

A young girl with her face painted to look like a tiger, wearing a colorful umbrella and a patterned dress, smiling. The background is a soft-focus outdoor setting.

MOUNT ALEXANDER SHIRE COUNCIL

# ANNUAL REPORT

2018-2019



MOUNT ALEXANDER  
SHIRE COUNCIL

MOUNT ALEXANDER:  
INNOVATIVE, CREATIVE AND CONNECTED.



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# REPORT OF OPERATIONS

Mount Alexander Shire Council  
For the year ended 30 June 2019





# WELCOME

## INTRODUCTION

The 2018/2019 Annual Report informs our community about Council's performance against the annual plan and budget for the financial year ended 30 June 2019. Like all Victorian Councils we are required to prepare the annual report in accordance with the Local Government Act 1989, and submit it to the Minister for Local Government by 30 September 2019.

This is the second year we report against the objectives we set in the Council Plan 2017-2021 which guides the programs and services we deliver over the four year term.

It measures our progress against the strategic goals we set under the pillars of Our People, Our Place and Our Economy. It also includes our highlights and challenges, service performance indicators, and information about our finances and governance.



## VISION, PRINCIPLES AND PILLARS

### OUR VISION

Mount Alexander: innovative, creative and connected.

### OUR GUIDING PRINCIPLES

- Listen to our communities, respect their views and respond openly and responsibly
- Insist on integrity, equity and fairness in delivering services and facilities
- Be progressive and innovative
- Advocate for our shire and collaborate with others for the benefit of our region

### OUR PILLARS

#### OUR PEOPLE

**Population + Health + Wellbeing  
+ Support + Resilience  
+ Partnerships + Social services  
+ Connections**

Strategic objectives:

- Socially connected, safe and inclusive communities
- Local services that support the needs of our community
- Improved health and wellbeing
- A welcoming place for all

#### OUR PLACE

**Buildings + Sport and recreation facilities + Roads + Footpaths  
+ Drainage + Trails + Playgrounds  
+ Gardens + Natural environment  
+ Waste + Recycling + Heritage**

Strategic objectives:

- Well managed assets for now and into the future
- A clean and green community
- Well planned for growth

#### OUR ECONOMY

**Business + Economy + Jobs  
+ Education + Creativity + Events  
+ Innovation + Tourism + Culture**

Strategic objectives:

- A creative and innovative economy
- Great opportunities for education and technology
- An innovative and sustainable organisation

## 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 19,500 people with most 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 the shire continues to grow as new residents move to the area to make the most of the lifestyle and all the shire has to offer.



**OUR PEOPLE**

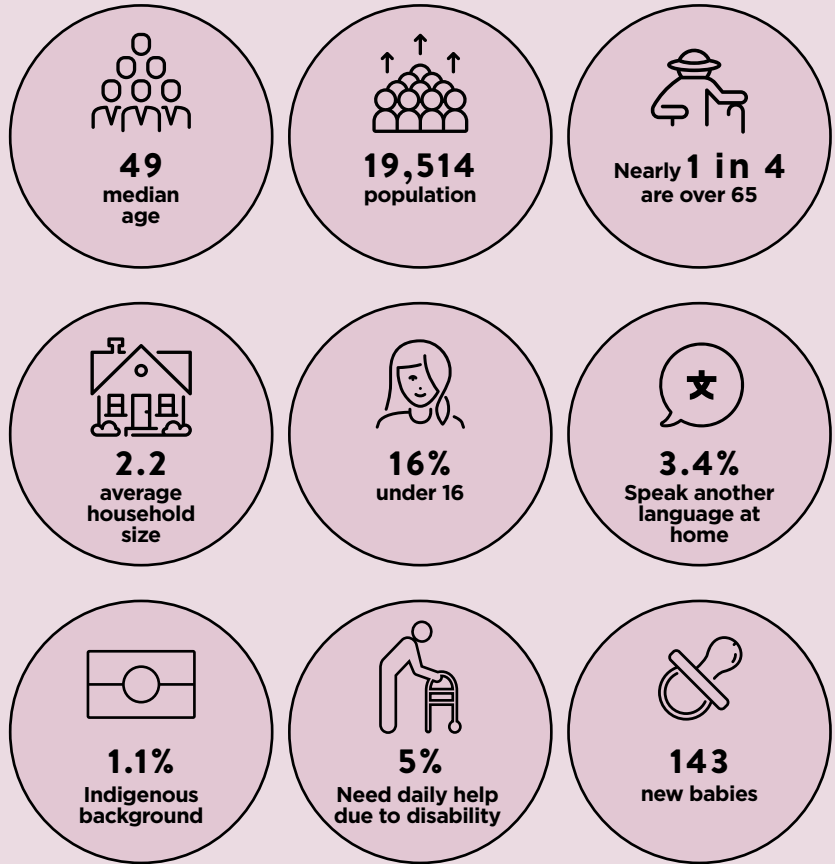
Mount Alexander Shire Council respectfully acknowledges the Dja Dja Wurrung as the traditional owners of the lands and waters of Mount Alexander Shire. Council also recognises all other Indigenous people of the shire. We acknowledge the vital role that the local Jaara people and their forebears have played as custodians of this region for many centuries, their age old ceremonies of celebration, initiation and renewal. We respect and acknowledge their living culture and unique role in the life of this region.

Our shire benefits from a strong sense of community and above average levels of volunteering, community engagement and cultural participation. We have many active community groups and a high level of formal and informal interaction between residents and Council.

Like many regional communities, our population is ageing. Compared with other regional Victorian municipalities, we have a greater proportion of older residents. Our population continues to grow and is expected to rise by 25% by 2031.

We use population and health data to help us understand our strengths and vulnerabilities as a community, identify future needs and plan for infrastructure and service delivery.










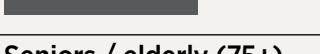

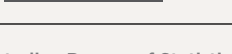
**FAST FACTS OUR PEOPLE**







## POPULATION BY LIFE STAGE

Proportion of population		Mount Alexander Shire	Victoria
Age			%
	Pre-school (0 to 4)		<b>4.5%</b> 6.3%
	School age / dependant (5 to 19)		<b>15.5%</b> 18.0%
	Tertiary education / young workers (20 to 29)		<b>7.8%</b> 14.4%
	Working age (30 to 64)		<b>48.1%</b> 45.8%
	Retirement (65 to 74)		<b>14.1%</b> 8.6%
	Seniors / elderly (75+)		<b>10.1%</b> 7.0%

Source: Australian Bureau of Statistics 2016 Census of Population and Housing, REMPLAN Community.

**OUR PLACE**

Mount Alexander Shire is on Jaara Country. The picturesque rural land, rolling hills, granite outcrops and significant bushland add great beauty and attract many people to the area. We have urban and rural communities, some with national heritage, historic and environmental significance. Our largest town is Castlemaine with a population of 6,755, followed by Campbells Creek at 1,780 and Maldon with 1,512. We have nine main towns across our shire of more than 1,500 square kilometres.

Locals and visitors alike enjoy a range of stunning parks, gardens and playgrounds in our towns and communities, including the heritage-listed Castlemaine Botanical Gardens.

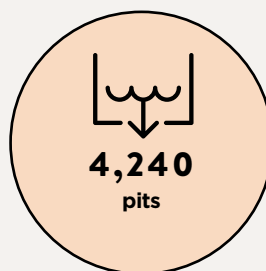
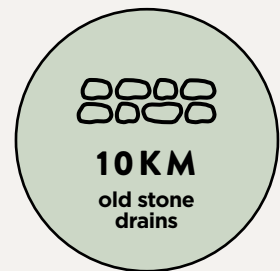
The community is passionate about the environment. About 28% of households have solar photovoltaic panels, almost two and a half times the state average. We have set a goal for Council to be carbon neutral by 2025, which includes all the emissions from waste collected throughout the shire.

**We manage**

**SPORT AND RECREATION**

Botanical/public gardens	3
Playgrounds	25
Skate park	1
BMX facilities	3
Reserves	21
Courts	64
Sporting fields	15
Sporting facilities	18
Swimming pools	4
Equestrian facilities	3

**WE MANAGE  
INFRASTRUCTURE**



## FAST FACTS OUR PLACE



## OUR ECONOMY

With a strong history of gold rush and agriculture, today manufacturing is our key industry, along with construction, retail, trade and healthcare.

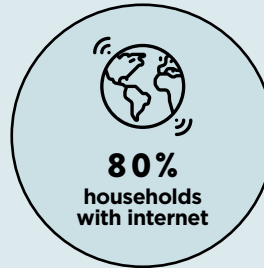
Our largest employer is KR Castlemaine and there are several large heavy engineering companies that are vital to the local economy. Agricultural and horticultural enterprises continue to be an important part of the region's economic diversity and success.

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 tourism and attract visitors from across the state, country and globe.

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



## OUR TOWNS AND LOCALITIES

**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 + 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.

## OUR TOWNS

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



### MALDON

is characterised by a lovingly preserved streetscape attracting visitors to its variety of retail, cafes and gold heritage.

POPULATION

**1,512**



### HARCOURT

is the apple centre of the state with a long history of apple and pear growing, and more recently cider production. Now home to a world class mountain bike park.

POPULATION

**940**



### CASTLEMAINE

is the largest town and regional business centre with a rich gold rush history and a growing reputation as a fine food, arts and shopping destination.

POPULATION

**6,755**



### ELPHINSTONE

is characterised by undulating hills and the river flats of the Coliban River, with diverse flora and fauna and gently winding roads.

POPULATION

**552**



### TARADALE

is a scenic town with walking trails linking historic landmarks.

POPULATION

**448**

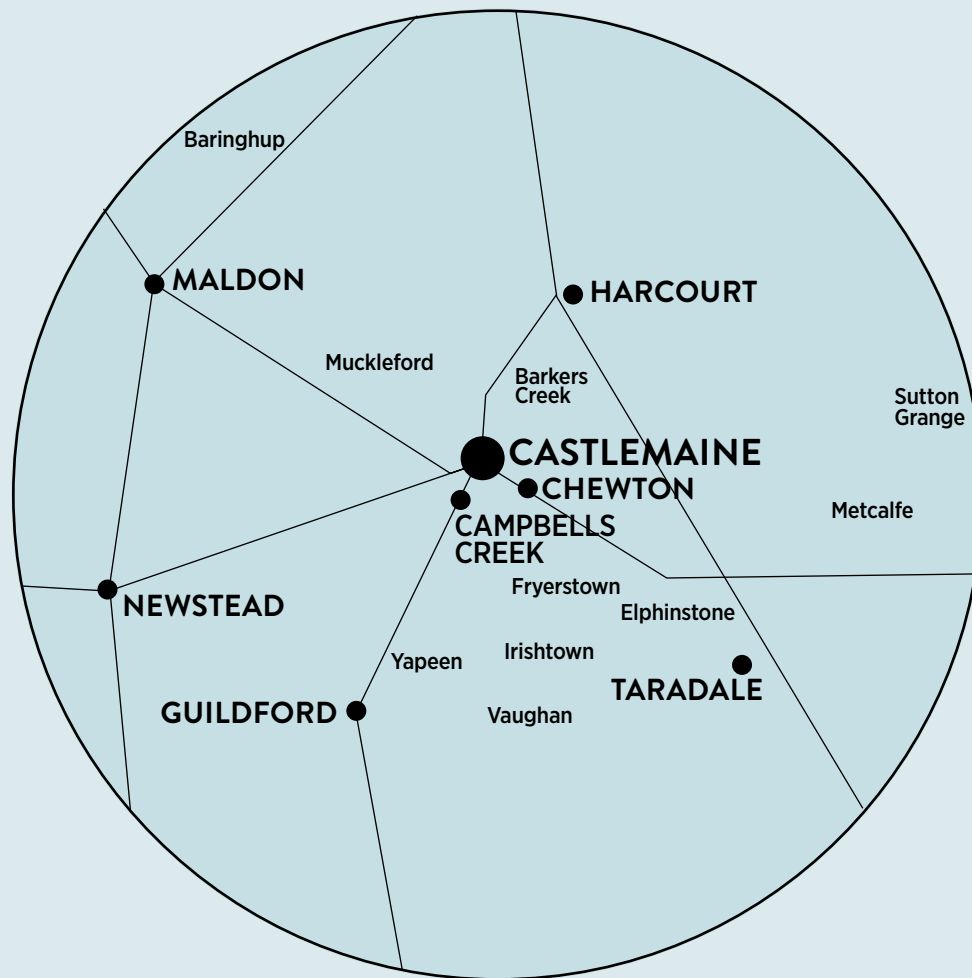


### CHEWTON

is a picturesque hamlet surrounded by bushland and the Castlemaine Diggings National Heritage Park.

POPULATION

**1,313**



**GUILDFORD**

is a welcoming community on the banks of the Loddon River between Daylesford and Castlemaine.

POPULATION  
**330**



**CAMPBELLS CREEK**

shares its name with a line of billabongs flowing south towards the Loddon River and is a diverse and growing community with a proud heritage.

POPULATION  
**1,780**



**NEWSTEAD**

on the Loddon River has a village feel with cafes, antiques and collectables, galleries and nearby wineries.

POPULATION  
**753**

# YEAR IN REVIEW

## MESSAGE FROM THE MAYOR & CHIEF EXECUTIVE OFFICER



**Cr Bronwen Machin**  
Mayor, Mount Alexander Shire

On behalf of staff and Councillors we are pleased to present Mount Alexander Shire Council's 2018/2019 Annual Report. This report highlights the breadth of programs and services we provide under the pillars of Our People, Our Place and Our Economy to deliver on our vision of an innovative, creative and connected community.

Council is committed to servicing the needs of the whole population from families with young children through to older residents. This year we were pleased to adopt our first Early Years Plan and deliver a new supported playgroups program for vulnerable families to help our local children reach their full potential. Our youth development team is continuing their brilliant work on programs to support and empower young people who are leading the way when it comes to tackling issues such as climate change. We've added skills based training and leadership training to the Mondo Lounge youth space program, and are working with young people to bring events such as the youth awards, Battle of the Bands, a festival, and markets to support young makers.

We know aged care services are important to the community and continue to support more than 800 clients to live independently in their home. Our community wellbeing team runs a busy schedule of social activities to help residents to stay connected, while advocating for better aged care standards and supporting clients through a time of change in the industry.

Keeping our community happy and healthy is an important priority. We've run a range of active living programs like This Girl Can and Walk to School, and joined five other councils to take part in the Healthy Heart of Victoria initiative right across the Loddon Mallee Region. Thank you to everyone who completed the active living census delivered to every household. The data will help inform our health and wellbeing programs and assist in applying for more funding for health-related services and infrastructure.

One of the highlights of the year was the completion of the multipurpose sports pavilion at Wesley Hill Recreation Reserve, and the installation of floodlights at the Doug Powell Oval. Like the new floodlights at Chewton Soldiers Memorial Park, the improved facilities will grow participation in sport. These projects are great examples of council, the community and the state and federal governments working together. We're excited to have two new play spaces on the horizon in Castlemaine and Harcourt. The design of both play spaces was strongly influenced by local residents, community groups and local children as experts in play. This year we've put the spotlight on Harcourt as a dedicated growth area in the region. We talked and listened a lot during consultations on Plan Harcourt, and used innovative ways to share, develop and test ideas to drive jobs and growth as part of the Shine Harcourt project. We will be sharing more about these plans in the year ahead.



**Darren Fuzzard**  
Chief Executive Officer





We were pleased to adopt streetscape plans for Guildford, Newstead, Taradale, Campbells Creek, Chewton, Elphinstone and Maldon. It's been wonderful to see so many passionate people connect and work collaboratively to shape the plans for their town. We're now focusing on implementing the plans to improve the look and feel, and make it easier to get around, as well as apply for funds to support some of the bigger projects. Big plans are afoot for the historic town of Maldon where we are working on a business case to determine the cost and benefits of restoring the historic streetscape, shopfronts and undergrounding power in the town centre, which requires significant investment.

During the financial year we completed nearly \$10 million in capital works projects, with a solid focus on improving our roads, footpath renewals to increase access

to schools and towns and drainage to reduce flooding. We're always looking at better ways of doing things and have this year trialed new ways to improve our gravel roads to create smoother road surfaces that last longer.

We also embarked on a program looking at the culture of the organisation and how we can continue to strive towards making our organisation an exceptional one - one which keeps getting better, which values the contribution of all and delivers for our community. We would like to thank our fellow Councillors, staff, volunteers and partners for their excellent work over the past year. In addition to delivering programs and services, many staff have been implementing new systems and technologies to create more business efficiencies and to improve our customer service. We are grateful to our local members of parliament who work hard for our

community, and acknowledge the contribution of the Victorian and Australian governments who this year provided around 20 per cent of our income through grants. Community satisfaction levels are at their highest as a result of this collective effort. We recognise there is more to do and will continue to streamline services, build strong partnerships, and lobby for funds and solutions to help us address our challenges and make Mount Alexander Shire an even better place.

Thank you.

**Cr Bronwen Machin,  
Mayor of Mount Alexander Shire**

**Darren Fuzzard,  
Chief Executive Officer,  
Mount Alexander Shire Council**

# DESCRIPTION OF OPERATIONS

Mount Alexander Shire Council delivers 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.

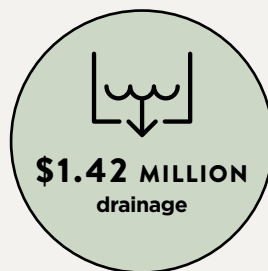
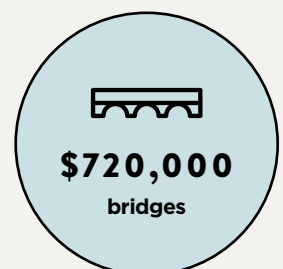
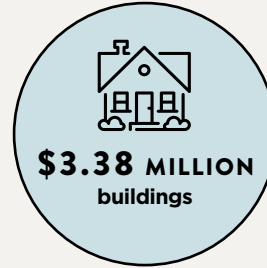
Council strives to balance the provision of services to meet current community needs, maintaining our ageing infrastructure and preparing for future needs and demands.

The delivery of services, facilities, support, community engagement, advocacy and our decision making are measured by the different performance and capacity indicators in this report.

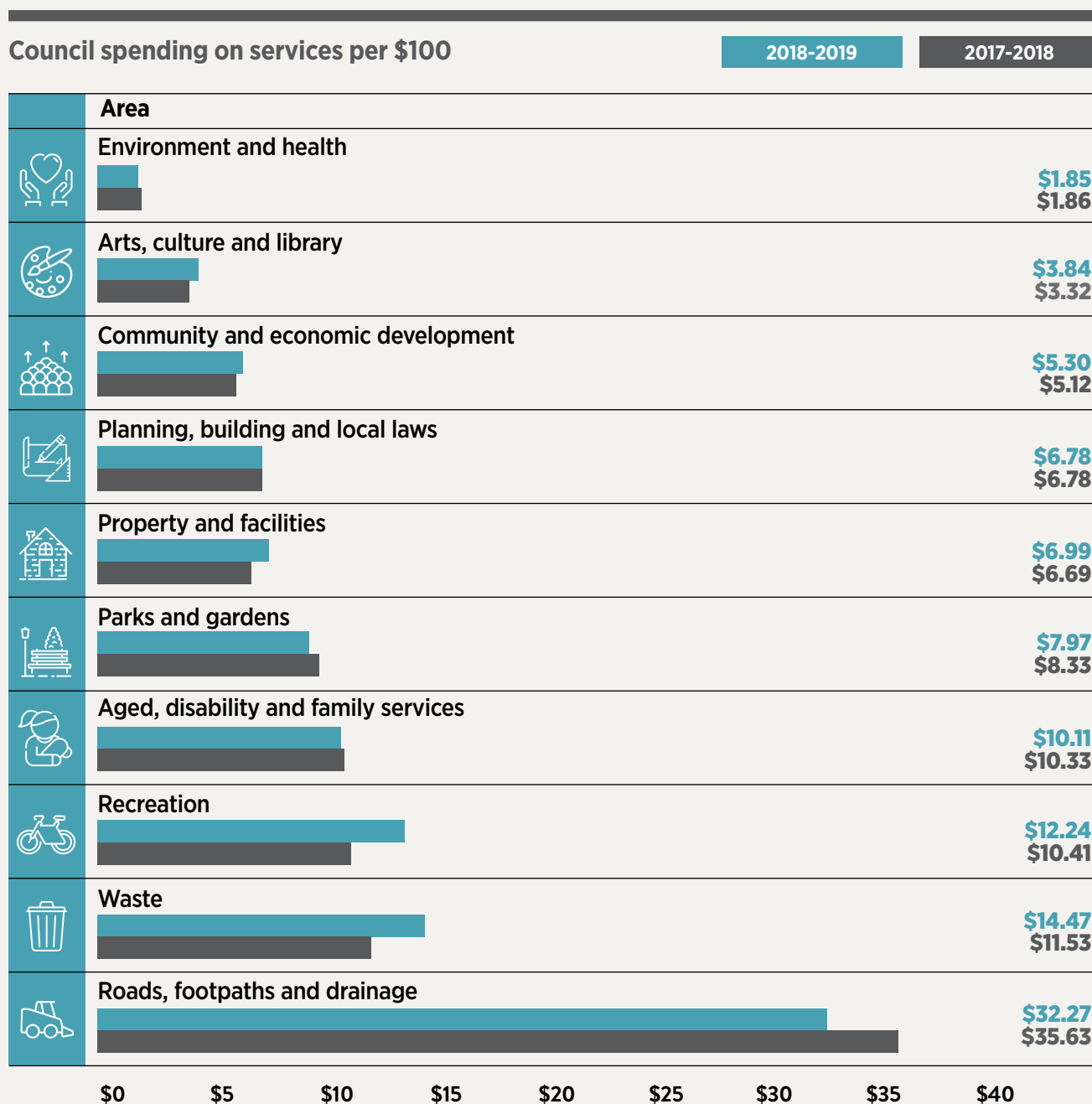
Our services are guided by plans and strategies adopted by Council along with our responsibilities under Victorian and Australian legislation.

The 2018/2019 annual plan and budget deliver on our commitment to achieving the vision, goals and strategic objectives outlined in the Council Plan 2017-2021.

## CAPITAL WORKS PROGRAM



## INVESTMENT IN SERVICES



This year we adopted our first early years plan and delivered a supported playgroup program for vulnerable families to help local children reach their full potential.

The Mount Alexander Early Years Plan 2018-2021 was adopted in December 2018 to guide the programs, services, partner activities and advocacy to support the needs of families and children aged 0-8 years.

The plan was developed in partnership with the community and service providers, through stakeholder discussions, surveys and forums. It is structured around the themes of collaboration, services and support, learning and literacy, and environment and wellbeing.

Some of the actions in the plan include identifying gaps in the provision of local childcare, looking at ways to enhance kinder enrolment processes, and establishing an Early Years Expo every few years.

Staff held regular forums throughout the year and formed an Early Years Steering Committee to help drive actions in the plan and keep the community up-to-date on progress.

Staff also delivered the Supported Playgroups program, funded by the Victorian Government, and provided more than 1,300 key age and stage visits to children registered with our maternal and child health service.

# EARLY YEARS SERVICES



“The plan is an inspirational document that recognises that everyone has a part to play in creating Mount Alexander Shire as a great place for our children and their families to live, work and play.”

# ACHIEVEMENTS

Here are some highlights from the year.

## OUR PEOPLE

### Families

Adopted the Mount Alexander Early Years Plan 2018-2021 to guide programs, services, partnership activities and advocacy to support families and children.

Delivered the Supported Playgroups program, funded by the Victorian Government.

Investigated opportunities for implementing a central enrolment scheme for kindergarten, funded by the Department of Education and Training.

Provided more than 1,310 immunisations and more than 1,300 key age and stage visits to nearly 1,000 children registered with our maternal and child health service.

Signed a partnership agreement with the Australian Breastfeeding Association to support local programs, and set up baby change facilities at the Ray Bradfield Room.

### Young people

Coordinated Mondo Lounge to provide a hangout space with free activities, workshops and training for young people, supported by the Victorian Government's Engage! Program.

Supported our Youth Advisory Group and committees to lead some amazing projects including the youth awards, youth festival, Young Makers Market and Mondo Lounge.

Launched the 2019 Battle of the Bands competition to grow young talent in the shire with the chance to win \$500 towards their music career and play at the Theatre Royal. Six-piece all girl band Stop that Mammoth won the 2018 competition in August.

Held the Mount Alexander Shire Youth Awards during National Youth Week in April 2019. Cohen Saunders, Josh Rodgers, Ada Levis, Harriet O'Shea Carre, Amy Bachmann and Oscar Johnson took out the leadership awards.

Extended our Quick Response Youth Program to support applications from young people aged 10 to 25, enabling students from Castlemaine Primary School to create a poster campaign to promote respectful language and behaviour at school.

Partnered with Castlemaine Secondary College and the Central Victorian Primary Care Partnership to provide mental health training to parents and teachers.

Signed up to the Youth our Critical Asset (YOCA) program to support and empower young people to achieve and maintain good mental health and wellbeing.



## EDUCATING YOUNG PEOPLE: CR PEG

### Young people

Councillor Max Lesser launched the Councillor PEG Project with a series of educational resources to help explain the role of local government in schools.

The Councillor PEG Project stands for People, Education, Government. The resource kit includes a card game, mazes, colouring activities and more, developed independently by Cr Lesser as part of the Goldenhope Foundation.



## MAKING A SPLASH

### Healthy ageing

Glamorous 1940s and 1950s actress, swimmer and businesswoman Esther Williams was the inspiration for an end of year performance for a council-run gentle water exercise class.

Program participant Lana Osterfield came up with the idea to do a Million Dollar Mermaid-inspired performance as part of the Social Support Program. She spent hours trawling local op shops for colourful props and costumes. Ten performers had lots of fun practicing their aqua dance moves each week before the grand finale.

Our Social Support Program provides residents with the chance to get out, be active, make friends, learn new skills and have fun. The team delivered 9,274 hours of activities, supported by a team of 25 volunteers.

### Healthy aging

Provided 18,750 hours of home, respite and personal care to more than 830 residents to help them live independently in their home.

Advocated for better aged care standards and was part of a joint submission to the Royal Commission on Aged Care, while preparing for further industry reforms in the sector.

Delivered more than 6,000 home meals, and provided transport to community lunches and activities to help clients stay connected.

Partnered with Castlemaine Community House and the Seniors Festival Committee to support the Seniors Festival, and hosted a free concert at Castlemaine Town Hall.

### Mental health support

Provided ongoing support to improve access to mental health services, and made a joint submission to the Royal Commission on Mental Health with the Central Victorian Primary Care Partnership.

Signed a Memorandum of Understanding (MOU) with the ELM Network – Every Life Matters – to work together to prevent suicide and improve understanding of mental health support in the community.

### Diversity, access and inclusion

Facilitated and participated in the LGBTIQ+ Roundtable meeting with community members and agencies to identify issues to improve the health and social outcomes of people in our community who identify as LGBTIQ+.

Supported Castlemaine District Community Health (CDCH) in the successful implementation of the Lets Get Proud Strategic Plan.

Supported the Castlemaine Takes Pride project coordinated by CDCH, in partnership with Castlemaine Community House and the Central Victorian Primary Care Partnership

Partnered with the Mount Alexander Family Violence Prevention Network to run a window dressing competition to encourage businesses to #GoOrange in a campaign against gender based violence.

Held a staff lunchtime trivia quiz to create conversations and awareness on gender equality and drivers of family violence #respectMA #16daysofactivism.

Completed the 2018 Access and Inclusion Community Survey to better understand the barriers to access and inclusion, and guide priorities to improve access to programs, services and infrastructure.

