

Mount Alexander Shire Council

Annual Report

2019–2020





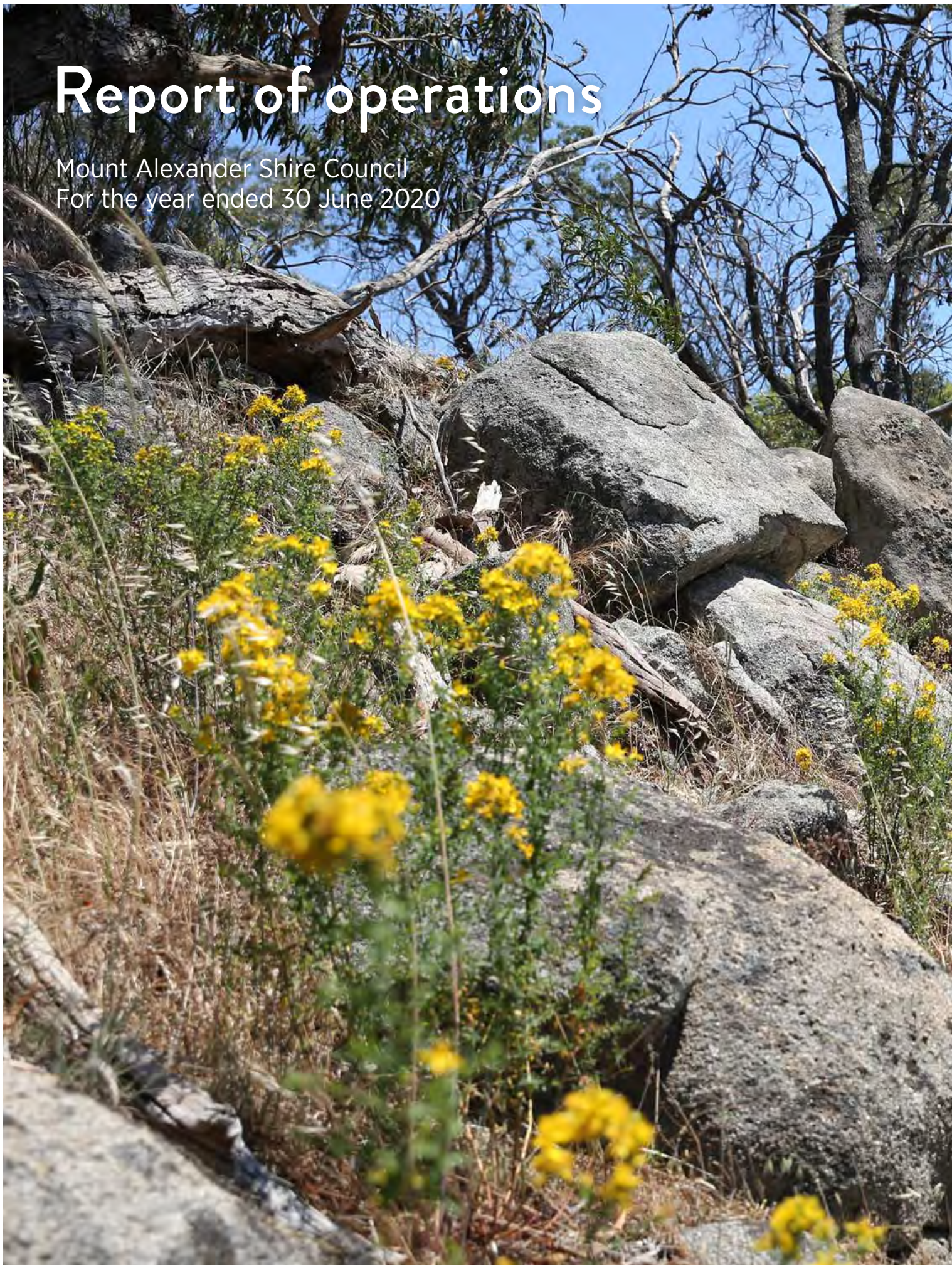
Mount Alexander: Innovative, creative and connected.

Contents

Report of operations	4
Welcome	6
Introduction	6
Vision, principles and pillars	6
Our shire	7
Year in review	16
Message from the Mayor and Chief Executive Officer	16
Description of operations	18
Achievements	20
Financial performance summary	36
Our services	38
Our Council	41
Our people	45
Advocacy, partnerships and engagement	49
Progress report	58
Planning and reporting	60
Strategic objectives — Our People	61
Strategic objectives — Our Place	69
Strategic objectives — Our Economy	76
Governance and other information	79
Governance	79
Statutory information	82
Governance and management checklist	83
Performance Statement	88
Our shire	89
Sustainable capacity indicators	90
Population	90
Service performance indicators	91
Financial performance indicators	95
Other information	98
Certification of the Performance Statement	100
Independent Auditor's Report	101
Financial report	103
Certification of the Financial Statements	105
Independent Auditor's Report	106
Financial Statements	108
Notes to the Financial Statements	114

Report of operations

Mount Alexander Shire Council
For the year ended 30 June 2020





Welcome

Introduction

The 2019/2020 Annual Report informs our community about Council's performance against the annual plan and budget for the financial year ended 30 June 2020. 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 November 2020.

This is the third 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 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 19,750 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 offers.

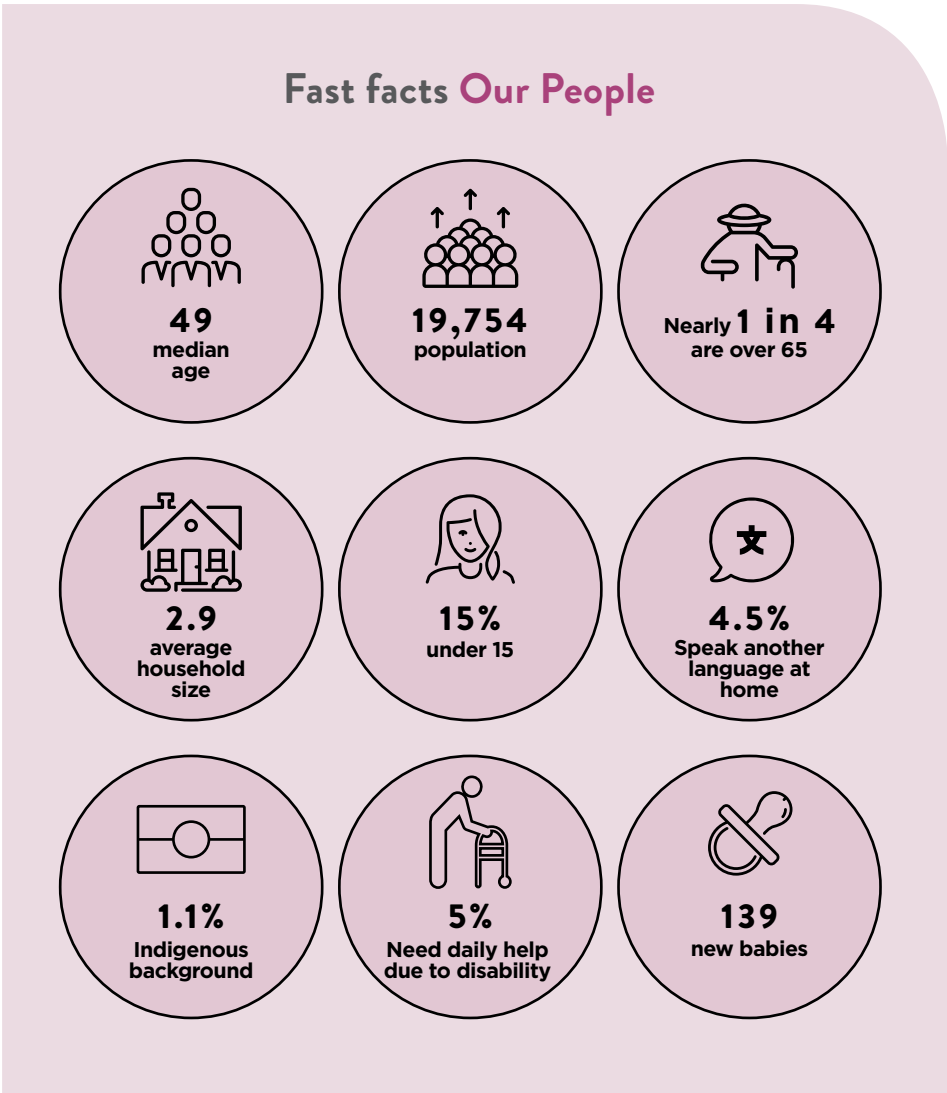


Our People

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





Population by life stage

Proportion of population		Mount Alexander Shire	Victoria
Age			%
	Pre-school (0 to 4)	<div><div></div></div>	4.5% 6.3%
	School age / dependant (5 to 19)	<div><div></div></div>	15.6% 18.0%
	Tertiary education / young workers (20 to 29)	<div><div></div></div>	7.9% 14.4%
	Working age (30 to 64)	<div><div></div></div>	48.0% 45.8%
	Retirement (65 to 74)	<div><div></div></div>	14.0% 8.6%
	Seniors / elderly (75+)	<div><div></div></div>	10.1% 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 6,757, followed by Campbells Creek at 1,786 and Maldon with 1,513. We have nine main towns across our shire of more than 1,500 square kilometres.

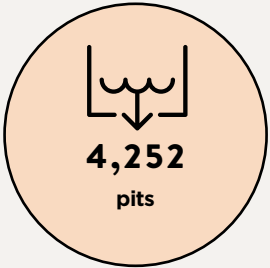
Locals and visitors alike enjoy a range of stunning parks, gardens and playgrounds in our towns and communities, including the heritage-listed Castlemaine Botanical Gardens.

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



9
main towns



15
schools



1,529 KM²
total area



11,955
rateable
properties

Our economy

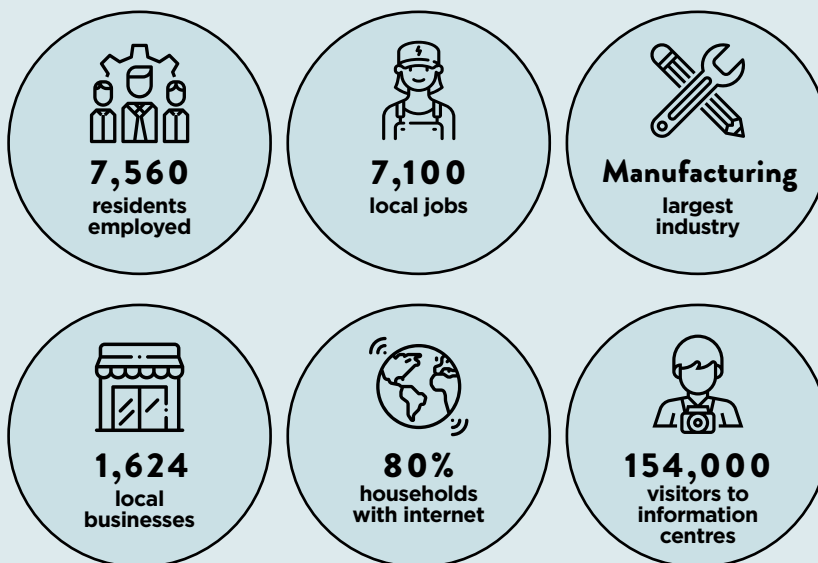
With a strong history of gold rush and agriculture, today manufacturing is our key industry, along with construction, retail, trade and healthcare.

