals and visitors alike



More than 100 events each year help the economy thrive. Photo by Richard Baxter.

Progress

Achievements and major initiatives

- » Conducted the Mount Alexander Business Awards to promote local business innovation and success. The program attracted 50 entries across six categories, following 340 community nominations. They were run in partnership with Maldon & District Community Bank® and The Midland Express/Castlemaine Mail and supported by Business Mount Alexander, Maldon Inc., Regional Development Victoria and Workspace Australia as award sponsors. Announced the winners a gala event in August 2017.

- » Partnered with other organisations as a member of the Central Victorian Agribusiness Forum to help boost productivity and opportunities for the farming sector. Provided information to help plan a scoping study of agribusiness in the region.

- » Continued to advocate the Victorian Government to fund the staged development of Castlemaine Secondary College to invest in our young people. Stages 1 and 2 of the redevelopment are now complete.

- » Supported the priorities of local communities by implementing activities in the Community Planning Action Plan. Continued to hold quarterly forums with community planning groups to discuss common priorities and allocated funding to a streetscape design project in 2017/2018 to address shared objectives.

- » Undertook a community engagement strategy to develop streetscape designs for Castlemaine and Maldon central business districts. The project will develop a concept plan and options for paving, lighting and street furniture in 2017/2018 Q2. A set of standards will help to create more attractive, safe and accessible town centres while preserving the heritage character.

- » Put plans to develop a new Maldon Visitor Information Centre on hold while Council supports the Maldon Streetscape Project. Council established a Project Steering Committee comprising community and business representatives to drive the project and prioritise a range of streetscape projects and conservation works in the town. Priorities include undergrounding power and restoration of shopfronts.

- » Worked with project partners to secure \$1.99 million funding from the Victorian Government's Regional Jobs and Infrastructure Fund to construct the Harcourt Mountain Bike Park and meet planning requirements. The park will feature 34 km of dedicated trails on the former pine plantation near Mount Alexander to boost local tourism and improve health and wellbeing. The park is projected to inject \$9.8 million into the local economy.

- » Partnered with Small Business Victoria to deliver a practical workshop series to help small business operators network and build new skills. Participants also receive a free mentoring session. Council delivered eight workshops in the 2016 program attracting good feedback from 61 attendees. At 30 June, Council had delivered three of seven workshops as part of the 2017 series.



2017 Business Award Winners



Micro business award winner Tori's Pooch Parlour with judge Frances Macdonald, RDV.



Boosting opportunities for agribusiness in the region



Walking tour to discuss Castlemaine Streetscape Project



A set of design standards will help preserve heritage streetscapes

Achievements and major initiatives (cont.)

- » Worked in partnership with the Castlemaine State Festival to deliver the 10 day biennial multi-arts festival in March 2017. The regional arts featured the region's finest artists and performing arts companies, alongside national and international acts. Council supported the festival in many ways such as traffic management, waste management, the preparation and provision of parks, gardens and venues, and promotion.

- » Held two free art exhibitions in the historic Market Building in Castlemaine to support local artists from across the Goldfields region. The Market Art Summer and Winter Exhibitions featured the works of 175 artists including paintings, photographs, sculpture, prints, jewellery, glass, ceramic and more. More than 20,000 people visited the building during the summer exhibition and 154 artworks were sold.

- » Hosted a spring exhibition in the Market Building to support and promote the region's local businesses and events to the community and thousands of visitors to the Castlemaine Visitor Information Centre.

- » Implemented a collaborative project to develop a Bendigo Regional Tourism website to showcase the Bendigo Region. However the project was delayed due to a change in scope to incorporate the Bendigo Art Gallery and the Capital Theatre. The website is planned to go live in April 2018.

- » Completed the structure planning process for the Diamond Gully growth area in Castlemaine to address the demand for housing with adequate services and fire protection measures. The C56 Amendment implementing the Diamond Gully Structure Plan into the Mount Alexander Planning Scheme was approved by the Minister for Planning and came into effect in July 2017.



Worked in partnership to deliver the Castlemaine State Festival in March 2017



Billy February entertained guests at the opening of Market Art Winter Exhibition

Future directions

- » Create a position paper on Tiny Houses as an affordable and innovative housing solution.

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

- » Develop a profile of demand and opportunities for retirement accommodation that could be met by private and/or community-owned and operated facilities for Council approval as a precursor to a marketing campaign.

- » Review Council's Municipal Strategic Statement to ensure the shire is well planned for residential growth while protecting commercial, farming and industrial land.

- » Implement the Harcourt Growth Plan based on community participation and engagement, and submit periodical progress reports to the Council.

- » Develop a Conservation Management Plan to manage and protect the historic Castlemaine Botanical Gardens.

- » Establish a Heritage and Urban Design Officer role to help manage and protect our built heritage.

- » Facilitate and hold two meetings of the Indigenous Round Table to celebrate and protect our indigenous heritage.

- » Work with project partners to support the Harcourt Mountain Bike Park development and linkages to the township to help support business growth and employment.

- » Build capacity within small business community by continuing to offer skills based workshops, mentoring and business festivals.

- » Work with Bendigo Regional Tourism to develop a new website for launch in April 2018 to promote the region and grow tourism in the shire.

- » Develop options for the future use and management of Phee Broadway that minimises risk and maximises use to support cultural and artistic communities.

- » Partner with the Creative Victoria and the Dja Dja Wurrung people to deliver the 2018 Regional Centre for Culture Program to put the spotlight on local creativity, culture and events.

- » Continue to advocate to the Victorian Government for funding to complete the final stages of the Castlemaine Secondary College redevelopment.

- » Actively participate in the Goldfields Library Corporation to support education for people of all ages.



The oak tree at the Castlemaine Botanic Gardens is more than 150-years-old



Nurturing events and growing tourism in our shire. Photo by Richard Baxter.

Service performance indicators

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

Service/indicator/measure	Results 2015	Results 2016	Results 2017	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	85.00	Process improvements have led to a more efficient planning permit assessment process.
Service standard				
<i>Planning applications decided within required time frames</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	73.00%	62.99%	55.40%	From 1 July 2016 this indicator will be updated to include VicSmart planning applications which should be assessed within 10 days. This may result in some variances year on year. Process improvements have led to a more efficient planning permit assessment process.
Service cost				
<i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$2,169.16	\$2,182.57	\$2,778.50	
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%	80.00%	Council had five matters decided by VCAT. One matter was not upheld by VCAT.



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.	<ul style="list-style-type: none"> Support local development of renewable energy. Consider innovative and sustainable waste management options for the community. Facilitate a coordinated approach to achieve more sustainable water, energy and waste management practices. Support and enable urban agriculture, including community gardens and green rooftops. 	<ul style="list-style-type: none"> Level of renewable energy in shire. Level of waste diverted from landfill. Number of community gardens in shire.
Lead by example in our approach to sustainability and the environment and actively respond to climate change.	<ul style="list-style-type: none"> Measure, analyse and report on sustainability measures for Council's operations. Improve Council's sustainability and environmental performance. Ensure that Council has the resources, culture, people and skills to deliver on its sustainable objectives. Respond to climate change by planning for increased temperatures and extreme weather events. 	<ul style="list-style-type: none"> Level of greenhouse gas emissions. Star energy efficiency ratings on buildings. Volume of waste and recycling from Council's operations.
Collaborate with the community to protect and celebrate our natural and built environment.	<ul style="list-style-type: none"> Use the Planning Scheme and Council powers to bring about sustainable environmental outcomes. Support a community action to lead sustainable environmental outcomes. Implement best practice land management on Council owned and managed land. Update heritage information in the Planning Scheme in line with best practice. 	<ul style="list-style-type: none"> Level of compliance with Local Laws and legislation. Number of enforcement notices issued. Level of community grants. Investment/funding leveraged from community grants. Level of weed and pest eradication.
Utilise land use and development policies to deliver outcomes appropriate for the long term needs of our communities.	<ul style="list-style-type: none"> Ensure adequate land is available for residential development. Protect productive agricultural land for ongoing food and fibre production. 	<ul style="list-style-type: none"> Years supply of residential and rural living zoned land. Productive agricultural land retained for agriculture.
Facilitate housing that meets the needs of the community.	<ul style="list-style-type: none"> Develop a Local Planning Policy on affordable and adaptable housing. Advocate for more public housing in the shire. Support the activities of community housing providers. 	<ul style="list-style-type: none"> Level of diverse housing in new developments. Availability of social housing.
Protect and promote our built, cultural and natural heritage.	<ul style="list-style-type: none"> Build a shared vision of the importance of heritage in the shire. 	