Worked with Mount Alexander Shire Disability Advocacy Group to prioritise accessible parking spaces for upgrade in Castlemaine, and completed works to meet current standards.

Attended a workshop run by Guide Dogs Victoria to better understand the function of tactile markers and Australian standards. Infrastructure staff went under blindfold to experience the heritage town of Castlemaine like someone with low vision or blindness.



## LET'S GET PHYSICAL

### Healthy Active Living

Along with five other councils we took part in the Healthy Heart of Victoria initiative supported by the Victorian Government to improve health and wellbeing in the Loddon Campaspe region.

We employed a Health Broker to make health and wellbeing everyone's business at Council, we rolled out the 2019 Active Living Census to inform health and wellbeing programs in our

region, and we secured \$300,000 to improve footpaths and trails to help people get active.

In a separate program Council supported more than 100 events to encourage women around the shire to get active or try something new as part of the VicHealth campaign This Girl Can. There was a taste of everything on offer during April and May from yoga, tai chi and dance to mountain biking, roller skating and rock climbing #ThisGirlCan.

We also worked with 12 local primary schools to get students walking, riding and scooting to school in October, as part of VicHealth's Walk to School month. Council hosted fun events with a healthy breakfast and decoration station for shoes and bikes. Paddy from the League of Kindness had cool bikes which had everyone laughing. Students tried penny farthings, double-decker uber bikes, side-cars and other weird and wonderful machines.

## Reconciliation

Collaborated with community members and agencies as part of the Indigenous Roundtable to support, recognise and celebrate the Indigenous heritage in the shire.

Supported National Reconciliation Week activities at the Market Building.

Hosted a Sorry Day Commemoration at Stanley Park in Harcourt, where local elder Aunty Julie McHale shared her story. The event marked 21 years since the first Sorry Day event was held in the shire at Mt Alexander (Leanganook).

Council hosted an Australia Day event in partnership with Nalderun Loddon Mallee to welcome our new Australian citizens, acknowledge our shared culture and recognise the Mount Alexander Australia Day award winners.

## Community and volunteers

Introduced changes to the Community Grants Program to make it easier to apply with two funding rounds a year and the option to apply for a small grant or partnership grant. More than 30 groups shared more than \$100,000 in community grants to deliver projects and initiatives across the shire.

Hosted an expo, afternoon tea and series of workshops during Volunteer Week in May to celebrate volunteers across the shire, boost their skills and showcase the work they do.



## SAFETY FOR KIDS

### Safety and emergency management

Supported the 2019 Safety Awards Field Exercise (SAFE) program which attracted more than 450 grade three and four students

to Harcourt in May. Kids learned what to do during bushfires, house fires, storms and other emergency situations. They found out what to expect if they call 000 and how to stay safe on bikes and near water.

The CFA program was supported by Council, Victorian Police, Department of Environment, Land, Water and Planning, ESTA (000 emergency line), Forest Fire Management Victoria, RACV, SES and Maritime Safety Victoria.



Coordinated the 2019 Australia Day Awards to recognise the generous contribution of local volunteers. Ken Maddern, Milou Albrecht, Brian McCormick and the Mount Alexander Seniors Festival received their award at an Australia Day event in Victory Park.



Signed up to a five year library agreement with the Goldfields Library Corporation to continue to provide valuable library services to the community in Mount Alexander Shire. Castlemaine library has more than 9,000 members and receives more than 3,000 visitors each week.

**Emergency management**

Partnered with communities, agencies and neighbouring shires to prepare for and respond to emergency events and the fire season. This included joint inspections with the CFA to identify properties that needed to reduce fuel loads to lessen bush fire risk, and a community radio series as part of a broader community engagement program.



Our procedures were tested during a chemical leak at Don KR Castlemaine in January where Council staff worked through the night to set up a relief centre and ensure more than 550 workers were safe and comfortable. We've since worked with emergency management partners to apply the learnings and improve procedures across the region.

Secured grants to fund variable messaging signs with an educational speed radar, and to promote safety, fire prevention and emergency response messages, funded by the Safer Together program and the Transport Accident Commission.



Cleared overgrown native vegetation at Harcourt Valley Primary School to create a place for students to enjoy the environment, and enable the school's basketball stadium to be declared as a Bushfire Place of Last Resort.

**Community safety**

School Crossing Supervisor Ray Stevenson at Maldon Primary School was named regional winner at the School Crossing Supervisor of the Year Awards in July 2018.

School crossing supervisors issued a call to action in June 2019 to urge drivers to get off mobile phones, stop texting and slow down to keep our kids safe on the roads.

**Food safety**

Delivered allergen training for food businesses to help keep their customers safe and meet their responsibility to supply safe and suitable food.

**Animal management**

Awarded a three year contract to Mount Alexander Animal Welfare (MAAW), following a tender process, enabling the community-based organisation to continue to provide pound services in the shire, including a responsible animal re-homing process.

Worked with MAAW and local vet clinics to provide low income earners with discounted cat de-sexing to help prevent unwanted litters and keep the feral cat population down.

Demonstrated excellence in animal management services. The response to animal complaints raised and the number of animals reclaimed at Mount Alexander Animal Welfare are better than industry standards.



**A NEW ERA FOR BIN COLLECTION**

**Waste**

Council started a five-year contract with Veolia Environmental for the collection of household kerbside waste and recycling in October 2018, following a competitive tender process.

We co-hosted a community event with Veolia Environmental and the Hub Foundation in September to celebrate the launch of the bin collection service with the new provider.

There was a free sausage sizzle and educational activities on composting, recycling and how to

cut and divert waste from landfill. The kids loved the chance to climb up and get into a rubbish truck.

Veolia operates a materials recovery facility near Echuca, which processes the majority of recyclables like paper, cardboard, plastic, metals and glass here in Australia.

## OUR PLACE

### Streetscapes

Adopted streetscape plans for Newstead, Campbells Creek, Chewton, Guildford, Taradale and Elphinstone in November which were developed in close consultation with residents and local community planning groups.

Adopted a streetscape plan and design standards in December to guide the management and improvement of the Maldon town centre to create a more attractive, safe and accessible town, while preserving its historic character.

Continued planting, street beautification and weed removal works around the shire.

### Parks and gardens

Released a draft of the Castlemaine Botanical Gardens Conservation Management Plan for public feedback, including an assessment of the significant features of the heritage-listed gardens, with policies and actions to manage them for decades to come.

Completed the annual street tree pruning program to protect public safety, improve the appearance of local streets, and provide clearance around powerlines in Castlemaine to reduce the risk of fire, blackouts and power surges.

Finished Stage 2 works to install a new irrigation system at Castlemaine Botanical Gardens.

Awarded the contract for an accessible play space for all ages and abilities at Victory Park in Castlemaine. Construction is on track for completion in spring 2019.

Worked with a community group to design a new play space at Stanley Park North in Harcourt, inspired by the special things that define the town. Secured funding from the Victorian Government's Community Sports Infrastructure Fund to help fund construction.

Hosted a free twilight tour of the Castlemaine Botanical Gardens in March, following an earlier tour in January as part of Castlemaine District Community Health's monthly walk series.

### Waste

Provided free green waste disposal for 16 days in October and November to help residents prepare for the fire season. Residents delivered nearly 600 loads of green waste, totalling more than 580 cubic metres.

Hosted a free e-waste disposal event in partnership with Veolia Environmental and Sims Metal to prepare residents for a state government ban on e-waste to landfill from 1 July. Nearly 400 residents disposed of around 10 tonnes of unwanted electrical items for recycling.

### Climate change

Installed solar panels on facilities at Newstead, as part of our commitment to reduce the shire's energy needs.

Joined with 39 Victorian councils to develop a business case and commit to a tender process to purchase renewable energy for council's electricity needs through a power purchase agreement from 2020.



## Environment

Adopted the Castlemaine Urban Waterways Plan in September to manage public land around creeks throughout Castlemaine, Campbells Creek and Chewton, developed in partnership with the Friends of Campbells Creek and Castlemaine Landcare Group.

Undertook weed removal and prepared key sites for revegetation along urban waterways and town entrances in Castlemaine, Wesley Hill, Campbells Creek and Chewton.

Worked with the City of Greater Bendigo to develop a series of educational videos and a campaign to highlight the dangers of Queensland Fruit Fly and how to help protect our local horticulture industry, funded by an Agriculture Victoria grant.

Held Sustainable Living Workshops on topics such as recycle right, water smart gardening and how to collect native plant seed to help residents live more sustainably.

Hosted a special event in partnership with Mount Alexander Sustainability Group to present RetroSuburbia - an evening with David Holmgren in September.

Formed a cross functional team to undertake a further review of glyphosate products in operations.

## Recreation

Completed construction of the \$2.43m multi-use sports pavilion at Wesley Hill Recreation Reserve in December 2018, followed by an official opening in May 2019.

Installed new floodlights on Doug Powell Oval to enable football teams and user groups to hold evening training sessions and make best use of the sporting field.

Installed six new towers with 50 lux lights at Chewton Soldiers Memorial Park to improve safety, manage wear and tear on the field, and boost participation in local soccer programs.

Endorsed the Resourcing Recreation framework in June 2019 as a decision-making tool to guide investment in sport and recreation facilities across the shire.

## Community buildings

Completed Stage 2 of the Conservation Management Plan for the historic Market Building in Castlemaine. The works focused on conserving the interior pillars and the application of lime wash to ensure the longevity of the building, funded by Council and Heritage Victoria's Living Heritage Grants Program.

Completed an upgrade to the public toilets at Victory Park in August. The new non-slip floor covering aims to reduce the risk of falls, make it easier to clean and modernise the look of the toilet block to improve toilet standards for residents and visitors.

## Roads and bridges

Upgraded more than 38km of gravel roads around smaller towns as part of the annual re-sheeting program (see spotlight on page 29).

Undertook a bell mouth sealing program on our roads to promote a safer working environment by reducing the need for graders to back onto dangerous intersections.

Completed the annual local road reseal program including nearly 30km of roads around Sutton Grange, Redesdale, Sandon and Werona at a cost of \$790,000.

Created a new bus bay, steps and footpath on Hunter Street in Chewton to improve safety and access to Chewton Primary School, jointly funded by the Transport Accident Commission.

Widened the road, reconstructed the roundabout and realigned the school crossing on Urquhart Street to improve traffic flow and pedestrian safety near Castlemaine Primary School, funded by the Federal Government's Roads to Recovery program.

Completed the designs for bridges on Froomes Road in Castlemaine and Eagles Road in Harcourt, in preparation for upgrades in 2019/2020.

## Drains

Completed stage one of a three-stage program to improve drainage and reduce the risk of flooding to homes in the vicinity of Saint Street and Greenhill Avenue in Castlemaine.

Installed large pipes along Moscript Street in Campbells Creek and completed pavement raising works at the intersection with Stephen Street to improve drainage in the area.

Advocated for funding from VicTrack and V/Line to help fix an exposed drain area near Elphinstone Pub, and redesigned the drainage ready for works in 2019/2020.

## Footpaths and trails

Completed footpath renewals in locations on Mostyn, Barker and Johnstone streets in Castlemaine, identified through the footpath condition assessment program.

Constructed a new footpath on Bowden and Ray streets in Castlemaine to help kids walk safely to and from Winters Flat Primary School.

Completed trail maintenance works and tree pruning on the Castlemaine to Maldon Trail in spring 2018 to maintain emergency access and enable riders and walkers to travel safely alongside the historic Victorian Goldfields Railway.



## SPOTLIGHT ON OUR ROADS - RESHEETING PROGRAM

### Resheeting program

Upgrading and maintaining rural roads is a major responsibility of our Works Team, who resheeted more than 38km of gravel roads in Chewton, Elphinstone, Metcalfe, Sandon, Taradale, Yandoit Hills and Yapeen throughout the year.

Road resheeting takes time as it involves adding a new layer of compacted gravel to the road pavement. The process is resource intensive and costly due to the amount of equipment it requires. The team needs a grader, water cart, roller, loader and trucks, as

well as a lot of water which is a challenge during the dry summer months.

The team is always looking for ways to do things better, particularly when it comes to gravel roads. This year they have focused on improving the quality of gravel sourced from the pit at Tarilta. By changing the way they screen, mix and test the gravel, the team is creating smoother road surfaces that last longer.

In the year ahead we will trial different pavement treatments to improve the longevity and

performance of roads, and advocated to Regional Roads Victoria to receive funding from the Fixing Country Roads Program.

We will use the first round of funding to run the trial along a section of Potts Road in Taradale and Woodsbrook Road in Walmer. These roads have a history of frequent corrugations and potholes that require non-scheduled maintenance.

CASTLEMAINE STATE FESTIVAL

Staff worked behind the scenes to prepare our parks, gardens, venues and streets in readiness for the Castlemaine State Festival which attracted thousands of visitors to the 10 day arts festival in March.

Council was a proud partner of the event which presented local, Australian and international art, performances, film, music, and stimulating dialogues program exploring sustainability and future living.

The opening night celebration of Equinox was held at Western Reserve, you could find the box office in the Market Building, Castlemaine Town Hall was buzzing with performances and there were exhibitions in the foyer at the Phee Broadway Theatre.

Council hosted performances for the whole family at the Phee with productions like Sonic Labyrinth, Picasso and his Dog and Story of a Wanderer. We also commissioned a new mural by Justin Andrews in Frederick Street.

The festival was a great chance to see a rehang of the galleries at Castlemaine Art Museum, visit the open studios, take a history tour, see familiar faces in street art, find hidden creatures in Victory Park or channel your inner rock star.

The 2019 Castlemaine State Festival was the most successful to date based on several key performance indicators including revenue from ticket sales, overall attendance and visitation to the region. Attendances reached nearly 54,000 and more than 13,250 tickets were sold, bringing an estimated benefit of \$3,782,029 to the local economy.

# PREMIERE ARTS FESTIVAL A HIT



Photography by Shane Carey

## OUR ECONOMY

### Tourism and events

Introduced an online system, Book Easy, to manage bookings for 30 local accommodation providers and provide a better customer experience. The system allows visitors to book accommodation through a local trusted source with a lower commission rate than competitors.

Implemented the box office function of Book Easy for ticket sales at Council-run venues and events.

Worked with Bendigo Regional Tourism to develop a new website to promote what to see and do in region, in preparation for launch in July 2019.

Streamlined processes for event organisations by bringing events and venues together in one team to create a one-stop shop, making it quicker and easier to access support for events.

Established guidelines and processes to prepare for the launch of a new events grants program in July 2019.

Attracted a record number of artists to exhibit their work at the Summer Market Art Exhibition in the Market Building in December 2018. Around 110 local artists from across the Goldfields region exhibited their work. Market Art runs twice a year.

### Arts and culture

Continued to support the Regional Centre for Culture 2018, a year-long program focusing on creativity in Central Victoria. As well as providing an umbrella for creative activity in the region, the program included specially commissioned artworks, activities, events and community-based projects by local artists, groups and organisations. It also brought the national Artlands Victoria conference to Castlemaine

Reshaped the At Home Residency Program to provide three different types of residencies for local creatives to develop their work and extend it to new audiences: Create At Home, Play At Home and Exhibit at Home. The 2019 program kicked off with Sonic Labyrinth in March 2019, which was developed for the Castlemaine State Festival.



## Business and employment

Creatively engaged the community in Shine Harcourt, an economic stimulus project which identified a range of initiatives to create jobs and drive economic growth in Harcourt, co-funded through the Federal Government's Building Better Regions program.

Continued to partner with Small Business Victoria to deliver a series of 10 low-cost workshops to provide small business owners with training, skills development and networking opportunities. Many workshops sold out and received positive feedback.

Received funding from Regional Development Victoria to develop a business case for the Maldon Streetscape and Shopfront Improvement Project to determine the cost, viability and economic benefits of restoring the streetscape, shopfronts and undergrounding power in the historic town centre

Endorsed a plan to lease the former Castlemaine Secondary College site on Ety Street from the Minister of Education under a peppercorn rent arrangement that will pave the way for a new training, education and business incubator at the site. Took steps to enter a formal lease with Workspace Australia and Castlemaine Hot Rod Centre.

## Planning and growth

Engaged with the community on Plan Harcourt to set the scene for future development and update the planning framework to foster the town's unique character as it grows.

Introduced new flood mapping and overlay controls as part of Planning Scheme Amendment C082 to provide better flood protection and implement the recommendations in the Castlemaine, Campbells Creek and Chewton Flood Management Plan.

The Minister for Planning approved a planning amendment to rezone the old gasworks site in Castlemaine to pave the way for the construction of a new supermarket in Castlemaine.

Convened a project advisory group in October to assist with a review of the Maldon Design Guidelines, which aim to maintain the heritage significance of Maldon and promote good design for new development. The group met several times to provide input on the guidelines before they are released for community feedback later in the year.

Deferred a planning permit application for a solar farm in Baringhup to the Minister for Planning due to the significance of the proposal to the Victorian Government's renewable energy targets, conflicts between state and local planning policies, and to enable a more efficient and accessible planning process for all parties.

Finalised the Mount Alexander Planning Scheme Review 2019 to ensure the scheme is up-to-date and considers the impacts of recent planning reform and strategic work.

Determined 258 statutory planning applications. The average number of days to make a decision was 42 days, which is well below the statutory timeframe of 60 days. Sixty-two VicSmart applications were made with an average time of four days.

Finalised the Baringhup Broiler Farm project after VCAT ordered the permit be cancelled and the development not to proceed.





### Improving our systems

Continued to roll out a new corporate system to integrate data and streamline processes to improve reporting and create efficiencies across the organisation. Stage 2 included modules for property and rating, infringements and animals. Finance, mapping and payroll was completed last year.

Endorsed a communications strategy in September outlining 30 actions under four objectives to better connect with the community in an open and transparent way.

Started live streaming Council Meetings via YouTube to increase transparency and remove access to barriers to attendance, with a timely update on key decisions made by Council.

Starting a major archiving project to reduce the number of physical records in storage. More than 170 boxes were assessed for destruction. The project will continue into next financial year to meet requirements under the Public Records Act 1973 and Public Records Office of Victoria standards.

Approved a new document management framework to provide staff with guidance on the development of new policies and other organisational documents in line with best practice.

Updated policies on complaint management, privacy and data protection, community use of public assets and Local Law No.1.

Undertook preparations to implement new software to streamline the production of Council Meeting agendas and minutes, and generate actions to improve productivity.

### Leadership

Started a program investing in the capability of senior leaders in the organisation that will continue into next financial year. The program is being expanded to provide coordinators and team leaders with opportunities for personal development.

Developed an organisation culture framework with a set of principles and behaviours that guide how we work together. The framework is part of the CEO's vision to create an exceptional organisation.

### Risk management

Commissioned an Environmental Management Plan and developed safe work methods for staff and contractors to manage environmental safety risks at the Castlemaine Depot, following the discovery of contaminated fill in the ground.



# FINANCIAL PERFORMANCE SUMMARY

## IN BRIEF

Council recorded an operating surplus of \$2.54 million for the period which was \$4.5 million greater than budget. This was mainly due to the early payment of the Financial Assistance Grant (\$2.5 million) in the current financial year, as well as receipt of a number of unbudgeted grants for capital works.

Council ended the 2018/2019 financial year with a cash balance of \$18.93 million, with \$17.27 million restricted.

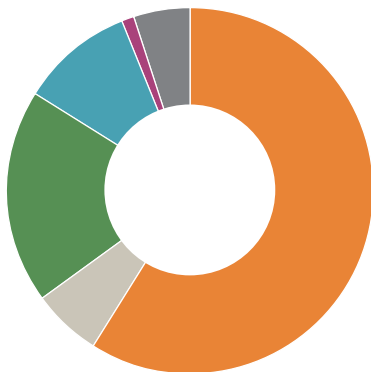
The value of property, infrastructure, plant and equipment increased from \$339.28 million to \$357.53 million as a result of capital expenditure of \$9.79 million and the revaluation of land, building and drainage assets (\$17.88 million).



## REVENUE

Council's total revenue for the 2018/2019 year was \$39.40 million compared to \$38.39 million in 2017/2018. The graph below shows the different sources of revenue for Council, with rates and charges the greatest proportion at 59%.

Revenue

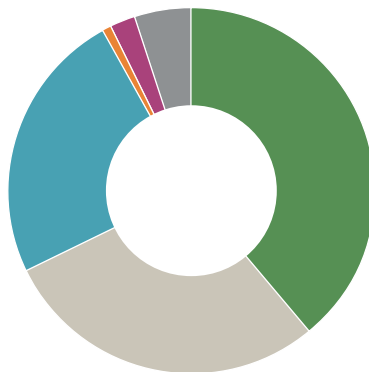


- **59%** Rates and charges
- **6%** Fees, fines and charges
- **19%** Operating grants
- **10%** Capital grants
- **1%** Contributions
- **5%** Other income

## EXPENDITURE

Council's total operating expenses for the year was \$36.89 million (compared to \$35.37 million in 2017/2018).

Expenditure

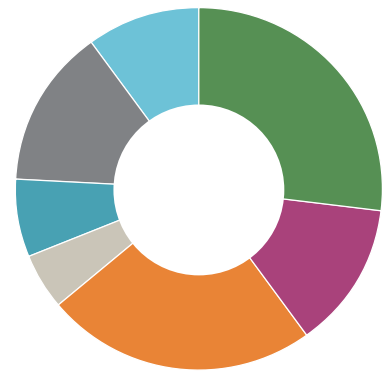


- **39%** Employee costs
- **29%** Materials and services
- **24%** Depreciation
- **1%** Borrowing costs
- **2%** Asset disposal
- **5%** Other expenses

## CAPITAL WORKS

During the financial year, Council completed \$9.79 million of capital works projects (\$8.14 million in 2017/2018). Infrastructure related projects, such as roads, drainage and bridges, accounted for 50% of the capital spend.

Capital works

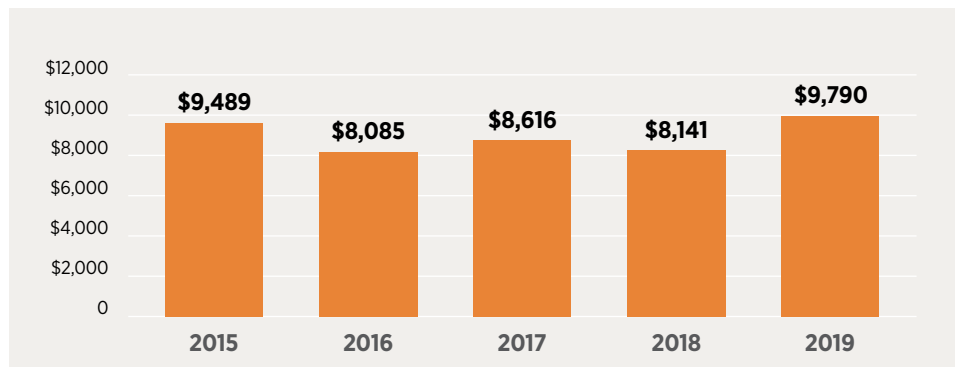


- **27%** Property
- **13%** Plant, vehicles and IT
- **24%** Roads
- **5%** Bridges
- **7%** Footpaths and cycleways
- **14%** Drainage
- **10%** Other

### 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 below highlights the extent of this investment.

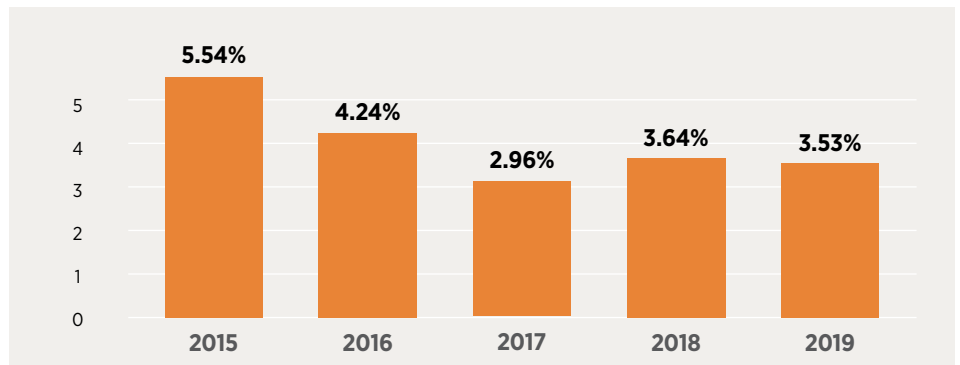
Capital spend on buildings and infrastructure (\$'000)



### DEBT SERVICE RATIO

The debt servicing and redemption ratio assesses the degree to which rate revenues are committed to the repayment and servicing of loans. In 2018/2019 the ratio was 3.53% well below the guidelines of 10%.

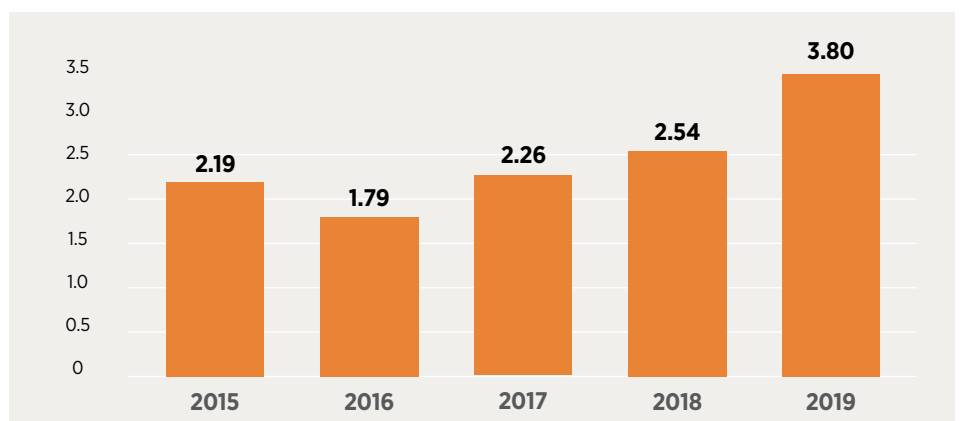
Debt servicing and redemption costs / rate revenue (%)



### ADJUSTED WORKING CAPITAL RATIO

The ratio expresses the level of current assets the Council has available to meet its current liabilities. Current liabilities have been reduced to reflect the long service leave that is shown as current but is not likely to fall due within the next 12 months. The ratio at 3.80 is financially prudent.

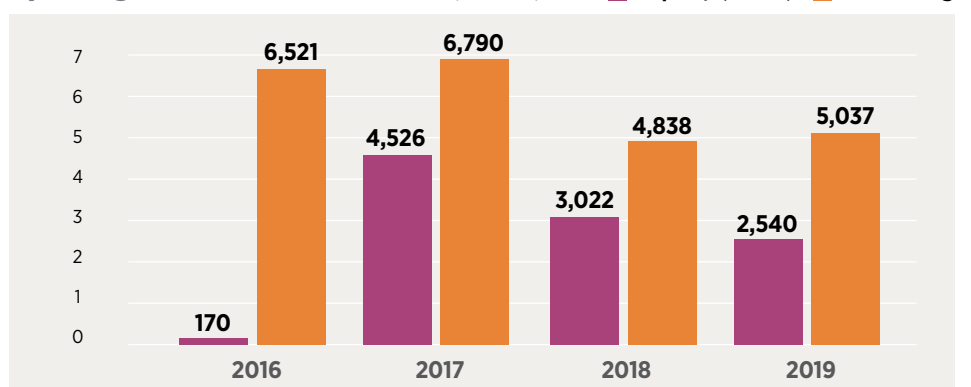
Adjusted working capital ratio



### OPERATING RESULT BEFORE REVALUATIONS

Council’s 2018/2019 operating result, before asset revaluations, was a surplus of \$2.54 million. The main contributor to the surplus is the timing of Victorian Grant Commission (VGC) grant income.