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, and creative industries including artists, designers, makers, and hot rods, play a vital role in tourism and attracting visitors from across the state, nation and globe.

New growth and investment in the shire is around creative, innovative and highly skilled and service-orientated 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
Metcalf
Metcalf 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

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

Population
1,513



Harcourt

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

Population
943



Castlemaine

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
6,757



Elphinstone

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

Population
555



Taradale

A scenic town with walking trails linking historic landmarks.

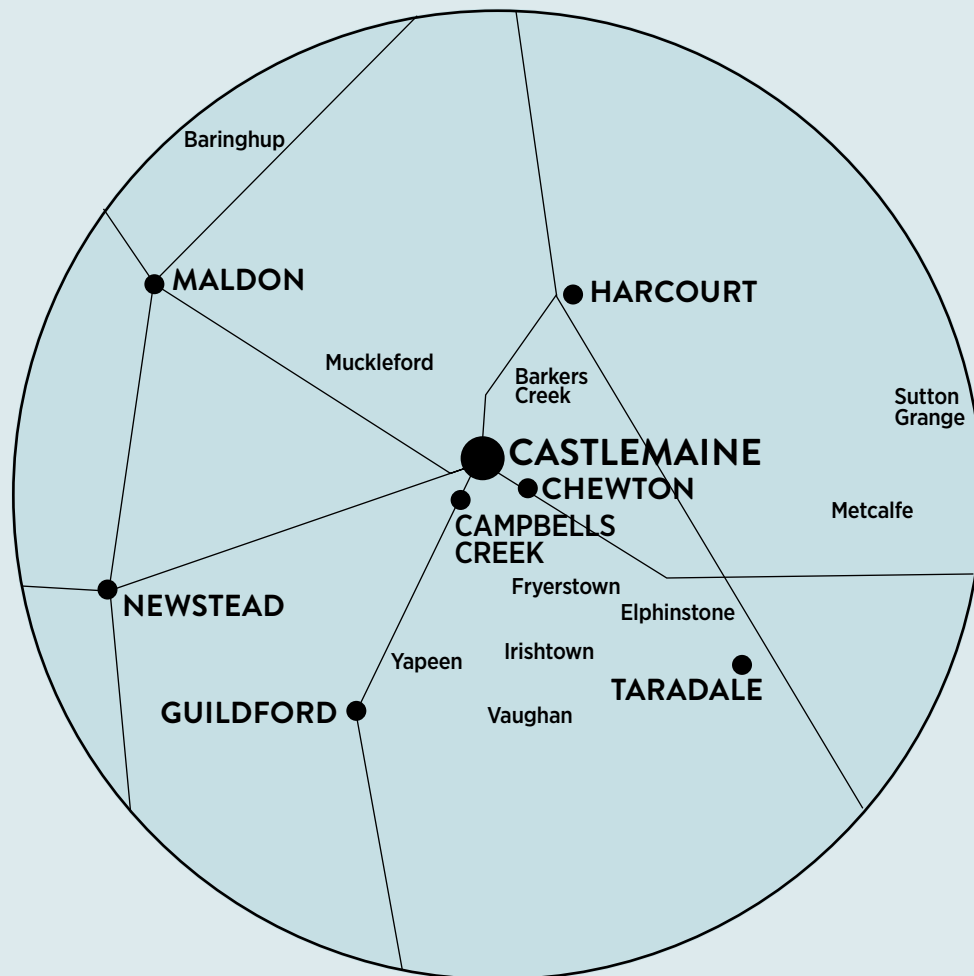
Population
448



Chewton

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

Population
1,313



Guildford

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

Population
333



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
1,786



Newstead

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

Population
754

Year in review

Message from the Mayor and Chief Executive Officer



Cr Christine Henderson,
Mayor, Mount Alexander Shire

It is with great pleasure that we present the Annual Report 2019-2020 to the Mount Alexander Shire community and Minister for Local Government. The annual report is the main way we inform the community about our performance each financial year.

This year the coronavirus (COVID-19) pandemic, presented us with challenges that we've never seen before, and which were felt across every part of our shire. We implemented our emergency management plans to respond, and lead local relief and recovery efforts including rate relief and a dedicated COVID-19 support service.

We changed the way we delivered services while adjusting to the new norms of stay at home, regular hygiene and social distancing. We used innovative ways to deliver services that people rely on every day, to care for our most vulnerable community members and to keep our community informed, safe and connected.

We could not be more proud of the work we've achieved in partnership with councillors and our community. There are many examples that show how we work together, with our Delivering Together philosophy that values the contribution of all to benefit our community. We are the sum of our parts and these achievements should be celebrated.

We delivered an \$11.5 million capital works program, compared to around \$9.8 million last year, with a five year plan for infrastructure priorities. We built new roads, drains, footpaths, carparks and playgrounds, with a big effort to get people moving

by improving safety, access and connections in our towns.

We completed renovations at the customer service centre, Castlemaine Library, community halls, visitor information centres and sporting facilities to improve access and services in the places where people meet, greet and connect.

One of our significant achievements was the decision to declare a climate emergency to acknowledge the urgent need for us all to take action to reduce the impacts of climate change, which is backed by our plan to reach zero net emissions for operations by 2025.

We prepared Plan Harcourt to provide a strategic direction for land use planning, town centre design, and economic development initiatives for the growth area of Harcourt. We developed strong partnerships and used innovative ways to engage with the local community to develop a place-based plan that truly represents the aspirations of the community, while leveraging the town's heritage, natural assets and agricultural tourism.

One of our biggest goals is to provide inclusive and accessible services for people of all ages, from maternal and child health visits for new parents and their babies, immunisation programs and events for secondary students, right through to home-based services for older residents. This year we were proud to adopt our first-ever Middle Years Plan to foster happy, safe, active and adventurous kids and connected families in our community. We look forward to



bringing it to life to match the great work we are already doing in early years and youth development.

Over the past year we kept our sights firmly focused on supporting local business, including the tourism sector and creative industries. We've celebrated innovation at the business awards and been the friendly ear at the end of the phone. We helped businesses meet public health requirements, build their skills, network and bounce back through workshops and our support service. We hope that the new tourism website, and the online creative platform developed to showcase the creative talent in our shire, will help put some of our hardest hit industries in good stead on the road to recovery.

We continued to advocate for change with a focus on issues and service gaps in areas such as waste and recycling, sustainability,

affordable housing, emergency management, and access to health, wellbeing and aged care services.

With access to external funding more important than ever, we secured grants from the Victorian and Federal governments to help us improve our towns, stimulate jobs and grow the economy, including \$4.5 million from the Victorian Government to rejuvenate the historic Maldon streetscape and \$500,000 to deliver improvements to small town streetscapes.

We're also working in partnership with local health services to develop a master plan for a Mount Alexander Health and Wellbeing Precinct for the long-term health of our community. This adds to the work we are doing to plan and implement health promotion activities and enhance public open spaces through the Healthy Heart of Victoria initiative.

As we approach the end of this Council's term we would like to extend a thank you to our Councillors for their passion and commitment which will continue to benefit our community for many years to come. We would also like to thank our staff and everyone who has helped support our community this year including our wonderful volunteers, community and business groups, service partners, friends and neighbours.

Thank you.

Cr Christine Henderson,
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.

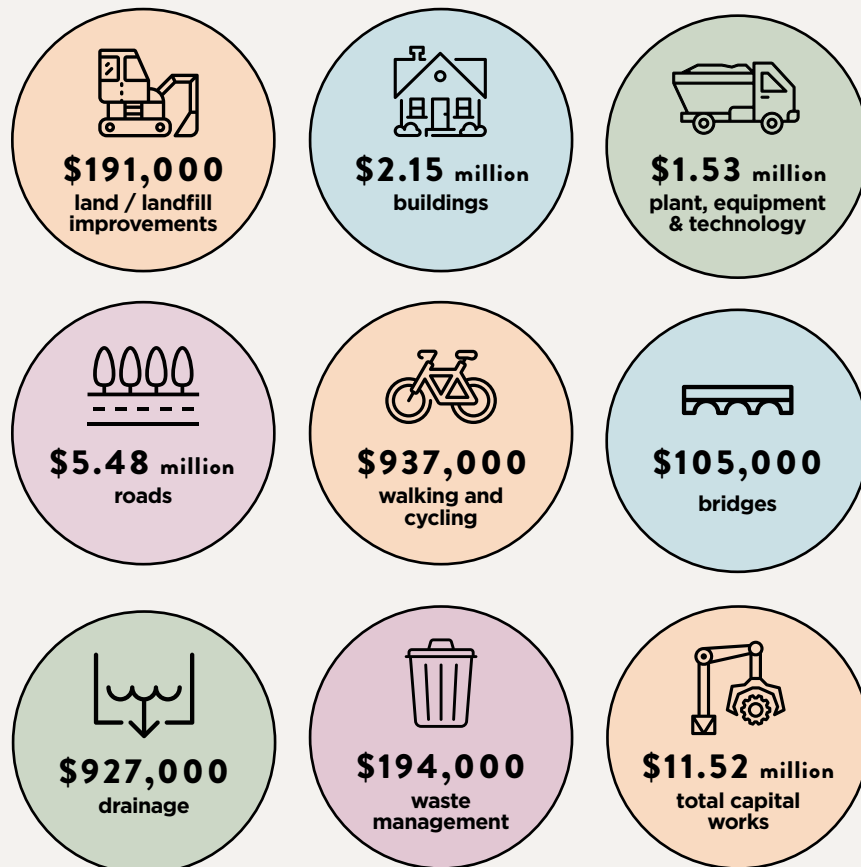
Council strives to balance the provision of services to meet current community needs, maintaining our ageing infrastructure and preparing for future needs and demands.