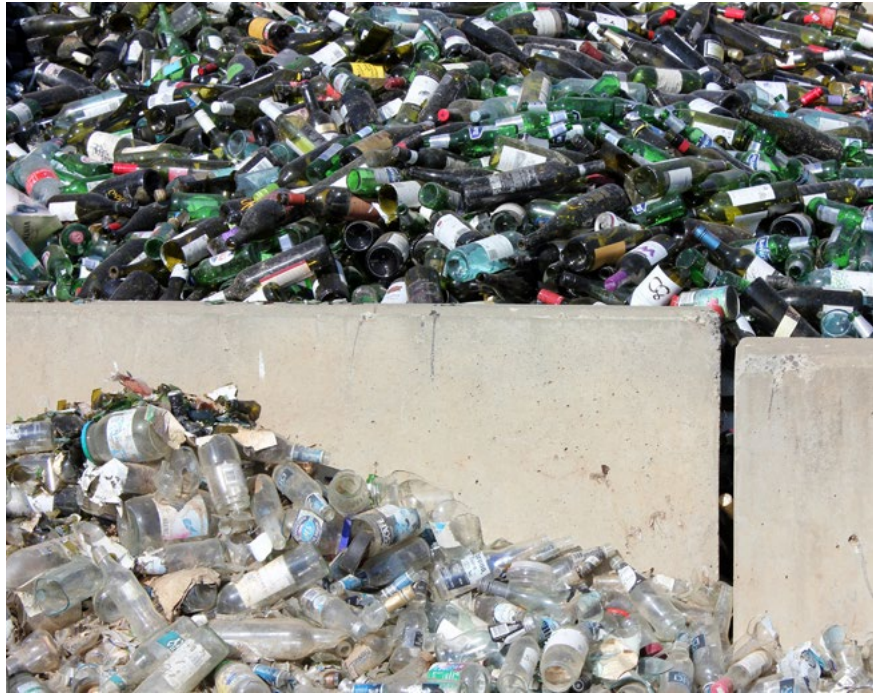
Snapshot

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 32.



Recycling at Castlemaine Waste Facility

Facts and stats

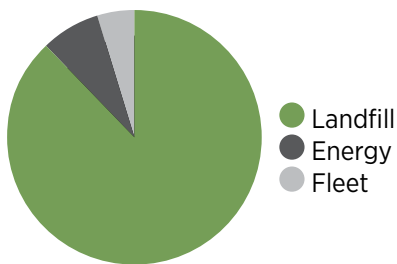


Waste emissions

Greenhouse emissions is 12,427 of CO₂ equivalent (tCO₂e)*

- » Landfill = 10,930 tCO₂e
- » Fleet fuel = 587 tCO₂e
- » Electricity and gas = 910 tCO₂e

*Comprises emissions from electricity and gas for all sites, street lights, landfill and fuel



Use of renewable energy

- » 28% households/dwellings on solar
- » 8,224 dwellings
- » 2,339 installations
- » Installed solar capacity: 7,080 kW
 - Under 10kW: 6535 kW
 - 10-100 Kw: 540 kW
 - Over 100 kw: 0 kW



Kerbside garbage and recycling

- » 943 bin collection requests
- » 7,829 households
- » 314 bins missed
- » 1,653.42 tonnes of recyclables collected
- » 4,754.97 tonnes of garbage and recyclables collected
- » 35% of all kerbside waste and recycling collected is diverted from landfill

Progress

Achievements and major initiatives

- » Developed a draft Domestic Waste Water Management Plan to ensure the shire meets its water waste requirements. The plan will be presented to the Executive Team and Councillors prior to community consultation in 2017/2018. Undertook a mapping project to and incorporated data into Council's news GIS system.

- » Implemented actions to divert waste from landfill, upgrade waste facilities and improve community education.

- » Implemented actions from the Climate Change Action Plan to reduce greenhouse emissions such as solar power installations and activities to reduce the amount of organic waste that goes to landfill. A composting project provided residents with subsidised compost bins to reduce the quantity of green waste entering the landfill. Council also provided commercial worm farms to local schools to embed a culture of responsibility for the separation and management of organic waste and support school food growing programs.

- » Collaborated with the Loddon Mallee Waste and Resource Recovery Group to develop an app to help residents make quick and simple waste and recycling decisions to increase recycling levels and reduce contamination.

- » Resolved to stop sending waste to landfill at the Castlemaine Waste Facility once the current operating cell is full. The decision impacted Council's plans to cap three cells at the Castlemaine landfill to meet regulatory requirements. Amendments to the designs to construct permanent engineered cell caps for cells 5 and 7 are underway.

- » Worked with Coliban Water on integrated water use management planning. The findings will form the basis for a Sustainable Water Use Plan as part of Council's Environment Strategy.

- » Worked closely with local Landcare groups and adjoining residents to develop a draft management plan for the urban sections of Forest, Barkers and Campbells creeks. The plan identifies actions to improve health of the creeks, and increase access to the waterways and surrounding bushlands. The plan is in the review stage, with input from the advisory group, and is expected to be finalised around the end of 2017. A grant of \$44,000 was secured to assist with plan implementation.

- » Continued to deliver the annual 2016 and 2017 Living Sustainable Workshop Series to lead by example and encourage local residents and businesses to actively respond to climate change.

- » Continued the program to install solar energy systems on priority Council buildings to reduce operating costs and become carbon neutral. Developed designs and lodged an application with Heritage Victoria to install a 14.5kW solar photovoltaic system on the Market Building in Castlemaine. Pending permit approvals the system will be installed later in the year. It is forecast to produce around half of the electricity used by the heritage listed building and save about \$5,000 in energy costs each year.



Council resolved to stop sending waste to landfill when this cell is full



Low cost loans for solar will help seniors reduce greenhouse emissions and save on energy costs



Protecting our urban waterways



Helping residents live more sustainably

Achievements and major initiatives (cont.)

- » Commenced work with the Environmental Protection Authority (EPA), and Loddon Mallee Waste and Resource Recovery Group as lead, to test an assessment approach to review old landfill sites and identify any rehabilitation works required.

- » Implemented the Urban Trees project as part of the Regional Climate Adaptation Plan. Undertook an audit of urban trees in Castlemaine to inform future tree management and extended this audit to all urban trees in the shire.

- » Undertook a tender process to develop concept designs and proposed works to strengthen the Newstead Levee to provide better flood protection for the town. Now working with consultants to finalise the designs following community consultation and a public information session in May 2017.

- » Undertook a tender process to develop concept designs and proposed works to strengthen the Newstead Levee to provide better flood protection for the town. Councillors will be briefed in Q1 2017/2018.

- » Undertook investigations and design works to progress the recommendations of the Castlemaine, Campbells Creek and Chewton Flood Management Plan. Conducted public consultation on final designs for six flood levees in June 2017. Councillors will be briefed in Q1 2017/2018.

- » Continued to implement the roadside weed control program, funded by DELWP, in collaboration with local Landcare and friends group to help protect the natural environment.

- » Secured \$50,000 in funding from the Victorian Planning Authority to prepare a Growth Framework Plan to determine and guide growth in Harcourt. Procurement is underway with the project to be completed in Q1 2017/2018.

- » Undertook consultation and preparation for Planning Scheme Amendment C073 which seeks to rezone land in Castlemaine to facilitate the development of a supermarket. Council could not resolve all submissions and referred the matter to an independent planning panel. It will consider the recommendations in the planning panel report before determining whether to adopt the amendment.

- » Works planned to review and update the Heritage Strategy to incorporate the priorities of the Thematic Environmental History are delayed until Q2 2017/2018.

- » Signed a Memorandum of Understanding (MoU) with the Hub Foundation in October 2016 and Connecting Country in May 2017 to continue a collaborative approach to working together in the respective areas of reducing greenhouse emissions, and restoring and protecting the natural environment.

Future directions

- » Create an annual Street Tree Planting Program to help manage the impact of climate change.

- » Implement the Urban Waterways Management Plan for maintenance and improvement activities along urban waterways within Castlemaine, Campbells Creek and Chewton.

- » Implement the roadside weeds control program through collaboration with local Landcare and friends groups.

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

- » Develop service models for waste management and resource recovery at the Castlemaine Transfer Station for consideration by Council.

- » Undertake capping of cells at the Castlemaine Landfill in accordance with EPA requirements and undertake a project completion review.



Street tree program



Progressed actions in our flood management plan

Service performance indicators

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

[update table for three year results]

Service/indicator/measure	Results 2015	Results 2016	Results 2017	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	120.45	Number of requests due to bins getting old and damaged more easily, and downsizing of bins increasing to reduce collection costs for households.
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	5.71	Increase may be due to Council's improved online services which have made it easier to report missed bins.
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	\$115.48	Change due to number of bins being more accurately recorded
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	\$52.48	
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%	34.77%	No material variation. Increases in recycling diverted from landfill through better community education and awareness.

Governance and other 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. There were no items of confidential business conducted in camera in 2016/2017.

In 2016/2017 there were 19 Ordinary and 4 Special Meetings of Council. The attendance of Councillors at Council meetings throughout 2016/2017 is presented below.

	Ordinary Meetings		Special Meetings	
	Eligible	Attended	Eligible	Attended
Councillor Bell	15	15	4	4
Councillor Cole	7	7	1	1
Councillor Cordy	15	15	4	4
Councillor Henderson	15	15	4	4
Councillor Machin	15	14	4	4
Councillor Nieman	8	8	3	3
Councillor Redden	7	7	1	1
Councillor Taylor	8	8	3	3
Councillor Telford	15	15	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. 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 working 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 21 February 2017 and is available on Council's website.

Councillor allowances

The Minister for Local Government gave notice on 15 November 2016 of adjustments to mayoral and councillor allowances, which took effect on 1 December 2016. The allowances annually by CPI on the direction of the Minister for Local Government.

The allowances are in two parts. Part A is the base allowance and Part B is the equivalent of the superannuation guarantee contribution (currently 9.5%).