Operating result before revaluations (\$'000)



# OUR SERVICES

We provide more than 100 services to the community that help us work towards our vision of being an innovative, connected and creative shire.

The teams listed help to deliver our services. These range from helping the youngest members of our community through our maternal and child health programs to supporting our seniors through aged and disability care.

Our teams also provide business and economic development opportunities, community planning and waste management services, as well as managing vital community assets like roads, bridges and footpaths.

## OUR PEOPLE

### Aged and Disability Services

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

### Civic Compliance

Improves safety and amenity in the shire by supervising school crossings, control of domestic animals and livestock, regulating parking, issue of local law permits and infringement notices. Also provides information and advice to the community.

### Communication

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

### Community Partnerships

Works with local residents, community organisations and service providers to build community capacity and strengthen relationships and engagement with the community.

### Corporate Services

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

### Customer Service

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

## FAST FACTS OUR PEOPLE



Customer service data shows we received around 55,000 calls to the organisation and 10,000 service requests in 2018/2019.

### Emergency Management

Develops and implements strategies to increase the emergency management capability of the shire and community in partnership with external agencies. Undertakes prevention measures to reduce risk from hazards.

### Environmental Health

Conducts inspections and maintains registrations for food and public health businesses, including registration and approval of temporary food permits, assessment of septic tank applications and investigates complaints.

**Executive**

Strategically manages the organisation in keeping with the requirements of good governance, legislation and strategic policy.

**Library Operations**

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

**Maternal and Child Health**

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

**Organisational Development**

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

**Records**

Stores, retrieves and archives records and ensures legislative and privacy requirements are met.

**Youth Development**

Works in partnership with young people and the community, organisations and service providers to support and promote initiatives and programs that strengthen young peoples' connections and place within the community.

**OUR PLACE**

**Active Communities**

Provides advice on local recreational needs and facility use and planning, while running special projects and events to promote physical activity and support for local sports and recreation clubs.

**Community Buildings and Property Management**

Prepares maintenance and management programs for our buildings, pavilions and other community assets to maximise value and use. The service also facilitates management and strategic planning for our building, land, commercial and community leases and licenses.

**Environment and Sustainability**

Develops environmental policy and projects, and works with other services to improve our environmental performance including climate change initiatives.

**Infrastructure**

Designs, contract manages and supervises our capital works program. Undertakes safety and condition inspections of roads, bridges and footpaths, and maintains the asset management system while overseeing community infrastructure development.

**Parks and Gardens**

Manages key parks and recreation areas including Castlemaine Botanical Gardens, Maldon Gardens and Victory Park, and provides tree pruning, planting and removal in addition to planning and strategies.

**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.

**Roads and Paths**

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

**Street Beautification**

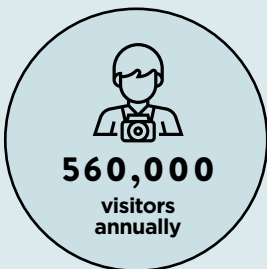
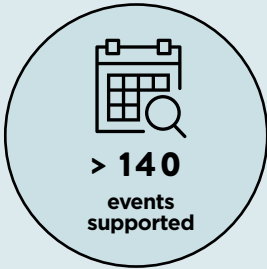
Manages street trees and coordinates new lighting installations. The service also provides annual inspections, programming and implementation of power line clearance requirements in Castlemaine and Maldon.

**Waste Management**

Manages the waste management facilities at Castlemaine and Maldon, oversees the kerbside waste and recycling contract and develops and implements waste and resource recovery strategies.



**FAST FACTS**  
**OUR ECONOMY**



**OUR ECONOMY**

**Building Services**

Provides building compliance services including emergency management responsibilities, fire safety inspections, swimming pool barrier audits and investigates complaints and illegal works.

**Cultural Development**

Provides advocacy and support to help develop and promote arts, cultural and creative activities across the shire.

**Economic Development**

Undertakes initiatives to build the local economy including support for the growth of local businesses and industry networks along with reducing barriers for business development. Works towards creating and maintaining an environment that ensures the shire is a desirable location for people to visit, work, live and invest.

**Financial Services**

Manages 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.

**Governance**

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

**Information Services**

Provides, supports and maintains cost effective communications and IT systems that enable production and efficient service delivery.

**Planning Services**

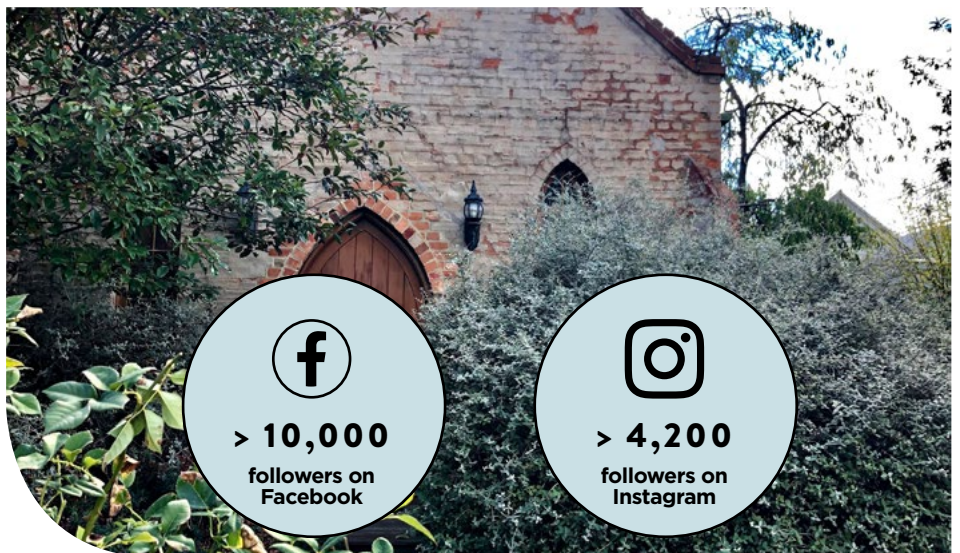
Manages land use and development in accordance with the Mount Alexander Planning Scheme. The service provides planning information and advice, assesses planning permit applications and undertakes compliance activities. Develops and implements urban and rural planning strategy and maintains an effective planning scheme through regular reviews and planning scheme amendments, while ensuring appropriate support for our heritage.

**Tourism Services**

Provides visitor information, marketing and industry development for the shire. Supports economic and social benefits of tourism through operation of Visitor Information Centres in Castlemaine and Maldon. Provides accommodation and tour booking services.

**Venues and Events**

Provides funding and logistical support for event organisers, manages Council-owned venues and public amenities including cleaning and hire. Provides technical services and manages online box office for the Phee Broadway Theatre and other venues.



# OUR COUNCIL



## YOUR COUNCIL

Mount Alexander Shire Council is made up of seven Councillors in five wards. Councillor Bronwen Machin is currently Mayor of Mount Alexander Shire and Councillor Tony Cordy is Deputy Mayor.



**Castlemaine Ward**  
**Councillor Bronwen Machin**  
**Mayor**

EMAIL  
 castlemainemachin@  
 mountalexander.vic.gov.au

FIRST ELECTED  
 October 2014

RE-ELECTED MAYOR  
 November 2018

- COMMITTEE MEMBERSHIP:
- Campbells Creek Community Centre
  - Friends of Lolotoe Friendship Group

- Goldfields Regional Library Corporation
- Indigenous Roundtable
- LGBTIQ+ Roundtable
- Loddon Mallee Regional Waste Management Forum
- Mount Alexander Shire Audit & Risk Advisory Committee
- Mount Alexander: A Healthy Shire: Community Advisory Committee
- Victorian Local Governance Association
- Workspace Australia



**Calder Ward**  
**Councillor Tony Cordy**  
**Deputy Mayor**

EMAIL  
 calder@mountalexander.vic.gov.au

FIRST ELECTED  
 May 2014

ELECTED DEPUTY MAYOR  
 November 2018

- COMMITTEE MEMBERSHIP
- Buda Historic Home and Garden
  - Sutton Grange Hall



**Castlemaine Ward**  
Councillor Max Lesser

EMAIL  
castlemainelesser@  
mountalexander.vic.gov.au

FIRST ELECTED  
March 2018

- COMMITTEE MEMBERSHIP
- Camp Reserve
  - Campbells Creek Recreation Reserve
  - Mount Alexander Shire Audit and Risk Advisory Committee



**Castlemaine Ward**  
Councillor Dave Petrusma

EMAIL  
castlemainepetrusma@  
mountalexander.vic.gov.au

FIRST ELECTED  
November 2017

- COMMITTEE MEMBERSHIP
- Calder Highway Improvement Committee
  - Castlemaine War Memorial Stadium
  - Wattle Flat Reserve
  - Wesley Hill Facility

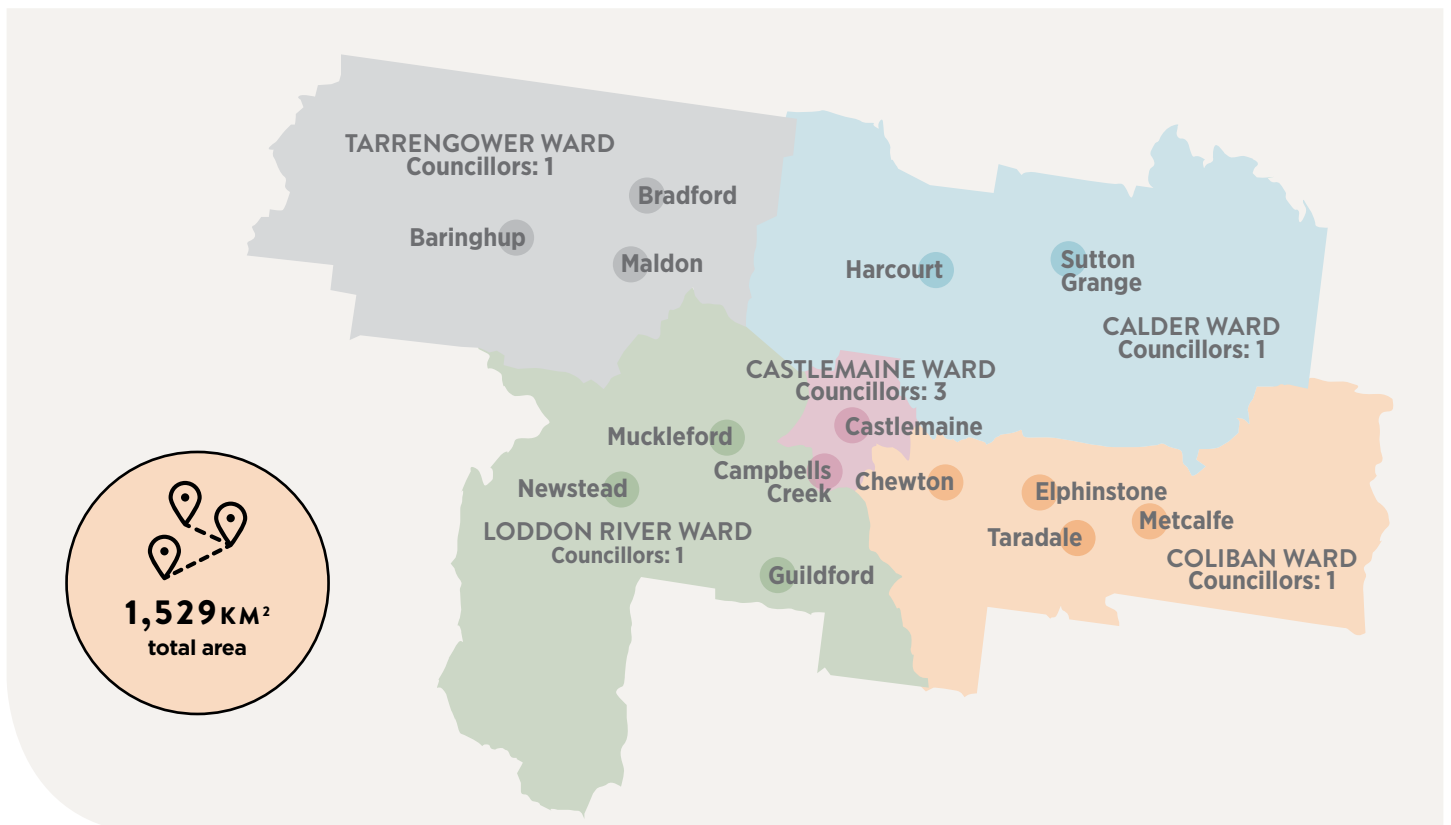


**Coliban Ward**  
Councillor Christine Henderson

EMAIL  
coliban@mountalexander.vic.gov.au

FIRST ELECTED  
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







**Loddon River Ward**  
**Councillor John Nieman**

**EMAIL**  
 loddonriver@  
 mountalexander.vic.gov.au

**FIRST ELECTED**  
 November 2016

- COMMITTEE MEMBERSHIP**
- Guildford Hall
  - Guildford Recreation Reserve
  - John Powell Reserve
  - Muckleford Community Centre
  - Newstead Community Centre
  - Northern Victorian Cluster Municipal Emergency Management Plan Committee



**Tarrengower Ward**  
**Councillor Stephen Gardner**

**EMAIL**  
 tarrengower@  
 mountalexander.vic.gov.au

**FIRST ELECTED**  
 February 2018

- COMMITTEE MEMBERSHIP**
- Baringhup Community Association
  - Bill Woodfull Recreation Reserve
  - Goulburn Murray Water - Cairn Curran Land & On Water Management Plan Implementation Group
  - Maldon Community Centre

**Retired Councillors**

Cr Sharon Telford, Tarrengower  
 Cr Robin Taylor, Castlemaine  
 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 are in the long-term interests of the community.

They strive to responsibly manage assets and finances, advocate on behalf of the community and work with council staff, residents and organisations to secure a strong future for the shire.

Councillors work together to achieve the following goals:

- 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 by Council officers
- Acknowledge and appreciate information and reports
- Set aside time to openly share information and views
- 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.

## COUNCIL ELECTIONS

Mount Alexander Shire Council's seven councillors are elected by residents and ratepayers from the 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.

The Mount Alexander Shire Council general election was held in October 2016. As a result of Councillor resignations, the Victorian Electoral Commission (VEC) conducted two countbacks in the Castlemaine Ward, and a by-election in the Tarrengower Ward.

Dave Petrusma was elected on 22 November 2017, Max Lesser was elected on 5 March 2018 and Stephen Gardner was elected on the 23 February 2018.

The past year has been one of stability within the elected Council, with all seven councillors remaining on Council for the full year.

In November 2018, Councillor Bronwen Machin was re-elected as Mayor for a further twelve months. Councillor Tony Cordy was elected Deputy Mayor to provide backup when the Mayor is unavailable for public speaking engagements and Council meetings.

## COMMITTEES

Council has a number of Advisory Committees and Committees of Management established under the provisions of the Local Government Act. Councillors play an important part in representing the Council on each of the committees.

### Advisory Committees

Council's Advisory Committees help guide and support decision making across a range of areas within the shire. They include the Audit and Risk Advisory Committee, the Youth Advisory Group and Mount Alexander: A Healthy Shire Community Advisory Committee.

### Special Committees

Section 86 of the Local Government Act provides that Council may appoint special committees made up of community members to facilitate the management of Council assets including buildings, sporting fields, ovals and some parks.

These committees are legally a part of Council and are required to adhere to the provisions of their instruments of delegation. This includes ensuring that the responsibilities for meeting procedures, financial accountability and conflicts of interests are followed.

There are currently 20 Special Committees of Management for the following facilities:

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

## OUR PEOPLE



Executive team (from left to right) Lisa Knight, Darren Fuzzard and Phil Josipovic.

### EXECUTIVE 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 – Corporate and Community Services and Infrastructure and Development. The directorates work collectively to provide services, programs and initiatives to meet Council’s strategic goals.

#### **Darren Fuzzard, 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, Darren chairs the Executive Team which comprises the CEO and Directors. The Executive Manager Organisational Capability and Manager Economy and Culture report directly to the CEO.

#### **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 emergency management services. Corporate services critical to the successful operation of the organisation include business performance, IT, finance, procurement, customer service, visitor services, venues, events and communications.

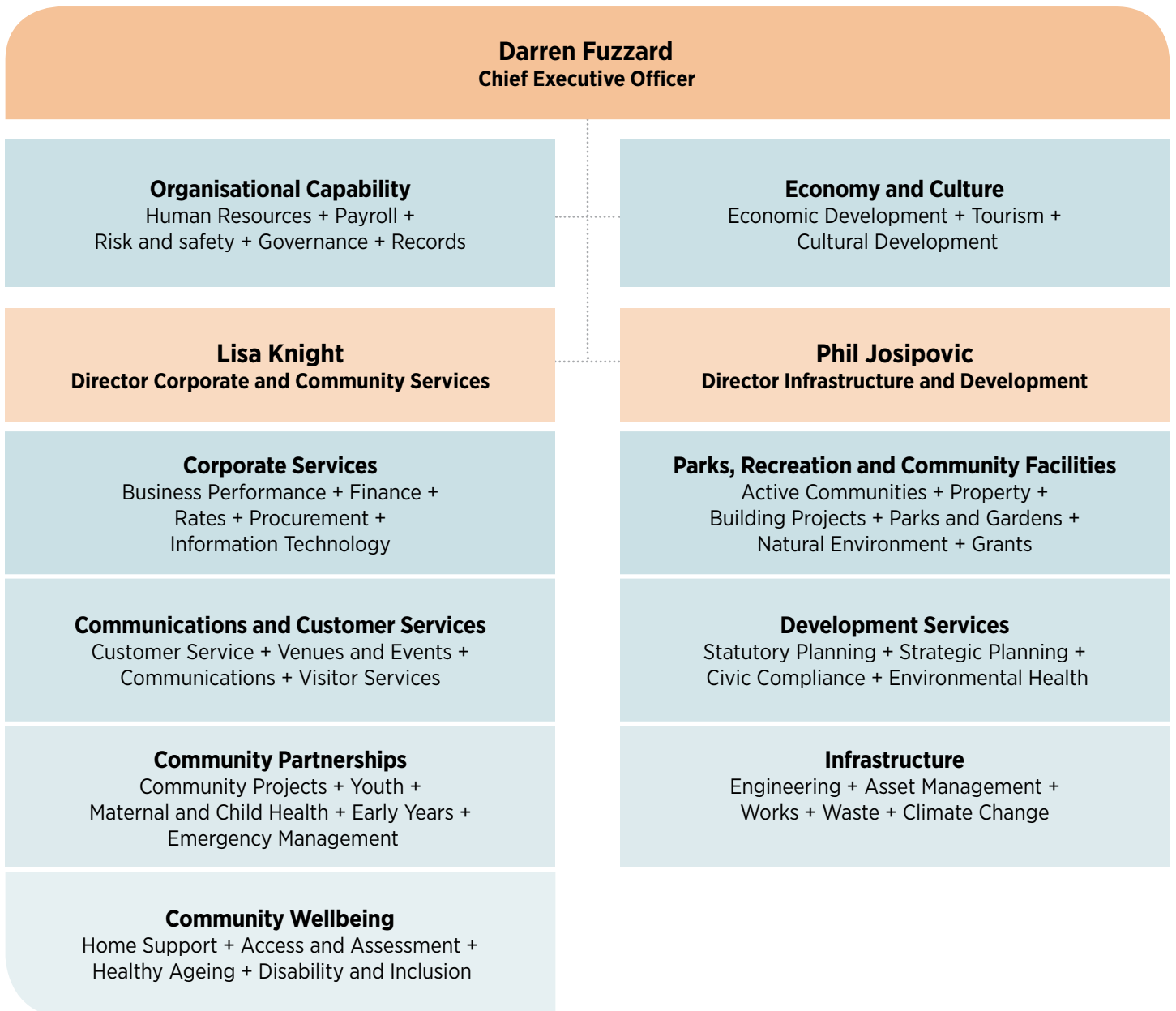
#### **Phil Josipovic, Director, Infrastructure and Development**

The Director Infrastructure and Development is responsible for 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, and safety and amenity.

## OUR VALUES



## 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 7, with the exception of the Chief Executive Officer and Senior Officers.

The table to the right shows the profile across the organisation for the period to 30 June 2019. The total number of full time, fixed term, part time and casual employees is 233. 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. Council has a Gender Equity Action Plan in place.

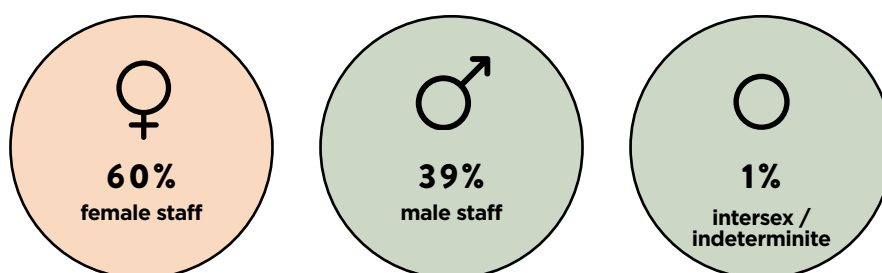
### Staffing profile

DIRECTORATE	ONGOING	FIXED TERM	CASUAL	TOTAL
CEO	17	4	7	28
Corporate & Community Services	72	13	19	104
Infrastructure & Development	83	10	8	101
<b>Total</b>	<b>172</b>	<b>27</b>	<b>34</b>	<b>233</b>

### Gender profile

MANAGEMENT LEVEL	FEMALE	MALE	INTERSEX INDETERMINATE	TOTAL
Executive	1	2	0	3
Management	4	3	0	7
Other	136	86	1	223
<b>Total</b>	<b>141</b>	<b>91</b>	<b>1</b>	<b>233</b>

Seven positions are vacant.



## OUR VOLUNTEERS

Volunteers make a real difference in helping Council to deliver some of its key services. Our generous volunteers selflessly give their time to helping others and the community. Around 30% of shire residents volunteer in some capacity across a range of areas including philanthropic, sporting, environmental, Indigenous, artistic, educational, cultural, social or faith.

### Social Support

Our Social Support Program would not be possible without these remarkable volunteers who make a real difference in the lives of our vulnerable and frail aged community members. These volunteers support older residents to remain independent

in their homes and help them to participate in social activities in the community through home visits, weekly outings, skills development and transport.

### Visitor Information Centre

Volunteers spend almost 7,000 hours each year at the Castlemaine and Maldon Visitor Information Centres (VIC) promoting the region to visitors. Tourism is vital for our local economy and our volunteers are the friendly faces who welcome visitors to our shire and provide advice on things to do and see.

### Young people

Our Youth Advisory Group (YAG), Mondo Lounge Committee, Young Makers Market Committee and

FreeZa Committee Eight Metre Speaker represent the interests of young people in the shire, develop local initiatives and organise events for their peers and the community. The work is supported by the Victorian State Government FreeZA and Engage! programs.

### Special Committees of Council

Volunteers play an essential role in planning the future of our towns and managing community venues and spaces. Our Special Committees of Council help to manage 20 venues and recreation reserves. Volunteers also have worked to create and implement a positive future for towns through community plans.

# ADVOCACY, PARTNERSHIPS AND ENGAGEMENT

## ADVOCACY

In its Council Plan, Council acknowledges the critical role it must play in advocating to the State and Federal Governments and their bureaucracies on matters that impact the interests of the community of Mount Alexander Shire.

Council also recognises the importance of being clear and consistent about its investment priorities. To ensure that this occurs, Council has produced an 'advocacy priorities' document.

Enduring funding priorities include improving gravel roads, safety improvements for the Calder Freeway/Fogartys Gap Road intersection, ensuring our community facilities are safe and fit for purpose, and improved more and improved footpaths, better health facilities to benefit all residents, and sustainable funding to support Nalderun Aboriginal Services.

More recently, seeking a response to the market failure in the recycling industry and a call for real action on climate change have been added.

CEO Darren Fuzzard and Mayor Bronwen Machin meet regularly with local State and Federal Members of Parliament throughout the year. Staff and councillors are also involved with industry and regional working groups to work on common challenges for rural shires such as the rising cost of waste and recycling, maintaining our roads, bridges, footpath and ageing community facilities, the need for better health programs and facilities, aged care reforms, public transport, planning for growth and emergency management.

Council made a number of submissions or joint submissions throughout the year on several matters including the Royal Commissions into aged care and mental health, increased funding for local libraries, support for climate change adaptation grants, proposed changes to the Local Government Act, a ban on duck shooting at Cairn Curran Reservoir and the State Government inquiry into recycling and waste management.

In addition to working with the Loddon Mallee Waste and Resource Recovery Group to address issues on waste management, Council wrote to the Minister for Energy, Environment and Climate Change to advocate for a container deposit scheme and a more circular economy for recycling and waste management with a five point action plan.

Council also advocated to Emergency Management Victoria to secure an ongoing commitment to the continuation of the Northern Victoria Emergency Management Cluster which takes a collaborative approach to emergency planning across five municipal areas. It also sought ongoing funding for the Municipal Emergency Resource Program (MERP) which assists Local Government in meeting statutory obligations for preparedness, response and relief and recovery efforts before, during and after an emergency.





### More funding for council priorities

This year Council appointed a full time grants officer to help secure additional funds to deliver projects. In 2018/2019, the organisation received \$4.6 million grant funding to support capital works and infrastructure, as well as special community-based projects, with the majority coming from competitive State and Federal Government programs.

The fully funded VicHealth Walk to School and This Girl Can projects provided a valuable opportunity

to encourage exercise and active transport to increase health outcomes in women and school aged children.

The Department of Health and Human Services has provided funding for Council to undertake a Social Housing Feasibility Study so that we can better understand what Council can do to encourage a range of diverse housing options.

The Sports and Recreation Victoria World Game Facilities fund provided \$170,400 towards the floodlights at Chewton

Soldiers Memorial Park, which will enable the Castlemaine Goldfields Football Club to expand its programs and increase participation numbers.

Council also secured \$1.9m from Regional Roads Victoria's Fixing Country Roads program to undertake essential upgrade and safety works to roads across the shire in 2019/2020, including Sutton Grange Road and Specimen Gully. The Federal Government has also contributed \$744,000 to upgrade bridges in Froomes Road and Eagles Road.

## ADVOCACY PRIORITIES

### Health and wellbeing precinct Seeking health and wellbeing facilities at Castlemaine

The provision of health and wellbeing services in the shire is split across a number of locations and organisations. The establishment of a Mount Alexander Health and Wellbeing Precinct would integrate mental, physical health, wellbeing and rehabilitation services for all ages, backgrounds and abilities in a single, safe and welcoming location. The precinct will create efficiencies while bringing together allied health programs, an indoor aquatic facility and hospital services under the one roof. The one-stop shop will enable us to promote healthier lifestyles to more people and increase knowledge about the range of inclusive services available to provide better health outcomes for our community without the need to travel to Melbourne or Bendigo. The precinct will also attract new businesses and provide local employment opportunities in the health sector, while an indoor aquatic centre will help attract more visitors to the shire year round.

Funding sources: Federal, state, local Health and wellbeing hub  
— \$150 million

### Footpaths

#### Seeking funding to improve our footpath network

Our shire has more than 50 kilometres of pathways yet there are strategically important parts of the network that need new or upgraded footpaths. We promote and encourage our community to get active and this requires a safe and accessible path network. By 2031 the shire is expected to have a 91.7% increase in people aged 65 or over, alongside a population increase of 25%.