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

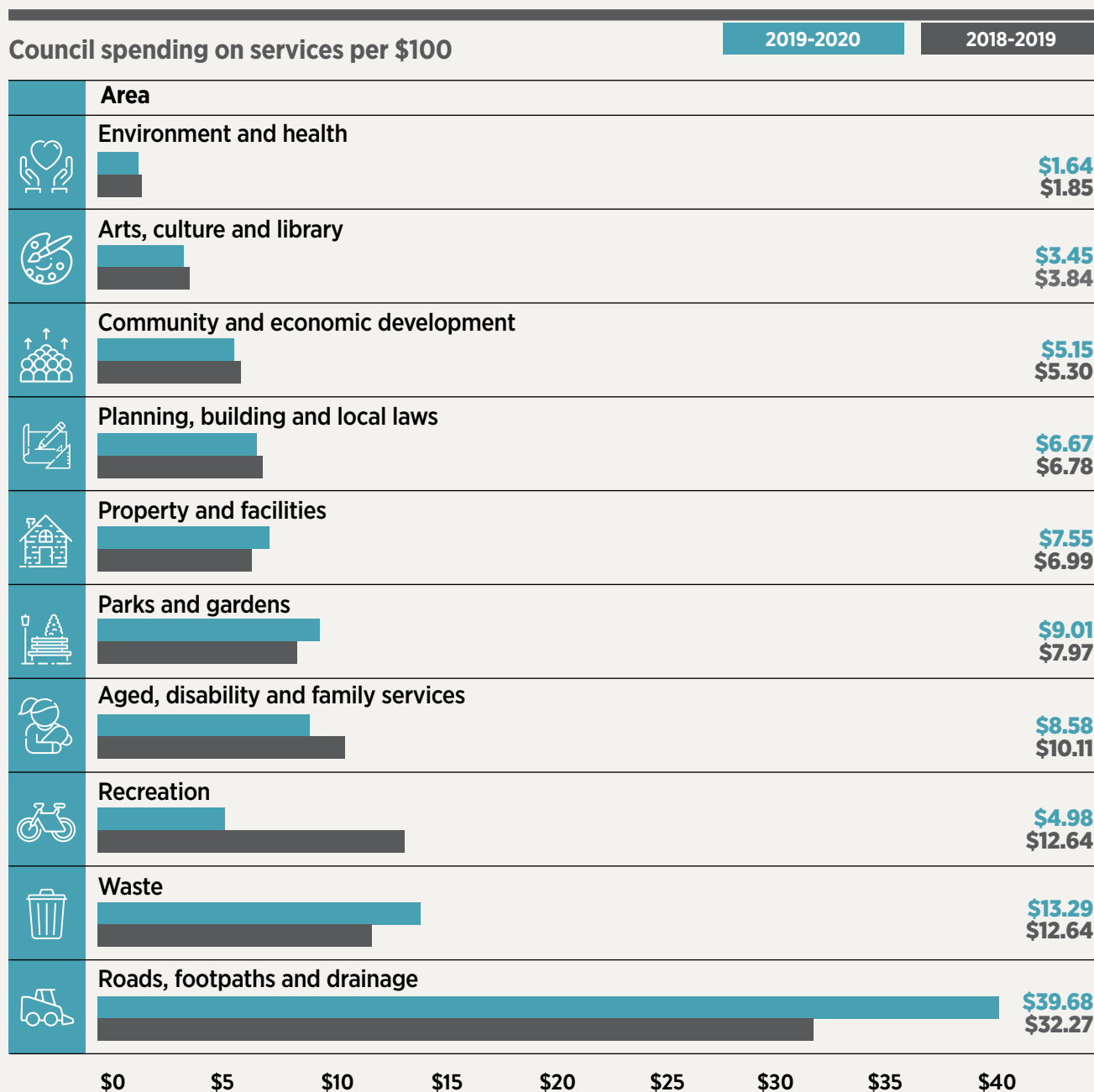
Our services are guided by plans and strategies adopted by Council along with our responsibilities under Victorian and Australian legislation.

The 2019/2020 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



COVID-19 response

Supporting our community during a global pandemic

Following the World Health Organisation's declaration of a coronavirus (COVID-19) pandemic in March, we activated our business continuity and regional pandemic plans, which provided a framework for how we have responded to the State of Emergency.

We formed a Pandemic Response Team and set up a Municipal Operations Centre to support the Department of Health and Human Services (DHHS), as the lead agency responsible for coordinating the state-wide response to the pandemic.

Adapting the way we work

We quickly transitioned staff to work from home where possible, and adapted our way of working to keep projects and essential services like bin collections, delivered meals and immunisations. We set up COVIDSafe practices across all operations, while delivering local relief and recovery initiatives to reduce the impacts in our community.

While the doors to Customer Service and Visitor Information Centres reopened and closed again, our Customer Service Team was always available and we used technology to find creative ways to deliver services. We moved business workshops, parenting programs, supported playgroups and council meetings online, and developed a virtual program of activities for Mondo Lounge to connect and keep young people engaged.

We worked with community groups and sports clubs to re-open facilities and get young people back to sport, as outdoor crews continued to maintain parks, roads and reserves with physical distancing measures in place.

Care and collaboration

We have worked with local organisations and key stakeholders to take a community-wide approach to provide public health information and support during the pandemic.

Our Mayor, Executive and Pandemic Response Team represented our community on a number of local and regional forums, and worked with other councils and peak bodies to ensure we have been across the latest developments and to advocate for support.

We also set up a local pandemic working group with community and health organisations, business networks and emergency services to help assess the economic and social impacts of the pandemic and coordinate our relief and recovery efforts.

As part of a local health and wellbeing subgroup, facilitated by the Central Victorian Primary Care Partnership, we supported vulnerable community members and at-risk groups through projects like the Mount Alexander Food Pantry, which delivered more than 3,000 meals to provide food relief.

At the same time, our aged care staff continued to provide in-home and personal care services to help local residents, who are frail or live with disability, with daily living. We made regular phone calls to check on their welfare, wore personal protective equipment to reduce risks, delivered home exercise programs over the phone and supported clients with online shopping and delivery services.

COVID-19 support

We set up a dedicated COVID-19 support service and virtual emergency relief centre to support and connect our community, including a toll-free phone number, email and website. The service provided local information on things like where to get tested, and how to get access to food relief, financial assistance and mental health support, as well as referral to help and support provided by a local support network and specialist services.



Supporting business and industry

To help shape our recovery plan we undertook a business survey and developed a business sub-group to focus on ways to support local businesses, including tourism and the arts.

We developed environmental health guidelines and worked closely with businesses to help them adapt, meet new sanitation, social distancing and licencing requirements. We held online information sessions to assist businesses rebound and recover, and promoted innovative and online business opportunities.

We've distributed touch-less thermometers from the Victorian Government to accommodation providers and caravan parks, and continue to link businesses with the latest industry information and guidelines through regular newsletters.

We also worked with the local creatives to launch Get Lost, a new web platform to provide our local arts, culture, music and creative industries with a central place to collaborate and share their work online.

Staff continue to hold conversations with local businesses to see what support and advice they need, while working on longer-term strategies to help our local economy bounce back.

Budget relief

We delayed the preparation of our 2020/2021 Budget to allow more time to assess the local impacts and how we could best support our community in the recovery process.

We announced initial relief measures in March 2020, including an extension on rate payments and animal registration fees. We developed a COVID-19 financial hardship policy, sped up payments to suppliers to assist

with cash flow, and provided a short-term reduction in commercial rents for significantly affected businesses in Council-owned buildings.

The 2020/2021 Budget, includes funding to implement our Social and Economic Recovery Plan with investment in tourism marketing, mental health training, a waiver of registration and permit fees for some businesses, and an online platform for the creative industries.

We updated our procurement policy to strengthen local economic benefits, and secured government grants to help us improve our towns, stimulate jobs and grow the local economy, including \$4.5 million from the Victorian Government to rejuvenate the historic Maldon streetscape, \$500,000 to deliver small town streetscape projects over several years and more than \$1 million to create jobs from the Working for Victoria Fund.

Achievements

Here are some highlights from the year.

COVID-19

Activated Council's pandemic emergency response and business continuity plans in response to the coronavirus (COVID-19) pandemic, to coordinate our response to the emergency, the provision of relief services and recovery efforts to support local businesses and the community, while keeping programs and services running.

Our People

Healthy ageing

Signed a two year extension to continue to provide aged care services to clients in our community, following a review in response to the national aged care reforms. Clients and families have certainty of service until 30 June 2022 as we complete further work to determine the long-term future of services while working within Federal Government requirements and the National Disability Insurance Scheme.

Proudly supported the 2019 Seniors Festival and hosted a free James Blundell concert to bring together 400 people at the Castlemaine Town Hall in October 2019.

Social support staff dressed up to perform in a Spring Show at Castlemaine Health to celebrate Senior's Month at Castlemaine Health. The show featured spring-themed performances by residents in residential care, social support programs, volunteers and staff to entertain hospital residents and friends.

Secured funding to purchase an accessible bus to transport residents to aquatic and rehabilitation services which are currently not available within the shire. Council is looking forward to launching the service when COVID-19 restrictions ease.



Thank you volunteers

During National Volunteer Week in May 2020 Council recognised the contribution of volunteers and the important role they play in the community. Due to COVID-19, Council used social media and advertising to acknowledge volunteers for their help in delivering programs

and activities, and their work to improve outcomes right across the community.

To increase the skills of volunteers and within community groups, Council developed a calendar of free training opportunities and shared volunteer stories

in partnership with Volunteer Central Vic. It also adopted its first Neighbourhood House Policy to recognise the important contribution of community centres such as Castlemaine Community House and Maldon Neighbourhood Centre.



Aged and disability services

Our Aged and Disability Services Team continued to provide essential services on the front line to local residents who are frail or live with disability. The team worked hard to maintain contact with clients throughout the coronavirus pandemic, with

regular phone calls to check on welfare and address concerns. While the pandemic impacted the delivery of some services, staff continued to provide personal care, property maintenance and delivered meals. As restrictions eased, home care services were

gradually reintroduced with a number of precautions in place. Assessment services continued via phone or telehealth. Social support programs, group activities and respite care were temporarily placed on hold to reduce the likelihood of COVID-19 infection.

Children

Introduced a variety of programs to support the objectives and actions in the Mount Alexander Early Years Plan including a well-attended series of Early Years Forums, which offered attendees the opportunity to network and hear from guest speakers on topics such as building child resilience and the importance of play.

Council endorsed the Victorian Local Government Association's Child Friendly Cities and Communities Charter in September 2019 as an action in the Early Years Plan.

Partnered with the Australian Breastfeeding Association (ABA) to subsidise and promote breastfeeding education classes for women and families, and supported the Breastfeeding Welcome Here program led by Castlemaine and District ABA.

Continued to adapt and provide key age visits and immunisations during the COVID-19 pandemic. Maternal and Child Health nurses held four New Parent Group Programs which were adapted to meet COVID-19 restrictions, and started a new sleep and settling initiative to support local parents and caregivers, funded by the Victorian Government.

Adopted our first Middle Years Plan 2020 - 2023, developed in partnership with the community, to provide a future vision that all children and families in Mount Alexander Shire are happy, safe, active and connected.

Created an action-packed month of activities for 12 local primary schools as part of Walk to School Month in October 2019 including activities and events such as healthy breakfasts at school, footpath art and find a hidden wheel along popular paths. The VicHealth initiative encourages students and families to get active to and from school.

Immunisation

Undertook additional precautionary planning and adapted the delivery of early years, school-based and organisational immunisation programs to reduce risks and meet strict hygiene and physical distancing requirements during the COVID-19 pandemic.

Delivered the school-based immunisation program in partnership with CHIRP Community Health.