Council is required to set the allowances by 30 June of the year following a general election. These allowances are then adjusted annually in accordance with the Ministerial direction.

At the Ordinary Meeting of Council on 20 June 2017 Council set the allowances at \$19,834 for Councillors and at \$59,257 for the Mayor, the Part B component of the allowance of 9.5% is in addition to this amount.

Allowance summary	
COUNCILLORS	ALLOWANCE \$
Cr Sharon Telford (Mayor)	52,599
Cr Christine Henderson (former Mayor)	31,659
Cr Bronwen Machin	21,130
Cr Tony Cordy	21,130
Cr Robin Taylor	15,833
Cr John Nieman	15,833
Cr Chris Cole	5,297
Cr Michael Redden	5,297
Total	189,908

Expenses						
COUNCILLORS	TRAVEL AND MOTOR VEHICLE EXPENSES \$	PHONE \$	INTERNET ACCESS/ CONNECTION \$	ICT CONSUMABLES \$	CONFERENCE/ TRAINING \$	INSURANCE \$
Cr Sharon Telford (Mayor)	17,458.15	609.93	613.97	429.60	1,500.07	663.64
Cr Christine Henderson (former Mayor)	67.44	630.89	904.66	429.60	1,757.21	663.64
Cr Bronwen Machin	34.00	180.50	887.79	429.60	3,154.07	663.64
Cr Tony Cordy	31.55	194.16	676.23	429.60	1,454.62	663.64
Cr Tony Bell	205.92	345.70	792.45	429.60	1,124.62	663.64
Cr Robin Taylor		153.69	365.16	683.85	1,124.62	663.64
Cr John Nieman		199.01	365.81	683.85	1,124.62	663.64
Cr Chris Cole		122.97	218.36			
Cr Michael Redden		366.57	327.44			
Unallocated			346.19			
Total	17,797.06	2,803.42	5,498.06	3,515.69	11,239.83	4,645.50

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 2016/2017, sixteen residents completed this challenging process by publicly taking the Australian Citizenship Pledge. We welcome our newest citizens who bring their rich cultures, traditions and languages to our community from eleven different nations.



Risk management

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

The Organisational Capability team are responsible for managing Council's insurance portfolio, overseeing insurance claims and developing the organisation's operational and strategic risk management framework.

The Risk Management Framework currently includes:

- » An Audit and Risk Advisory Committee to oversee the effectiveness of Council's risk management systems, practices and procedures.
- » Risk Management and Occupational Health and Safety Policies and Procedures, and supporting systems..
- » Comprehensive Risk Register.
- » Suite of standard job safety analyses for common manual tasks.
- » 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.
- » Detailed Business Continuity Plan and unit sub-plans; and
- » Comprehensive insurance portfolio.

Key risk management initiatives for 2016/2017 included:

- » Creation of the new Organisational Capability team to align roles that have responsibilities for risk management in governance, human resources and workplace health and safety functions.
- » Reviews and updates of many key policies and procedures to support effective management of risk; and
- » Training across the organisation to reduce risk, including manual handling, asbestos removal, CPR, chemical awareness and defensive driving.

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
- » Internal Audit Reviews
- » Councils Financial Management
- » Strategic risk register
- » Review of Council policies.

The table below indicates attendance figures for 2016/2017:

COMMITTEE MEMBER	ROLE	TERM	ATTENDANCE NUMBER OF (MEETINGS) MEETINGS	
Mr Ken Belfrage (Chair)	Chair, Independent Member	8 March 2011 – current	4	4
Ms Nicole Cox	Independent Member	24 March 2015 – current	4	4
Ms Marina Bland	Independent Member	1 August 2016 – current	4	4
Mr Glenn Sutherland	Independent Member	1 August 2016 – current	4	4
Cr Sharon Telford	Councillor	22 November 2016 – current	3	3
Cr Robin Taylor	Councillor	22 November 2016 – current	3	3
Cr Christine Henderson	Councillor	December 2008 – 20 September 2016	1	1
Cr Chris Cole	Councillor	October 2012 – 20 September 2016	1	1

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 program 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:

- » Realising Council's vision through its people
- » Creating a productive environment
- » A sustainable organisation
- » Excellence in governance

New initiatives undertaken during the year include:

- » Negotiate and lodge the proposed Mount Alexander Shire Council Enterprise Agreement No 7 for approval with the Fair Work Commission following near unanimous support from staff and relevant unions.

- » Implement new initiatives to position Council as an employer of choice including a LinkedIn social media platform to increase awareness of employer brand, the introduction of clauses to improve work, life, balance and learning and development into EBA, an MOU with La Trobe University and participation in the Career Horizons Program to create opportunities for young people to work with council and the creation of a new recruitment and selection policy.
- » Investment in a modern, integrated software platform that will allow Council to deliver core functions more efficiently and take advantage of new technologies to improve services.



Council was the first in Victoria to incorporate soft super into its new EBA. Sean Ellis from Vision Super with Sarah Noel, Jason Taylor and Greg McKay from Council.

Statutory information

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

Documents available for public inspection

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.
- » Minutes of Ordinary and Special Council Meetings held in the previous 12 months, except for Meetings closed to the public. These are also available on Council's website.
- » Minutes of meetings of Special Committees established under Section 86 of the Act and held in the previous 12 months, except for Meetings closed to the public.
- » 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 leases involving land entered into by the Council as lessor, including the lessee and the terms and value of the lease.
- » A register of Authorised Officers appointed under Section 224 of the Act.
- » A 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. Two requests were received and processed under the Act for the period 1 July 2016 to 30 June 2017. Access was denied in full for one request, as the material was exempt, and the second request could not be processed as no documents were found.

Requests for access to documents under the Act must be made in writing and the required fee of \$28.40 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 2016/2017 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

The current Domestic Animal Management Plan (DAMP) expires in November 2017.

Preparation of a new plan is underway focusing on:

- » Training of authorised officers
- » Numbers and trend of registered domestic animals
- » Promotion of responsible pet ownership
- » Management of nuisance dogs
- » Management of dangerous dogs
- » Microchipping programs
- » Identification of domestic animals

Council received input from the community during May 2017 which raised issues such as cats at large and an off-lead dog park. These matters will be addressed in the new DAMP which will be adopted in October 2017.

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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
3	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with section 126 of the Act Date of adoption: 20 June 2017	<input checked="" type="checkbox"/>
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: 20 June 2017	<input checked="" type="checkbox"/>
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 Investing in Sport 14 December 2010 Investing in Play 22 July 2014	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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 Date of preparation: 30 October 2015	<input checked="" type="checkbox"/>
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: 13 December 2016	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>

Governance and management items		Assessment	
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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>
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 Dates of report: 13 December 2016; 21 March 2017; 16 May 2017; and 15 August 2017	<input checked="" type="checkbox"/>
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: 13 September 2016; 13 December 2016; 21 March 2017; and 16 May 2017	<input checked="" type="checkbox"/>
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: 1 December 2016 and 1 June 2017	<input checked="" type="checkbox"/>
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 report: 14 March 2017	<input checked="" type="checkbox"/>
21	Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Considered at a meeting of council in accordance with section 134 of the Act Date statements presented: 18 October 2016	<input checked="" type="checkbox"/>
22	Councillor Code of Conduct (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by councillors)	Reviewed in accordance with section 76C of the Act Date reviewed: 21 February 2017	<input checked="" type="checkbox"/>
23	Delegations (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 98(6) of the Act Date of review: 13 December 2016	<input checked="" type="checkbox"/>
24	Meeting procedures (a local law governing the conduct of meetings of council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act Date local law made: 28 October 2008	<input checked="" type="checkbox"/>

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



Jason Taylor, Acting Chief Executive Officer
Dated: 27 September 2017



Cr Sharon Telford, Mayor
Dated: 27 September 2017

Service performance indicators

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

Service/indicator/measure	Results 2015	Results 2016	Results 2017	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%	0.00%	There were no decisions made by Council at meetings closed to the public.
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	53.00	An increase of 4% since the last measure undertaken in 2016, which reflects the extensive consultation undertaken with the community in drafting the Council Plan.
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%	99.25%	There was only one instance in this financial year where a Councillor was absent without a leave of absence being given by the Council. A change in the definition for 16/17 means that approved leave of absence is now counted as attendance. Council meetings now held monthly since 2016/2017 election, compared to 2015/2016 when meetings were bi-monthly.
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	\$36,572.86	
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	52.00	Improved result from the Satisfaction Survey showing improved satisfaction with decisions made by Council.

Community satisfaction survey results 2017

Each year Council participates in the Community Satisfaction Survey. The majority of Victorian Councils participate in the survey which is undertaken by JWS Research. Council's results compared to similar sized Councils and the state-wide average for 2017 is summarised below.