A suite of pedestrian safety and access projects will provide new infrastructure to address the missing links, upgrade critical pathways and improve accessibility at key locations.

Funding sources: Federal Footpath network upgrade  
— \$1 million

### Gravel roads

#### Seeking funding to improve our gravel roads

Our shire covers more than 1,500 square kilometres. Council has responsibility for 880 kilometres of gravel roads and maintaining and improving these roads is an important priority. Population increases are placing pressure on the unsealed road network as more people take up residence on the fringes of town and in rural areas. The levels of increased traffic requires a significant investment to keep the roads safe and accessible. Reduced rainfall and severe weather events associated with climate change impact on our unsealed roads more than any other asset. We want to change the way we manage and fix our road network. Our current re-sheeting program provides a short-term fix to a long-term problem. Improving the way we manage our roads and improve drainage will make an enormous improvement to the quality of our roads throughout the shire.

Funding sources: Federal, local Gravel road investment:  
— \$5 million over five years

### Calder Freeway/Fogartys Gap Road

#### Seeking a new interchange to improve freeway safety

Fogartys Gap Road crosses the Calder Freeway (M79) at Ravenswood South. The intersection is a notorious blackspot. A number of fatalities and regular accidents have been recorded since this section of freeway was built in 2009.

It is the only 80km/hr zone on the 110km/hr freeway between Melbourne and Bendigo. A new interchange would allow the freeway to flow without cross-traffic, making it safer for users at the busy intersection. This is a key priority for the Calder Highway Improvement Committee.

Funding sources: Federal New interchange  
— \$52 million

### Community buildings

#### Seeking funding to make community buildings fit for purpose

Council owns more than 247 structures and buildings. Many of our community halls, recreational facilities and reserves are managed in partnership with the community. While the facilities are important to the community, the infrastructure is ageing and requires ongoing attention, particularly for buildings with heritage significance. Delivering buildings, infrastructure and assets that are safe, accessible and meet the needs of all community members is a challenge for Council.

Funding sources: Federal, state, local Community building upgrades  
— \$5 million

### Nalderun Aboriginal Services

#### Seeking funding to support our local Aboriginal-led collective

Nalderun is an Aboriginal-led collective that operates holistic education, health and cultural services in Castlemaine and surrounds. Its work is Aboriginal designed and led, centred on Aboriginal children and young people, the Aboriginal community and the broader community. The group is Closing the Gap in relation to school attendance, educational outcomes and employment. It is also working to build pride and cultural awareness within the community. Nalderun requires reliable and sustainable funding to provide greater support to staff and volunteers and secure services.













## OUR PARTNERS

As an advocate for our shire, Council works in collaboration with all levels of government and state and federal organisations that provide services to the community. We also work in partnership with community groups to improve services and outcomes for the shire.

We have established many partnerships and memorandums of understanding (MOUs) to formalise our working relationships. We work together to develop action plans, deliver projects and advocate for the community. Some of our key project partners are below:

OUR PEOPLE		
	<b>Health and wellbeing</b>	Department of Health and Human Services, Castlemaine Health, Maldon Hospital, Castlemaine District Community Health, Central Victorian Primary Care Partnerships, Loddon Mallee Women's Health, Windarrang, State and Federal Governments, Bendigo Health, Maldon Neighbourhood House, Loddon Mallee Group of Councils, ELM (Every Life Matters), Australian Breastfeeding Association, Healthy Heart of Victoria.
	<b>Aged and disability services</b>	Castlemaine Health, Castlemaine District Community Health, Central Victorian Primary Care Partnerships, Loddon Mallee Local Government Group of Councils, Maldon Neighbourhood House, Mount Alexander Shire Disability Advocacy Group.
	<b>Age-friendly</b>	Central Victorian Primary Care Partnership, Castlemaine Community House and Maldon Neighbourhood Centre.
	<b>Young people and families</b>	Local preschools, kindergartens, early learning, childcare centres, primary and secondary schools, Nalderun Upper Loddon, Castlemaine Library, Castlemaine Community House, YMCA Bendigo, Central Victorian Primary Care Partnerships, Castlemaine District Community Health, Victorian Local Government Association, Loddon Mallee Women's Health, Australian Breastfeeding Association, Youth Advisory Group, FReeZA Committee, Goldfields Local Employment and Education Network, Mount Alexander Youth Connect Network.
	<b>Emergency management and preparedness</b>	Central Victorian Municipal Emergency Management Enhancement Group, Northern Victoria Emergency Management Cluster, Australian Red Cross, Salvation Army, Victorian Council of Churches, Councils of City of Greater Bendigo, Hepburn, Macedon, Mitchell and Moorabool Shires, SES, Victoria Police, Country Fire Authority.
	<b>Diversity, access and inclusion</b>	Mount Alexander Shire Disability Advocacy Group, Rural Australians for Refugees Castlemaine, Loddon Campaspe Multicultural Services, Australian Red Cross, Timor Leste Friendship Group, Friends of Lolotoe.
	<b>Indigenous heritage</b>	Local Indigenous elders and community members, Nalderun, Dja Dja Wurrung Corporation, Castlemaine and District Community Health, Department of Environment, Land, Water and Planning, Castlemaine Art Gallery, Castlemaine Community House, Regional Centre for Culture, Castlemaine State Festival and representatives from Reconciliation Victoria.
	<b>Housing</b>	Department of Health and Human Services, University South Australia, University of Technology Sydney, Latrobe University and 10 local governments from across Australia.

OUR PLACE		
	<b>Streetscape and town improvements</b>	Community planning and steering committees in Campbells Creek, Chewton, Elphinstone, Guildford, Harcourt, Maldon, Newstead, Taradale and Tarrengower.
	<b>Sports and recreation</b>	State and Federal government, Bendigo Regional YMCA Youth Services, Sports and Recreation Victoria, Committees of Management, VicHealth, clubs/user groups.
	<b>Roads and transport</b>	Central Victoria Network, Department of Economic Development, Jobs, Transport and Resources, Loddon Mallee Regional Cluster, VicRoads, Regional Development Australia, Regional Development Victoria.
	<b>Environment</b>	Connecting Country Incorporated, local Landcare and friends groups, Department of Environment, Land, Water and Planning, North Central Catchment Management Authority, Goulburn Murray Water and Parks Victoria.
	<b>Sustainability and climate change</b>	Mount Alexander Sustainability Group, Hub Foundation, Central Victorian Greenhouse Alliance including local councils.
	<b>Flood management</b>	City of Greater Bendigo, North Central Catchment Management Authority, Castlemaine, Campbells Creek and Chewton Flood Management Plan Steering Committee.
	<b>Waste management</b>	Loddon Mallee Waste & Resource Recovery Group including City of Greater Bendigo, Swan Hill Rural City, Mildura Rural City and Buloke, Gannawarra, Loddon and Macedon Ranges Shire Councils.
	<b>Heritage</b>	Heritage Victoria, Castlemaine Art Gallery, Buda Historic Homestead, Victorian Goldfields Railway, National Trust.

OUR ECONOMY		
	<b>Business growth and employment</b>	Regional Development Victoria, Small Business Victoria, Business Mount Alexander, Maldon Inc, People Plus, Elliott Midland Newspapers.
	<b>Tourism development</b>	Bendigo Regional Tourism which includes shires of Mount Alexander, Loddon, Central Goldfields and City of Greater Bendigo.
	<b>Arts and culture</b>	Regional Centre for Culture, Castlemaine State Festival, Creative Victoria, Dja Dja Wurrung Corporation, City of Greater Bendigo, Central Goldfields Shire, Mount Alexander and Hepburn Shires, Castlemaine Art Museum, Buda Historic Home and Garden.
	<b>Education and training</b>	Castlemaine and District Community Health, Castlemaine Community House, 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.

## 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 Council's annual budget.

The 2019 community satisfaction rating of 56 for community consultation is the highest rating council has achieved in this service area, and equal to the state-wide average (see page 86).

Examples of community consultations undertaken during the 2018/2019 financial year are shown.

### Early years

#### COMMUNITY INVOLVEMENT

Council consulted with service providers and children and families in the community to shape an early years plan for the shire.

The plan aims to direct the provision of programs, services and partnership activities to support the needs of families and children aged 0–8 years.

Staff built on consultation undertaken in 2017/2018 through stakeholder discussions, surveys and forums to develop the draft plan, which was presented to the community for input in October 2018.

#### OUTCOME

Council adopted the Mount Alexander Early Years Plan 2018 – 2021 in December 2018.

Council held regular forums and formed an Early Years Steering Committee in 2019 to help drive the actions in the plan.

### Young people

#### COMMUNITY INVOLVEMENT

Council works closely with young people aged 12–25 year to get them involved in decision making and develop their skills.

We coordinate a Youth Advisory Group and three committees to arrange different types of programs and events.

#### OUTCOME

The Youth Advisory Group's activities included the launch of a new youth website and Instagram page, as well as the coordination of the Quick Response Youth Grants and the Mount Alexander Shire Youth Awards.

The Eight Metre Speaker FReeZa Committee and Young Makers Market Committee coordinated events and activities such as Battle of the Bands and the Young Makers Market series.

The Mondo Lounge Youth Space Committee developed a program of activities and workshops for young people.

All groups were involved in organising a youth awards festival as part of Victorian Youth Week in April.

### Mental health first aid

#### COMMUNITY INVOLVEMENT

Council partnered with Castlemaine Secondary College and the Central Victorian Primary Care Partnership to provide mental health first aid training to students, teachers, parents and carers in the shire.

#### OUTCOME

More than 700 students, 32 teachers and 55 parents have attended the training over the past few years to help increase resilience and promote positive mental health amongst young people in our shire.

More than 40 Council staff have also been trained, earning Council silver accreditation in the Mental Health First Aid Skilled Workplaces Initiative, established by Mental Health First Aid Australia.

### Access and inclusion

#### COMMUNITY INVOLVEMENT

Council undertook an Access and Inclusion Community Survey to better understand the barriers people face and to guide priorities for improving access to programs, services and infrastructure around the shire.

The survey was distributed with the strong support from members of the Mount Alexander Shire Disability Advocacy Group (MASDAG) and

Councillors. Respondents included people living with a disability and their carers, family and friends, home care clients, families that use prams, and people who use English as a second language.

**OUTCOME**

Council received 226 survey responses during August and September 2018 through the online, hard copy and Easy English versions. The most common needs identified were access improvements to footpaths, track and road crossings, parking, swimming pools, public toilets, and more a inclusive approach to council communication, customer services and guidelines for event planning.

**Accessible parking**

**COMMUNITY INVOLVEMENT**

Council’s engineering team worked with Mount Alexander Shire Disability Advocacy Group to identify parking spaces for upgrade in the Castlemaine central business district.

**OUTCOME**

Upgrade works to six car spaces will be completed in July 2019 to meet current standards.

The project has helped the team better understand the challenges faced by some community members.

**Streetscape plans for commercial centres**

**COMMUNITY INVOLVEMENT**

Council worked with a planning and design firm to develop streetscape plan and design standards for Castlemaine and Maldon central business districts.

The drafts were developed based on community consultation undertaken in 2017/2018 including a survey, listening posts, a workshop in Castlemaine and public forum in Maldon.

A community reference group and project steering committee provided input into the plans.



**OUTCOME**

The final draft of the streetscape plans and design standards for Maldon went on public exhibition in October 2018, before the plans were finalised and adopted by Council in December 2018.

Further consultation was undertaken with business and property owners in the Maldon CBD in 2019 as part of the related Maldon Streetscape and Shopfront Improvement project.

Staff will seek community feedback on the draft plans and design standards for Castlemaine in 2019/2020.

**Streetscape plans for smaller towns**

**COMMUNITY INVOLVEMENT**

Community members were invited to get involved in planning the future of their towns in Campbells Creek, Chewton, Guildford, Newstead and Taradale.

An extensive consultation process was undertaken, in partnership with community planning groups, to gain community support, input and feedback on the designs.

This included small focus group meetings, community workshops, project bulletins, public exhibition periods and meetings with ward councillors.

**OUTCOME**

Community workshops were undertaken in June 2018. Feedback was incorporated into each plan before the revised designs went on public exhibition in August 2018. Council adopted the streetscape designs for the towns in November 2018.

Staff have started some of the initial works and are looking at external funding for some of the larger projects.

**Victory Park play space**

**COMMUNITY INVOLVEMENT**

Council consulted with families to develop the design for an all ages and all abilities, district level play space at Victory Park in Castlemaine.

The designs were developed based on feedback from families and children through a survey, listening posts, a pop up play space and meetings with community organisations like Nalderun and Windarring.

**OUTCOME**

The concept plans were adopted in May 2018, with construction starting in May 2019. The play space is on schedule for completion in October 2019.

## Harcourt Play space

### COMMUNITY INVOLVEMENT

Council has designed a new play space featuring adventure play, high tower with slides, swings, nature and musical play for Stanley Park North in Harcourt.

Staff formed a community working group to help drive the consultation process and spoke to children at Harcourt Valley Primary School to ensure the design reflected the needs and aspirations of Harcourt residents.

### OUTCOME

The plans went on display at the Harcourt Twilight Market in February 2019, before a one month exhibition period on the website and at local community hubs.

The play space is on schedule to be constructed in 2019/2020, and will be funded by Council and the Victorian Government's Community Sport Infrastructure Fund.

## Wesley Hill sports hub

### COMMUNITY INVOLVEMENT

Council continued to engage with the committee of management and user groups, Netball Victoria and AFL Central Victoria during the Stage 2 redevelopment of Wesley Hill Recreation Reserve.

### OUTCOME

Council completed construction of the \$2.43m multi-use sports pavilion at Wesley Hill Recreation Reserve in December 2018, followed by an official opening in May 2019.

The pavilion provides facilities for netball, football and cycling, and is available for school and community use.

The project was funded by Council with a \$100,000 contribution from the Victorian Government's Female Friendly Facilities grants program.

## Doug Powell Oval

Council installed new floodlights at Doug Powell Oval at Wesley Hill to enable football teams to hold evening training sessions and make best use of the sporting field.

### OUTCOME

Three of four floodlights were installed in January 2019 and are operational. Installation of the fourth tower is pending a planning permit approval for telecommunications tower.

The project was funded through a partnership between Council, Sport and Recreation Victoria, Mount Alexander Community Enterprise, Castlemaine Football Netball Club Juniors and Wesley Hill Committee of Management.

The community groups contributed \$145,000 and Sport and Recreation Victoria contributed \$100,000 through the Country Football Netball Fund.

## Chewton Soldiers Memorial Park

Council worked in partnership with the Castlemaine Goldfields Football Club to secure funding from the Victorian Government for new floodlights at the Chewton Soldiers Memorial Park.

### OUTCOME

Installed six new towers with 50 lux lights at Chewton Soldiers Memorial Park, which is home to Castlemaine Goldfields Football Club.

The rapidly growing club has nearly 400 members, including a growing number of women and girls.

The upgrade will help improve safety and manage wear and tear on the ground, and enable the shire's only soccer club to expand its programs.

The works were completed in June 2019, and will be followed by an official launch in July.

The project was funded by Victorian Government's World Game Facilities Fund and Council, with monies from Castlemaine Goldfields Football Club.

## Resourcing Recreation

Resourcing Recreation is a strategic framework to help guide decision making on investment on sport and recreation facilities in the shire.

Council partnered with Sport and Recreation Victoria to develop the framework in consultation with representatives from sporting clubs, management committees and activity groups.

A community survey helped capture the experiences of people who were not part of an organised club. The framework was shaped by an assessment of facilities, and participation rates in sports and activities, and informal exercise like walking and cycling.

### OUTCOME

Resourcing Recreation was endorsed by Council at the Council meeting in June 2019.

It includes nine weighted investment principles under the areas of community, governance and facility.

The principles will be applied when making decisions on planning, managing or developing sports and recreation facilities, determining funding and advocacy priorities and partnerships, and working with communities and volunteers to build capacity.



### Aquatic facilities

Council and the Bendigo Regional YMCA Youth Service undertook community engagement activities throughout the pool season to assist in event planning, boost visitation and program participation, and enable patrons to provide feedback on pool operations.

Activities included community satisfaction surveys and meetings with community representatives.

In addition to Council's standard communications plan the YMCA developed a new website and social media page to promote the pools and programs.

### OUTCOME

The 2018/2019 outdoor aquatic season was delivered in partnership with the YMCA at four Council-owned swimming pools, with the support of pool committees.

Attendance during the pool season was 30,827, including just under 2,500 school students. No major incidents were reported.

More than 1,100 patrons swam for free at special events such as Australia Day and Applefest. Around 160 children attended the VICSWIM Learn to Swim program in January.

Feedback received during community consultation was positive. More than 90% of respondents rated the water quality and cleanliness at the pool as good or excellent. Areas for improvement included the cleanliness of change rooms, more shade, longer opening hours, an extended pool season and more activities.

### Active Living Census

Council was one of six local government areas that took part in the Healthy Heart of Victoria initiative, supported by the Victorian Government to improve health and wellbeing in the Loddon Campaspe region.

We employed a Health Broker to further incorporate health and wellbeing into business at Council and to roll out the 2019 Active Living Census.

#### OUTCOME

Council joined a widespread regional campaign to encourage staff and residents living in the shire to complete the Active Living Census through local media, newsletters, social media, advertising, listening posts and direct mail.

The results are being analysed and will be released in 2019/2020 to inform health and wellbeing programs in our shire.

Council secured \$300,000 in grant funding to improve footpaths and trails to help people get active.

### This Girl Can

Council participated in the VicHealth initiative This Girl Can to encourage women around the shire to get active.

We worked in partnership with community organisations, sporting groups, clubs and fitness providers to subsidise, support and promote many activities across the shire including laughter yoga, rock climbing, group fitness, walking groups, roller skating, swimming, tai chi, post-natal fitness, dance, table tennis, cricket, soccer and indoor bowls.

#### OUTCOME

#ThisGirlCan was promoted through local and social media in April and May. Council supported more than 100 events across 35 different activity areas. More than 340 women and girls participated in the events to get active or try something new.

### Urban Waterways Plan

Council established an advisory group and consulted local residents to collaboratively develop a draft management plan for the urban sections of Forest, Barkers and Campbells creeks.

The advisory group included representatives of Department of Environment, Land, Water and Planning, North Central Catchment Management Authority, Castlemaine Landcare, Friends of Campbells Creek, Connecting Country and staff from teams across Council.

The draft plan was available for community feedback in April and May 2018. Staff contacted residents directly by the plan.

#### OUTCOME

Council adopted The Castlemaine Urban Waterways Management Plan in October 2018.

The plan identifies actions to improve health of the creeks, and increase access to the waterways and surrounding bushlands.

Council continues to work with the advisory group, and local friends and Landcare groups to fund and facilitate actions in the plan.





### Castlemaine Botanical Gardens Conservation Management Plan

Council is developing a conservation management plan (CMP) for the Castlemaine Botanical Gardens and adjacent reserve, in consultation with the community.

Staff ran a community survey in late 2017 to inform the draft plan, which includes an assessment of the significant features of the heritage-listed gardens, and policies and actions to renew and protect them.

Council sought community feedback on the draft CMP in May and June 2019.

#### OUTCOME

The four week public exhibition period was promoted through local news and social media, the Council website, signage and two drop-in sessions at the gardens.

The CMP is expected to be presented to Council for endorsement in 2019/2020.

### Castlemaine, Campbells Creek and Chewton Flood Management Plan

Council is progressing the recommendations in the Castlemaine, Campbells Creek and Chewton Flood Management Plan.

Council prepared Planning Scheme Amendment (C082) to incorporate new flood mapping boundaries and planning overlays in flood prone areas. The amendment was placed on public exhibition in late 2017/early 2018.

#### OUTCOME

Amendment C082 was adopted by Council in October 2018 and submitted to the Minister for approval. The Minister approved the amendment in March 2019.

Council has introduced the new planning controls to provide better flood protection in Castlemaine, Campbells Creek and Chewton.

### Plan Harcourt

Council is updating the Harcourt Framework Plan to foster the town's unique character as it grows.

The plan will include recommendations for future zonings to guide future land use, and plans to enhance the town centre, improve connectivity and protect key assets.

Council consulted the local community as part of the Plan Harcourt project. Community feedback informed the themes that guide the strategic plan.

#### OUTCOME

Council released a discussion paper for public comment from November 2018 to January 2019.

Community members and stakeholders provided feedback in a number of ways including information sessions, pop-up offices, meetings, local events, a workshop at Harcourt Valley Primary School, submissions, surveys and an online interactive map.

The feedback was summarised under five themes and released to the community in a What We Heard paper in March 2019.

The Harcourt Framework Plan is in development and will be released for community input in 2019/2020.

### Shine Harcourt

As part of Plan Harcourt, Council is working on an economic stimulus plan called Shine Harcourt. The project is co-funded by Council and the Federal Government through the Building Better Regions Fund.

#### OUTCOME

Council hosted an Ideas-a-thon in Harcourt in May, in partnership with the Harcourt Progress Association, the Shine Harcourt Partnership, the Federal Government and Hello City.

Teams developed big and bold ideas for the town through game-play. The best ideas were fleshed out at an Ideas Lab in June where delegates explored, refined and tested their feasibility.

The ideas are being captured into a document with a clear vision and framework for action for release in 2019/2020 to enable local entrepreneurs, developers and investors to turn the ideas into reality.

### Phee Broadway Theatre

Council continued to work closely with local theatre companies and user groups to activate the Phee Broadway Theatre as a creative community hub, following the launch of the At Home residency program supported by the Regional Centre for Culture in 2018.

#### OUTCOME

The 2018 At Home program was completed. Staff reshaped the program in 2019 to offer three different types of residencies to allow local artists and performers develop their ideas and take their work to new audiences.

### Annual Budget

Council publicly exhibited the 2019/2020 Proposed Budget for five weeks in April and May and received 12 submissions as part of the Section 223 public consultation process.

Submitters were invited to speak to their submission at a Special Meeting of Council on 21 May.

#### OUTCOME

Council adopted the \$43.63 million 2018/2019 Budget on 12 June 2019, including an investment of more than \$16.7 million in capital works.

# PROGRESS REPORT

## PLANNING AND REPORTING

We have a legislative planning framework that helps link strategies in our four year council plan to the actions in our annual plan and budget each year.

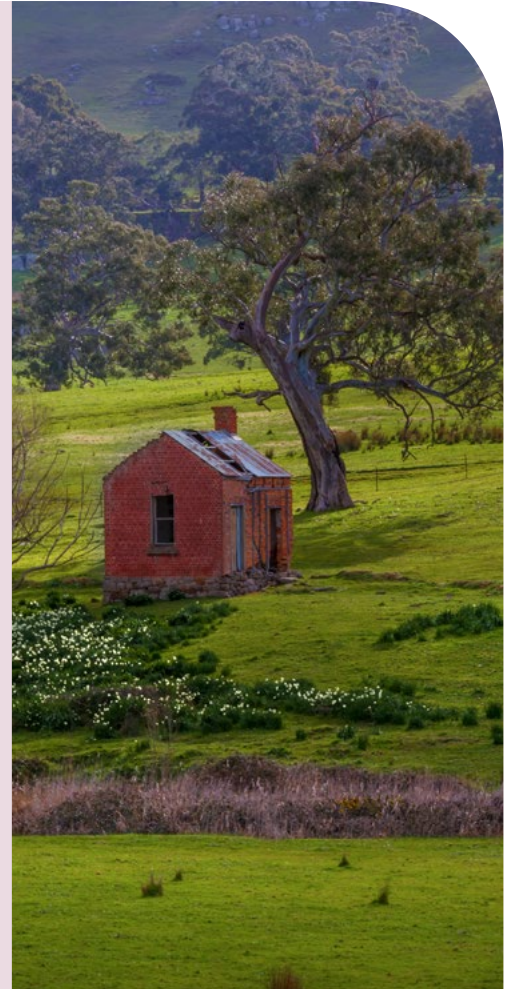
The Council Plan 2017-2021 includes strategic objectives under the pillars of Our People, Our Place and Our Economy, measures of success and a strategic resource plan.

Council delivers programs and services across more than 30 major service areas, which contribute to the achievement of our strategic objectives.

This report demonstrates progress against our objectives by reporting on major initiatives, service performance indicators, financial indicators and sustainable capacity. Refer to pages 36-38 for a description of services funded in the budget.

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

The 2018/2019 Annual Plan was adopted by Council on 17 July 2018, with actions presented under our three pillars (listed below).



## OUR PILLARS

### OUR PEOPLE

**Population + Health + Wellbeing  
+ Support + Social services  
+ Resilience + Partnerships  
+ Connections**

Strategic objectives:

- Socially connected, safe and inclusive communities
- Local services that support the needs of our community
- Improved health and wellbeing
- A welcoming place for all

### OUR PLACE

**Buildings + Sport and recreation facilities + Roads + Footpaths  
+ Drainage + Trails + Playgrounds  
+ Gardens + Natural environment  
+ Waste + Recycling + Heritage**

Strategic objectives:

- Well managed assets for now and into the future
- A clean and green community
- Well planned for growth

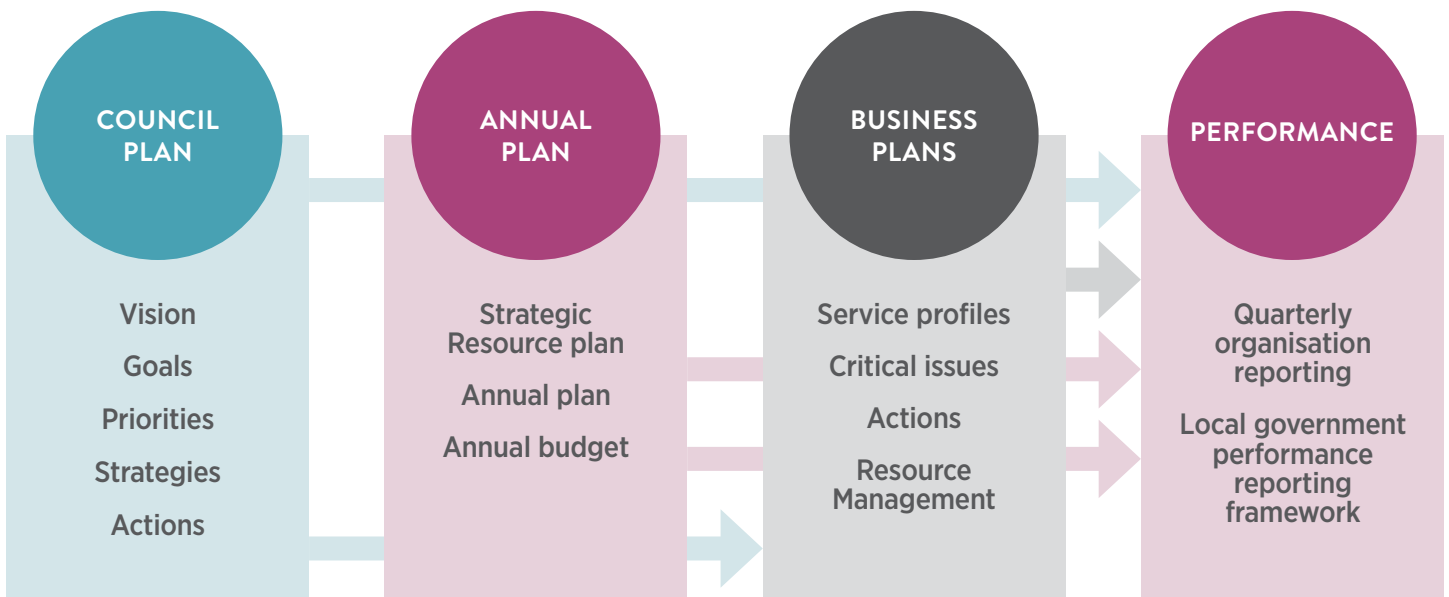
### OUR ECONOMY

**Business + Economy + Jobs  
+ Education + Creativity + Events  
+ Innovation + Tourism + Culture**

Strategic objectives:

- A creative and innovative economy
- Great opportunities for education and technology
- An innovative and sustainable organisation

## CORPORATE REPORTING FRAMEWORK



## STRATEGIC OBJECTIVES

### OUR PEOPLE

Population + Health + Wellbeing + Support + Social services + Resilience + Partnerships + Connections

#### Socially connected, safe and inclusive communities

- Support the building of social connections in each of our towns
- Recognise, support and celebrate our local Indigenous culture past and present
- Implement initiatives to change the behaviours and attitudes that contribute to family violence in our community.