Support for young people

Adapted the Mondo Lounge youth space to move the program online to continue to provide regular catch ups and activities for young people throughout the pandemic. The updated 'At Home' program included online yoga, hip hop, trivia and competitions to help young people stay active and connected during lock down.

Funded eight Quick Response Youth Grants which included the development of a platform for young local musicians, support for a transition to high school program and celebration of youth leadership.

Supported the Young Makers Market to promote and encourage young entrepreneurs and creatives, while building an ongoing partnership with the established Castlemaine Artists' Market.

Volunteers in Council's FReeZA Committee - Eight Metre Speaker - delivered four successful events including the Battle of the Bands, attended by more than 1,000 young people and their families.

Delivered Youth Mental Health First Aid training to 96 secondary school students, 12 parents, ten teachers and eight staff to help improve mental health outcomes in the shire.

Council's Youth Advisory Group launched an updated version of the Buzz It Card, highlighting mental health resources for young people, and used creative ways such as a hip-hop rap to raise awareness of the initiative.

Partnered with Healthy Heart of Victoria to deliver three bike safety workshops to Year 7 students to boost their skills and enable them to confidently ride to school.

Gender and family violence

Participated in a local social media campaign to highlight gender inequality and family violence in the community, as part of the Mount Alexander Family Violence Prevention Network. The 16 days of Activism Against Gender Based Violence campaign was part of a global movement, and included a trivia event and a window dressing competition for local businesses to raise awareness.

Started a pilot project to work towards achieving gender equity in with workplace.

Acknowledged International Day against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT) Day in May by flying the Rainbow Flag beside the Market Building in Castlemaine to support lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) members of the community.

Reconciliation

Adopted a Reconciliation Plan 2020-2023 that describes how we will continue to work in partnership with the local Indigenous community and representative organisations to promote reconciliation based.

Ran a social media campaign to acknowledge Sorry Day and commemorate Reconciliation Week though a range of online activities, events and videos during COVID-19 restrictions, while flying the Aboriginal and Torres Strait Islander flags at the historic Market Building in Castlemaine.

Named as a finalist in the 2020 Helping Achieve Reconciliation Together (HART) Awards for the new play space at Victory Park in Castlemaine, which was co-designed with local children, the indigenous community and local Elders around themes of peace and reconciliation.



Middle Years Plan

Supporting happy, safe and connected kids through the middle years

This year we adopted our first middle years plan to direct the provision of programs, services and partnership activities for children aged 8–12 years in the shire.

The Mount Alexander Middle Years Plan 2020–2023 was developed based on feedback received through an extensive consultation process that involved conversations, surveys and forums with local children, their families and middle years service providers.

Almost 300 children provided input, with copies of the survey made available at local primary schools, community centres,

Castlemaine Library and the Civic Centre.

The plan is structured around three priority areas:

- Happy and safe kids
- Active and adventurous kids
- Connected kids and families.

Underneath these three priority areas sits nine objectives, and 44 actions that will be taken to achieve these objectives.

Some of the actions in the plan include mental health training for children, families and school staff, an increase in the number of schools integrating First Nations

perspectives into the curriculum, and the development of a business case for an under 12 year old youth space model, similar to the current Mondo Lounge.

“This is our first-ever plan for this age-group, and we’re incredibly proud of what it sets out to deliver over the next three years,” said Gaynor Atkin, Manager Community Partnerships.

A Middle Years Steering Committee will be established to help drive actions in the plan and keep the community up-to-date on progress.



Gary McClure, Vic Say, Ada Levis and the Castlemaine Farmers Market received an Australia Day award at an event in Victory Park.

Civic events

Hosted a family-friendly community event on 26 January to present the 2020 Australia Day Awards to recognise the contribution of local volunteers and welcome our new citizens. Fifteen people took the pledge to become Australian citizens on the day, and we welcomed a total of 20 new citizens throughout the year.

Fire preparedness

Coordinated an education campaign to inform residents about the importance of preparation in the lead up to the Fire Danger Period which resulted in the lowest number of fire prevention notices issued to property owners.

Worked with emergency services and agencies to run a family-friendly bushfire information session on 'Preparing people, pets and property', giving participants a chance to speak with fire and emergency experts, bushfire survivors and animal welfare organisations to help prepare and develop their emergency and management plan.

Helped secure better access to water during a bushfire through the installation of two new water tanks at Fryerstown, in collaboration with the Country Fire Authority (CFA), Victoria Police, the Department of Environment, Water, Land and Planning and Rural Roads Victoria.

Deployed six staff to assist with bushfire response activities following the catastrophic bushfires in Victoria and New South Wales. Council officers supported teams in a variety of roles in Wangaratta, Towong and East Gippsland.

Held a free green waste disposal for a 16 day period in October and November 2019 to help residents prepare their property for the Fire Danger Period.

Community safety

Undertook an extensive review to consolidate Council's local laws to make them easier to understand and bring them in line with best practice guidelines and legislation. Started community engagement on the draft General Local Law which will replace Local Laws No. 2 to 6, due to expire in November 2020.

Animal management

Started a community engagement program to develop a new local law known as an Order of Council for the sensible control and cats and dogs in public places, as part of a review of local animal controls.

Registered 3,595 dogs and 1,286 cats from across the shire, after giving residents some extra time to pay pet registration fees to help reduce financial pressures during the COVID-19 pandemic.

Worked with Mount Alexander Animal Welfare (MAAW) as Council's pound service provider to implement a responsible animal re-homing process, with dangerous dogs, feral and wild cats excluded from the adoption program. MAAW achieved a high adoption rate with the help of a social media campaign and broad community support.

Continued to offer a subsidised cat de-sexing program for low income earners in partnership with local vet clinics to help prevent the overpopulation of unwanted cats.

Our Place

Recreation

Celebrated the launch of six new towers of lights at Chewton Soldiers Memorial Park in July 2019 to improve safety and boost participation in local soccer programs. The project was funded by Victorian Government's World Game Facilities Fund and Council, with a contribution from the Castlemaine Goldfields Football Club.

Worked with the YMCA Victoria to achieve Bronze Safety Endorsement from the Royal Life Saving Society of Australia at Castlemaine, Harcourt and Maldon swimming pools.

Reshaping our play spaces

Officially opened the new district level play space at Victory Park in Castlemaine during National Children's Week in October 2019, including quality equipment to enable children of all ages and abilities to play alongside each other. The play space celebrates themes of peace and reconciliation, and features indigenous elements, along with climbing boulders, log cars, a basket swing, accessible carousel, slide, balance beams, musical play, flying fox and a ping pong table.

Installed new play equipment and a picnic table at Morrissey Reserve in Castlemaine, including a maze panel, shop counter, spider web climber, rock wall, monkey bars, swing, kangaroo rocker and slide, with a shade sail on the way.

Completed planning and design works for a new play space at Stanley Park North in Harcourt, based on community feedback, to include a six-metre high tower with slide, play stalls, climbing wall and accessible equipment when constructed in Winter 2020.

Started community engagement in April 2020 as a first step in creating a plan to revitalise Norwood Hill Recreation Reserve in Castlemaine, to better understand how community members use the reserve, what they value, and ideas for improvements before going back to the community with a draft design later in the year.



The new play space in Victory Park includes elements of cultural significance such as a grinding stone, native grasses and a yabby sculpture alongside fun, interactive and accessible play equipment. It incorporates ancestral beings of the Dja Dja Wurrung – Bunjil as a wedge tailed eagle and Waa the crow.

Parks and gardens

Adopted the Castlemaine Botanical Gardens Conservation Management Plan in November 2019 to guide the management of the heritage-listed gardens with policies and actions to renew and protect them for decades to come.

Hosted free guided tours of the gardens in Summer in partnership with CHIRP Community Health to encourage the public to get active and learn more about the plants and history of the 19th century gardens.

Supported a community event to celebrate and raise awareness of the endangered Eltham Copper Butterfly. Castlemaine's Kalimna Park is home to the largest remaining population of the threatened Eltham Copper Butterfly.

Streetscapes

Secured a \$4.5 million grant from the Victorian Government towards the rejuvenation of Maldon's historic streetscape. The funding, announced in May 2020, will be used to place powerlines underground, restore shopfronts and upgrade public spaces such as footpaths, seats and bins in the coming years.

Adopted a streetscape plan and design standards for Castlemaine in June 2020 to guide the development of a more attractive and functional town centre, while working with the historical features of town. The plan will bring improvements such as safer street crossings, more street trees and improved public spaces, access and amenity.

Waste

Installed an electronic waste shelter at the Maldon Waste Facility, funded by Sustainability Victoria, to help local residents recycle unwanted e-waste items more easily, and installed public recycling bins throughout Castlemaine.

Adopted a Waste Wise Events Policy to help and encourage event organisers to consider the impact their event has on the environment. The policy makes recommendations for events including the removal of single use items.

Undertook improvement works at Castlemaine Transfer Station to improve customer safety and environmental management, including new boundary fencing to better contain litter, a new railing atop the existing rubbish drop wall and improved signage.

Began investigatory works on a new Resource Recovery Centre at the Castlemaine Waste Facility. The centre will serve the long-term waste management needs of the shire, and will provide the infrastructure to help divert and recover reusable and recyclable material from landfill. Council will engage the community on this project in the second half of 2020 including the creation of a reference group of local residents to guide the project.

Climate change

Declared a climate emergency in December 2019 recognising urgent action is needed to address the impacts of climate change on the health, economy and wellbeing of our community and its environment.

Held a Climate Change Forum in December to hear a range of community views on the matter, following a petition from the Mount Alexander Climate Emergency Team.

Developed a comprehensive roadmap outlining Council's path to achieve zero net emissions for operations by 2025, including interim targets and work plans to improve environmental performance across areas such as buildings, transport, lighting, waste management and procurement.

Replaced two utility vehicles with hybrid trucks for use by the Parks and Gardens Unit to reduce the use of fossil fuels, as part of Council's commitment to move to carbon neutrality.

Environment

Supported the Harcourt Valley Landcare Group to develop a community action plan to prepare for an outbreak of Queensland Fruit Fly, which was activated in April 2020 following the first confirmed case in Castlemaine.

Held workshops in Newstead, Castlemaine and Maldon to give backyard growers and orchardists the opportunity to learn about Queensland Fruit Fly and actions they can take to reduce the risk of an outbreak in the shire.

Partnered with the Friends of Campbells Creek Landcare Group to remove invasive and exotic willow trees along a section of Campbells Creek, to help sustain native plants and animals that live alongside the popular walking trail.

Continued to offer a 20% discount off the general rate, through the Land Management Rate, to encourage eligible farmers and landholders to undertake approved environmental activities to sustainably manage their land.

Carried out the annual roadside slashing program along sealed rural roads to reduce the spread of fire during the drier months.

Developed practices to reduce the spread of noxious weeds like Chilean Needle Grass through infestation mapping and washing equipment to remove seeds.

Action on climate change



Mapping our path towards a sustainable future

Council hosted a Climate Change Forum in December 2019, following a community petition of more than 1,640 signatures calling for Council to declare a climate emergency. Almost 50 people made presentations at the forum, along with nearly 90 submissions representing a range of views.