Performance Measures	2012	2013	2014	2015	2016	2017	Large rural	State-wide
Overall performance	46	52	53	52	52	58	54	59
Community Consultation (Community consultation and engagement)	45	51	52	52	49	53	52	55
Advocacy (Lobbying on behalf of the community)	47	55	53	54	48	50	51	54
Making community decisions (Decisions made in the interest for the community)	n/a	n/a	49	48	44	52	51	54
Sealed roads (Condition of sealed local roads)	n/a	n/a	53	48	52	53	43	53
Customer service	60	63	64	63	65	70	66	69
Overall Council direction	35	49	51	42	44	54	52	53



Council improved community satisfaction scores across all measures in 2017



PERFORMANCE STATEMENT

Mount Alexander Shire Council
Performance Statement for the Year Ended 30 June 2017

Sustainable capacity indicators

Indicator/measure	Results 2015	Results 2016	Results 2017	Material variations and comments
Population				
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,835.38	\$1,865.64	\$1,742.12	No material variation.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$11,434.21	\$15,417.54	\$15,015.72	No material variation.
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	12.27	12.69	13.14	No material variation. Shire population has grown by 3.5% based on most recent ABS data following census.
Own-source revenue				
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,217.27	\$1,296.41	\$1,369.28	No material variation.
Recurrent grants				
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$481.22	\$293.38	\$527.42	Result is within target - increase is due to the early payment of 50% of the Financial Assistance Grant (\$2.3M). 2014/2015 also included an early payment of the Financial Assistance Grant while 2015/2016 received the remaining allocation.
Disadvantage				
<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	4.00	4.00	4.00	No variation.

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

Service/indicator/measure	Results 2015	Results 2016	Results 2017	Material variations and comments
Aquatic Facilities				
Utilisation				
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	0.88	1.40	1.27	Increase of patronage this year reflects more accurate recording of attendances (2015/2016 and 2016/2017) to include school attendances.
Animal Management				
Health and safety				
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	3.00	3.00	2.00	No material variation.
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%	73.33%	No material variation.
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	52.00	Improved result from the Satisfaction Survey showing improved satisfaction with decisions made by Council.
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%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
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%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Libraries				
Participation				
<i>Active library members</i> [Number of active library members / Municipal population] x100	29.00%	28.98%	26.42%	No material variation.

Service/indicator/measure	Results 2015	Results 2016	Results 2017	Material variations and comments
Maternal and Child Health (MCH)				
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%	N/A	81.15%	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 was not expected to provide reliable information until the end of September 2016. Therefore, Council was 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	63.64%	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 was not expected to provide reliable information until the end of September 2016. Therefore, Council was unable to report this data for the 2015-2016 financial year. Low figures of Aboriginal children (11 in 2017) can skew the percentage change between years.
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	53.00	No material variation.
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%	80.00%	Council had five matters decided by VCAT, one matter was not upheld by VCAT.
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%	34.77%	No material variation. Increases in recycling diverted from landfill through better community education and awareness.

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 authorised 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/ <i>indicator/measure</i>	Results			Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	2021	
Efficiency								
Revenue level								
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,724	\$1,773	\$1,833	\$2,041.81	\$2,103.14	\$2,166.30	\$2,231.23	No material variation.
Expenditure level								
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,938	\$2,808	\$2,830	\$2,646	\$2,644	\$2,736	\$2,824	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%	11.15%	15.00%	15.00%	15.00%	15.00%	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%	193.87%	228.08%	192.59%	135.67%	166.55%	Movements in the forecast working capital ratio are due to the proposed timing of capital works as outlined in Council's Long Term Financial Plan. This ratio is expected to reduce as the construction of indoor aquatic centre is undertaken over the next few years. In 2016/2017 \$2.32 million of 2017/2018 Commonwealth Grant funding was paid early.
Unrestricted cash								
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	47.94%	64.17%	114.84%	143.00%	102.79%	59.58%	83.05%	Current liabilities increased for 2016 as Council planned to complete landfill capping works, and thus the provision was recorded as a current liability for 2016. These works were deferred and will now occur in 2017/2018.

Dimension/ <i>indicator/ measure</i>	Results			Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	2021	
Obligations								
Asset renewal								
<i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	52.31%	66.50%	70.65%	122.08%	171.84%	126.71%	66.31%	Works to be undertaken between 2017/2018 and 2019/2020 with the building of the indoor aquatic centre with 25% of the cost of the construction of the pool is classified as renewal.
Loans and borrowings								
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	16.93%	19.06%	22.53%	19.52%	31.29%	32.64%	23.62%	Increase is due to borrowings of \$1.2M in 2016/2017 to fund rehabilitation works at the Castlemaine Landfill. Borrowings expected in 2018/2019 – 2019/2020 to part fund the construction of the indoor aquatic centre.
<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%	2.44%	3.25%	4.13%	5.59%	9.28%	Result within target. Results have reduced over past financial years as Council has recently entered into 'interest only' loans, and thus reducing the repayment of loans during the financial year. High result in 2020/2021 relates to when the principal amounts commence to be repaid on these loans.
Indebtedness								
<i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	29.41%	25.39%	24.82%	22.93%	31.58%	29.24%	24.79%	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%	9.27%	-6.69%	4.04%	4.19%	3.98%	Result is within target – a surplus reflects the early payment of 50% of the Financial Assistance Grant. Excluding the early payment the ratio would have been 0.97%.

Dimension/ <i>indicator/measure</i>	Results			Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	2021	
Stability								
Rates concentration								
<i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	62.29%	75.57%	59.72%	74.77%	70.29%	70.92%	71.17%	Result is within target. The low 2016/2017 figure is due to the higher underlying revenue including \$2.32 million of 2017/2018 Commonwealth Grant funding paid early by the government.
<i>Rates effort – Rates compared to property values</i> [Rate revenue / CIV of rateable properties in the municipality] x100	0.50%	0.53%	0.50%	0.53%	0.54%	0.53%	0.54%	No material variation.

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 20 June 2017 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 adjusted to match definition required for performance statement reporting 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 is available on Council's website.

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

25 September 2017

In our opinion the accompanying Performance Statement of the Mount Alexander Shire Council for the year ended 30 June 2017 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 Sharon Telford

Councillor

25 September 2017



Councillor Robin Taylor

Councillor

25 September 2017



Jason Taylor

Acting Chief Executive Officer

25 September 2017

Independent Auditors Report



Independent Auditor's Report

To the Councillors of Mount Alexander Shire Council

Opinion	<p>I have audited the accompanying performance statement of Mount Alexander Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2017 • sustainable capacity indicators for the year ended 30 June 2017 • service performance indicators for the year ended 30 June 2017 • financial performance indicators for the year ended 30 June 2017 • other information and • the certification of the performance statement. <p>In my opinion, the performance statement of Mount Alexander Shire Council in respect of the year ended 30 June 2017 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. My responsibilities under the Act are further described in the <i>Auditor's responsibilities for the audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Australia and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>

Independent Auditors Report (cont.)

Auditor's responsibilities for the audit of the performance statement

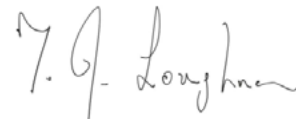
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or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

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

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

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

MELBOURNE
26 September 2017



Tim Loughnan
as delegate for the Auditor-General of Victoria

FINANCIAL REPORT

Mount Alexander Shire Council
Financial Report for the Year Ended 30 June 2017



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Financial statements

Comprehensive Income Statement

For the Year Ended 30 June 2017

	NOTE	2017 \$'000	2016 \$'000
Income			
Rates and charges	3	21,512	20,808
Statutory fees and fines	4	858	554
User fees	5	1,109	1,284
Grants - operating	6	9,409	4,959
Grants - capital	6	1,660	2,498
Contributions - monetary	7	155	176
Contributions - non monetary	7	297	-
Found assets	23	2,510	2,858
Other income	9	951	842
Total income		38,461	33,979
Expenses			
Employee costs	10	13,033	13,023
Materials and services	11	9,629	9,765
Bad and doubtful debts	12	7	(29)
Depreciation and amortisation	13	8,169	7,858
Borrowing costs	14	205	183
Share of net (profits)/losses of associates and joint ventures	16	166	(12)
Net loss (or gain) on disposal of property, infrastructure, plant and equipment	8	1,085	1,712
Other expenses	15	1,641	1,309
Total expenses		33,935	33,809
Surplus/(deficit) for the year		4,526	170
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	23	1,426	75,299
Total comprehensive result		5,952	75,469

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

Balance Sheet

As at 30 June 2017

	NOTE	2017 \$'000	2016 \$'000
Assets			
Current assets			
Cash and cash equivalents	17	2,772	5,961
Trade and other receivables	19	2,409	2,554
Other financial assets	18	13,000	5,600
Inventories	20	85	93
Non-current assets classified as held for sale	21	186	167
Other assets	22	322	730
Total current assets		18,774	15,105
Non-current assets			
Trade and other receivables	19	8	13
Investments in associates and joint ventures	16	581	747
Property, infrastructure, plant and equipment	23	308,905	305,486
Intangible assets	24	623	551
Total non-current assets		310,117	306,797
Total assets		328,891	321,902
Liabilities			
Current liabilities			
Trade and other payables	25	2,011	2,143
Trust funds and deposits	26	890	813
Provisions	27	6,258	6,214
Interest-bearing loans and borrowings	28	525	320
Total current liabilities		9,684	9,490
Non-current liabilities			
Provisions	27	2,053	1,886
Interest-bearing loans and borrowings	28	4,322	3,647
Total non-current liabilities		6,375	5,533
Total liabilities		16,059	15,023
Net assets		312,832	306,879
Equity			
Accumulated surplus		107,121	103,903
Reserves	29	205,711	202,976
Total equity		312,832	306,879