#### Local services that support the needs of our community

- Improve access to mental health services for our community
- Encourage and support health providers to meet the needs of our community
- Facilitate an accessible range of services for all including children, young people and families.

#### Improved health and wellbeing

- Improve health through use of our public spaces and trails
- Implement strategies to support changes to the Aged and Disability reforms (including National Disability Insurance Scheme)
- Build the capacity of our community to manage the impact of climate change and changing weather patterns
- Provide and promote a safe, healthy and engaging environment for volunteers.

#### A welcoming place for all

- Encourage and support innovative housing solutions that meet the needs of our community
- Partner with service providers to support improved social and health outcomes for Indigenous and Culturally and Linguistically Diverse (CALD) communities
- Build community resilience by working together with the community and key stakeholders to prevent, prepare, respond and recover from emergencies and manage risk
- Implement initiatives to create acceptance of diversity.

## PROGRESS

### Socially connected, safe and inclusive communities

PROJECT	DESCRIPTION	%	COMMENTS
<b>Reconciliation Action Plan</b>	Create a Reconciliation Action Plan in consultation with the local Indigenous community, service providers and Reconciliation Victoria.	50%	Review to be undertaken due to potential alignment with a Treaty following discussions with Dja Dja Wurrung Clans Aboriginal Corporation.
<b>Off-lead Dog Park</b>	Complete construction of an off-lead dog park in Campbells Creek.	20%	Site option assessment completed and presented to Council. A preferred site has been selected and work will commence to complete permit/approval process and source quotations.

### Local services that support the needs of our community

PROJECT	DESCRIPTION	%	COMMENTS
<b>Youth Mental Health</b>	Develop resources to support young people (12-25 years) to access mental health services and support.	100%	Youth Mental Health First Aid training for teachers at Castlemaine Secondary College delivered in December 2018.
<b>Recreation Strategy*</b>	Develop a Recreation Strategy including reviewing governance arrangements.	100%	Resourcing Recreation was endorsed at the June Council Meeting and has been distributed to stakeholders.





**Improved health and wellbeing**

PROJECT	DESCRIPTION	%	COMMENTS
<b>Aged Care Reforms</b>	Establish a position on Council provided aged and disability services in response to the Federal Government Aged Care reform changes.	<b>100%</b>	Council has supported decision to continue services to 30 June 2020. No decision regarding aged care service provision has been made post 30 June 2020.
<b>Volunteer Coordination+</b>	Facilitate all volunteer coordinators in Council to review policies and procedures to ensure compliance with new Australian Volunteer standards.	<b>5%</b>	This has not progressed over the quarter and is being incorporated into the strategic document framework project.

\* Action carried forward from Annual Plan 2016/2017

+ Action carried forward from Annual Plan 2017/2018

**A welcoming place for all**

PROJECT	DESCRIPTION	%	COMMENTS
<b>Social Housing Feasibility</b>	Deliver a State Government funded project to investigate the feasibility of using Council land for developing social housing.	<b>60%</b>	A demand analysis and issues paper has been undertaken. Next step is to decide on a suitable site.
<b>Accessible Parking</b>	Upgrade of accessible parking spaces to comply with Australian standards.	<b>25%</b>	Construction commenced on 24 June 2019. Forecast completion by 26 July 2019.
<b>Managing volunteers during emergencies</b>	Develop a plan to ensure appropriate coordination of volunteers, particularly spontaneous volunteers, in the preparedness, response and recovery phases of an emergency event.	<b>35%</b>	Standard Operating Procedure for the Northern Victorian Emergency Management Cluster to be developed. Expected completion is December 2019.
<b>Retirement Accommodation+</b>	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.	<b>25%</b>	A consultant is currently engaged in report preparation which is scheduled for completion by August 2019. An update will be provided to Council on completion of the report.
<b>Create resilient communities*</b>	Develop and implement Municipal Fire Education/Engagement Plan in partnership with Mount Alexander Municipal Fire Management Planning Committee.	<b>80%</b>	Draft Mount Alexander Municipal Fire Management Risk Analysis Engagement Strategy is currently being finalised. Final strategy due for completion in July 2019.

\* Action carried forward from Annual Plan 2016/2017

+ Action carried forward from Annual Plan 2017/2018

## SERVICE PERFORMANCE INDICATORS

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

### Animal Management

Service / indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>TIMELINESS</b> <b>Time taken to action animal management requests</b> (Number of days between receipt and first response action for all animal management requests / Number of animal management requests)	6.53	3.50	2.48	0.75	All requests audited to indicate first response times. Council's Local Law Officers have focused on providing the best and most timely response to concerns raised by the community. This determination has been reflected in achieving a result which exceeds the industry standard.
<b>SERVICE STANDARD</b> <b>Animals reclaimed</b> (Number of animals reclaimed / Number of animals collected) x 100	51.6%	54.33%	85.85%	84.10%	Data taken from Mount Alexander Animal Welfare (MAAW) pound provider for Council result continues to remain positive. This has occurred because there is a focus on zero euthanasia for adoptable or treatable animals. The only animals being euthanised are those on compassionate grounds (to prevent ongoing suffering) or if the animal is not suitable for adoption because it is feral or dangerous. MAAW is a community based and community focused organisation which is partnering with Council to provide service excellence in delivery of pound services.
<b>SERVICE COST</b> <b>Cost of animal management service</b> (Direct cost of the animal management service / Number of registered animals)	\$77.53	\$59.19	\$76.24	\$62.53	Increase in cost of pound tender now reflects the cost to Council for the provision of pound services. A review of staffing costs for the service has been conducted to better reflect the time spent by the officers in the service provision related to the Domestic Animals Act.
<b>HEALTH &amp; SAFETY</b> <b>Animal management prosecutions</b> (Number of successful animal management prosecutions)	3.00	2.00	0.00	0.00	All prosecutions related to unpaid infringements.

**Food safety**

Service / indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>TIMELINESS</b> <b>Time taken to action food complaints</b> (Number of days between receipt and first response action for all food complaints / Number of food complaints)	1.00	1.00	0.00	1.67	All reported food complaints have been responded to in a timely manner according to the risk to the public and council strategies.
<b>SERVICE STANDARD</b> <b>Food safety assessments</b> (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) x 100	97.32%	92.37%	100%	90.51%	Over 90% of all class 1 and 2 premises received an annual assessment in the calendar year. 7/15 not assessed were not operating at the scheduled assessment time.
<b>SERVICE COST</b> <b>Cost of food safety service</b> (Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984)	\$221.80	\$328.96	\$316.10	\$296.27	The cost of the food safety service is lower than previous financial years as there was an increase in low risk premises applications which require less resources to administer.
<b>HEALTH &amp; SAFETY</b> <b>Critical and major non-compliance outcome notifications</b> (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) x 100	94.74%	73.33%	100%	96.97%	33 non-compliance notifications were received with 32 being followed up, whilst one premises was closed by the proprietor.





## Home and Community Care (HACC)

Service / indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>TIMELINESS</b> <b>Time taken to commence the HACC service</b> (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	Reporting ceased 1 July 2016			Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
<b>SERVICE STANDARD</b> <b>Compliance with Community Care Common Standards</b> (Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards) x 100	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.
<b>SERVICE COST</b> <b>Cost of domestic care service</b> (Cost of the domestic care service / Hours of domestic care service provided)	\$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.
<b>SERVICE COST</b> <b>Cost of personal care service</b> (Cost of the personal care service / Hours of personal care service provided)	\$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.
<b>SERVICE COST</b> <b>Cost of respite care service</b> (Cost of the respite care service / Hours of respite care service provided) x 100	\$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.
<b>PARTICIPATION</b> <b>Participation in HACC service</b> (Number of people that received a HACC service / Municipal target population for HACC services) x 100	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.
<b>PARTICIPATION</b> <b>Participation in HACC service by CALD people</b> (Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services) x 100	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.

**Maternal and Child Health (MCH)**

Service / indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>SATISFACTION</b> <b>Participation in first MCH home visit</b> (Number of first MCH home visits / Number of birth notifications received) x 100	100.66%	100.84%	93.43%	100.70%	Full participation in Maternal and Child Health first home visits.
<b>SERVICE STANDARD</b> <b>Infant enrolments in the MCH service</b> (Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received) x 100	100.66%	103.36	101.46%	100.70%	
<b>SERVICE COST</b> <b>Cost of the MCH service</b> (Cost of the MCH service / Hours worked by MCH nurses)	\$63.11	\$65.66	\$83.80	\$83.99	
<b>PARTICIPATION</b> <b>Participation in the MCH service</b> (Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service) x 100	80.30%	81.15%	79.11%	80.40%	
<b>PARTICIPATION</b> <b>Participation in the MCH service by Aboriginal children</b> (Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service) x 100	44.0%	63.64%	61.90%	77.78%	Low figures of Aboriginal children (13 in 2018/2019) can skew the percentage change between years.



## STRATEGIC OBJECTIVES

### OUR PLACE

**Buildings + Sport and recreation facilities + Roads + Footpaths + Drainage + Trails  
+ Playgrounds + Gardens + Natural environment + Waste + Recycling + Heritage**

#### Well managed assets for now and into the future

- Improve streetscapes and town entrances
- Review, maintain, renew and expand the assets of our community
- Encourage and invest in multi-use facilities
- Improve access to a range of convenient, safe, accessible and sustainable travel choices.

#### A clean and green community

- Protect and enhance the natural environment
- Reduce carbon emissions and manage impact of climate change
- Ensure effective waste management and resource recovery.

#### Well planned for growth

- Ensure there is sufficient residential land and protect commercial, farming and industrial land
- Manage and protect our heritage
- Manage and protect our Indigenous heritage.



## PROGRESS

### Well managed assets for now and into the future

PROJECT	DESCRIPTION	%	COMMENTS
<b>Castlemaine CBD Streetscape Design Works</b>	Complete detailed design works for the Castlemaine Streetscape project.	<b>Design 95%</b> <b>Implementation 5%</b>	No progress is intended this financial year whilst the streetscape concept plan is being finalised. Concept plan is scheduled to be presented to Council by September 2019.
<b>Streetscape Planning</b>	Work with the community planning groups of Newstead, Campbells Creek, Chewton, Guildford, Taradale and Elphinstone to implement selected actions from the streetscape plans.	<b>10%</b>	Seeking external opportunities to fund works. Currently planning delivery of some elements to begin with Council funding in coming months.
<b>Tree Management</b>	Conduct data collection on park trees including the identification, recording and assessment of tree health.	<b>25%</b>	A revised timeframe has been developed due to insourcing this project which allows for the scope to be expanded at no additional cost. Data collection is progressing and expected completion is April 2020.
<b>Victory Park Play Space</b>	Construct an accessible play space for Victory Park, Castlemaine.	<b>60%</b>	Construction of play space commenced in May and is expected to be completed in October 2019.
<b>Gravel Roads Review</b>	Develop a position on the prioritisation and proposed construction methods of gravel roads.	<b>100%</b>	Review completed and presented to Councillors in February 2019.
<b>Wesley Hill Recreation Reserve – Stage 2</b>	Complete the construction of a multi-use pavilion at Wesley Hill Recreation Reserve.	<b>100%</b>	Project completed and facility now in use. Handover to committee occurred in January 2019.
<b>Wesley Hill Recreation Reserve – Lighting</b>	Install floodlights at Doug Powell Oval, Wesley Hill Recreation Reserve.	<b>80%</b>	Three of the four light towers now installed and operational. Installation of the fourth tower is dependent on the outcome of a telecommunications tower planning permit approval.
<b>Road Asset Management Plan+</b>	Review and adopt an updated Road Asset Management Plan.	<b>80%</b>	The Road Asset Management Plan will be presented to Councillors in late 2019.
<b>Depot feasibility study*</b>	Undertake a feasibility study and review options for the current works Depot.	<b>95%</b>	A new site has been identified and preliminary due diligence undertaken. Further concept and cost planning is required.

\* Action carried forward from Annual Plan 2016/2017

+ Action carried forward from Annual Plan 2017/2018

## A clean and green community

PROJECT	DESCRIPTION	%	COMMENTS
<b>Carbon Neutrality</b>	Develop a Carbon Neutrality Roadmap to achieve Council's adopted carbon neutrality targets.	<b>30%</b>	A draft Options Paper has been prepared. Feasibility analysis of identified actions has commenced.
<b>Resource Recovery Centre</b>	Finalise the business case of a new Resource Recovery Centre at the Castlemaine Waste Facility, and subject to Council approval, commence implementation.	<b>5%</b>	The Resource Recovery Centre Development Plan will be presented to Councillors in early 2020.

## Well planned for growth

PROJECT	DESCRIPTION	%	COMMENTS
<b>Harcourt Development Plan</b>	Preparation of a Developer Contribution Plan for Harcourt.	<b>10%</b>	Council officers have commenced scoping this project and will soon commence a process to appoint a qualified consultant to prepare a Developer Contribution Plan for Harcourt. This project will be undertaken in parallel to Plan Harcourt.
<b>Design Guidelines</b>	Preparation of updated Maldon Design Guidelines.	<b>70%</b>	An updated version of the Maldon Design Guidelines is in development and will be exhibited to the community in late 2019. A subsequent planning scheme amendment will seek to incorporate the Guidelines into the Planning Scheme.
<b>Municipal Strategic Statement*</b>	Review Council's Municipal Strategic Statement.	<b>95%</b>	A draft report has been completed and will be presented to Councillors in August 2019. When adopted by Council, the review will be submitted to the Minister for Planning.
<b>Castlemaine Botanical Gardens*</b>	Develop a Conservation Management Plan for the Castlemaine Botanical Gardens.	<b>95%</b>	Currently assessing feedback from the community. Anticipate presenting to Council for adoption in September 2019.

\* Action carried forward from Annual Plan 2016/2017

+ Action carried forward from Annual Plan 2017/2018

## SERVICE PERFORMANCE INDICATORS

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

### Roads

Service / indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>SATISFACTION OF USE</b> <b>Sealed local road requests</b> (Number of sealed local road requests / Kilometres of sealed local roads ) x100	20.33	37.91	26.69	34.31	Implementation and promotion of the online customer requests system has increased community engagement. Extremely hot and dry weather conditions over summer contributed to road surfaces deteriorating at a greater rate.
<b>CONDITION</b> <b>Sealed local roads maintained to condition standards</b> (Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads) x100	97.51%	91.58%	95.80%	95.99%	
<b>SERVICE COST</b> <b>Cost of sealed local road reconstruction</b> (Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed)	\$44.94	\$45.60	\$45.15	\$47.39	
<b>SERVICE COST</b> <b>Cost of sealed local road resealing</b> (Direct cost of sealed local road resealing / Square metres of sealed local roads resealed)	\$4.73	\$4.41	\$4.52	\$4.69	
<b>SATISFACTION</b> <b>Satisfaction with sealed local roads</b> (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	52.00	53.00	49.00	56.00	Council's Works Department implemented a proactive grading schedule, and an increased focus on achieving better quality outcomes, early in 2018/2019 and it is therefore likely that this has had a positive impact on the community satisfaction related to local roads.

**Aquatic facilities**

Service / indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>SERVICE STANDARD</b> <b>Health inspections of aquatic facilities</b> (Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities)	1.00	1.00	1.00	1.00	All 5 pools inspected and water quality tested during the financial year.
<b>HEALTH AND SAFETY</b> <b>Reportable safety incidents at aquatic facilities</b> (Number of WorkSafe reportable aquatic facility safety incidents)	0.00	0.00	0.00	0.00	
<b>SERVICE COST</b> <b>Cost of outdoor aquatic facilities</b> (Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities)	\$12.86	\$14.15	\$11.67	\$15.50	This year saw a higher cost to Council for the outdoor aquatic facilities. This was the first season of the new operation and management contract which was brought in line with industry standards and regulations and community expectations. This ensures that our pools continue to be safe and are a fun place to attend for the community. Pools are also ageing and increased maintenance issues arose causing additional money required to upkeep the pools during the season. Costs increased significantly due to these factors. There was increased overall patronage numbers at the pools however the income obtained through this was not sufficient to offset the operation and maintenance cost increase.



## Aquatic facilities

Service / indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>AQUATIC FACILITIES</b> <b>Utilisation of aquatic facilities</b> (Number of visits to aquatic facilities / Municipal population)	1.40	1.27	1.53	1.58	Utilisation has increased on the previous year. This was the beginning of a new operation and management contract for the seasonal pools which saw better programming opportunities for the community and new point of sale system. The summer season also experienced higher than average temperatures than have been seen in previous years.

## Statutory Planning

Service / indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>TIMELINESS</b> <b>Time taken to decide planning applications</b> (The median number of days between receipt of a planning application and a decision on the application)	128	85.00	33.00	28.00	In prior years we reported on average rather than median due to a misinterpretation of the calculation.
<b>SERVICE STANDARD</b> <b>Planning applications decided within required time frames</b> (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	44.88%	55.40%	67.37%	84.68%	Improved result due to changes in staff (greater capability) in achieving the statutory days, making this a priority as part of the planning process.
<b>SERVICE STANDARD</b> <b>Cost of statutory planning service</b> (Direct cost of the statutory planning service / Number of planning applications received)	\$2,182.57	\$2,778.50	\$1,953.00	\$1,531.61	There has been a significant increase in the number of planning applications received compared to prior years, resulting in greater efficiencies being achieved.
<b>DECISION MAKING</b> <b>Council planning decisions upheld at VCAT</b> (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	25%	80%	100%	50.00%	Two Council decisions were upheld at VCAT. Low number of appeals were made to VCAT with only 4 in 2018/2019.



## Waste Collection

Service / indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>SATISFACTION</b> <b>Kerbside bin collection requests</b> (Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households) x 1000	94.48	120.45	146.41	161.25	Transition of waste collection contract in October 2018, from one operator to another, and the impact of the recycling crisis in mid-2018 impacted bin collection operations and resulted in an increase in service requests.
<b>SATISFACTION</b> <b>Kerbside bin collection missed</b> (Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts) x 10,000	3.45	5.71	12.10	8.89	Council's improved online services in 2017/2018 made it easier to report missed bins compared to prior years. There have been fewer reports of missed bins since the new waste collection contractor started in October 2018.
<b>SERVICE COST</b> <b>Cost of kerbside garbage bin collection service</b> (Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins)	\$124.01	\$115.48	\$100.40	\$123.29	Includes landfill levy, wages, overheads, portion of operation contract dealing with landfilling, bin repairs and bin collection and transport of waste to secondary landfill. More of the full costs assessed compared to last year.
<b>SERVICE COST</b> <b>Cost of kerbside recyclables collection service</b> (Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins)	\$53.22	\$52.48	\$57.25	\$87.20	The impact of our overdependence on international markets for recycling and the subsequent restrictions of waste imports by certain countries (e.g. China) resulted in increased costs to collect and process recyclable material. The cost increase has affected industry, government and ratepayers. The cost to have kerbside collected recyclable material processed increased by more than double.

## Waste Diversion

Service / indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>SERVICE</b> <b>Kerbside collection waste diverted from landfill</b> (Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins) x 100	30.77%	34.77%	36.04%	35.64%	

## STRATEGIC OBJECTIVES

### OUR ECONOMY

Business + Economy + Jobs + Education + Creativity + Innovation + Tourism + Culture + Events

#### A creative and innovative economy

- Support business growth and local employment
- Help to grow tourism to the shire
- Support and promote the cultural and artistic communities.

#### Great opportunities for education and technology

- Support and advocate for high quality education for people of all ages
- Our community has access to high quality technology.

#### An innovative and sustainable organisation

- Facilitate and support a transparent and innovative culture
- Maintain financial sustainability to deliver the Council Plan
- Advocate and identify government funding opportunities
- Community engagement strategies and methods are accessible to all community members.



## PROGRESS

### A creative and innovative economy

PROJECT	DESCRIPTION	%	COMMENTS
<b>Harcourt Play Space Design</b>	Complete the Stanley Park North plan and play space design.	<b>70%</b>	Community consultation on draft design now complete and final design is underway. Draft design endorsed by community working group and Council.
<b>Maldon Streetscape Project</b>	Work with project partners to develop the business case, complete detailed design and identify funding opportunities for the Maldon Rejuvenation Project.	<b>35%</b>	Project currently in consultation phase with Maldon property and business owners. Draft business case scheduled for review by steering committee in August 2019.
<b>Phee Broadway Theatre Upgrade</b>	Undertake functionality and safety works at Phee Broadway Theatre.	<b>80%</b>	Works well underway, with improved functionality for State Festival. Final works to be completed in July 2019.
<b>Regional tourism website+</b>	Work with Bendigo Regional Tourism to develop a new website to promote the region.	<b>90%</b>	Regional tourism website is now live and undergoing testing in this environment, before a full launch in early July 2019.

### Great opportunities for education and technology

PROJECT	DESCRIPTION	%	COMMENTS
<b>Education Opportunities</b>	Advocate for improved access to education for all ages.	<b>100%</b>	Council continues to advocate for improved services to education across the Shire. Opportunities have also been sought through implementation of an Early Years Plan and membership on GLENN Committee of Management.

\* Action carried forward from Annual Plan 2016/2017

+ Action carried forward from Annual Plan 2017/2018

## An innovative and sustainable organisation

PROJECT	DESCRIPTION	%	COMMENTS
<b>Local Government Act</b>	Implement changes (as required) due to the adoption of an updated Local Government Act.	<b>0%</b>	The State Government has just recommenced a review of the Act. Action by Council is pending adoption of the new Act and the timeline for this is currently unknown.
<b>Innovation program+</b>	Deliver a program to promote an innovative culture within Council's workforce.	<b>100%</b>	Culture Framework launched by CEO at all staff meeting on 2 May 2019. The leadership team is in the process of implementing the framework. A survey to determine development priorities of the coordinators/team leaders has been completed. This is an ongoing program.
<b>Customer Service Charter+</b>	Review our Customer Service Charter	<b>75%</b>	Review our Customer Service Charter

\* Action carried forward from Annual Plan 2016/2017

+ Action carried forward from Annual Plan 2017/2018

## SERVICE PERFORMANCE INDICATORS

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

### Libraries

Service / indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>UTILISATION</b> <b>Library collection usage</b> (Number of library collection item loans / Number of library collection items)	6.26	6.76	6.88	6.13	A drop of 19,003 in library items borrowed in Mount Alexander Shire while the number of items available to borrow has increased by 874, compared to 2017/2018.
<b>RESOURCE STANDARD</b> <b>Standard of library collection</b> (Number of library collection items purchased in the last 5 years / Number of library collection items) x 100	48.87%	70.00%	75.20%	72.10%	
<b>SERVICE COST</b> <b>Cost of library service</b> (Direct cost of the library service / Number of visits)	\$3.18	\$3.24	\$3.33	\$3.16	
<b>PARTICIPATION</b> <b>Active library members</b> (Number of active library members / Municipal population) x100	28.98%	26.42%	25.81%	24.88%	



# PLAN HARCOURT

PLANNING FOR GROWTH AND DRIVING THE LOCAL ECONOMY

The spotlight is on Harcourt as a dedicated growth area in the region. We're working with the community to plan for future growth and boost the economy under the banner of Plan Harcourt.

We're updating the Harcourt Framework Plan with recommendations for future zonings to guide land use, as well as plans to enhance the town centre, improve connectivity and protect valued assets like apple growing, vineyards and the natural environment.

The structure of the plan is based around five themes identified through community engagement during summer. We're finalising the draft plan for community feedback towards the end of 2019.

We've also used innovative ways to gain feedback on Shine Harcourt Leanganook, an economic stimulus project co-funded through the Federal Government's Building Better Regions Fund.

Guided by Hello City and the Shine Harcourt Partnership, the project aims to define an economic direction for Harcourt with creative input from locals.

More than 1,000 ideas were generated at an ideas-a-thon in May. The ideas were fed through to a lab where experts from around the region tested them for suitability and sustainability.

We're now refining the final the report while ensuring it aligns to the strategic planning work underway. Thank you to everyone who shared their ideas and inspiration. We look forward to sharing more information on both plans later in year.

# GOVERNANCE & OTHER INFORMATION

## GOVERNANCE

### MEETINGS OF COUNCIL

Council meets each month in the Council Chamber. These meetings are open to the public unless confidential matters are being dealt with. In 2018/19 there were 11 Ordinary and two Special Meetings of Council (see table below).

One Special Meeting, held on 20 November 2018 was for the election of the Mayor and Deputy Mayor.

In February 2019, Council took the significant step of video recording Council meetings and live streaming

them to YouTube so that Council meetings were transparent and available to members of the public who could not attend. Councillors were provided with media training to prepare them for their meetings going live.

### Councillor attendance

COUNCILLOR	ORDINARY MEETINGS		SPECIAL MEETINGS	
	Eligible	Attended	Eligible	Attended
Councillor Cordy	11	11	2	2
Councillor Gardner	11	11	2	2
Councillor Henderson	11	11	2	2
Councillor Lesser	11	11	2	2
Councillor Machin	11	11	2	2
Councillor Nieman	11	10	2	2
Councillor Petrusma	11	10	2	2

Councillor Machin was on approved leave of absence on 16 April 2019, as was Councillor Nieman on 21 August 2018. They are therefore considered to be present for those meetings.

### COUNCILLOR BRIEFINGS

Briefing sessions are held three times a month, on a Tuesday afternoon, to inform Councillors on issues relating to Council business, some of which may go to an Ordinary Meeting of Council. The briefing sessions are confidential and only limited information is made available to the public.

Information by way of documents and reports are made available to Councillors during the briefing sessions so they have sufficient information and an opportunity to ask questions of Council officers

about matters that may be decided in a full meeting of Council. While such reports often include the proposed recommendation to be considered at a future Council meeting, no decision is sought from Councillors at the briefing. Councillors are reminded that they are not able to make decisions at briefing sessions

### LOCAL LAW NO.1 – MEETING PROCEDURES 2018

Council's Local Law No.1 – Meeting Procedures was revised earlier in the year and adopted by Council on 20

November 2018. The objectives of the Local Law are to:

- Establish procedures governing the conduct of Council Meetings and Special Committees.
- Provide for the election of the Mayor and Deputy Mayor.
- Promote and encourage community participation.
- Provide for the general good order and governance of the meetings and Councillor conduct.

There have been no reportable incidents arising from, or during, Council meetings during the year.

## POLICIES

Council approved the following governance policies on 21 May 2019:

- Complaints Policy – sets out the key principles of complaint handling to ensure Council handles complaints fairly, efficiently and effectively.
- Privacy and Data Protection Policy – applies to councillors, all employees, contractors and volunteers and is aimed at ensuring the responsible handling of personal information collected by Council.

Both policies are available on Council's website under Policies.

## CODE OF CONDUCT

The Council Code of Conduct commits Councillors 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.