Council declared a climate emergency later that month, recognising the need for urgent action to address the current and future impacts of climate change on the health, economy and wellbeing of the local community and its environment.

Work has continued on Council's ambitious goal of zero net emissions for council operations by 2025, one of many actions in Council's Climate Change Action Plan 2016-2020.

Staff developed a Roadmap to Carbon Neutrality, which Council will consider for adoption in the second half of 2020. The roadmap is a comprehensive plan that outlines targets and the development of detailed work plans to further improve environmental performance across areas such as buildings, transport, lighting, waste management and procurement.

Throughout the year Council also partnered with Mount Alexander Sustainability Group on a Community Transition Plan. The project aims to co-design a masterplan with the community to reduce carbon emissions in the shire to zero and adapt to the impacts of climate change. This partnership will continue throughout 2020/2021 and beyond.

Community buildings

Completed the refurbishment of the Customer Service area in the Civic Centre to create more space along the counter, improve accessibility, lighting and ergonomics.

Undertook a minor refurbishment of the Maldon Visitor Information Centre, including new paint and carpet to freshen the space for visitors, volunteers and staff.

Invited feedback on a proposal to dispose of the former Chewton Community Centre, which has been closed to the public since 2010 due to safety risks, with plans to host a building tour and reopen the consultation when COVID-19 restrictions are lifted.

Completed works to improve access at facilities such as the Camp Reserve Pavilion, Taradale Hall and Newstead Community Centre to meet Disability Discrimination Act (DDA) compliance.

Installed acoustic curtains at Newstead Mechanics Hall to improve the functionality of the space for community lunches and movie sessions at Newstead Community Centre.

Improved the functionality and safety of the stage space at the Castlemaine Town Hall by installing new lighting bars on an automatic winch.

Roads

Completed road reconstruction works along three sections of Bendigo-Sutton Grange Road, funded through Regional Roads Victoria's Fixing Country Roads program. The works included the removal and replacement of road surface and layers, widening and sealing of road shoulders and a drainage upgrade to improve water run-off.

Started an 18 month trial to identify the best way to reconstruct and stabilise sections of unsealed roads on Potts Road in Taradale and Woodbrook Road in Walmer, funded through the Fixing Country Roads program.

Completed roadworks along a section of North Harcourt Road to improve access from Harcourt to Bendigo and Sedgewick, jointly funded by Council, the Fixing Country Roads Program and the Federal Government's Roads to Recovery Program.

Upgraded a section of the Metcalfe-Redesdale Road, which included road reconstruction, a new road base, spray seal and associated drainage works.

Upgraded car parks to improve accessibility on Lyttleton, Templeton and Mostyn streets in Castlemaine, following consultation with Mount Alexander Shire Disability Advocacy Group (MASDAG) to identify priority car parks for upgrade.



Getting people moving

Council benefited from several rounds of funding from the Victorian Government's Healthy Heart of Victoria initiative to support projects to get more people, more active, more often.

We constructed a pedestrian crossing and refuge island to provide a safer link for cyclists and walkers to cross Forest Street, and improve access for people in wheelchairs and motorised scooters, near Camp Reserve in Castlemaine. The new crossing links the Campbells Creek Trail to the Castlemaine CBD and the railway station, as well as the Castlemaine Botanical Gardens

and Barkers Creek Trail making it easier to enjoy the shire's footpath and trail network.

We installed seating and drinking fountains along the trail network to provide places to rest so people of all levels of fitness can get out and about. Works are underway to upgrade another stretch of the Forest Creek Trail, behind the Castlemaine Tennis Courts, and construct a new crossing on Hargraves Street to better connect the trail network. Look out for new bike hoops, bike repair stands and way finding signage in the coming months.



New-look library

Council upgraded the Castlemaine Library in 2019 to make it safer, more accessible and flexible for patrons. The floor and stumps were replaced, rooms repainted, new carpet installed, and old shelves replaced with mobile

shelving. During the works, the library temporarily moved to the historic Castlemaine Market Building. A time capsule was placed underneath the new floor containing letters from more than 250 people. The letters held hopes

and worries for the future, pictures and a lot of love about the local town and library. The project was funded by Council, the Goldfields Library Corporation and the Victorian Government's Pick My Project Grants Program.

Librarian Stuart Winsor with the time capsule at the Castlemaine Library.

Drainage and levees

Completed the second stage of works to address flooding and improve drainage at Saint Street in Castlemaine, including the installation of pipework and pits, and new kerb and channel to direct water into the drainage system.

Started the development phase of the Castlemaine and Campbells Creek Levee Bank Project to reduce the impact of major floods on nearby homes, businesses and community assets.

Footpaths and trails

Constructed a 1.4 km footpath along Ray and Bowden streets to provide a safe connection for pedestrians in south west of Castlemaine and students at Winters Flat Primary School, jointly funded by Council and a Transport Accident Commission grant.

Completed the annual footpath renewal project to improve pedestrian connectivity around the shire, including replacement of a 100 metre section of asphalt footpath along Lyttleton Street in Castlemaine.

Installed a 300 metre concrete footpath along the southern side of William Street in Castlemaine to link footpaths from Wheeler Street to the bus stop outside the Leiesterville Community Centre to improve accessibility and access to bus stops.

Our Economy

Tourism and events

Gained a tick of approval from the Australian Tourism Council who are renewing the Australian Tourism Accreditation status for Visitor Information Centres in Castlemaine and Maldon, certifying we meet quality assurance criteria, and are committed to exceeding consumer expectations and the highest standards of business practice.

Staff and volunteers at our Visitor Information Centres managed \$42,500 worth of accommodation bookings and sold \$41,500 worth of merchandise.

Launched a new Events Grants Program to make it easier for organisers to plan and run their event, and help cover the costs of producing and promoting an event. We awarded nearly \$70,000 to support more than 30 events in two grant rounds in the first year.

Purchased wheelie bins for community events to reduce waste costs for event organisers.

Arts and culture

Worked with local creatives to develop the Get Lost web platform to provide the arts, culture and creative industries, significantly affected by COVID-19, with a place to showcase their work, and encourage collaboration and engagement through online exhibitions, stories, conversations, performances and more.

Awarded ten \$1,000 grants through the rapid response Get Lost Quick Grants Program to help fund a wide range of new creative activities and services, and kick start content on the new platform.

Ran the Phee Broadway Theatre At Home Residency Program, which saw successful recipients supported with free use of the Phee Broadway Theatre and funds to support the development of their work and take it to new audiences.

Sold a record number of art works at the Market Art Winter Exhibition in the Castlemaine Visitor Information Centre, with sales of nearly \$51,500 for the year.

Business and employment

Ran the Mount Alexander Shire Business Awards to showcase, encourage and celebrate the achievements of local business, and support local business growth and employment. Nearly 150 guests attended the awards ceremony putting the spotlight on 23 finalists from 69 business entries and more than 340 nominations from the community.

Partnered with Small Business Victoria to deliver another series of ten low-cost workshops to provide training, upskilling and networking opportunities for local businesses. Many workshops sold out and were moved online to meet COVID-19 restrictions.

Hosted a workshop 'Recovering from a crisis' to help local business put a plan in place to manage and respond to the COVID-19 pandemic, facilitated by Sally McDonald who has years of experience in supporting regional towns through bushfire recovery.

Worked closely with businesses and farmers markets throughout the COVID-19 to provide information and support to meet public health requirements, stay abreast of changes in restrictions and gain access to financial and mental health support.

Undertook a survey to assess the impacts of COVID-19 on local businesses to help shape Council's COVID-19 support package and recovery plan.

Supported local businesses by promoting local business innovation stories on social media and blogs to encourage the community to buy and shop local.

Bright future for former college

Signed a lease with Workspace Australia Ltd and Castlemaine Hot Rod Centre Pty Ltd to pave the way for an innovative training and education campus and business

hub at the former Castlemaine Secondary College campus on Etty Street, with space for community groups.



Planning and growth

Referred a planning application for a solar farm at Baringhup to the Minister for Planning to improve the timeliness and certainty of a decision on the significant project. At Council's request the three day hearing was held at Maldon in July 2019 enabling local residents to fully participate.

Received 392 planning applications, consisting of 328 statutory applications and 64 VicSmart applications.

Revised the Maldon Design Guidelines in collaboration with expert advisors and a project advisory group, before seeking community feedback on the draft. Staff held information sessions and walking tours to help the community understand the guidelines. The guidelines were finalised in July and will be presented to Council for consideration in Spring 2020.



Spotlight on Harcourt

Council adopted Plan Harcourt in July 2020 to guide the growth of Harcourt, following extensive consultation with the local community over the past few years.

The strategic plan provides a blueprint for land use planning and town centre design. The Harcourt Framework Plan outlines proposed planning policy, zones and overlay controls to be incorporated into

the Mount Alexander Planning Scheme.

It also includes recommendations for town activation projects to improve pedestrian access and build a sense of place and community connection in the town centre.

The plan was developed alongside an economic development plan called Shine Harcourt Leanganook,

which sits as an appendix to the plan. Shine Harcourt identifies five big strategic directions and a collection of community driven ideas to be rolled out over time with a focus on the town's heritage, natural assets, agritourism.

Staff will now proceed to seek authorisation from the Minister for Planning to prepare an amendment to the local planning scheme.



Showcasing our shire

Launched a new tourism website as part of a regional platform bringing together four central Victorian Councils as part of Bendigo Regional Tourism to boost tourism across the region.