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

Statement of Changes in Equity

For the Year Ended 30 June 2017

2017	Note	Total \$'000	Accumulated surplus \$'000	Revaluation reserve \$'000	Other reserves \$'000
Balance at beginning of the financial year		306,879	103,903	193,023	9,953
Surplus/(deficit) for the year		4,526	4,526	-	-
Net asset revaluation increment/(decrement)	29(a)	1,427	-	1,427	-
Transfers to other reserves	29(b)	-	4,940	-	(4,940)
Transfers from other reserves	29(b)	-	(6,248)	-	6,248
Balance at end of the financial year		312,832	107,121	194,450	11,261

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	-
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

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

Statement of Cash Flows

For the Year Ended 30 June 2017

	Note	2017 Inflows/ (Outflows) \$'000	2016 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		21,571	20,781
Statutory fees and fines		858	554
User fees		1,109	1,284
Grants - operating		9,305	5,026
Grants - capital		1,830	2,668
Contributions - monetary		155	176
Interest received		490	383
Other receipts		448	333
Net GST refund/payment		(1,652)	(1,610)
Employee costs		(13,113)	(12,921)
Materials and services		(7,695)	(8,967)
Trust funds and deposits repaid		77	(40)
Other payments		(1,524)	(1,255)
Net cash provided by/(used in) operating activities	30	11,859	6,412
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	23	(8,615)	(8,084)
Proceeds from sale of property, infrastructure, plant and equipment		291	356
Payments for investments		(13,000)	(5,600)
Proceeds from sale of investments		5,600	4,634
Net cash provided by/(used in) investing activities		(15,724)	(8,694)
Cash flows from financing activities			
Finance costs		(204)	(186)
Proceeds from borrowings		1,200	1,200
Repayment of borrowings		(320)	(549)
Net cash provided by/(used in) financing activities		676	465
Net increase (decrease) in cash and cash equivalents		(3,189)	(1,817)
Cash and cash equivalents at the beginning of the financial year		5,961	7,778
Cash and cash equivalents at the end of the financial year	17	2,772	5,961
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 2017

	2017 \$'000	2016 \$'000
Property		
Land improvements	904	76
Total land	904	76
Buildings and site improvements	1,204	2,639
Total buildings	1,204	2,639
Total property	2,108	2,715
Plant and equipment		
Plant, machinery and equipment	905	752
Computers and telecommunications	141	125
Intangibles	540	204
Total plant and equipment	1,586	1,081
Infrastructure		
Roads	2,660	2,365
Bridges	702	922
Footpaths and cycleways	829	182
Drainage	597	273
Kerb and channel	14	210
Waste management	120	337
Total infrastructure	4,922	4,289
Total capital works expenditure	8,616	8,085
Represented by:		
New asset expenditure	1,909	1,980
Asset renewal expenditure	5,725	5,191
Asset expansion expenditure	-	7
Asset upgrade expenditure	982	907
Total capital works expenditure	8,616	8,085

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 2017

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 and joint arrangements

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

Short term receivables are carried at invoice amount as 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.

(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.

Note 1. Significant accounting policies (cont.)

(k) Inventories

Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential.

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

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

(m) Recognition and measurement of property, infrastructure, plant and equipment and 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 price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

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

In accordance with Council's policy, the threshold limits 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.

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 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 of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

(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 the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.

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

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 the 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 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 note and presented inclusive of the GST payable.

(y) Pending accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2017 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

Revenue from contracts with customers (AASB 15) (applies 2018/2019)

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

Leases (AASB 16) (applies 2019/2020)

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

Council has a one operating lease that will be impacted as a result of this change. This will see assets and liabilities of approximately \$3,000 recognised as at 1 July 2019.

(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 28 June 2016. The budget was based on assumptions that were relevant at the time of adoption of the budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

(a) Income and Expenditure

	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Ref
Income				
Rates and charges	21,549	21,512	(37)	
Statutory fees and fines	683	858	175	1
User fees	1,945	1,109	(836)	2
Grants - operating	6,781	9,409	2,628	3
Grants - capital	1,999	1,660	(339)	4
Contributions - monetary	71	155	84	
Contributions - non monetary	-	297	297	5
Found assets	-	2,510	2,510	5
Other income	582	951	369	6
Total income	33,610	38,461	4,851	
Expenses				
Employee costs	13,837	13,033	804	
Materials and services	9,267	9,629	(362)	
Bad and doubtful debts	10	7	3	
Depreciation and amortisation	7,571	8,169	(598)	
Share of net profits/(losses) of associates and joint ventures	-	166	(166)	7
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	(44)	1,085	(1,129)	
Borrowing costs	205	205	0	
Other expenses	1,174	1,641	(467)	8
Total expenses	32,020	33,935	(1,915)	
Surplus/(deficit) for the year	1,590	4,526	2,936	

Note 2. Budget comparison (cont.)

(i) Explanation of material variations

Item	Explanation
1 Statutory fees and fines	The Victorian State Government significantly increased statutory fees for planning fees following a state-wide review of the cost of planning activities (\$153,000).
2 User fees	\$560,000 internal income derived by business units of Council is excluded from the actual results to reflect accounting standards requiring internal income to be excluded, where as the corresponding budget of \$460,000 is included. The variance is also due to a reduction in landfill income from external parties of \$120,000 which reflects the Castlemaine Waste Facility no longer receiving large industrial loads to increase the lifespan of the current cell.
3 Grants – operating	The Federal Government announced, and paid 50% of the 2017/2018 Financial Assistance Grants early (in June 2017) – \$2.32M.
4 Grants – capital	Council was unsuccessful in obtaining a number of grants in relation to capital work projects. The scope of those projects was reviewed following notification that grants were unsuccessful.
5 Non-monetary contributions and found assets	Contributed and found assets are recognised when Council gains control over the asset, and identifies that it has not previously recognised the recording of the asset. A number of assets (including roads, footpaths and drainage) were identified as a consequence of asset reviews conducted and responsibility of subdivisions handed to Council. Given the difficulty in estimating the time and value of these assets, a budget allocation was not made for 2016/2017.
6 Other income	Higher than budget due to receiving \$89,000 in updated return of contractor retention refunds, and \$35,000 in insurance reimbursements – both are offset by corresponding increases in expenditure to undertake repairs to works and assets. Debt collection and interest income from the collection of rates was \$59,000 above budget as Council collection of rates improves since Council moved to payment of rates by instalment only.
7 Share of net profits/(losses)	Council is a member council of the Goldfields Regional Library Corporation. The corporation made a significant loss during the 2016/2017 financial year due to a change in accounting policy, which reviewed the useful life of a number of resource (books) classes and therefore a large write-off occurred. Council is required to account for its share of the loss.
8 Other expenses	Council was required to pay an additional \$75,000 to the EPA for the landfill levy as a result of operating the Castlemaine Landfill. Council also expects to incur an additional \$123,000 in future provision costs for operating the Castlemaine Landfill.

Note 2. Budget comparison (cont.)

(b) Capital Works

	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Ref
Property				
Land improvements	430	904	474	1
Total land	430	904	474	
Building and site improvements	1,462	1,204	(258)	2
Total buildings and site improvements	1,462	1,204	(258)	
Total property	1,892	2,108	216	
Plant and Equipment				
Plant, machinery and equipment	480	516	36	
Motor vehicles	400	389	(11)	
Computers and telecommunications	226	141	(85)	
Intangibles	325	540	215	
Total plant and equipment	1,431	1,586	155	
Infrastructure				
Roads	3,327	2,660	(667)	
Bridges	755	702	(53)	
Footpaths and cycleways	260	829	569	3
Drainage	266	597	331	4
Kerb and channel	-	14	14	
Waste management	100	120	20	
Total infrastructure	4,708	4,922	214	
Total capital works expenditure	8,031	8,616	585	
Represented by:				
New asset expenditure	798	1,909	1,111	
Asset renewal expenditure	5,906	5,725	(181)	
Asset expansion expenditure	65	-	(65)	
Asset upgrade expenditure	1,262	982	(280)	
Total capital works expenditure	8,031	8,616	585	

(i) Explanation of material variations

Item	Explanation
1 Land improvements	Council was successful in obtaining a commitment for \$1.9M in Federal Government funding in relation to projects at the Wesley Hill Recreation Reserve. Therefore works on stage 1 construction, and stage 2 design was brought forward from 2017/2018 (\$854,000 in expenditure) whereas \$461,000 was budgeted.
2 Building and site improvements	Due to Council being unsuccessful in obtaining grant funding for works in relation to the Maldon Visitor Information Centre, works did not proceed (\$435,000). This project has been carried-forward to complete streetscape works in 2017/2018.
3 Footpaths and cycleways	The Maldon-Castlemaine Rail Trail construction occurred during 2016/2017, whereas this was budgeted to be completed in the 2015/2016 financial year.
4 Drainage	A number of road infrastructure related projects were fully budgeted as 'road' projects whereas drainage works were undertaken as part of these projects. The actual results reflect the accurate recording of expenditure incurred across the asset classes.

Note 3. Rates and charges

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

The valuation base used to calculate general rates for 2016/2017 was \$4,180,887,000 (2015/16 \$3,851,572,000).