## CONFLICT OF INTEREST

Councillors are required to declare any interests prior to discussions of matters at Council Meetings. The Local Government Act defines 'interests' and 'conflicts of interest'. Council also has guidelines in place to assist both Councillors and staff on this important issue.

## COUNCILLOR ALLOWANCES

Councillor allowances are set by the Minister for Local Government. The current allowances for the Councillors, including the Mayor, reflect the Minister's determination in December 2016, adjusted each year since then in accordance with a Ministerial direction.

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 are adjusted 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, for the period 1 July 2017 to 30 June 2021. The Part B component of the allowance of 9.5% is in addition to this amount.

## ALLOWANCES AND EXPENSES

### Allowances and expenses

COUNCILLOR	Allowance \$	Travel & motor vehicles \$	Phone \$	Internet access & consumables \$	Conferences & training \$	Total \$
Councillor Cordy	22,448	24	235	437	-	23,144
Councillor Gardner	22,448	-	887	561	-	23,897
Councillor Henderson	22,448	3,242	609	369	-	26,667
Councillor Lesser	22,448	37	249	328	214	23,275
Councillor Machin	67,067	18,733	267	327	819	87,212
Councillor Nieman	22,448	-	170	797	-	23,415
Councillor Petrusma	22,448	-	241	327	-	23,016
<b>Total \$*</b>	<b>\$201,756</b>	<b>\$22,035</b>	<b>\$2,658</b>	<b>\$3,146</b>	<b>\$1,033</b>	<b>\$230,628</b>

\*Excludes shared costs

## CITIZENSHIP CEREMONIES

During the year Council held three citizenship ceremonies with a total of 12 residents taking the Australian Citizenship Pledge before the Mayor. The new citizens came from many countries including Vietnam, New Zealand, the Russian Federation and the United States of America.

Council plays a significant role in the citizenship process by liaising with the Department of Home Affairs. Arrangements include organising the venue, arranging for the attendance of candidates, relatives and friends, and hosting the function. It is an important event for the new citizens as they take the pledge to become an Australian citizen. Each function has proven to be a special day for conferees.

## RISK MANAGEMENT

Risk management is a structured approach to understanding the organisation's risk environment and proactively managing risks to achieve its objectives. The Organisational Capability team are responsible for managing Council's insurance portfolio, overseeing insurance claims and developing an operational and strategic risk management framework.

The Risk Management Framework currently includes:

- An Audit and Risk Advisory Committee and Health and Safety Committee
- A comprehensive risk register
- Relevant policies, procedures and systems
- Standard job safety analyses for common manual tasks
- Health and safety guidelines for contractors
- Online health and safety inductions for contractors and staff
- A detailed Business Continuity Plan and unit sub-plans
- A comprehensive insurance portfolio.

## 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.

## 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 for whom the service is intended
- Achieve continuous improvement
- Include a program of regular consultation
- Report regularly to the community on its achievements.

Council meets this requirement by supporting a culture of continuous improvement including initiatives for improving customer service, the efficiency of service delivery and organisational culture.

Council continues to invest 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.





## 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, 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.
- A register of the interests of Councillors, members of Special Committees and nominated officers (Section 81).
- Minutes of Ordinary and Special Council Meetings held in the previous 12 months, except for meetings closed to the public. Minutes are 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.
- A copy of local laws in force in the municipal district (Section 120).

### FREEDOM OF INFORMATION

The Freedom of Information Act 1982 gives members of the public rights of access to official documents held by Council. Council's Freedom of Information Section II Statement, which explains the types of information held and how members of the public can access information, can be found on our website.

Requests for access to documents must be made in writing and be accompanied by the fee of \$28.40. Four valid requests were received and processed during the year.

### PROTECTED DISCLOSURES ACT 2012

The purpose of the Protected Disclosure Act 2012 is to encourage and facilitate disclosures of improper conduct by public officers, public bodies and other persons and detrimental action taken in reprisal for a person making a disclosure under the Act. It also provides protection for persons who make disclosures and provides confidentiality of the content of those disclosures and the identity of persons who make disclosures. Council has detailed Protected Disclosures Procedures available on its website to facilitate the making, handling and notification of protected disclosures. During 2018/2019 Council received one notification of a disclosure.

### DOMESTIC ANIMAL MANAGEMENT PLAN

The current Domestic Animal Management Plan (DAMP) was adopted on 17 October 2017, and expires in November 2021. The plan was implemented with a focus on the following during the financial year:

- Trained authorised officers and updated position descriptions
- Attended Animal Welfare Victoria Training and information days
- Developed and implemented a media plan
- Budgeted desexing program
- Investigated dog park options
- Provided dog waste bags at a number of parks across the shire
- Reviewed cat curfew
- Completed annual audit of properties with declared dogs
- Awarded new pound tender to Mount Alexander Animal Welfare
- Prescribed zero euthanasia rates for adoptable animals
- Built strong community partnerships
- Completed annual audit of domestic animal businesses.

### 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.

## Checklist

Governance and management items	Assessment	
<b>Community engagement policy</b> (policy outlining council's commitment to engaging with the community on matters of public interest)	<b>Policy</b> Date of operation of current policy: 25 September 2012 Policy under review and will be finalised by end of 2019.	✓
<b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	<b>Guidelines</b> Date of operation of current guidelines: 14 November 2014. To be reviewed once the new Local Government Act is passed.	✓
<b>Strategic Resource Plan</b> (plan under Section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	<b>Plan</b> Adopted in accordance with Section 126 of the Act Date of adoption: 12 June 2019	✓
<b>Annual budget</b> (plan under Section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	<b>Budget</b> Adopted in accordance with Section 130 of the Act Date of adoption: 12 June 2019	✓
<b>Asset management plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	<b>Plans</b> Date of operation of current plans: Buildings and Roads 8 December 2009 ; Landfill Master Plan 26 November 2013; Investing in Sport 14 December 2010; Investing in Play 22 July 2014	✓
<b>Rating strategy</b> (strategy setting out the rating structure of council to levy rates and charges)	<b>Strategy</b> Date of operation of current strategy: 26 April 2016	✓
<b>Risk policy</b> (policy outlining council's commitment and approach to minimising the risks to council's operations)	<b>Policy</b> Date of operation of current policy: 19 July 2013	✓
<b>Fraud policy</b> (policy outlining council's commitment and approach to minimising the risk of fraud)	<b>Policy</b> Date of operation of current policy: 14 June 2018	✓
<b>Municipal emergency management plan</b> (plan under Section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	<b>Plan</b> Prepared and maintained in accordance with Section 20 of the Emergency Management Act 1986 Date of preparation: 15 August 2017	✓
<b>Procurement policy</b> (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)	<b>Plan</b> Prepared and approved in accordance with Section 186A of the Local Government Act 1986 Date of preparation: 12 June 2019	✓

<p><b>Business continuity plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)</p>	<p><b>Plan</b> Date of operation of current plan: 23 March 2016</p>	
<p><b>Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</p>	<p><b>Plan</b> Date of operation of current plan: 23 March 2016</p>	
<p><b>Risk management framework</b> (framework outlining council's approach to managing risks to the council's operations)</p>	<p><b>Framework</b> Date of operation of current framework: 9 July 2013</p>	
<p><b>Audit Committee</b> (advisory committee of council under Section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)</p>	<p><b>Committee</b> Established in accordance with Section 139 of the Act. Date of establishment: 14 December 2010 Committee meets four times a year and has a Council adopted charter.</p>	
<p><b>Internal audit</b> (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)</p>	<p><b>Supplier engaged</b> Date of engagement of current provider: 29 March 2019</p>	
<p><b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the Act)</p>	<p><b>Framework</b> Date of operation of current framework: 1 July 2014</p>	
<p><b>Council Plan reporting</b> (report reviewing the performance of the council against the council plan, including the results in relation to the strategic indicators, for the first six months of the financial year)</p>	<p><b>Report</b> Dates of report: Q1 September; Q2 December; Q3 March and Q4 June</p>	
<p><b>Financial reporting</b> (quarterly statements to council under Section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)</p>	<p><b>Report</b> Statements presented to council in accordance with Section 138(1) of the Act Date statements presented: Q1 September; Q2 December; Q3 March and Q4 June</p>	
<p><b>Risk reporting</b> (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p><b>Reports</b> There have been no reports provided to the Council this year. A considerable amount of work has been undertaken developing a new risk management framework and risk action plan to drive continuous improvement in risk management. Reports to Council will be reintroduced in 2019/20.</p>	

<p><b>Performance reporting</b> (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)</p>	<p><b>Reports</b> Date of report: December 2018; June 2019</p>
<p><b>Annual report</b> (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)</p>	<p><b>Report</b> Considered at a meeting of council in accordance with Section 134 of the Act Date statements presented: 18 September 2018</p>
<p><b>Councillor Code of Conduct</b> (Code under Section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by councillors)</p>	<p><b>Code</b> Reviewed in accordance with Section 76C of the Act Date reviewed: 21 February 2017</p>
<p><b>Delegations</b> (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)</p>	<p><b>Delegations</b> Reviewed in accordance with Section 98(6) of the Act Date of review: 13 December 2016</p>
<p><b>Meeting procedures</b> (a local law governing the conduct of meetings of council and special committees)</p>	<p><b>Procedures</b> Meeting procedures local law made in accordance with Section 91(1) of the Act Date local law made: 20 November 2018</p>

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

  
**Darren Fuzzard**  
 Chief Executive Officer  
 Dated: 26 September 2019

  
**Cr Bronwen Machin**  
 Mayor  
 Dated: 26 September 2019

## SERVICE PERFORMANCE INDICATORS

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

### Governance

Service / indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>TRANSPARENCY</b> <b>Council decisions made at meetings closed to the public</b> (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) x 100	2.69%	0.00%	1.96%	0.00%	Two closed meetings were held with no resolutions passed.
<b>CONSULTATION AND ENGAGEMENT</b> <b>Satisfaction with community consultation and engagement</b> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement.	49.00	53.00	52.00	56.00	Council has worked hard to increase community consultation and engagement using a number of strategies including: media, briefings and streaming of Council Meetings on YouTube.
<b>ATTENDANCE</b> <b>Councillor attendance at council meetings</b> [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)]	89.56%	99.25%	98.10%	97.80%	One Councillor absent, on two occasions.
<b>SERVICE COST</b> <b>Cost of governance</b> (Direct cost of the governance service / Number of Councillors elected at the last Council general election)	\$36,569.26	\$36,572.86	\$30,009.29	\$31,987.29	Three separate vacancies of Councillors occurred during 2017/2018, which resulted in a reduction in costs such as Councillor allowances for that year. Costs returned to normal levels in 2018/2019 with a full representation of Councillors.
<b>SATISFACTION</b> <b>Satisfaction with council decisions</b> (Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community)	44.00	52.00	45.00	52.00	Council has endeavoured to raise public awareness of its decisions and activities through media releases, more transparent council meetings by live feed to the internet and actively encouraging community involvement in projects

## COMMUNITY SATISFACTION SURVEY RESULTS

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 are compared to similar sized Councils and the state-wide average. The 2019 results for core measures are summarised below.

### Performance measures

MEASURE	2017	2018	2019	2019	2019
		Mount Alexander		Large rural	State-wide
Overall performance	58	49	<b>56</b>	56	60
Community consultation & engagement	53	52	<b>56</b>	54	56
Advocacy (lobbying on behalf of community)	50	52	<b>54</b>	52	54
Making community decisions	52	45	<b>52</b>	52	55
Sealed local roads (condition of sealed local roads)	53	49	<b>56</b>	47	56
Customer service	70	68	<b>68</b>	69	71
Overall council direction	54	37	<b>48</b>	51	53



# PERFORMANCE STATEMENT

Mount Alexander Shire Council  
For the Year Ended 30 June 2019



## 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 19,500 people with most 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 the shire continues

to grow as new residents move to the area to make the most of the lifestyle and all the shire has to offer.

Further information is detailed in the Annual Report 2018/2019.





## SUSTAINABLE CAPACITY INDICATORS

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

### Population

Indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>POPULATION</b> <b>Expenses per head of municipal population</b> (Total expenses / Municipal population)	\$1,865.64	\$1,742.12	\$1,844.97	\$1,893.46	
<b>POPULATION</b> <b>Infrastructure per head of municipal population</b> (Value of infrastructure / Municipal population)	\$15,417.54	\$15,015.72	\$16,316.88	\$16,770.17	
<b>POPULATION</b> <b>Population density per length of road</b> (Municipal population / Kilometres of local roads)	12.69	13.14	13.43	13.61	
<b>OWN-SOURCE REVENUE</b> <b>Own-source revenue per head of municipal population</b> (Own-source revenue / Municipal population)	\$1,296.41	\$1,369.28	\$1,352.25	\$1,412.01	
<b>RECURRENT GRANTS</b> <b>Recurrent grants per head of municipal population</b> (Recurrent grants / Municipal population)	\$293.38	\$527.42	\$460.03	\$450.60	
<b>DISADVANTAGE</b> <b>Relative Socio-Economic Disadvantage</b> (Index of Relative Socio-Economic Disadvantage by decile)	4.00	4.00	6.00	6.00	

### DEFINITIONS

#### adjusted underlying revenue

means total income other than:

- non-recurrent grants used to fund capital expenditure; and
- non-monetary asset contributions; and
- contributions to fund capital expenditure from sources other than those referred to above.

#### infrastructure

means non-current property, plant and equipment excluding land.

#### population

means the resident population estimated by council.

#### local road

means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004.

#### own-source revenue

means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).

#### relative socio-economic disadvantage

in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant

financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

#### SEIFA

means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website.

#### unrestricted cash

means all cash and cash equivalents other than restricted cash.

## Service Performance Indicators

Indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>UTILISATION — AQUATIC FACILITIES</b> <b>Utilisation of aquatic facilities</b> (Number of visits to aquatic facilities / Municipal population)	1.40	1.27	1.53	1.58	Utilisation has increased on the previous year. This was the beginning of a new operation and management contract for the seasonal pools which saw better programming opportunities for the community and new point of sale system. The summer season also experienced higher than average temperatures than have been seen in previous years.
<b>HEALTH &amp; SAFETY — ANIMAL MANAGEMENT</b> <b>Animal management prosecutions</b> (Number of successful animal management prosecutions)	3.00	2.00	0.00	0.00	All prosecutions related to unpaid infringements.
<b>HEALTH &amp; SAFETY — FOOD SAFETY</b> <b>Critical and major non-compliance outcome notifications</b> (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) x 100	94.74%	73.33%	100%	96.97%	Compared to the previous year 33 non-compliance notifications were received with 32 being followed up, whilst one premises was closed by the proprietor.
<b>SATISFACTION — GOVERNANCE</b> <b>Satisfaction with council decisions</b> (Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community)	44.00	52.00	45.00	52.00	Council has endeavoured to raise public awareness of its decisions and activities through media releases, more transparent council meetings by live feed to the internet and actively encouraging community involvement in projects.
<b>PARTICIPATION — HOME AND COMMUNITY CARE (HACC)</b> <b>Participation in HACC service</b> (Number of people that received a HACC service / Municipal target population for HACC services) x 100	56.10%	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>PARTICIPATION — HOME AND COMMUNITY CARE (HACC)</b> <b>Participation in HACC service by CALD people</b> (Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services) x 100	27.83%	N/A	N/A	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>PARTICIPATION — LIBRARIES</b> <b>Active library members</b> (Number of active library members / Municipal population) x 100	28.98%	26.42%	25.81%	24.88%	

Indicator / measure	2016	2017	2018	2019	Material variations & comments
<b>PARTICIPATION – MATERNAL AND CHILD HEALTH (MCH)</b> <b>Participation in the MCH service</b> (Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service)	80.30%	81.85%	79.11%	80.40%	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. We have seen a consistent participation rate since then.
<b>PARTICIPATION – MATERNAL AND CHILD HEALTH (MCH)</b> <b>Participation in the MCH service by Aboriginal children</b> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100	44.0%	63.64%	61.90%	77.78%	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 (13 in 2018/2019, 11 in 2017/2018) can skew the percentage change between years.
<b>SATISFACTION – ROADS</b> <b>Satisfaction with sealed local roads</b> (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	52.00	53.00	49.00	56.00	Councils Works Department implemented a proactive grading schedule, and an increased focus on achieving better quality outcomes, early in 2018/2019 and it is therefore likely that this has had a positive impact on the community satisfaction related to local roads.
<b>DECISION MAKING – STATUTORY PLANNING</b> <b>Council planning decisions upheld at VCAT</b> (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	25.00%	80.00%	100%	50.00%	Two Council decisions were upheld at VCAT. Low number of appeals were made to VCAT with only 4 in 2018/2019.
<b>WASTE COLLECTION – WASTE DIVERSION</b> <b>Kerbside collection waste diverted from landfill</b> (Weight of recyclables and green organics collected from kerbside bins / weight of garbage, recyclables and green organics collected from kerbside bins) x 100	30.77%	34.77%	36.04%	35.64%	



**DEFINITIONS**

**Aboriginal Child**

means a child that 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 (including residents and non-residents) who has borrowed a library collection item from the library within the reporting period.

**annual report**

means an annual report prepared by a council under sections 131, 132 and 133 of the Act.

**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.

**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.

**local road**

means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004. It includes right-of-ways and laneways.

**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 authorised 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 and must be followed up by the Council.

**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.

**WorkSafe reportable aquatic facility safety incident**

means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004.

## Financial performance indicators

Dimension / indicator / measure	2016	2017	2018	2019	2020	FORECAST			Material variations
						2021	2022	2023	
<b>EFFICIENCY REVENUE LEVEL</b> <b>Average residential rate per residential property assessment</b> (Residential rate revenue / Number of residential property assessments)	\$1,773	\$1,833	\$1,942	\$1,954	\$2,108	\$2,132	\$2,156	\$2,180	
<b>EFFICIENCY EXPENDITURE LEVEL</b> <b>Expenses per property assessment</b> (Total expenses / Number of property assessments)	\$2,959	\$2,830	\$3,061	\$3,142	\$3,077	\$3,141	\$3,175	\$3,223	
<b>EFFICIENCY WORKFORCE TURNOVER</b> <b>Resignations and terminations compared to average staff</b> (Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year) x 100	17.26%	11.15%	21.89%	16.48%	8.03%	8.03%	8.03%	8.03%	In prior year we reported average staff as full time equivalent (FTE) while resignations were based on actual staff numbers and as we have a high percentage of part-time staff this has not represented an accurate result. 2017/2018 result should have been 16.16%.
<b>LIQUIDITY WORKING CAPITAL</b> <b>Current assets compared to current liabilities</b> (Current assets / Current liabilities) x 100	159.17%	193.87%	223.43%	368.47%	138.15%	180.80%	243.87%	319.92%	The Federal Government announced, and paid, 50% of the 2019/2020 Financial Assistance Grants early (in June 2019) – \$2.594M. This increased current assets at year end. The ratio decreases in forecast years to reflect the reduction in cash to fund capital works and impact of reduced revenue due to rate capping.
<b>LIQUIDITY UNRESTRICTED CASH</b> <b>Unrestricted cash compared to current liabilities</b> (Unrestricted cash / Current liabilities) x 100	64.17%	114.84%	77.32%	(38.92%)	75.02%	121.31%	145.28%	219.33%	At 30 June 2019 cash holdings that have not been allocated to a future purpose increased, due to the majority of expenditure for landfill cell capping works being rescheduled into 2020/2021 onwards.
<b>OBLIGATIONS ASSET RENEWAL</b> <b>Asset renewal compared to depreciation</b> (Asset renewal expense / Asset depreciation) x 100	66.50%	70.65%	90.13%	72.48%	115.39%	64.69%	100.65%	82.68%	Capital works projects of Council are focused predominately on renewal works. The ratio reduces in forecast years due to the forecast construction of a new aquatic centre (new asset).

Dimension / indicator / measure	2016	2017	2018	2019	2020	FORECAST			Material variations
						2021	2022	2023	
<b>OBLIGATIONS LOANS AND BORROWINGS</b> <b>Loans and borrowings compared to rates</b> (Interest bearing loans and borrowings / Rate revenue) x 100	19.07%	22.53%	19.68%	16.90%	14.39%	27.08%	23.49%	20.66%	No new loans occurred during the year, while principal and interest repayments are made. New loans are forecast to assist funding a new aquatic centre in future years.
<b>OBLIGATIONS LOANS AND BORROWINGS</b> <b>Loans and borrowings repayments compared to rates</b> (Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x 100	3.53%	2.44%	2.99%	2.88%	2.70%	1.90%	7.26%	3.20%	
<b>OBLIGATIONS INDEBTEDNESS</b> <b>Non-current liabilities compared to own source revenue</b> (Non-current liabilities / Own source revenue) x 100	23.54%	24.82%	23.06%	32.59%	17.53%	19.69%	20.08%	17.82%	Non-current liabilities increased in 2018/2019 due to the rescheduling of the landfill cell capping works into 2019/2020 and the following two years.
<b>OPERATING POSITION ADJUSTED UNDERLYING RESULT</b> <b>Adjusted underlying surplus (or deficit)</b> (Adjusted underlying surplus (deficit) / Adjusted underlying revenue) x 100	(15.65%)	9.27%	(0.52%)	(0.43)	(5.48%)	(5.06%)	(4.25%)	(3.83%)	The Federal Government announced, and paid 50% of the 2019/2020 Financial Assistance Grants early (in June 2019) – \$2.594M. This increased the revenue while rates revenue remained consistent.
<b>STABILITY RATES CONCENTRATION</b> <b>Rates compared to adjusted underlying revenue</b> (Rate revenue / Adjusted underlying revenue) x 100	71.15%	59.72%	63.56%	63.13%	69.90%	69.39%	69.42%	69.44%	
<b>STABILITY RATES EFFORT</b> <b>Rates effort – Rates compared to property values</b> (Rate revenue / CIV of rateable properties in the municipality) x 100	0.53%	0.50%	0.51%	0.48%	0.45%	0.44%	0.43%	0.42%	

## 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 an operating or capital grant obtained on the condition that it may 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 levied on rateable properties.

### recurrent grants

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 and financial assets, 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 that will be used to fund carry forward capital works from the previous financial year.

### unrestricted cash

means all cash and cash equivalents other than restricted cash. 15. Prior years incorrectly included term deposits in unrestricted cash. 2017/2018 result should have been -88.70%.

## 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 basis 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 12 June 2019 and which forms part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption 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

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

**Carolyn Ross, Certified Practicing Accountant (CPA)**

Principal Accounting Officer  
26 September 2019

In our opinion the accompanying Performance Statement of the Mount Alexander Shire Council for the year ended 30 June 2019 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 Bronwen Machin**  
Mayor  
26 September 2019

**Councillor Max Lesser**  
Councillor  
26 September 2019

**Darren Fuzzard**  
Chief Executive Officer  
26 September 2019





## Independent Auditor's Report

### To the Councillors of Mount Alexander Shire Council

<p><b>Opinion</b></p>	<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"> <li>• description of municipality for the year ended 30 June 2019</li> <li>• sustainable capacity indicators for the year ended 30 June 2019</li> <li>• service performance indicators for the year ended 30 June 2019</li> <li>• financial performance indicators for the year ended 30 June 2019</li> <li>• other information for the year ended 30 June 2019 (basis of preparation)</li> <li>• certification of the performance statement.</li> </ul> <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<p><b>Basis for Opinion</b></p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Performance Statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. 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 performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p><b>Councillors' responsibilities for the performance statement</b></p>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine 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>
<p><b>Auditor's responsibilities for the audit of the performance statement</b></p>	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance</p>

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Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.


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

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

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

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MELBOURNE  
30 September 2019

  
Jonathan Kyvelidis  
*as delegate for the Auditor-General of Victoria*

# FINANCIAL REPORT

Mount Alexander Shire Council  
For the Year Ended 30 June 2019



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## CERTIFICATION OF THE FINANCIAL STATEMENTS

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

**Carolyn Ross**

Certified Practising Accountant, Principal Accounting Officer  
26 September 2019

In our opinion the accompanying financial statements present fairly the financial transactions of Mount Alexander Shire Council for the year ended 30 June 2019 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances that 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 Bronwen Machin**  
Mayor  
26 September 2019

**Councillor Max Lesser**  
Councillor  
26 September 2019

**Darren Fuzzard**  
Chief Executive Officer  
26 September 2019

## Independent Auditor's Report

### To the Councillors of Mount Alexander Shire Council

<b>Opinion</b>	<p>I have audited the financial report of Mount Alexander Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> <li>• balance sheet as at 30 June 2019</li> <li>• comprehensive income statement for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• statement of capital works for the year then ended</li> <li>• notes to the financial statements, including significant accounting policies</li> <li>• certification of the financial statements.</li> </ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Councillors' responsibilities for the financial report</b>	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

**Auditor's responsibilities for the audit of the financial report**

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

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

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

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

MELBOURNE  
30 September 2019



Jonathan Kyvelidis

as delegate for the Auditor-General of Victoria

# FINANCIAL STATEMENTS

## COMPREHENSIVE INCOME STATEMENT

For the Year Ended 30 June 2019

	NOTE	2019 \$'000	2018 \$'000
<b>INCOME</b>			
Rates and charges	3.1	23,227	22,365
Statutory fees and fines	3.2	1,238	1,149
User fees	3.3	1,236	1,166
Grants - operating	3.4	7,648	7,329
Grants - capital	3.4	3,782	4,594
Contributions - monetary	3.5	253	253
Contributions - non monetary	3.5	247	292
Share of net profits (or loss) of associates and joint ventures	6.2	(62)	65
Found assets		111	192
Other income	3.7	1,742	987
<b>Total income</b>		<b>39,422</b>	<b>38,392</b>
<b>EXPENSES</b>			
Employee costs	4.1	14,324	13,542
Materials and services	4.2	10,643	11,294
Depreciation and amortisation	4.3	8,772	8,343
Bad and doubtful debts		42	32
Borrowing costs		193	224
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	715	415
Increase/(decrease) in provision for landfill liability	5.5	670	-
Other expenses	4.4	1,528	1,520
<b>Total expenses</b>		<b>36,887</b>	<b>35,370</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>2,535</b>	<b>3,022</b>
<b>OTHER COMPREHENSIVE INCOME</b>			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.1	17,880	31,360
<b>TOTAL COMPREHENSIVE RESULT</b>		<b>20,415</b>	<b>34,382</b>

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



## BALANCE SHEET

As at 30 June 2019

	NOTE	2019 \$'000	2018 \$'000
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	5.1	5,175	2,394
Trade and other receivables	5.1	4,218	2,547
Other financial assets	5.1	13,750	16,250
Inventories	5.2	85	69
Non-current assets classified as held for sale		-	186
Other assets	5.2	343	423
<b>Total current assets</b>		<b>23,571</b>	<b>21,869</b>
<b>Non-current assets</b>			
Trade and other receivables	5.1	-	5
Investments in associates, joint arrangements and subsidiaries	6.2	584	646
Property, infrastructure, plant and equipment		357,532	339,279
Intangible assets	5.2	1,321	1,180
<b>Total non-current assets</b>		<b>359,437</b>	<b>341,110</b>
<b>TOTAL ASSETS</b>		<b>383,008</b>	<b>362,979</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	5.3	1,291	1,839
Trust funds and deposits	5.3	1,031	1,151
Provisions	5.5	3,593	6,322
Interest-bearing liabilities	5.4	483	476
<b>Total current liabilities</b>		<b>6,398</b>	<b>9,788</b>
<b>Non-current liabilities</b>			
Provisions	5.5	5,538	2,051
Interest-bearing liabilities	5.4	3,443	3,926
<b>Total non-current liabilities</b>		<b>8,981</b>	<b>5,977</b>
<b>TOTAL LIABILITIES</b>		<b>15,379</b>	<b>15,765</b>
<b>NET ASSETS</b>		<b>367,629</b>	<b>347,214</b>
<b>EQUITY</b>			
Accumulated surplus		107,702	103,284
Reserves	9.1	259,927	243,930
<b>TOTAL EQUITY</b>		<b>367,629</b>	<b>347,214</b>