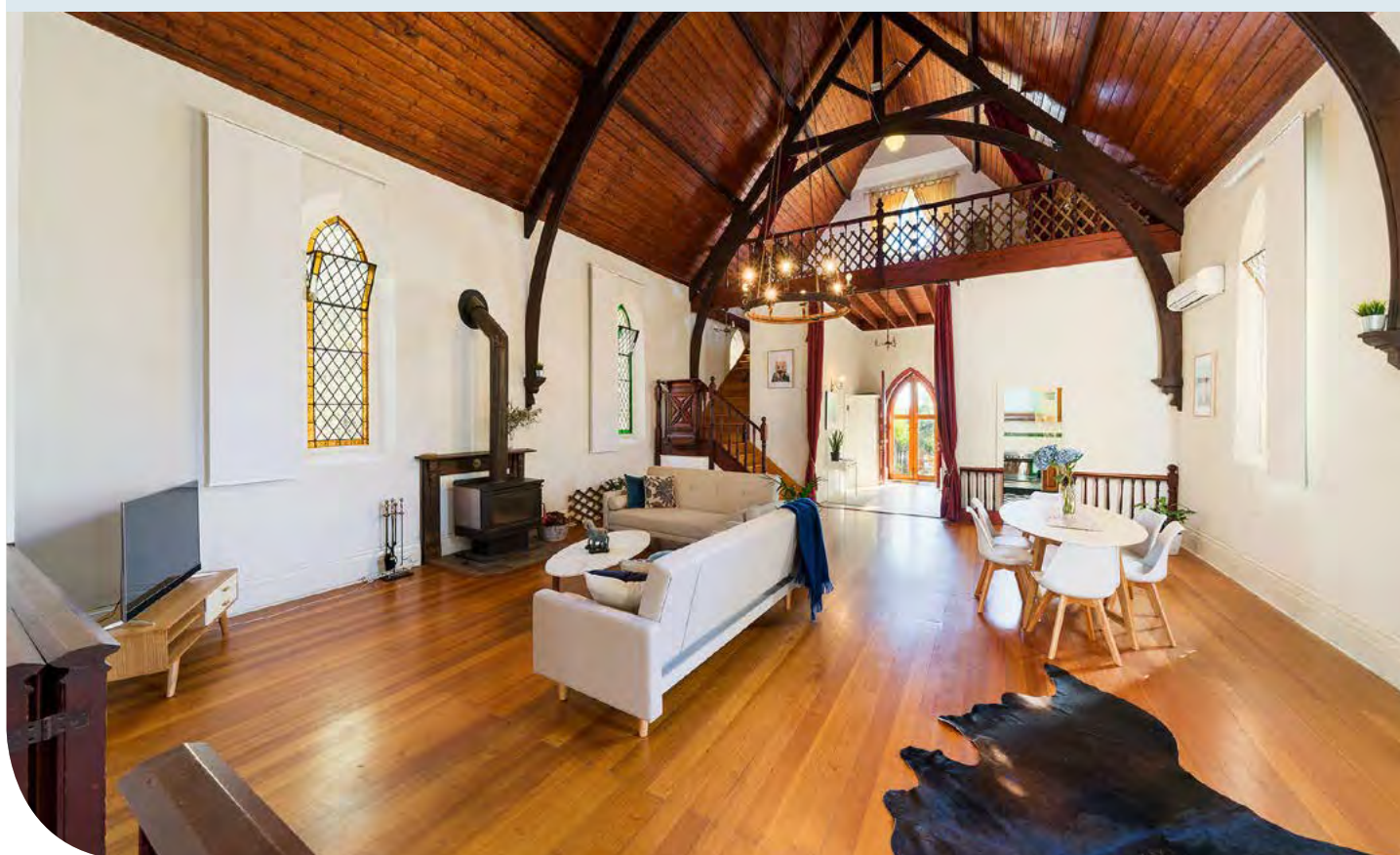
The website builds on the shire's reputation for arts, culture, food, nature and heritage experiences, enabling visitors to plan a trip and consider experiences across the

smaller towns and hamlets in the region.

It includes features such as a What's On event calendar, itinerary planner, google maps, blogs and accommodation bookings – all designed to showcase local businesses and attractions, and provide imagery to inspire visitors to stay longer.

The website provides opportunities for promotion as part of Council's Tourism Membership program and is supported by the tourism Facebook and Instagram pages – Castlemaine Maldon & Surrounds – which have attracted a loyal following on social media.

www.maldoncastlemaine.com.au



Improving our systems

Awarded a panel of contractors to provide various trade services to Council. More than 30 tradespeople attended an information session about the contract and tendering process. Council awarded 16 contracts from the 26 tenders received.

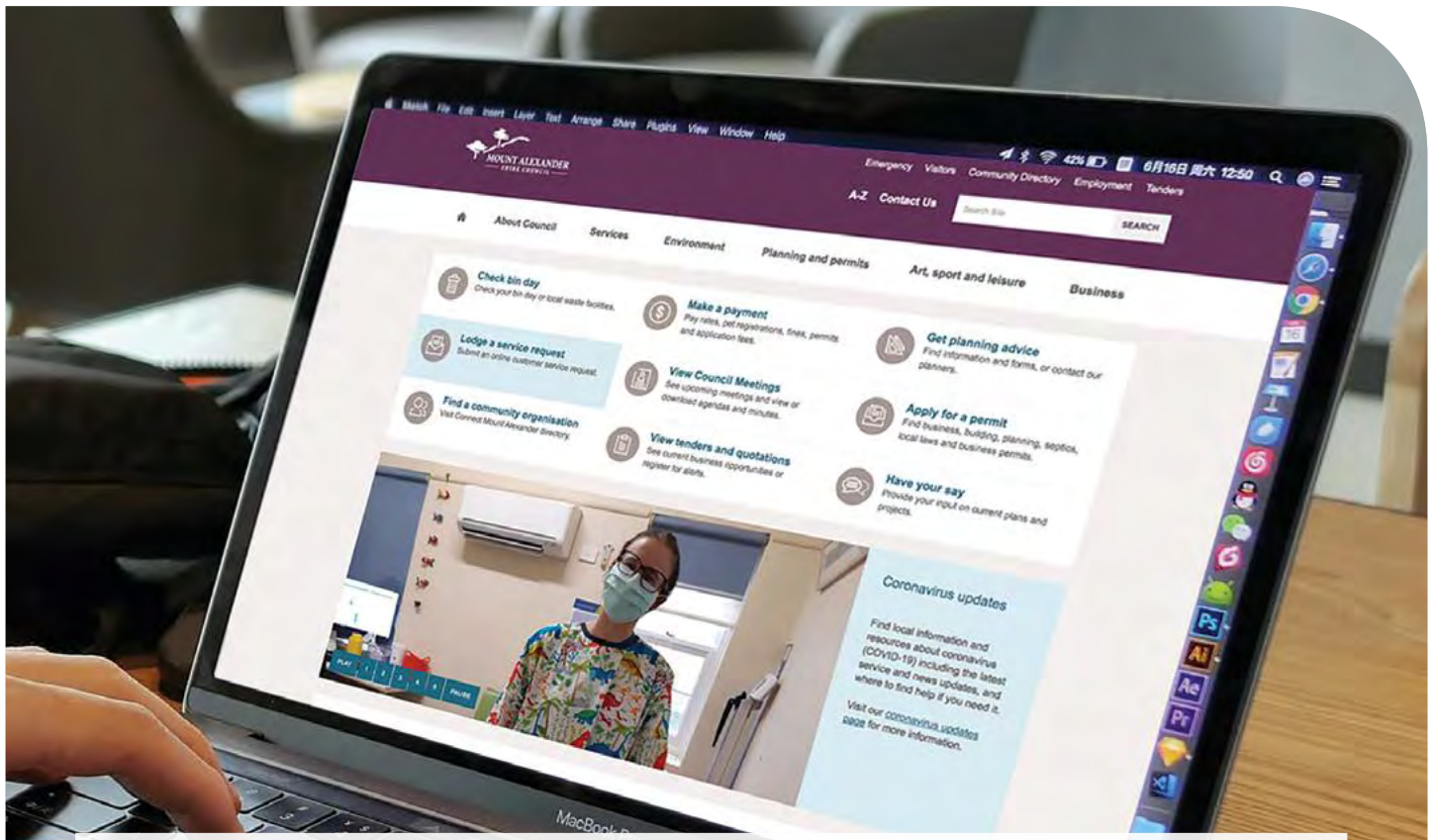
Adopted a new Procurement Policy to strengthened support for local businesses by including a 20% weighting for Local Content/

Economic Benefit evaluation criteria for competitive purchases above \$15,000.

Adopted a Customer Service Policy and revised the Customer Service Charter to continually improve service standards across the organisation. The policy and easy to read charter were adopted in December 2019, and sit alongside Council's Complaints Policy adopted earlier in the year.

Adopted a Community Engagement Policy to outline Council's commitment to engaging with the community and its intent to ensure clear and thorough communication in all stages of each community engagement process.

Corporate services



Streamlining services

Over the past few years we have been working on a transformation project to replace multiple aging systems with a single modern, integrated corporate platform.

This progressive work is part of a \$1.4m investment to reduce support costs, integrate data sources to allow one view of a customer, improve reporting, streamline processes and create efficiencies across the organisation. Most of the work has been undertaken by existing staff and has involved extensive cross-team collaboration. This has helped reduce consultancy costs and ensure we build and retain the knowledge and ability to maintain and enhance the system in-house.

In the first two stages of the project we implemented modules for property and rating, infringements, animals, receipting, finance, HR/payroll and mapping. This year we continued to improve customer and online services by rolling out a new customer request module, and enhance the forms on our website. The new online request forms enable customers to log requests 24/7. They can be used on a mobile device and allow for photos or other information to be attached to help resolve the request. This new capability has allowed us to replace many paper forms.

Over the past year we have also implemented a new solution to streamline the production of Council Meeting agendas and minutes, and generate actions to improve productivity.

At the same time our Information Technology (IT) Team has consistently worked on upgrades to IT infrastructure and security, while improving the organisation's remote access and mobile working capabilities. This, along with Council's investment in modern, web-based software, enabled a very quick transition to allow our office-based staff to work from home and keep services moving during the COVID-19 pandemic.

Financial performance summary

In brief

Council recorded an operating deficit of \$202,687, which was unfavourable compared to the adopted budget of \$2.6 million surplus. The variance of \$2.8 million arises due to the non-receipt of budgeted capital grant income (\$1.6 million less than budget), as well as the loss on disposal of assets (\$1.5 million greater than budget).

Council ended the 2019/2020 financial year with a cash balance of \$20.92 million, with restrictions in place on the use of \$17.57 million of these funds.

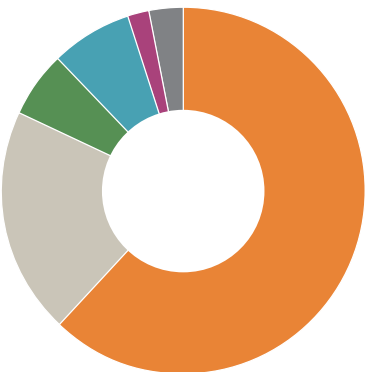
The value of property, infrastructure, plant and equipment increased from \$357.53 million to \$367.97 million as a result of capital expenditure of \$11.52 million and the revaluation of land, building and infrastructure assets (\$9.86 million).



Revenue

Council’s total revenue for the 2019/2020 year was \$38.85 million compared to \$39.42 million in 2018/2019. The graph below shows the different sources of revenue for Council, with rates and charges the greatest proportion at 62%.

Revenue

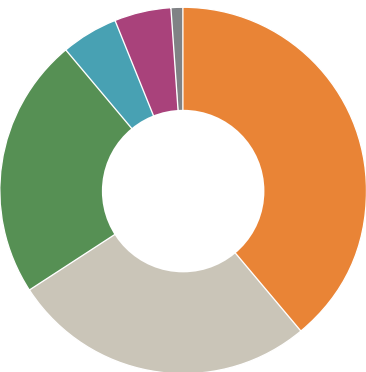


- 62% Rates and charges
- 20% Operating grants
- 6% Fees, fines and charges
- 7% Capital grants
- 2% Contributions
- 3% Other income

Expenditure

Council’s total operating expenses for the 2019/2020 year were \$39.05 million (compared to \$36.89 million in 2018/2019).