	2017 \$'000	2016 \$'000
General rates	15,592	15,235
Municipal charge	2,097	2,077
Waste management charge	3,823	3,496
Total rates and charges	21,512	20,808

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

Note 4. Statutory fees and fines

	2017 \$'000	2016 \$'000
Animal control	169	173
Planning permit and fees	325	160
Health registrations	78	86
Local laws	88	40
Other fines	73	32
Building information certificates	23	23
Parking fines	81	22
Land information certificates	21	18
Total statutory fees and fines	858	554

Note 5. User fees

	2017 \$'000	2016 \$'000
Home and community care	422	495
Leisure centre and recreation	14	13
Building services	36	44
Waste management services	276	257
Employee vehicle contribution	117	128
Tourism services	80	122
Facility hire	38	42
Other fees and charges	126	183
Total user fees	1,109	1,284

Note 6. Grants

Grants were received in respect of the following:

	2017 \$'000	2016 \$'000
Summary of grants		
Commonwealth funded grants	10,021	4,803
State funded grants	1,048	2,654
Total grants received	11,069	7,457
Operating Grants		
Recurrent – Commonwealth Government		
Victoria Grants Commission	6,790	2,218
Client directed care packages	308	-
Home support packages	1,209	351
Veteran Affairs	73	90
Other	8	13
Recurrent – State Government		
Home and community care	350	1,472
School crossing supervisors	34	34
Maternal and child health	158	151
Community health	33	-
Environment	31	31
Emergency management	60	180
Youth	61	61
Other	-	18
Total recurrent operating grants	9,115	4,619
Non-recurrent – Commonwealth Government		
Other	20	3
Non-recurrent – State Government		
Families and children	10	-
Home and community care	24	185
Emergency management	-	13
Infrastructure	135	6
Recreation	-	27
Buildings and facilities	45	-
Other	60	106
Total non-recurrent operating grants	294	340
Total operating grants	9,409	4,959

Note 6. Grants (cont.)

	2017 \$'000	2016 \$'000
Capital Grants		
<i>Recurrent – Commonwealth Government</i>		
Roads to Recovery	780	700
Total recurrent capital grants	780	700
<i>Non-recurrent – Commonwealth Government</i>		
Buildings	38	-
Environment	10	-
Footpaths and cycleways	10	-
Roads to Recovery	689	1,404
Recreation facilities and reserves	87	23
<i>Non-recurrent – State Government</i>		
Community facilities	-	368
Infrastructure	46	-
Recreation facilities and reserves	-	3
Total non-recurrent capital grants	880	1,798
Total capital grants	1,660	2,498
<i>Unspent grants received on condition that they be spent in a specific manner</i>		
Balance at start of year	852	2,176
Received during the financial year and remained unspent at balance date	2,315	852
Received in prior years and spent during the financial year	852	2,176
Balance at year end	2,315	852

Note 7. Contributions

	2017 \$'000	2016 \$'000
Monetary	155	176
Non-monetary	297	-
Total contributions	452	176

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

Land under roads	24	-
Drainage	206	-
Roads	67	-
Total non-monetary contributions	297	-

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

	2017 \$'000	2016 \$'000
Proceeds of sale	291	356
Written down value of assets disposed	(1,376)	(2,068)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(1,085)	(1,712)

Proceeds of sale

Plant and equipment	291	274
Property	-	82
Total proceeds of sale	291	356

Written down value of assets disposed

Plant and equipment	(254)	(276)
Property	(89)	(1,536)
Infrastructure	(1,033)	(256)
Total written down value of assets disposed	(1,376)	(2,068)

Note 9. Other income

	2017 \$'000	2016 \$'000
Interest	453	465
Rental income	80	80
Other	418	297
Total other income	951	842

Note 10 (a). Employee costs

	2017 \$'000	2016 \$'000
Wages and salaries	11,464	11,519
WorkCover	199	198
Superannuation	1,058	1,026
Fringe benefits tax	68	73
Other	244	207
Total employee costs	13,033	13,023

Note 10 (b). Superannuation

Council made contributions to the following funds:

	2017 \$'000	2016 \$'000
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	66	67
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	992	960
Employer contributions payable at reporting date.	51	79

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

Note 11. Materials and services

	2017 \$'000	2016 \$'000
Service providers	5,228	5,488
Materials	2,230	1,922
Building maintenance	290	322
Utilities	546	562
Office administration	251	338
Information technology	372	379
Insurance	322	338
Plant costs	279	277
Other	111	139
Total materials and services	9,629	9,765

Note 12. Bad and doubtful debts

	2017 \$'000	2016 \$'000
Rates debtors	-	13
Other debtors	7	(42)
Total bad and doubtful debts	7	(29)

Note 13. Depreciation and amortisation

	2017 \$'000	2016 \$'000
Property	1,210	1,173
Plant and equipment	753	750
Infrastructure	6,140	5,881
Total depreciation	8,103	7,804
Intangible assets	66	54
Total depreciation and amortisation	8,169	7,858

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

Note 14. Borrowing costs

	2017 \$'000	2016 \$'000
Interest - borrowings	205	183
Total borrowing costs	205	183

Note 15. Other expenses

	2017 \$'000	2016 \$'000
Auditor remuneration - VAGO - audit of the financial statements	40	34
Auditor remuneration - internal	38	48
Councillor allowances	190	189
Operating lease rentals	21	17
Community grants	367	399
Library contribution	476	462
Other	509	160
Total other expenses	1,641	1,309

Note 16. Investments in associates, joint arrangements and subsidiaries

(a) Investments in associates

Investments in associates accounted for by the equity method are:

	2017 \$'000	2016 \$'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 2017 was 11.06% (2016, 11.12%).		
Fair value of Council's investment in North Central Goldfields Regional Library Corporation	581	747
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	351	343
% share of equity adjustment	(29)	(11)
Reported surplus(deficit) for year	(166)	12
Transfers (to) from reserves	16	7
Distributions for the year	-	-
Council's share of accumulated surplus(deficit) at end of year	172	351
Council's share of reserves		
Council's share of reserves at start of year	121	114
Transfers (to) from reserves	16	7
Council's share of reserves at end of year	137	121
Movement in carrying value of specific investment		
Carrying value of investment at start of year	747	735
Share of surplus(deficit) for year	(166)	12
Share of asset revaluation	-	-
Distributions received	-	-
Carrying value of investment at end of year	581	747
Council's share of expenditure commitments		
Operating commitments	10	20
Capital commitments	-	-
Council's share of expenditure commitments	10	20
Council's share of contingent liabilities and contingent assets	Nil	Nil
Significant restrictions	Nil	Nil

Note 17. Cash and cash equivalents

	2017 \$'000	2016 \$'000
Cash on hand	3	3
Cash at bank	1,807	1,140
Term deposits	962	4,818
	2,772	5,961
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (Note 26)	890	813
- Statutory reserve funds allocated for specific future purposes (Note 29)	853	710
Total restricted funds	1,743	1,523
Total unrestricted cash and cash equivalents	1,029	4,438

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	593	3,894
- Cash held for unspent grants	2,315	54
- Cash held for other discretionary reserves	7,501	5,295
Total funds subject to intended allocations	10,409	9,243

Refer also to Note 18 for details of other financial assets held by Council.

Note 18. Other financial assets

	2017 \$'000	2016 \$'000
Term deposits	13,000	5,600
Total other financial assets	13,000	5,600

Note 19. Trade and other receivables

	2017 \$'000	2016 \$'000
Current		
Statutory receivables		
Rates debtors	1,560	1,619
Provision for doubtful debts – rates	(130)	(132)
Infringement debtors	56	24
Provision for doubtful debts – infringements	(28)	(11)
Fire Services Property Levy	189	147
Pet infringement debtors	16	12
Net GST receivable	276	608
Non statutory receivables		
Other debtors	274	238
Home and community care	47	34
State Government	168	46
Provision for doubtful debts - other debtors	(19)	(31)
Total current trade and other receivables	2,409	2,554
Non-current		
Statutory receivables		
Special rate scheme	8	13
Total non-current trade and other receivables	8	13
Total trade and other receivables	2,417	2,567
(a) Ageing of receivables		
At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade and other receivables (excluding statutory receivables) was:		
Current (not yet due)	441	268
Past due by 30 – 60 days	3	-
Past due by 61 – 90 days	-	1
Past due by 91 – 120 days	-	-
Past due by 121 – 150 days	-	1
Past due by over 150 days	26	17
Total trade and other receivables	470	287
(b) Movement in provisions for doubtful debts		
Balance at the beginning of the year	175	251
New provisions recognised during the year	2	(30)
Amounts provided for but recovered during the year	-	(46)
Balance at end of year	177	175
(c) Ageing of individually impaired receivables		
At balance date, other debtors representing financial assets with a nominal value of \$184,989 (2016: \$240,844) were impaired. The amount of the provision raised against these debtors was \$176,623 (2016: \$174,750). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.		
The ageing of receivables that have been individually determined as impaired at reporting date was:		
Past due by over 150 days	177	175
Total trade and other receivables	177	175

Note 20. Inventories

	2017 \$'000	2016 \$'000
Inventories held for distribution	60	71
Inventories held for sale	25	22
Total inventories	85	93

Note 21. Non current assets classified as held for sale

	2017 \$'000	2016 \$'000
Cost of acquisition	186	167
Total non current assets classified as held for sale	186	167