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

## STATEMENT OF CHANGES IN EQUITY

For the Year Ended 30 June 2019

	NOTE	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserves \$'000	Other Reserves \$'000
<b>2019</b>					
Balance at beginning of the financial year		347,214	103,284	225,810	18,120
Surplus/(deficit) for the year		2,535	2,535	-	-
Net asset revaluation increment/(decrement)	6.1	17,880	-	17,880	-
Transfers to other reserves	9.1	-	(7,185)	-	7,185
Transfers from other reserves	9.1	-	9,068	-	(9,068)
<b>Balance at end of the financial year</b>		<b>367,629</b>	<b>107,702</b>	<b>243,690</b>	<b>16,237</b>
<b>2018</b>					
Balance at beginning of the financial year		312,832	107,121	194,450	11,261
Surplus/(deficit) for the year		3,022	3,022	-	-
Net asset revaluation increment/(decrement)	6.1	31,360	-	31,360	-
Transfers to other reserves	9.1	-	(10,888)	-	10,888
Transfers from other reserves	9.1	-	4,029	-	(4,029)
<b>Balance at end of the financial year</b>		<b>347,214</b>	<b>103,284</b>	<b>225,810</b>	<b>18,120</b>

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

## STATEMENT OF CASH FLOWS

For the Year Ended 30 June 2019

	Note	2019 Inflows / (Outflows) \$'000	2018 Inflows / (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		22,156	22,149
Statutory fees and fines		1,238	1,149
User fees		1,236	1,166
Grants - operating		7,519	7,192
Grants - capital		3,270	4,554
Contributions - monetary		253	253
Interest received		643	559
Trust funds and deposits (net)		(120)	262
Other receipts		1,104	407
Net GST refund/payment		(2,095)	(1,711)
Employee costs		(14,250)	(13,468)
Materials and services		( 9,559)	(9,557)
Other payments		(926)	(1,538)
<b>Net cash provided by/(used in) operating activities</b>	9.2	<b>10,469</b>	<b>11,417</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment	6.2	(9,789)	(8,141)
Proceeds from sale of property, infrastructure, plant and equipment		271	264
Payments for investments		(13,750)	(16,250)
Proceeds from sale of investments		16,250	13,000
<b>Net cash provided by/(used in) investing activities</b>		<b>(7,019)</b>	<b>(11,127)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(193)	(223)
Repayment of borrowings		(476)	(446)
<b>Net cash provided by/(used in) financing activities</b>		<b>(669)</b>	<b>(669)</b>
Net increase/(decrease) in cash and cash equivalents		2,781	(378)
Cash and cash equivalents at the beginning of the financial year		2,394	2,772
<b>Cash and cash equivalents at the end of the financial year</b>		<b>5,175</b>	<b>2,394</b>
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

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 2019

	2019 \$'000	2018 \$'000
<b>Property</b>		
Land improvements	140	619
<b>Total land</b>	<b>140</b>	<b>619</b>
Buildings and improvements	2,641	556
Site improvements	740	1,348
<b>Total buildings</b>	<b>3,381</b>	<b>1,904</b>
<b>Total property</b>	<b>3,521</b>	<b>2,523</b>
<b>Plant and equipment</b>		
Plant, machinery and equipment	892	980
Computers and telecommunications	127	165
Intangibles	283	364
<b>Total plant and equipment</b>	<b>1,302</b>	<b>1,508</b>
<b>Infrastructure</b>		
Roads	2,330	2,534
Bridges	445	732
Footpaths and cycleways	720	617
Drainage	1,218	141
Kerb and channel	197	-
Waste management	57	85
<b>Total infrastructure</b>	<b>4,967</b>	<b>4,109</b>
<b>Total capital works expenditure</b>	<b>9,789</b>	<b>8,140</b>
Represented by:		
New asset expenditure	3,517	708
Asset renewal expenditure	6,238	7,404
Asset expansion expenditure	4	-
Asset upgrade expenditure	31	29
<b>Total capital works expenditure</b>	<b>9,789</b>	<b>8,140</b>

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

## OVERVIEW

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

### Significant accounting policies

#### (a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- other areas requiring judgements.

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.

# NOTES TO THE FINANCIAL STATEMENTS

## NOTE 1

### PERFORMANCE AGAINST BUDGET

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold with explanations provided if the variance is greater than 10 percent and is greater than \$100,000. 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 26 June 2018. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in

order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

#### 1.1 – INCOME AND EXPENDITURE

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
<b>Income</b>					
Rates and charges	23,044	23,227	183	1%	
Statutory fees and fines	997	1,238	241	24%	1
User fees	898	1,236	338	38%	2
Grants – operating	4,722	7,648	2,926	62%	3
Grants – capital	2,101	3,782	1,681	80%	4
Contributions - monetary	70	253	183	261%	5
Contributions - non monetary	-	247	247	0%	
Share of net profits/(losses) of associates and joint ventures	-	(62)	(62)	0%	
Found assets	-	111	111	0%	
Other income	927	1,742	815	88%	6
<b>Total income</b>	<b>32,759</b>	<b>39,422</b>	<b>6,663</b>	<b>20%</b>	
<b>Expenditure</b>					
Employee costs	14,621	14,324	297	2%	
Materials and services	9,327	10,643	(1,316)	(14%)	7
Depreciation and amortisation	8,521	8,772	(251)	(3%)	
Bad and doubtful debts	6	42	(36)	(608%)	
Borrowing costs	194	193	1	1%	
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	485	715	230	(47%)	8
Increase/(decrease) in provision for landfill liability	-	670	670	0%	9
Other expenses	1,569	1,528	41	3%	
<b>Total expenses</b>	<b>34,723</b>	<b>36,887</b>	<b>(2,164)</b>	<b>(6%)</b>	
<b>Surplus/(deficit) for the year</b>	<b>(1,964)</b>	<b>2,535</b>	<b>4,499</b>	<b>(229%)</b>	

**NOTE 1 PERFORMANCE AGAINST BUDGET (CONT)****(i) Explanation of material variations****1 Statutory fees and fines**

Greater than expected planning fees have been received due to an underestimation of the amount of planning activity that has occurred in the Shire (\$243k).

**2 User fees**

Greater than expected receipt of user fees relating to developer fees, landfill gate receipts and water standpipes.

**3 Grants — operating**

The Victoria Grants Commission paid \$2.59m of the 2019/2020 grant early in 2018/2019. A number of other unexpected grants were received during the year, with expenditure for most of these projects to be incurred in 2019/2020.

**4 Grants — capital**

A number of unexpected grants were received during the year, namely the Fixing Country Roads Program (\$1.17m) and flood levee upgrades (\$417k), with expenditure for these projects to be incurred in 2019/2020.

**5 Contributions — monetary**

Greater than expected contributions have been received for open space levies (\$147k), with these monies set aside to fund future works.

**6 Other income**

An unbudgeted amount of \$800k was received in reimbursement for costs incurred due to flood and storm events, as well as greater than anticipated revenue being received on investments and outstanding rates (\$193k).

**7 Materials and services**

\$242k has been incurred for additional services of handling and loading commingled recyclable products; due to dry weather conditions, Council was required to hire water trucks to complete grading of gravel roads (\$150k); the cost of utilities, mainly water, has increased (\$212k), as has information technology software (\$99k); additional labour hire costs of \$320k were incurred, offset by savings in employee costs.

**8 Net gain/(loss) on disposal**

Unbudgeted disposal of infrastructure assets was incurred (\$160k), as well as the unbudgeted disposal of a block of land (\$35k).

**9 Increase/(decrease) in provision for landfill liability**

An amount of \$670k has been recognised as an estimate for 30 years of anticipated after-care costs on the closing and capping of cells at the Castlemaine Landfill.

**NOTE 1 PERFORMANCE AGAINST BUDGET (CONT)****1.2 – CAPITAL WORKS**

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Variance 2019 %	Ref
<b>Property</b>					
Land improvements	292	140	(152)	(52%)	1
<b>Total Land</b>	<b>292</b>	<b>140</b>	<b>(152)</b>	<b>(52%)</b>	
Buildings and site improvements	3,433	3,381	(52)	(2%)	
<b>Total Buildings</b>	<b>3,433</b>	<b>3,381</b>	<b>(52)</b>	<b>(2%)</b>	
<b>Total Property</b>	<b>3,725</b>	<b>3,521</b>	<b>(204)</b>	<b>(5%)</b>	
<b>Plant and Equipment</b>					
Plant, machinery and equipment	905	892	(13)	(1%)	
Computers and telecommunications	131	127	(4)	(3%)	
Intangibles	200	283	83	42%	2
<b>Total Plant and Equipment</b>	<b>1,236</b>	<b>1,302</b>	<b>66</b>	<b>5%</b>	
<b>Infrastructure</b>					
Roads	3,600	2,330	(1,270)	(35%)	3
Bridges	829	445	(384)	(46%)	4
Footpaths and cycleways	460	720	260	57%	5
Drainage	903	1,218	315	35%	6
Kerb and channel	-	197	197	0%	
Waste management	600	57	(543)	(90%)	7
<b>Total Infrastructure</b>	<b>6,392</b>	<b>4,967</b>	<b>(1,423)</b>	<b>(22%)</b>	
<b>Total Capital Works Expenditure</b>	<b>11,353</b>	<b>9,790</b>	<b>(1,563)</b>	<b>(14%)</b>	
Represented by:					
New asset expenditure	1,484	3,517	2,033	137%	
Asset renewal expenditure	8,438	6,238	(2,200)	(26%)	
Asset expansion expenditure	844	4	(840)	(100%)	
Asset upgrade expenditure	587	31	(556)	(95%)	
<b>Total Capital Works Expenditure</b>	<b>11,353</b>	<b>9,790</b>	<b>(1,563)</b>	<b>(14%)</b>	



**NOTE 1 PERFORMANCE AGAINST BUDGET (CONT)****(i) Explanation of material variations****1 Land improvements**

A preferred and suitable site has been selected for the Dog Park project and work will commence to complete the permit/approval process (\$60k); designs and plans for community streetscapes have been approved and a draft works package has been developed, with works likely to commence mid-2019 (\$72k).

**2 Intangibles**

Council began the roll-out of a multi-year installation of a new Integrated Corporate System and is gradually replacing many core stand-alone systems. The project is now moving into Stage 3 and implementation of further modules will occur in 2019/2020.

**3 Roads**

The Metcalfe Redesdale Road project is awaiting State Government agency referral approval for planning approval for the works to progress (\$570k); accessible car parking works have been completed in June and July 2019 (\$80k); latent risks were identified with road safety improvement works at Golden Point Reserve and O'Hallorans Road and this project was not proceeded with (\$48k); Harcourt infrastructure works have been deferred to 2019/2020 (\$50k); works on progressing the Maldon streetscape project will continue with community consultation scheduled in July 2019 (\$155k); the Castlemaine Primary School crossing project is continuing into 2019/2020 (\$201k).

**4 Bridges**

Prior year works were completed for Bubbs Lane and Old Drummond Road bridges (\$170k), offset by delays in construction due to need to relocate utilities for the Campbells Creek Fryers Road bridge (\$772k).

**5 Footpaths and cycleways**

Prior year works were completed for Winters Flat Primary School footpath (\$161k) and Templeton Street footpath (\$249k); offset by Castlemaine CBD streetscape works in Mostyn and Hargraves Street that will now be considered as part of a wider project in 2019/2020 incorporating Frederick St Castlemaine.

**6 Drainage**

Projects budgeted for in other categories had, on completion of the project, identified expenditure components that were drainage in nature.

**7 Waste management**

The initial case study for the business case for a new Resource Recovery Centre at the Castlemaine Waste Facility has commenced and is due to be presented to Councillors in early 2020 (\$600k).

**NOTE 2.1 ANALYSIS OF COUNCIL RESULTS BY PROGRAM**

Council delivers its functions and activities through the following programs.

**2.1 (a)**

**Our People**

- socially connected, safe and inclusive communities
- local services that support the needs of our community
- improved health and wellbeing
- a welcoming place for all Population + Health  
+ Wellbeing + Support + Resilience + Partnerships  
+ Social services + Connections

**Our People**

- well managed assets for now and into the future
- a clean and green community
- well planned-for growth Buildings + Sport and recreation facilities + Roads + Footpaths + Drainage  
+ Trails + Playgrounds + Gardens + Natural environment  
+ Waste + Recycling + Heritage

**Our People**

- a creative and innovative economy
- great opportunities for education and technology
- an innovative and sustainable organisation  
Business + Economy + Jobs + Education + Creativity  
+ Innovation + Tourism + Culture

**NOTE 2.1 ANALYSIS OF COUNCIL RESULTS BY PROGRAM (CONT)****2.1 (b)**

	Income	Expenses	Surplus/ (deficit)	Grants included in Income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>2019</b>					
Our People	3,203	10,339	(7,135)	2,298	686
Our Place	12,209	20,909	(8,700)	5,712	358,028
Our Economy	24,010	5,639	18,371	3,421	24,293
Unattributed	-	-	-	-	-
	<b>39,422</b>	<b>36,887</b>	<b>2,535</b>	<b>11,430</b>	<b>383,007</b>
<b>2018</b>					
Our People	3,225	10,064	(6,838)	2,124	779
Our Place	11,791	19,976	(8,185)	6,571	339,109
Our Economy	23,376	5,331	18,045	3,228	23,091
Unattributed	-	-	-	-	-
	<b>38,392</b>	<b>35,370</b>	<b>3,022</b>	<b>11,923</b>	<b>362,979</b>

## NOTE 3

### FUNDING FOR THE DELIVERY OF OUR SERVICES

#### 3.1 – RATES AND CHARGES

Council uses capital improved valuation (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its value of land and all its improvements. The valuation base used to calculate general rates for 2018/19 was \$4.303 billion (2017/18 \$4.205 billion).

	2019 \$'000	2018 \$'000
General rates	18,937	17,298
Municipal charge	-	1,060
Waste management charge	4,290	4,007
<b>Total rates and charges</b>	<b>23,227</b>	<b>22,365</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2019, and the valuation will be first applied in the rating year commencing 1 July 2019. Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued. Under the Fair Go Rates System 2016-2021 implemented in 2016, Council chose to adopt a three year phasing out of the Municipal charge by 2018/2019.

#### 3.2 – STATUTORY FEES AND FINES

	2019 \$'000	2018 \$'000
Animal control	195	192
Planning permits and fees	560	480
Health registrations	123	115
Local laws	107	120
Parking fines	101	104
Other fines	152	138
<b>Total statutory fees and fines</b>	<b>1,238</b>	<b>1,149</b>

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

#### 3.3 – USER FEES

	2019 \$'000	2018 \$'000
Home and community care	388	392
Employee vehicle contribution	101	109
Facility hire	64	53
Tourism services	69	114
Building services	1	-
Waste management services	345	345
Other fees and charges	268	153
<b>Total user fees</b>	<b>1,236</b>	<b>1,166</b>

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

**NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (CONT)****3.4 – FUNDING FROM OTHER LEVELS OF GOVERNMENT**

	2019 \$'000	2018 \$'000
Grants were received in respect of the following:		
<i>Summary of grants</i>		
Commonwealth funded grants	7,858	7,809
State funded grants	3,572	4,122
<b>Total grants received</b>	<b>11,430</b>	<b>11,931</b>
<b>(a) Operating Grants</b>		
<b>Recurrent – Commonwealth Government</b>		
Financial Assistance Grants	5,037	4,839
Home support packages	1,325	1,029
Veterans' Affairs	87	79
Flood recovery	35	-
Other	4	10
<b>Recurrent – State Government</b>		
Home and community care	263	537
School crossing supervisors	54	53
Maternal and child health	267	184
Community health	20	19
Environment	32	40
Emergency management	120	120
Youth	67	63
Social Housing	112	-
Other	2	-
<b>Total recurrent operating grants</b>	<b>7,425</b>	<b>6,975</b>
<b>Non-recurrent – Commonwealth Government</b>		
Other	2	-
Environmental planning	-	45
<b>Non-recurrent – State Government</b>		
Family and children	31	10
Youth	23	25
Infrastructure	57	252
Arts	10	13
Waste management	16	-
Recreation facilities & reserves	27	-
Centralised annual valuations	33	-
Other	26	9
<b>Total non-recurrent operating grants</b>	<b>224</b>	<b>354</b>
<b>Total operating grants</b>	<b>7,648</b>	<b>7,329</b>

**NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (CONT)****3.4 – FUNDING FROM OTHER LEVELS OF GOVERNMENT (CONT)**

	2019 \$'000	2018 \$'000
<b>(b) Capital Grants</b>		
<b>Recurrent – Commonwealth Government</b>		
Roads to Recovery	1,368	1,798
Community facilities	-	9
<b>Total recurrent capital grants</b>	<b>1,368</b>	<b>1,807</b>
<b>Non-recurrent – State Government</b>		
Buildings	47	63
Infrastructure	1,925	734
Emergency management	41	-
Waste management	23	-
Recreation facilities & reserves	378	1,990
<b>Total non-recurrent capital grants</b>	<b>2,414</b>	<b>2,787</b>
<b>Total capital grants</b>	<b>3,782</b>	<b>4,594</b>
<b>c) Unspent grants received on condition that they be spent in a specific manner</b>		
Balance at start of year	2,441	2,315
Received during the financial year and remained unspent at balance date	2,594	2,441
Received in prior years and spent during the financial year	2,441	2,315
<b>Balance at year end</b>	<b>2,594</b>	<b>2,441</b>

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

**NOTE 3 FUNDING FOR THE DELIVERY OF OUR SERVICES (CONT)****3.5 – CONTRIBUTIONS**

	2019 \$'000	2018 \$'000
Monetary	253	253
Non-monetary	247	292
<b>Total contributions</b>	<b>500</b>	<b>545</b>
Contributions of non-monetary assets were received in relation to the following asset classes:		
Land	-	14
Roads	130	85
Drainage	10	193
Pathways	108	-
<b>Total non-monetary contributions</b>	<b>247</b>	<b>292</b>

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

**3.6 – NET GAIN / (LOSS) ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT**

	2019 \$'000	2018 \$'000
Proceeds of sale	271	264
Written down value of assets disposed	(986)	(679)
<b>Total net gain / (loss) on disposal of property, infrastructure, plant and equipment</b>	<b>(715)</b>	<b>(415)</b>

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

**3.7 – OTHER INCOME**

	2019 \$'000	2018 \$'000
Interest	643	580
Net gain on landfill provision	-	19
Fuel Tax Credits	63	52
Rates and valuation reimbursements	33	44
Debt collection	47	57
Insurance claims	663	62
Rental	137	87
Other	156	86
<b>Total other income</b>	<b>1,742</b>	<b>987</b>

Interest is recognised as it is earned. Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

## NOTE 4

### THE COST OF DELIVERING SERVICES

#### 4.1 (a) – EMPLOYEE COSTS

	2019 \$'000	2018 \$'000
Wages and salaries	12,433	11,918
WorkCover insurance	335	117
Superannuation	1,110	1,110
Fringe benefits tax	54	62
Other	392	335
<b>Total employee costs</b>	<b>14,324</b>	<b>13,542</b>

#### (b) Superannuation

Council made contributions to the following funds:

##### Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	92	62
	<b>92</b>	<b>62</b>

Employer contributions payable at reporting date	-	-
--	---	---

##### Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,018	1,048
	<b>1,018</b>	<b>1,048</b>

Employer contributions payable at reporting date	-	-
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Refer to note 9.3 for further information relating to Council's superannuation obligations.

#### 4.2 – MATERIALS AND SERVICES

	2019 \$'000	2018 \$'000
Service providers	3,196	4,365
Waste Management	2,603	2,100
Buildings	594	290
Animal Control	187	193
Recreation facilities & reserves	783	524
Materials	881	1,452
Utilities	663	582
Office administration	335	308
Information technology	538	553
Insurance	289	265
Plant and fleet	557	662
Other	17	-
<b>Total materials and services</b>	<b>10,643</b>	<b>11,294</b>



**NOTE 4 THE COST OF DELIVERING SERVICES (CONT)****4.3 – DEPRECIATION AND AMORTISATION**

	2019 \$'000	2018 \$'000
Property	2,284	2,324
Plant and equipment	798	745
Infrastructure	5,524	5,146
<b>Total depreciation</b>	<b>8,606</b>	<b>8,215</b>
Intangible assets	166	128
<b>Total depreciation and amortisation</b>	<b>8,772</b>	<b>8,343</b>

Refer to note 5.2(c) and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

**4.4 OTHER EXPENSES**

	2019 \$'000	2019 \$'000
Auditors' remuneration - VAGO	36	35
Auditors' remuneration - internal	22	61
Councillors' allowances	201	184
Community grants	334	276
Library contribution	512	501
Landfill levy	274	332
Others	149	131
<b>Total other expenses</b>	<b>1,528</b>	<b>1,520</b>

## NOTE 5

### OUR FINANCIAL POSITION

#### 5.1 – FINANCIAL ASSETS

	2019 \$'000	2018 \$'000
<b>(a) Cash and cash equivalents</b>		
Cash on hand	2	2
Cash at bank	5,168	2,387
Term deposits	5	5
<b>Total cash and cash equivalents</b>	<b>5,175</b>	<b>2,394</b>
<b>(b) Other financial assets</b>		
Term deposits – current	13,750	16,250
<b>Total other financial assets</b>	<b>13,750</b>	<b>16,250</b>
<b>Total financial assets</b>	<b>18,925</b>	<b>18,644</b>
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 5.3)	1,031	1,151
– Statutory reserve funds allocated for specific future purposes (Note 9.1)	1,158	942
<b>Total restricted funds</b>	<b>2,189</b>	<b>2,093</b>
<b>Total unrestricted cash and cash equivalents</b>	<b>2,986</b>	<b>301</b>
<b>Intended allocations</b>		
Although not externally restricted the following amounts have been allocated specific future purposes by Council:		
– cash held to fund carried forward works	2,882	3,568
– cash held for unspent grants (Note 9.1)	2,594	2,441
– cash held for other discretionary reserves (Note 9.1)	9,604	8,197
<b>Total funds subject to intended allocations</b>	<b>15,080</b>	<b>14,206</b>
<b>Available cash funds</b>	<b>1,656</b>	<b>2,345</b>

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts. Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

**NOTE 5 OUR FINANCIAL POSITION (CONT)****5.1 – FINANCIAL ASSETS (CONT)**

	2019 \$'000	2018 \$'000
<b>(c) Trade and other receivables</b>		
<b>Current</b>		
<b>Statutory receivables</b>		
Rates debtors	2,847	2,017
Provision for doubtful debts - rates	(159)	(140)
Traffic infringement debtors	36	71
Provision for doubtful debts - traffic infringements	-	(32)
Pet infringement debtors	11	23
Provision for doubtful debts - pet infringements	-	(13)
Net GST receivable	1	15
<b>Non-statutory receivables</b>		
Home and community care	55	39
State government	145	1
Other debtors	1,287	584
Provision for doubtful debts - other debtors	(5)	(18)
<b>Total current trade and other receivables</b>	<b>4,218</b>	<b>2,547</b>
<b>Non-current</b>		
<b>Statutory receivables</b>		
Special rate scheme	-	5
<b>Total non-current trade and other receivables</b>	<b>-</b>	<b>5</b>
<b>Total trade and other receivables</b>	<b>4,218</b>	<b>2,552</b>

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

**NOTE 5 OUR FINANCIAL POSITION (CONT)****5.2 – NON-FINANCIAL ASSETS**

	2019 \$'000	2018 \$'000
<b>(a) Inventories</b>		
Inventories held for distribution	24	29
Inventories held for sale	61	40
<b>Total inventories</b>	<b>85</b>	<b>69</b>
Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.		
<b>(b) Other assets</b>		
Prepayments	169	200
Accrued income	174	223
<b>Total other assets</b>	<b>343</b>	<b>423</b>
<b>(c) Intangible assets</b>		
Software	1,321	1,180
<b>Total intangible assets</b>	<b>1,321</b>	<b>1,180</b>
	Software \$'000	Total \$'000
<b>Gross carrying amount</b>		
Balance at 1 July 2018	1,509	1,509
Additions from internal developments	308	308
Other additions	-	-
<b>Balance at 1 July 2019</b>	<b>1,817</b>	<b>1,817</b>
<b>Accumulated amortisation and impairment</b>		
Balance at 1 July 2018	329	329
Amortisation expense	166	166
<b>Balance at 1 July 2019</b>	<b>495</b>	<b>495</b>
Net book value at 30 June 2018	1,180	1,180
<b>Net book value at 1 July 2019</b>	<b>1,321</b>	<b>1,321</b>

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

**NOTE 5 OUR FINANCIAL POSITION (CONT)****5.3 – PAYABLES**

	2019 \$'000	2018 \$'000
<b>(a) Trade and other payables</b>		
Trade payables	324	355
Loan interest	9	9
Accrued expenses	958	1,475
<b>Total trade and other payables</b>	<b>1,291</b>	<b>1,839</b>
<b>(b) Trust funds and deposits</b>		
Refundable deposits	50	42
Fire Services Property Levy	271	250
Retention amounts	312	227
Heritage Fund	34	34
Central Victorian PCP	359	598
Other	5	-
<b>Total trust funds and deposits</b>	<b>1,031</b>	<b>1,151</b>

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

**Purpose and nature of items****Refundable deposits**

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

**Fire Services Property Levy**

Council is the collection agent for Fire Services Property Levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the State Government in line with that process.

**Retention amounts**

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

**NOTE 5 OUR FINANCIAL POSITION (CONT)****5.4 – INTEREST-BEARING LIABILITIES**

	2019 \$'000	2018 \$'000
<b>Current</b>		
Borrowings – secured	483	476
	<b>483</b>	<b>476</b>
<b>Non-current</b>		
Borrowings – secured	3,443	3,926
	<b>3,443</b>	<b>3,926</b>
<b>Total</b>	<b>3,926</b>	<b>4,402</b>
Borrowings are secured by a mortgage over the general rates and charges of Council		
(a) The maturity profile for Council's borrowings is:		
Not later than one year	483	476
Later than one year and not later than five years	1,838	2,194
Later than five years	1,605	1,733
	<b>3,926</b>	<b>4,402</b>

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method. The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

**5.5 – PROVISIONS**

	Employee \$'000	Landfill restoration \$'000	Total \$'000
<b>2019</b>			
Balance at beginning of the financial year	2,622	5,750	8,372
Additional provisions	1,177	670	1,847
Amounts used	(1,262)	-	(1,262)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	162	12	174
<b>Balance at the end of the financial year</b>	<b>2,699</b>	<b>6,432</b>	<b>9,131</b>
<b>2018</b>			
Balance at beginning of the financial year	2,549	5,762	8,311
Additional provisions	1,197	-	1,197
Amounts used	(1,023)	-	(1,023)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(101)	(12)	(113)
<b>Balance at the end of the financial year</b>	<b>2,622</b>	<b>5,750</b>	<b>8,372</b>

**NOTE 5 OUR FINANCIAL POSITION (CONT)****5.5 – PROVISIONS (CONT)**

	2019 \$'000	2018 \$'000
<b>(a) Employee provisions</b>		
Annual leave	679	757
Long service leave	200	156
Rostered days off	110	86
	<b>989</b>	<b>999</b>
<b>Current provisions expected to be wholly settled after 12 months</b>		
Annual leave	161	112
Long service leave	943	1,195
	<b>1,104</b>	<b>1,307</b>
<b>Total current employee provisions</b>	<b>2,093</b>	<b>2,306</b>
<b>Non-current</b>		
Long service leave	606	317
<b>Total non-current employee provisions</b>	<b>606</b>	<b>317</b>
Aggregate carrying amount of employee provisions:		
Current	2,093	2,306
Non-current	606	317
<b>Total aggregate carrying amount of employee provisions</b>	<b>2,699</b>	<b>2,623</b>

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

**Wages and salaries and annual leave**

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

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

**Long service leave**

Liability for long service leave (LSL) is recognised in the provision for employee benefits. LSL is measured at present value. Unconditional LSL is disclosed as a current liability. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability.