Expenditure

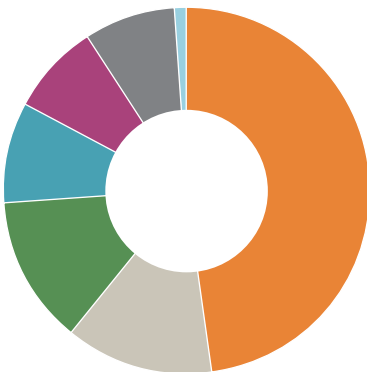


- 39% Employee costs
- 27% Materials and services
- 23% Depreciation
- 5% Asset disposal
- 5% Other expenses
- 1% Borrowing costs

Capital works

During the financial year, Council completed \$11.52 million of capital works projects (\$9.79 million in 2018/2019). Infrastructure related projects, such as roads, drainage and bridges, accounted for 66% of the capital spend.

Capital works

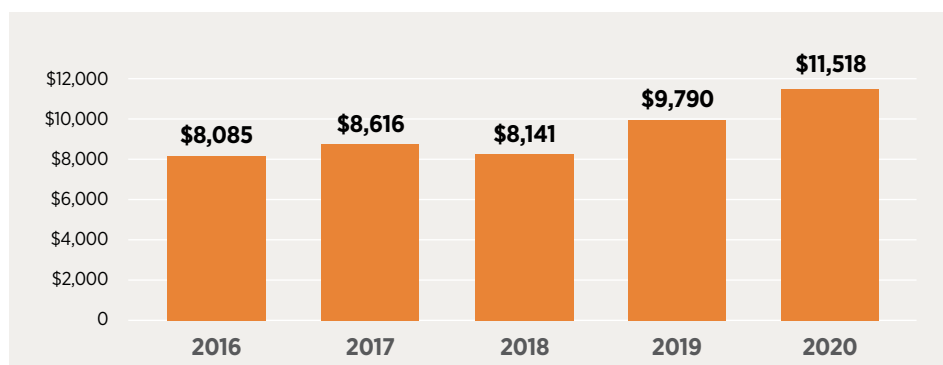


- 48% Roads
- 13% Property
- 13% Plant, vehicles and IT
- 9% Other
- 8% Footpaths and cycleways
- 8% Drainage
- 1% Bridges

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 highlights the extent of this investment.

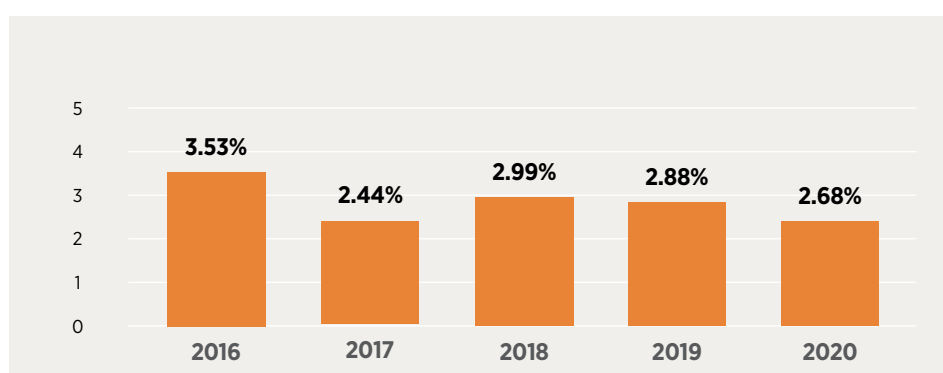
Capital spend on buildings and infrastructure (\$'000)



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 2019/2020 the ratio was 2.68% well below the guidelines of 10%.

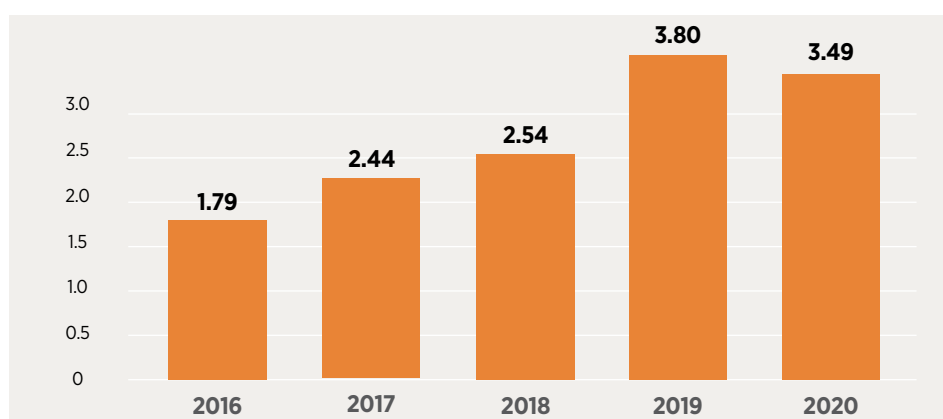
Debt servicing and redemption costs / rate revenue (%)



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 3.49 is financially prudent.

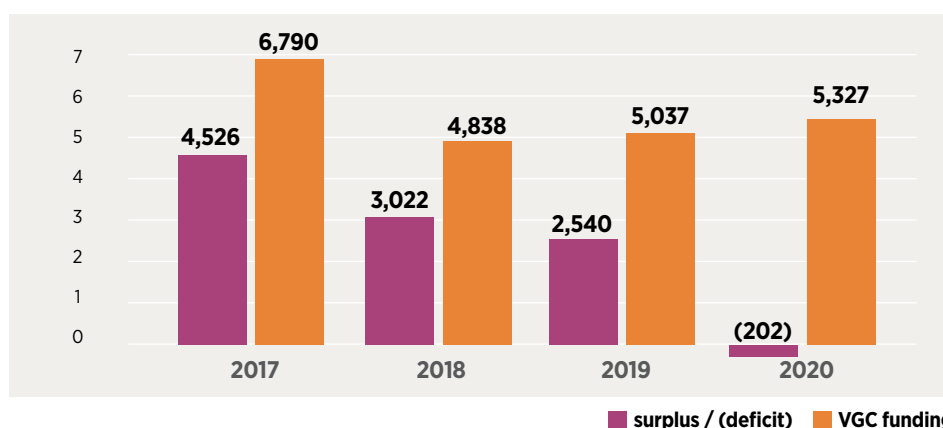
Adjusted working capital ratio



Operating result before revaluations

Council's 2019/2020 operating result, before asset revaluations, was a deficit of \$202,687. The main contributor to the deficit is the non-receipt of capital grant income and the loss on disposal of assets.

Operating result before revaluations (\$'000)



■ surplus / (deficit) ■ VGC funding

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.

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, waste collection and management, and of course, 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, issuing local law permits and infringement notices, and providing information and advice to the community.

Our Access and Support Officer provided 946 hours of support for clients in 2019/2020.

Communication

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

Community Partnerships

Works with local residents, community organisations and service providers to build community capacity and strengthen our 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.

Venue Coordination and Events

Provides hire and management services for public venues, as well as cleaning and maintenance of public restrooms.

Executive

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

Emergency Management

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

Fast facts Our People



1,460
immunisations



1,300
key stage visits
for children



818
aged and disability
clients



11,056
hours of
home care



7,550
meals
delivered



31,000+
calls/year
to customer
service



204,944
visits to
corporate
website



107,128
library loans
per year



4,881
pets registered

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.

Library Operations

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

Maternal and Child Health

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

Organisational Capability

Provides strategic and operational organisation capability support 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, activities and programs that strengthen young people's 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 and develop healthy physical activity in the shire and support 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 licences.

Environment and Sustainability

Develops environmental policy, coordinates and implements environmental 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, signage, drain clearance and street sweeping.

Street Beautification

Manages street trees, coordinates new lighting installations and maintains public toilets. 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. Provides kerbside waste, recycling collection and develops and implements waste and resource recovery strategies.



*Data and does not take into consideration contamination

Fast facts Our Economy



100+
events
supported



120,000
visits to tourism
website

(reduced due to COVID-19
travel restrictions)



560,000
visitors
annually



388,000
overnight
visitors



263
tourism
businesses



\$63M
value of tourism

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, and the raising and collection of rates and charges, and valuation of properties.

Governance

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

Information Services

Provides, supports and maintains cost effective communications and IT systems enabling Council to deliver services in a productive and efficient way.

Planning Services

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



Our Council



Your Council

Mount Alexander Shire Council is made up of seven Councillors in five wards. Councillor Christine Henderson is currently Mayor of Mount Alexander Shire and Councillor Max Lesser is Deputy Mayor.



Coliban Ward **Councillor Christine Henderson** **Mayor**

Email
coliban@mountalexander.vic.gov.au

First elected
December 2008

Re-elected Mayor
March 2019

Committee membership

- Barfold Hall
- Elphinstone Community Facilities
- Metcalfe Hall
- Municipal Association of Victoria

- Municipal Fire Management Planning Committee
- Taradale Hall
- Taradale Recreation Reserve



Castlemaine Ward **Deputy Mayor**

Email
castlemainelesser@mountalexander.vic.gov.au

First elected
March 2018

Elected Deputy Mayor
March 2019

Committee membership

- Camp Reserve Special Committee of Council
- Campbells Creek Recreation Reserve Special Committee of Council
- Mount Alexander Shire Audit and Risk Advisory Committee



Castlemaine Ward
Councillor Bronwen Machin

Email
castlemainemachin@mountalexander.vic.gov.au

First elected
June 2011

Committee membership

- Campbells Creek Community Centre
- Friends of Lolotoe Friendship Group
- Goldfields Regional Library Corporation
- Indigenous 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
- LBTQI+ Roundtable