Note 22. Other assets

	2017 \$'000	2016 \$'000
Prepayments	180	380
Accrued income	142	350
Total other assets	322	730

Note 23. Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment									
	At fair value 30 June 2016 \$'000	Acquisitions \$'000	Found assets \$'000	Contributed assets \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Transfers \$'000	At fair value 30 June 2017 \$'000
Land and land improvements	25,968	-	2,362	24	(418)	(227)	(43)	151	27,817
Buildings and site improvements	31,549	-	-	-	371	(984)	(46)	1,357	32,247
Plant and equipment	3,019	-	-	-	-	(753)	(254)	1,042	3,054
Infrastructure	243,077	-	148	273	1,472	(6,140)	(1,033)	4,871	242,669
Work in progress	1,873	8,616	-	-	-	-	-	(7,370)	3,119
	305,486	8,616	2,510	297	1,425	(8,104)	(1,376)	51	308,906

Summary of work in progress					
	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Write offs \$'000	Closing WIP \$'000
Land	-	904	(150)	-	754
Buildings	1,147	1,204	(1,356)	-	995
Plant and Equipment	-	1,046	(1,042)	-	4
Infrastructure	677	4,922	(4,672)	(13)	914
Intangibles	49	540	(137)	-	452
Total	1,873	8,616	(7,356)	(13)	3,119

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 2016	583	21,059	6,327	27,969	36,275	21,322	5,142	62,739	1,147	91,855
Accumulated depreciation at 1 July 2016	-	-	(2,001)	(2,001)	(19,279)	(10,185)	(1,726)	(31,190)	-	(33,191)
	583	21,059	4,326	25,968	16,996	11,137	3,416	31,549	1,147	58,664
Movements in fair value										
Acquisition of assets at fair value	-	-	-	-	-	-	-	-	2,108	2,108
Contributed assets	24	-	-	24	-	-	-	-	-	24
Found assets	-	2,362	-	2,362	-	-	-	-	-	2,362
Revaluation increments/decrements	-	(539)	106	(433)	5,292	255	-	5,547	-	5,114
Fair value of assets disposed	-	(41)	(4)	(44)	(31)	(31)	(77)	(139)	-	(183)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	0	-	-
Transfers	-	-	150	150	489	329	538	1,356	(1,505)	-
	24	1,782	251	2,057	5,750	553	461	6,764	603	9,424
Movements in accumulated depreciation										
Depreciation and amortisation	-	-	(227)	(227)	(484)	(288)	(212)	(984)	-	(1,211)
Revaluation increments/decrements	-	-	17	17	(3,122)	(2,054)	-	(5,176)	-	(5,159)
Accumulated depreciation of disposals	-	-	2	2	17	18	57	93	-	95
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-
	-	-	(208)	(208)	(3,588)	(2,324)	(155)	(6,066)	-	(6,275)
At fair value 30 June 2017	607	22,841	6,578	30,026	42,025	21,875	5,603	69,503	1,750	101,279
Accumulated depreciation at 30 June 2017	-	-	(2,209)	(2,209)	(22,867)	(12,509)	(1,881)	(37,256)	-	(39,466)
	607	22,841	4,369	27,817	19,158	9,367	3,722	32,247	1,750	61,813

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

Plant and equipment				
	Plant machinery and equipment \$'000	Furniture and fittings; computers and telecomms \$'000	Work in progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2016	5,214	2,331	-	7,545
Accumulated depreciation at 1 July 2016	(2,695)	(1,831)	-	(4,526)
	2,519	500	-	3,019
Movements in fair value				
Acquisition of assets at fair value	-	-	1,046	1,046
Fair value of assets disposed	(693)	(560)		(1,253)
Transfers	901	141	(1,042)	0
	208	(419)	4	(207)
Movements in accumulated depreciation				
Depreciation and amortisation	(526)	(226)	-	(752)
Accumulated depreciation of disposals	439	560	-	999
	(87)	334	-	247
At fair value 30 June 2017	5,422	1,911	4	7,337
Accumulated depreciation at 30 June 2017	(2,782)	(1,497)	-	(4,279)
	2,640	414	4	3,058

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 2016	200,079	43,015	5,196	41,494	5,407	9,566	677	305,434
Accumulated depreciation at 1 July 2016	(21,193)	(19,279)	(1,502)	(12,107)	(2,533)	(5,066)	-	(61,680)
	178,886	23,736	3,694	29,387	2,874	4,500	677	243,754
Movements in fair value								
Acquisition of assets at fair value	-	-	-	-	-	-	4,922	4,922
Contributed and found assets	131	34	-	206	-	75	-	446
Revaluation increments/ decrements	-	-	1,761	-	-	-	-	1,761
Fair value of assets disposed	(608)	(307)	(657)	(46)	-	(4)	-	(1,622)
Restate cell provision	-	-	-	-	199	-	-	199
Expense prior year work in progress	-	-	-	-	-	-	(13)	(13)
Transfers	2,605	648	941	324	141	14	(4,672)	-
	2,128	375	2,045	484	340	85	237	5,693
Movements in accumulated depreciation								
Depreciation and amortisation	(3,447)	(402)	(170)	(327)	(1,607)	(186)	-	(6,140)
Contributed and found assets	(1)	(23)	-	-	-	-	-	(25)
Revaluation increments/ decrements	-	-	(289)	-	-	-	-	(289)
Accumulated depreciation of disposals	301	268	6	12	-	1	-	588
Transfers	-	-	-	-	-	-	-	-
	(3,147)	(157)	(454)	(314)	(1,607)	(185)	-	(5,865)
At fair value 30 June 2017	202,207	43,390	7,241	41,978	5,747	9,651	914	311,127
Accumulated depreciation at 30 June 2017	(24,340)	(19,436)	(1,956)	(12,421)	(4,140)	(5,251)	-	(67,545)
	177,867	23,954	5,285	29,556	1,607	4,400	914	243,582

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 Chris Barrett (API Member No. 63083) of VRC Property Pty Ltd. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

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

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

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

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of valuation
Buildings (non-specialised)	-	21,875	-	30/06/2017
Buildings (specialised)	-	-	42,025	30/06/2017
Land (non-specialised)	-	22,841	-	30/06/2017
Land under roads	-	-	607	30/06/2017
Land improvements	-	-	6,579	30/06/2017
Site Improvements	-	-	5,603	30/06/2014
Total	-	44,716	54,814	

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with both an internal valuation by a Council Officer and an independent valuation.

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of valuation
Roads	-	-	202,207	30/06/2016
Bridges	-	-	43,390	30/06/2012
Footpaths and cycleways	-	-	7,241	30/06/2017
Drainage	-	-	41,978	30/06/2012
Waste management	-	-	5,747	30/06/2017
Other infrastructure	-	-	9,650	30/06/2011
Total	-	-	310,213	

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

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$775 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$300 to \$7,000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 9 years to 47 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

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

Note 24. Intangible assets

	2017 \$'000	2016 \$'000
Software	623	551
Total intangible assets	623	551
		Software \$'000
Gross carrying amount		
Balance at 1 July 2016		687
Software purchases		137
Balance at 1 July 2017		824
Accumulated amortisation and impairment		
Balance at 1 July 2016		135
Amortisation expense		66
Balance at 1 July 2017		201
Net book value at 30 June 2016		551
Net book value at 30 June 2017		623

Note 25. Trade and other payables

	2017 \$'000	2016 \$'000
Trade payables	1,715	1,848
Income received in advance	-	3
Loan interest	8	7
Accrued expenses	288	285
Total trade and other payables	2,011	2,143

Note 26. Trust funds and deposits

	2017 \$'000	2016 \$'000
Refundable deposits	45	31
Fire Services Property Levy	213	165
Retention amounts	230	284
Central Victorian PCP	368	283
Castlemaine and Maldon Heritage Fund	34	34
Other refundable deposits	-	16
Total trust funds and deposits	890	813

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 Services Property Levy – Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government.