Key assumptions:	2019	2018
Discount rate	1.46%	2.65%
Index rate	4.31%	3.88%

**NOTE 5 OUR FINANCIAL POSITION (CONT)****5.5 – PROVISIONS (CONT)**

	2019 \$'000	2018 \$'000
<b>(b) Landfill restoration</b>		
Current	1,500	4,016
Non-current	4,932	1,742
	<b>6,432</b>	<b>5,758</b>

Council is obligated to restore the Castlemaine landfill site 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.

Key assumptions:	2019	2018
Inflation rate	1.30%	1.90%
Estimated cost to rehabilitate	\$6,583,063	\$5,758,063

**5.6 – FINANCING ARRANGEMENTS**

	2019 \$'000	2018 \$'000
The Council has the following funding arrangements in place as at 30 June 2019		
Bank overdraft	500	500
Credit card facilities	300	300
<b>Total facilities</b>	<b>800</b>	<b>800</b>
Used facilities	66	40
<b>Unused facilities</b>	<b>734</b>	<b>760</b>



**NOTE 5 OUR FINANCIAL POSITION (CONT)****5.7 – COMMITMENTS**

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

<b>2019</b>	<b>Not later than 1 year \$'000</b>	<b>Later than 1 year and not later than 2 years \$'000</b>	<b>Later than 2 years and not later than 5 years \$'000</b>	<b>Total \$'000</b>
<b>Operating</b>				
Aged and disability services	200	-	-	200
Consultancy	141	-	-	141
Election services	136	-	-	136
IT and software licenses	266	133	224	623
Professional services	178	112	292	582
Recreation services	491	508	-	999
Regulatory compliance	198	204	210	612
Utility supply	190	-	-	190
Waste management	2,182	2,498	6,235	10,915
<b>Total operating</b>	<b>3,982</b>	<b>3,454</b>	<b>6,961</b>	<b>14,397</b>
<b>Capital</b>				
Buildings	313	-	-	313
Drainage	101	-	-	101
Other	41	-	-	41
Pathways	9	-	-	9
Recreation	605	-	-	605
Roads	797	-	-	797
<b>Total capital</b>	<b>1,867</b>	<b>-</b>	<b>-</b>	<b>1,867</b>

**NOTE 5 OUR FINANCIAL POSITION (CONT)****5.7 – COMMITMENTS (CONT)**

<b>2018</b>	<b>Not later than 1 year \$'000</b>	<b>Later than 1 year and not later than 2 years \$'000</b>	<b>Later than 2 years and not later than 5 years \$'000</b>	<b>Total \$'000</b>
<b>Operating</b>				
Aged and disability services	217	-	-	217
Consultancy	22	-	-	22
Election services	-	136	-	136
IT and software licenses	269	222	321	812
Professional services	182	67	51	300
Recreation services	471	491	508	1,470
Utility supply	200	190	-	390
Waste management	2,353	1,961	4,794	9,109
<b>Total operating</b>	<b>3,715</b>	<b>3,067</b>	<b>5,675</b>	<b>12,457</b>
<b>Capital</b>				
Buildings	2,397	-	-	2,397
Bridges	577	-	-	577
Drainage	521	-	-	521
IT software and services	351	-	-	351
Other	261	-	-	261
Pathways	428	-	-	428
Recreation	34	-	-	34
Roads	160	-	-	160
<b>Total capital</b>	<b>4,729</b>	<b>-</b>	<b>-</b>	<b>4,729</b>

**Operating lease commitments**

	<b>2019 \$'000</b>	<b>2018 \$'000</b>
At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
Not later than one year	5	19
Later than one year and not later than five years	-	3
	<b>5</b>	<b>22</b>

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

## NOTE 6

### ASSETS WE MANAGE

#### 6.1 – PROPERTY, INFRASTRUCTURE, PLANT & EQUIPMENT

	At fair value 30 June 2018 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfers \$'000	At fair value 30 June 2019 \$'000
<b>Summary of property, infrastructure, plant and equipment</b>									
Land and land improvements	27,648	-	221	4,117	(229)	(157)	-	-	31,600
Building and site improvements	32,198	-	-	(53)	(2,055)	(114)	(2)	4,224	34,197
Plant and equipment	3,177	-	-	-	(798)	(113)	(4)	1,079	3,340
Infrastructure	270,782	-	321	13,816	(5,524)	(600)	-	5,633	284,429
Work in progress	5,475	9,790	-	-	-	-	(59)	(11,244)	3,966
	<b>339,280</b>	<b>9,790</b>	<b>542</b>	<b>17,880</b>	<b>(8,606)</b>	<b>(985)</b>	<b>(62)</b>	<b>(308)</b>	<b>357,532</b>

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
<b>Summary of Work in Progress</b>					
Land and land improvements	593	140	-	-	733
Buildings and site improvements	1,348	3,381	(28)	(4,224)	477
Plant and equipment	77	1,018	-	(1,079)	16
Infrastructure	3,325	4,968	(31)	(5,633)	2,629
Intangibles	132	283	-	(308)	107
<b>Total</b>	<b>5,475</b>	<b>9,790</b>	<b>(59)</b>	<b>(11,244)</b>	<b>3,963</b>

**NOTE 6 ASSETS WE MANAGE (CONT)****6.1 – PROPERTY, INFRASTRUCTURE, PLANT & EQUIPMENT (CONT)**

	Land specialised \$'000	Land non- specialised \$'000	Land improvements \$'000	Total land and land improvements \$'000	Buildings specialised \$'000	Buildings non- specialised \$'000	Site improvements \$'000	Total buildings \$'000	Work in progress \$'000	Total property \$'000
<b>(a) Property</b>										
At fair value 1 July 2018	621	22,841	6,588	30,049	42,119	21,960	7,448	71,527	1,941	103,517
Accumulated depreciation at 1 July 2018	-	-	(2,401)	(2,401)	(23,457)	(13,771)	(2,102)	(39,330)	-	(41,731)
	<b>621</b>	<b>22,841</b>	<b>4,187</b>	<b>27,648</b>	<b>18,662</b>	<b>8,189</b>	<b>5,346</b>	<b>32,197</b>	<b>1,941</b>	<b>61,786</b>
<b>Movements in fair value</b>										
Additions	-	-	-	-	-	-	-	-	3,521	3,521
Contributions	35	-	-	35	-	-	-	-	-	35
Revaluation	-	4,117	-	4,117	2,302	(310)	-	1,992	-	6,109
Disposal	-	-	(157)	(157)	(483)	-	(53)	(536)	-	(693)
Write-off	-	-	-	-	(2)	-	-	(2)	(28)	(30)
Transfers	-	943	(757)	186	3,375	100	748	4,224	(4,224)	186
	<b>35</b>	<b>5,060</b>	<b>(914)</b>	<b>4,181</b>	<b>5,192</b>	<b>(210)</b>	<b>696</b>	<b>5,678</b>	<b>(731)</b>	<b>9,128</b>
<b>Movements in accumulated depreciation</b>										
Depreciation and amortisation	-	-	(229)	(229)	(1,368)	(419)	(268)	(2,055)	-	(2,284)
Accumulated depreciation of disposals	-	-	-	-	398	-	23	421	-	421
Revaluation	-	-	-	-	(2,482)	437	-	(2,045)	-	(2,045)
Transfers	-	-	-	-	4	-	-	4	-	4
	<b>-</b>	<b>-</b>	<b>(229)</b>	<b>(229)</b>	<b>(3,448)</b>	<b>18</b>	<b>(245)</b>	<b>(3,675)</b>	<b>-</b>	<b>(3,904)</b>
At fair value 30 June 2019	656	27,901	5,674	34,230	47,311	21,750	8,144	77,205	1,210	112,646
Accumulated depreciation at 30 June 2019	-	-	(2,630)	(2,630)	(26,905)	(13,753)	(2,347)	(43,005)	-	(45,635)
	<b>656</b>	<b>27,901</b>	<b>3,044</b>	<b>31,600</b>	<b>20,406</b>	<b>7,997</b>	<b>5,797</b>	<b>34,200</b>	<b>1,210</b>	<b>67,011</b>

**NOTE 6 ASSETS WE MANAGE (CONT)****6.1 – PROPERTY, INFRASTRUCTURE, PLANT & EQUIPMENT (CONT)**

	Plant, machinery & equipment \$'000	IT, furniture & fittings \$'000	Work in progress \$'000	Total plant & equipment \$'000
<b>(b) Plant and Equipment</b>				
At fair value 1 July 2018	5,681	1,755	77	7,514
Accumulated depreciation at 1 July 2018	(2,883)	(1,377)	-	(4,260)
	<b>2,798</b>	<b>378</b>	<b>77</b>	<b>3,254</b>
<b>Movements in fair value</b>				
Additions	-	-	1,018	1,018
Disposal	(342)	(564)	-	(906)
Transfers	953	126	(1,079)	-
	<b>611</b>	<b>(438)</b>	<b>(61)</b>	<b>113</b>
<b>Movements in accumulated depreciation</b>				
Depreciation and amortisation	(622)	(176)	-	(798)
Accumulated depreciation of disposals	244	549	-	792
Write-off	(5)	(1)	-	(6)
	<b>(383)</b>	<b>371</b>	<b>-</b>	<b>(12)</b>
At fair value 30 June 2019	6,292	1,318	16	7,627
Accumulated depreciation at 30 June 2019	(3,266)	(1,006)	-	(4,272)
	<b>3,026</b>	<b>312</b>	<b>16</b>	<b>3,355</b>

**NOTE 6 ASSETS WE MANAGE (CONT)****6.1 – PROPERTY, INFRASTRUCTURE, PLANT & EQUIPMENT (CONT)**

	Roads \$'000	Bridges \$'000	Footpaths & cycleways \$'000	Drainage \$'000	Kerb \$'000	Waste management \$'000	Work in progress \$'000	Total infrastructure \$'000
<b>(c) Infrastructure</b>								
At fair value 1 July 2018	203,134	68,368	7,628	42,252	9,693	5,747	3,325	340,148
Accumulated depreciation at 1 July 2018	(27,593)	(13,463)	(2,188)	(12,753)	(5,437)	(4,604)	-	(66,040)
	<b>175,541</b>	<b>54,905</b>	<b>5,440</b>	<b>29,499</b>	<b>4,256</b>	<b>1,143</b>	<b>3,325</b>	<b>274,107</b>
<b>Movements in fair value</b>								
Additions	-	-	-	-	-	-	4,967	4,967
Contributions	130	-	108	10	-	-	-	248
Found	30	-	50	-	-	-	-	80
Revaluation	7,490	-	376	1,724	1,194	-	-	10,784
Disposal	(487)	( 374)	(71)	-	(10)	-	-	(941)
Write-off	-	-	-	-	-	-	(32)	(32)
Transfers	2,519	980	1,122	815	197	-	(5,633)	-
	<b>9,682</b>	<b>606</b>	<b>1,585</b>	<b>2,549</b>	<b>1,382</b>	<b>-</b>	<b>(698)</b>	<b>15,106</b>
<b>Movements in accumulated depreciation</b>								
Depreciation and amortisation	(3,600)	(621)	(267)	(339)	(183)	( 513)	-	(5,524)
Found	-	-	(4)	-	-	-	-	(4)
Revaluation	(857)	-	(147)	3,955	81	-	-	3,032
Accumulated depreciation of disposals	214	87	34	-	6	-	-	341
	<b>(4,242)</b>	<b>(534)</b>	<b>(384)</b>	<b>3,616</b>	<b>(97)</b>	<b>(513)</b>	<b>-</b>	<b>(2,155)</b>
At fair value 30 June 2019	212,816	68,974	9,213	44,801	11,075	5,747	2,627	355,254
Accumulated depreciation at 30 June 2019	(31,836)	(13,998)	(2,573)	(9,138)	(5,534)	(5,117)	-	(68,195)
	<b>180,981</b>	<b>54,976</b>	<b>6,641</b>	<b>35,663</b>	<b>5,540</b>	<b>630</b>	<b>2,627</b>	<b>287,058</b>

**NOTE 6 ASSETS WE MANAGE (CONT)****6.1 – PROPERTY, INFRASTRUCTURE, PLANT & EQUIPMENT (CONT)****Acquisition**

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

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

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

**NOTE 6 ASSETS WE MANAGE (CONT)****6.1 – PROPERTY, INFRASTRUCTURE, PLANT & EQUIPMENT (CONT)**

	Depreciation Period Years	Threshold Limit \$'000
<b>Asset recognition thresholds and depreciation periods</b>		
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

## **NOTE 6 ASSETS WE MANAGE (CONT)**

### **6.1 – PROPERTY, INFRASTRUCTURE, PLANT & EQUIPMENT (CONT)**

#### **Land under roads**

Council recognises land under roads it controls at fair value.

#### **Depreciation and amortisation**

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

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

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

#### **Repairs and maintenance**

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.



**NOTE 6 ASSETS WE MANAGE (CONT)****6.1 – PROPERTY, INFRASTRUCTURE, PLANT & 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 2019 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of valuation
Land	-	8,903	18,998	30/06/2019
Specialised land	-	-	656	30/06/2019
Land improvements	-	-	3,044	30/06/2017
Buildings - specialised	-	-	20,406	30/06/2019
Buildings - non specialised	-	4,692	3,305	30/06/2019
Site improvements	-	-	5,797	30/06/2017
<b>Total</b>	<b>-</b>	<b>13,595</b>	<b>52,205</b>	

**NOTE 6 ASSETS WE MANAGE (CONT)****6.1 – PROPERTY, INFRASTRUCTURE, PLANT & EQUIPMENT (CONT)****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 date of the current valuations are detailed in the following table.

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of valuation
Roads	-	-	180,981	30/06/2016
Bridges	-	-	54,976	30/06/2018
Footpaths and cycleways	-	-	6,641	30/06/2017
Drainage	-	-	35,663	30/06/2019
Kerb and channel	-	-	5,540	30/06/2011
Waste management	-	-	630	30/06/2019
<b>Total</b>	<b>-</b>	<b>-</b>	<b>284,431</b>	

**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 of 85%. 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 \$860 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 \$7000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 2 years to 56 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.

	2019 \$'000	2018 \$'000
<b>Reconciliation of specialised land</b>		
Land under roads	656	621
<b>Total specialised land</b>	<b>656</b>	<b>621</b>

**NOTE 6 ASSETS WE MANAGE (CONT)****6.2 – INVESTMENT IN ASSOCIATES, JOINT ARRANGEMENT AND SUBSIDIARIES**

	2019 \$'000	2018 \$'000
<b>(a) Investments in associates</b>		
Investments in associates accounted for by the equity method are:		
– Goldfields Regional Library Corporation	584	646
<b>Goldfields Regional Library Corporation</b>		
Council is a member of the 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 2019 was 10.92% (2018, 12.19%).		
<b>Fair value of Council's investment in Goldfields Regional Library Corporation</b>	<b>584</b>	<b>646</b>
<b>Council's share of accumulated surplus/(deficit)</b>		
Council's share of accumulated surplus/(deficit) at start of year	180	172
Reported surplus/(deficit) for year	3	7
Transfers (to)/from reserves	1	1
<b>Council's share of accumulated surplus/(deficit) at end of year</b>	<b>184</b>	<b>180</b>
<b>Council's share of reserves</b>		
Council's share of reserves at start of year	137	137
Transfers (to)/from reserves	-	-
<b>Council's share of reserves at end of year</b>	<b>137</b>	<b>137</b>
<b>Movement in carrying value of specific investment</b>		
Carrying value of investment at start of year	646	581
Share of surplus/(deficit) for year	(62)	65
Share of asset revaluation	-	-
<b>Carrying value of investment at end of year</b>	<b>584</b>	<b>646</b>
<b>Council's share of expenditure commitments</b>		
Operating commitments	10	21
Capital commitments	-	-
<b>Council's share of expenditure commitments</b>	<b>10</b>	<b>21</b>

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

**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.

There are currently 20 Special Committees of Management for the following facilities:

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

## NOTE 7

### PEOPLE AND RELATIONSHIPS

#### 7.1 – COUNCIL AND KEY MANAGEMENT REMUNERATION

	2019 No.	2018 No.
<b>(a) Related Parties</b> Mount Alexander Shire Council is the parent entity.		
<b>(b) Key Management Personnel</b>		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
<b>Councillors</b>		
Councillor Bronwen Machin	(elected 13/10/2014, Mayor 17/10/2017 until current)	
Councillor Christine Henderson	(elected 01/12/2008)	
Councillor Anthony Cordy	(elected 20/05/2014)	
Councillor John Nieman	(elected 08/11/2016)	
Councillor Dave Petrusma	(elected 22/11/2017)	
Councillor Max Lesser	(elected 08/03/2018)	
Councillor Stephen Gardner	(elected 26/02/2018)	
<b>Total number of Councillors</b>	<b>7</b>	<b>10</b>
<b>Key Management Personnel</b>		
Darren Fuzzard	(Chief Executive Officer)	
Lisa Knight	(Director Corporate and Community Services)	
Phil Josipovic	(Director Infrastructure and Development from 29/10/2018)	
Ben Grounds	(Acting Director Sustainable Development from 07/05/2018 to 28/10/2018)	
<b>Chief Executive Officer and other Key Management Personnel</b>	<b>4</b>	<b>5</b>
<b>Total Key Number of Management Personnel</b>	<b>11</b>	<b>15</b>

<b>(c) Remuneration of Key Management Personnel</b>	2019 \$'000	2018 \$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	895	1,004
Post employer benefits	65	76
Long-term benefits	15	16
Termination benefits	-	182
<b>Total</b>	<b>975</b>	<b>1,278</b>

**NOTE 7 PEOPLE AND RELATIONSHIPS (CONT)****7.1 – COUNCIL AND KEY MANAGEMENT REMUNERATION (CONT)**

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

	2019 No.	2018 No.
\$1 - \$9,999	-	3
\$10,000 - \$19,999	-	3
\$20,000 - \$29,999	6	3
\$50,000 - \$59,999	-	1
\$60,000 - \$69,999	-	-
\$80,000 - \$89,999	1	-
\$130,000 - \$139,999	1	-
\$140,000 - \$149,999	1	-
\$180,000 - \$189,999	-	1
\$190,000 - \$199,999	-	1
\$210,000 - \$219,999	1	1
\$220,000 - \$229,999	-	1
\$270,000 - \$279,999	-	1
\$280,000 - \$289,999	-	-
\$310,000 - \$319,999	1	-
	<b>11</b>	<b>15</b>

**d) Senior Officer Remuneration**

A Senior Officer is an officer of Council, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$148,000.

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

\$100,000 - \$109,999	-	1
\$140,000 - \$149,999	1	1
\$150,000 - \$159,999	1	1
	<b>2</b>	<b>3</b>

	2019 \$'000	2018 \$'000
Total remuneration for the reporting year for Senior Officers included above, amounted to	283	390

**7.2 – RELATED PARTY DISCLOSURE****(a) Transactions with related parties**

During the period Council did not enter into transactions with related parties.

**(b) Outstanding balances with related parties**

There are no outstanding balances with related parties.

**(c) Loans to/from related parties**

There are no loans to or from related parties.

**(d) Commitments to/from related parties**

There are no commitments to or from related parties.

## NOTE 8

### MANAGING UNCERTAINTIES

#### 8.1 – CONTINGENT ASSETS AND LIABILITIES

##### (a) Contingent assets

There are no contingent assets as at reporting date.

##### Operating lease receivables

The Council has entered into commercial property leases on surplus property. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 20 years.

Future minimum rentals receivable under operating leases are as follows:

	2019 \$'000	2018 \$'000
Not later than one year	106	97
Later than one year and not later than five years	562	551
Later than five years	1,637	1,754
	<b>2,305</b>	<b>2,402</b>

##### (b) Contingent liabilities

###### Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

###### *Future superannuation contributions*

In addition to the disclosed contributions, Mount Alexander Shire Council has paid unfunded liability payments to Vision Super totalling \$0 in the 2018/19 year (2017/18 \$0). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2019. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2020 are \$60,000

###### Castlemaine Rifle Range

A potential liability exists for costs associated with de-contaminating 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.

###### Tarilta gravel pit

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.

###### Aged and disability services

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.

###### Depot

A potential liability exists for costs associated with remediating the Castlemaine Depot site. The extent of the financial liability to remediate the site and any associated legal costs is unable to be determined at balance date.

**NOTE 8 MANAGING UNCERTAINTIES (CONT)****8.2 – CHANGE IN ACCOUNTING STANDARDS**

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**Liability Mutual Insurance**

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

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

The following new AAS's have been issued that are not mandatory for the 30 June 2019 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 2019/20 for LG sector)**

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 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.

**Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities (AASB 2016-7) (applies 2019/20). This standard defers the mandatory effective date of AAS 13 15 for not-for-profit entities from 1 January 2019. Leases (AAS 13 16) (applies 2019/20)**

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 elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Based on our current lease commitments and an assumption of a continuation of the current leasing arrangements Council expects that the transition to the new standard will see initial recognition of \$0 in lease related assets and an equivalent liability

**Income of Not-for-Profit Entities (AASB 1058) (applies 2019/20)**

This standard is expected to apply to certain transactions currently accounted for under AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not-for-profit entity to further its objectives.

**NOTE 8 MANAGING UNCERTAINTIES (CONT)****8.3 – FINANCIAL INSTRUMENTS**

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**(a) Objectives and policies**

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

**(b) Market risk**

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

*Interest rate risk*

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

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

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

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

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

**(c) Credit risk**

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- council have a policy for establishing credit limits for the entities Council deal with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

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

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

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).



**NOTE 8 MANAGING UNCERTAINTIES (CONT)****8.3 – FINANCIAL INSTRUMENTS (CONT)**

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

**(d) Liquidity risk**

Liquidity risk includes the risk that, as a result of council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained
- have readily accessible standby facilities and other funding arrangements in place
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments
- monitor budget to actual performance on a regular basis, and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

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

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

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

**(e) Sensitivity disclosure analysis**

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of +1% and -1% in market interest rates (AUD) from year-end rates of 1.92%.

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 8 MANAGING UNCERTAINTIES (CONT)****8.4 – FAIR VALUE MEASUREMENT**

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**Fair value hierarchy**

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

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

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.

**Revaluation**

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 6 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.

**NOTE 8 MANAGING UNCERTAINTIES (CONT)****8.4 – FAIR VALUE MEASUREMENT (CONT)**

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**Impairment of assets**

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

**8.5 – EVENTS OCCURRING AFTER BALANCE DATE**

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

**NOTE 9 OTHER MATTERS****9.1 – RESERVES**

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
<b>(a) Asset revaluation reserves</b>			
<b>2019</b>			
<b>Property</b>			
Land and land improvements	14,916	4,117	19,033
Buildings	16,053	(53)	16,000
	30,969	4,063	35,032
<b>Infrastructure</b>			
Infrastructure	194,840	13,816	208,657
	194,840	13,816	208,657
<b>Total asset revaluation reserves</b>	<b>225,809</b>	<b>17,880</b>	<b>243,689</b>
<b>2018</b>			
<b>Property</b>			
Land and land improvements	14,916	-	14,916
Buildings	16,053	-	16,053
	30,969	-	30,969
<b>Infrastructure</b>			
Infrastructure	163,480	31,360	194,840
	163,480	31,360	194,840
<b>Total asset revaluation reserves</b>	<b>194,449</b>	<b>31,360</b>	<b>225,809</b>

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

**NOTE 9 OTHER MATTERS (CONT)****9.1 – 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>(b) Other reserves</b>				
<b>2019</b>				
Development contribution reserve*	78	-	-	78
Energy/water saving reserve	61	(28)	20	53
Gravel pit rehabilitation reserve	39	-	-	39
Parkland/open space reserve*	863	-	217	1,080
Swimming pool reserve	3,091	-	-	3,091
Uncompleted works reserve	6,542	(6,542)	2,882	2,882
Unspent grants reserve	2,442	(2,442)	2,594	2,594
Waste reserve	5,007	(56)	1,471	6,421
<b>Total other reserves</b>	<b>18,122</b>	<b>(9,068)</b>	<b>7,185</b>	<b>16,238</b>
<b>2018</b>				
Development contribution reserve*	72	-	6	78
Energy/water saving reserve	93	(54)	23	61
Gravel pit rehabilitation reserve	39	-	-	39
Motor vehicles reserve	280	(350)	70	-
Parkland/open space reserve*	781	-	83	864
Plant replacement reserve	85	(564)	479	-
Swimming pool reserve	3,091	(1)	-	3,090
Uncompleted works reserve	593	(593)	6,542	6,542
Unspent grants reserve	2,315	(2,315)	2,441	2,441
Waste reserve	3,913	(151)	1,244	5,006
<b>Total other reserves</b>	<b>11,262</b>	<b>(4,029)</b>	<b>10,888</b>	<b>18,122</b>

\* Notes a statutory reserve held for a restricted use.

## NOTE 9 OTHER MATTERS (CONT)

### 9.2 – RESERVES (CONT)

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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.

**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 9 OTHER MATTERS (CONT)****9.2 – RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS / (DEFICIT)**

	2019 \$'000	2018 \$'000
Surplus/(deficit) for the year	2,535	3,022
Depreciation/amortisation	8,772	8,343
Profit/(loss) on disposal of property, infrastructure, plant and equipment	715	415
Contributions - non-monetary assets	(247)	(292)
Found assets	(111)	(192)
Borrowing costs	193	224
Share of net (profit)/losses of associates	62	(65)
Prior year WIP expensed	62	31
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in trade and other receivables	(1,666)	(135)
Increase/(decrease) in trade and other payables	(548)	(172)
Increase/(decrease) in trust funds	(120)	261
(Increase)/decrease in other assets	80	(101)
(Increase)/decrease in inventories	(16)	16
Increase/(decrease) in provisions	758	61
<b>Net cash provided by/(used in) operating activities</b>	<b>10,469</b>	<b>11,417</b>

**NOTE 9 OTHER MATTERS (CONT)****9.3 – SUPERANNUATION**

Council makes all 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.

**Accumulation**

The Fund's accumulation categories 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 2019, 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. 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. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017/2018).

*Funding arrangements*

As at 30 June 2017, a full triennial actuarial investigation was completed. 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	6.0% pa
Salary information	3.5% pa
Price inflation (CPI)	2.0% pa

Vision Super has advised that the estimated VBI at June 2019 was 107.1%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2017 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.

**Defined benefit 2017 triennial actuarial investigation surplus amounts**

The Fund's triennial investigation as at 30 June 2017 identified the following in the defined benefit category of which Council is a contributing employer:

- A VBI surplus of \$69.8 million
- A total service liability surplus of \$193.5 million
- A discounted accrued benefits surplus of \$228.8 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 2017. Council was notified of the 30 June 2017 VBI during August 2017.

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.

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

An interim actuarial investigation will be conducted for the Fund's position as at 30 June 2019. It is anticipated that this actuarial investigation will be completed in December 2019.







## MOUNT ALEXANDER SHIRE COUNCIL

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### CUSTOMER REQUEST OR FEEDBACK

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