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

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

Note 27. Provisions

	Employee \$'000	Landfill restoration \$'000	Total \$'000
2017			
Balance at beginning of the financial year	2,629	5,471	8,100
Additional provisions	766	322	1,088
Amounts used	(912)	-	(912)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	66	(31)	35
Balance at the end of the financial year	2,549	5,762	8,311
2016			
Balance at beginning of the financial year	2,525	5,418	7,943
Additional provisions	983	53	1,036
Amounts used	(920)	-	(920)
Change 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
		2017 \$'000	2016 \$'000
(a) Employee provisions			
Current provisions expected to be wholly settled within 12 months			
Annual leave		733	628
Long service leave		105	140
Rostered days off		35	37
		873	805
Current provisions expected to be wholly settled after 12 months			
Annual leave		105	72
Long service leave		1,265	1,444
		1,370	1,516
Total current employee provisions		2,243	2,321
Non-current			
Long service leave		306	308
Total non-current employee provisions		306	308
Aggregate carrying amount of employee provisions:			
Current		2,243	2,321
Non-current		306	308
Total aggregate carrying amount of employee provisions		2,549	2,629
(b) Land fill restoration			
Current		4,015	3,893
Non-current		1,747	1,578
		5,762	5,471

Note 28. Interest-bearing loans and borrowings

	2017 \$'000	2016 \$'000
Current		
Borrowings - secured (1)	525	320
	525	320
Non-current		
Borrowings - secured (1)	4,322	3,647
	4,322	3,647
Total	4,847	3,967

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

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

	2017 \$'000	2016 \$'000
Not later than one year	446	320
Later than one year and not later than five years	2,464	1,221
Later than five years	1,937	2,426
	4,847	3,967

Note 29. Reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
2017			
Property			
Land	14,949	(539)	14,410
Land improvements	384	122	506
Buildings	15,682	371	16,053
	31,015	(46)	30,969
Infrastructure			
Infrastructure	162,008	1,472	163,480
Total asset revaluation reserves	193,023	1,426	194,449
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
Total asset revaluation reserves	117,724	75,299	193,023

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				
2017				
Development contribution reserve*	-		72	72
Energy/water saving reserve	79	(3)	17	92
Gravel pit rehabilitation service	39	-	-	39
Motor vehicles reserve	263	(389)	406	280
Parkland/open space reserve*	710	-	71	781
Plant replacement reserve	169	(471)	387	85
Swimming pool reserve	3,097	(6)	-	3,091
Uncompleted works reserve	3,894	(3,895)	594	593
Unspent grants reserve	54	(55)	2,316	2,315
Waste reserve	1,648	(120)	2,385	3,913
Total other reserves	9,953	(4,939)	6,248	11,262
2016				
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)	-
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	6,957	(8,189)	9,953

* Notes a statutory reserve held for a restricted use.

Note 29. Reserves (cont.)

The purposes of these reserves are as follows:

Energy/water saving reserve

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

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.

Motor vehicle reserve

Funds set aside for future changeover of motor vehicles.

Waste reserve

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

Unspent grants reserve

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

Development contribution reserve

Funds community infrastructure through contributions from owners who subdivide or develop their land.

Parkland/open spaces reserve

Funds to provide for future recreational infrastructure within the Shire.

Plant replacement reserve

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

Swimming pool reserve

Funds set aside for future capital works on swimming pools.

Uncompleted works reserve

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

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

	2017 \$'000	2016 \$'000
Surplus/(deficit) for the year	4,526	170
Depreciation/amortisation	8,169	7,858
Profit/(loss) on disposal of property, infrastructure, plant and equipment	1,085	1,712
Prior year WIP expensed	13	131
Found assets	(2,510)	(2,858)
Contributions – non-monetary assets	(297)	-
Borrowing costs	205	183
Share of net (profits)/losses of associates and joint ventures	166	(12)
Fair value adjustments for assets held for resale	(19)	-
Restate landfill cell provision	(199)	-
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	150	193
Increase/(decrease) in trade and other payables	(132)	(899)
(Increase)/decrease in inventories	8	(15)
Increase/(decrease) in provisions	211	159
Increase/(decrease) in trust funds	77	(40)
(Increase)/decrease in other assets	406	(170)
Net cash provided by/(used in) operating activities	11,859	6,412

Note 31. Financing arrangements

	2017 \$'000	2016 \$'000
Bank overdraft	500	500
Credit card facilities	300	150
Total facilities	800	650
Used overdraft facilities	-	-
Unused overdraft 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	Total \$'000
2017				
Operating				
Aged and disability services	205	86	258	549
Consultancy	71	22	-	93
Election services	-	-	136	136
IT and software licences	915	327	836	2,078
Professional services	597	324	526	1,447
Recreation services	330	-	-	330
Regulatory compliance	117	-	-	117
Utility supply	152	-	-	152
Waste management	2,003	1,240	495	3,738
Total	4,390	1,999	2,251	8,640
Capital				
Bridges	166	-	-	166
Buildings	1	-	-	1
Other	180	-	-	180
Pathways	208	-	-	208
Recreation	1,346	-	-	1,346
Roads	107	-	-	107
Total	2,008	-	-	2,008
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

Note 33. Operating leases

(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):

	2017 \$'000	2016 \$'000
Not later than one year	18	18
Later than one year and not later than five years	21	18
Later than five years	-	20
	39	56

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 2017, 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 2017, 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 103.1%. 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 June 2017 was 103.1%.

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

Employer contributions

Regular contributions

On the basis of the results of the 2016 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 2017, this rate was 9.5% of members' salaries (9.5% in 2015/2016). 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. (cont.)

Note 34. Superannuation (cont.)

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.

2016 interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2016 identified the following in the defined benefit category of which Council is a contributing employer:

- » A VBI surplus of \$40.3 million; and
- » A total service liability surplus of \$156 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 2016. 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. Council was notified of the 30 June 2016 VBI during August 2016.

2017 full triennial actuarial investigation

A full actuarial investigation is being conducted for the Fund's position as at 30 June 2017. It is anticipated that this actuarial investigation will be completed in December 2017.

Future superannuation contributions

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2018 are \$75,000.

Note 35. Contingent liabilities

(a) Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in Note 34. 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.

(b) 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.

(c) 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.

(d) Council has a number of funding arrangements with State and Federal Government to deliver aged and disability services. Repayment of funding may be required if service targets are not met. Council is currently unable to estimate the likelihood and level of repayment required.

Note 36. Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

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

Interest rate risk

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

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

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

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

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

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk Council only invest surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

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

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

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 36.

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.

Note 36. Financial instruments (cont.)**(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;
- » have readily accessible standby facilities and other funding arrangements in place;
- » have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- » monitor budget to actual performance on a regular basis; and
- » set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 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.

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

(e) 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 disclosures

(i) Related parties

Parent entity

Mount Alexander Shire Council is the parent entity.

(ii) Key management personnel

Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:

Councillors

- » Councillor Christine Henderson (elected 1/12/2008, Mayor 11/11/2014 until 08/11/2016)
- » Councillor Michael Redden (elected 1/12/2008 until 02/11/2016)
- » Councillor Tony Bell (elected 1/11/2012)
- » Councillor Chris Cole (elected 1/11/2012 until 02/11/16)
- » Councillor Sharon Telford (elected 1/11/2012, Mayor 08/11/2016 until current)
- » Councillor Anthony Cordy (elected 20/5/2014)
- » Councillor John Nieman (elected 8/11/2016)
- » Councillor Robin Taylor (elected 8/11/2016)
- » Councillor Bronwen Machin (elected 13/10/2014)

	2017 No.	2016 No.
Total number of Councillors	9	7
Chief Executive Officer and other key management personnel	8	4
Total key management personnel	17	11

(iii) Remuneration of key management personnel

	2017 \$'000	2016 \$'000
Total remuneration of key management personnel	1,268	1,173

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

	2017 No.	2016 No.
\$1 - \$9,999	2	-
\$10,000 - \$19,999	5	-
\$20,000 - \$29,999	2	6
\$40,000 - \$49,999	1	-
\$60,000 - \$69,999	-	1
\$100,000 - \$109,999	1	-
\$110,000 - \$119,999	1	-
\$130,000 - 139,999	2	-
\$150,000 - \$159,999	1	-
\$160,000 - \$169,999	-	1
\$180,000 - \$189,999	1	1
\$190,000 - \$199,999	-	1
\$240,000 - \$249,999	1	-
\$380,000 - \$389,999	-	1
	17	11

(iv) Transactions with related parties

Council did not enter into transactions with any related parties in the financial year 2016/2017.

(v) Outstanding balances with related parties

There are no outstanding balances at the end of the reporting period in relation to transactions with related parties.

(vi) Loans to/from related parties

	2017 \$'000	2016 \$'000
The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows:	-	-

(vii) Commitments to/from related parties

	2017 \$'000	2016 \$'000
The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:	-	-

Note 38. Senior Officer remuneration

A Senior Officer is an officer of Council, other than key management personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$142,000

The number of Senior Officers are shown below in their relevant income bands:

Income range:	2017 No.	2016 No.
\$120,000 – \$129,999	1	-
\$130,000 – \$139,999	1	2
	2	2

	2017 \$'000	2016 \$'000
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Total remuneration for the reporting year for Senior Officers included above, amounted to:	264	272
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Note 39. Events occurring after balance date

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

Certification of the Financial Statements

Mount Alexander Shire Council
2016/2017 Financial Report

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, CA

Principal Accounting Officer

Date : 25/09/2017

Castlemaine

In our opinion the accompanying financial statements present fairly the financial transactions of Mount Alexander Shire Council for the year ended 30 June 2017 and the financial position of the Council as at that date.

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

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



Councillor Sharon Telford

Councillor

Date : 25/09/2017

Castlemaine



Councillor Robin Taylor

Councillor

Date : 25/09/2017

Castlemaine



Jason Taylor

Acting Chief Executive Officer

Date : 25/09/2017

Castlemaine

Independent Auditors Report



Independent Auditor's Report

To the Councillors of Mount Alexander Shire Council

Opinion	<p>I have audited the financial report of Mount Alexander Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2017 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including a summary of significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2017 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. My responsibilities under the Act are further described in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Independent Auditors Report (cont.)

Auditor's responsibilities for the audit of the financial report

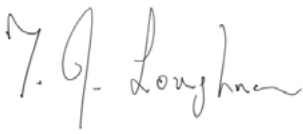
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and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

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

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

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

MELBOURNE
26 September 2017


Tim Loughnan
as delegate for the Auditor-General of Victoria



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