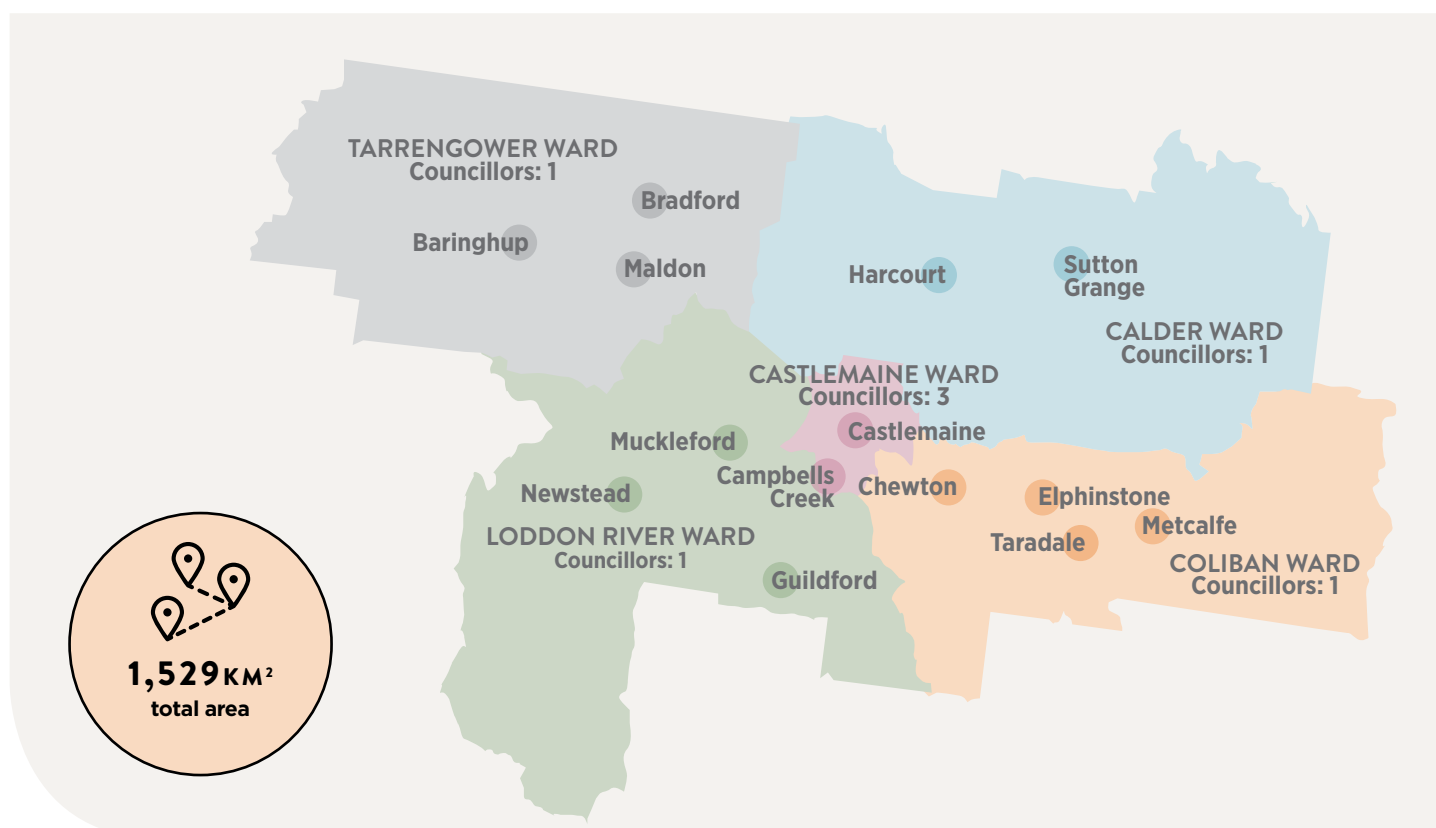
Castlemaine Ward
Councillor Dave Petrusma

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





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



Calder Ward
Councillor Tony Cordy

Email
calder@mountalexander.vic.gov.au

First elected
May 2014

Committee membership

- Buda Historic Home and Garden
- Sutton Grange Hall

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 the Council, 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 two years have been stable within the elected Council, with all seven councillors remaining on Council for their term.

In November 2019, Councillor Christine Henderson was re-elected as Mayor for a further twelve months. Councillor Max Lesser was elected Deputy Mayor to provide backup when the Mayor is unavailable for public speaking engagements and attending 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

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 and communications.

Jess Howard, 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.

*Phil Josipovic served as Director, Infrastructure and Development from October 2018 – February 2020

Our values

Positive
We are positive and enthusiastic in how we work together.

Accountable
We are accountable for what we do.

Innovative and improving
We will try new ideas and aim to improve.

Genuine
Our actions will match our words.

Supportive
We are supportive of each other.

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

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



Organisational structure

Darren Fuzzard Chief Executive Officer

People and Culture

Governance
Human Resources
Payroll
Records
Risk and Safety

Economy and Culture

Cultural Development
Economic Development
Tourism

Lisa Knight Director Corporate and Community Services

Corporate Services

Business Performance
Finance
Information Technology
Procurement
Rates

Jess Howard Director Infrastructure and Development

Parks, Recreation and Community Facilities

Active Communities
Building Projects
Grants
Natural Environment
Parks and Gardens
Property

Communications and Customer Services

Communications
Customer Service
Venues and Events
Visitor Services

Development Services

Building Services
Community Safety and Amenity
Public and Environmental Health
Statutory Planning
Strategic Planning

Community Partnerships

Access and Inclusion
Community Projects
Early Years
Emergency Management
Maternal and Child Health
Youth

Infrastructure

Asset Management
Climate Change
Engineering
Waste
Works

Community Wellbeing

Access and Assessment
Disability Access
Healthy Ageing
Home Support

Staffing profile

Council employs a 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 shows the profile across the organisation for period to 30 June 2020. The total number of full time, fixed term, part time and casual employees is 238. 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.

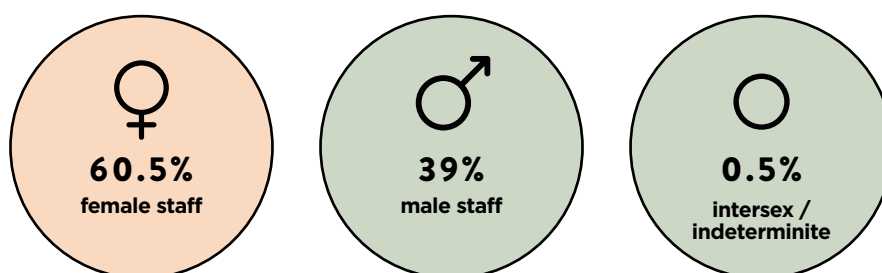
Staffing profile

Directorate	Ongoing	Fixed term	Casual	Total
CEO	18	3	6	27
Corporate & Community Services	83	4	21	108
Infrastructure & Development	91	5	7	103
Total	192	12	34	238

Gender profile

Management level	Female	Male	Intersex/ Indeterminate	Total
Executive	2	1	0	3
Management	7	2	0	9
Other	135	90	1	226
Total	144	93	1	238

Six 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), FreeZA Committee Eight Metre Speaker, Young Makers Market Committee and Mondo Lounge

Youth Space Committee represent the interests of young people in the shire, develop local initiatives and organise events for their peers and the community. Much of this 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

Council is committed to advocating on behalf of its current and future communities to represent the needs and views of the community to decision and policy makers to build a creative, innovative and connected community.

In the 2017 -2021 Council Plan, Council acknowledges the critical role it must play in advocating to state and federal governments, and other authorities on matters than impact the diverse needs and interests of the Mount Alexander Shire community.

Advocacy efforts aim to raise awareness and reduce service gaps, seek improved funding

or funding models to help raise revenue to perform council functions, and improve the health, safety and wellbeing of the community.

Council recognises the importance of being clear and consistent about investment priorities, and has advocacy priorities to facilitate action and results.

Funding priorities aim to build the livability of our shire by building better community infrastructure with improved gravel roads, community facilities that are safe and fit for purpose, expanding the footpath and trail network, improving water and sewerage infrastructure, affordable housing,

improved access to services and better health facilities.

This is supported by a significant focus on growth and development that preserves the shire's significant heritage and culture, while promoting better urban design and environmental outcomes through town planning projects like Plan Harcourt.

Recently developed town streetscape plans aim to support social cohesion, better accessibility and economic development and ensure Council is well positioned to attract funding as it becomes available.

Funding our streetscape plans

Council secured \$4.5 million from the Victorian Government towards rejuvenating Maldon's historic streetscape to revitalise the town and attract tourism. The funding will help put powerlines underground, restore shopfronts and upgrade public spaces such as footpaths, crossovers, lighting and seating.

It follows several years of work with the Maldon Streetscape Steering Committee to develop high level streetscape designs and the development of a business case with support from Regional Development Victoria (RDV), based on extensive consultation with the community.

In addition, Council successfully applied for an additional \$500,000 grant from RDV's Regional Development Infrastructure Fund to progress small town streetscape plans in the 2020/2021 financial year. Council is also advocating for safe roads and freeway access to and from our towns, expanding the public transport network and improving cycling facilities.



Building a sustainable future

The long-term sustainability of the shire is a critical factor in planning for future. When Council declared a climate emergency in December 2019, it acknowledged the urgent need for local action, and advocacy to other tiers of government, to mitigate and adapt to the impacts of climate change.

As a member of Central Victorian Greenhouse Alliance, Council is also working to develop support for projects including LED lighting upgrades and electric vehicle charging stations, and develop a community led plan to transition to a climate resilient community and zero net carbon emissions.

A big focus for Council is working on identifying new strategic partnerships and supporting our existing networks to influence policy, tackle challenges and identify opportunities. Chief Executive Officer Darren Fuzzard and Mayor Christine Henderson met regularly with local State and Federal Members of Parliament throughout the year.

Staff and Councillors were 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, footpaths and aging community facilities, public transport, planning for growth, the storage of dangerous goods and emergency management.

The organisation also invests a significant amount of effort working at the local level and across the Loddon Mallee Region to improve health outcomes and funding models in the areas of aged care and disability services, food security and mental health.

Working towards better health outcomes

Council is working in partnership with Castlemaine Health, Maldon Hospital, Castlemaine District Community House and Bendigo Health to develop a master plan for a Mount Alexander Health and Wellbeing Precinct.

The precinct brings together preventative and treating health services, including hospital, allied health, and maternal and child health, alongside community leisure and recreational facilities such as a public pool and library, and other community services to bring better health, education, economic and social inclusion outcomes.

Staff also play an important role in advocating for vulnerable individuals to help them gain access to services, particularly in the areas of aged and disability care and the transition to the National Disability Insurance Scheme (NDIS), as well child and family services.

Council made a number of submissions or joint submissions throughout the year. This included matters such as equity into funding models for aged and disability care, following individual and joint submissions to Royal Commissions into Aged Care Quality and Safety, and Victoria's Mental Health System last year. It also wrote letters of support for increased funding for local library services which provide free and universal access to education, resources and programs in a safe, inclusive and welcoming space, and made a submission to the Bushfire Royal Commission as part of the Northern Victorian Emergency Management Cluster.

The organisation also continues to plan, advocate for funding, and deliver projects to enhance public and open spaces, recreation facilities and health promotion services across the shire using data from the 2019 Active Living Census (released in June 2020). The census was funded

by the Healthy Heart of Victoria, an initiative of the Loddon Campaspe Regional Partnership that aims to improve health outcomes for residents living in Central Victoria.

The success of this initiative and advocacy in 2020 has seen funding for a local Health Broker extended for a further six months to embed health outcomes into local planning and policy. The Health Broker continues to work with the Chief Executive Officer as part of the regional partnership to advocate for continued funding for the project and related initiatives. She also coordinated the formation of a local project control group to advise Council on service needs and lobbying efforts across a range of areas including active living, healthy eating, access to services, accessibility, equity for people with a disability, and social inclusion initiatives for young people at Castlemaine Secondary College.

More funding for council priorities

Last year Council appointed a full time grants officer to help secure additional funds to deliver projects. In 2019/2020, the organisation received more than \$10.7 million in 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. Without this additional support a number of worthwhile projects to benefit the community could not have been achieved. Some examples of these initiatives include a wellbeing bus, playground shade project, footpath construction, a gender equity pilot, ecological burning, a cultural pharmacy project, a public toilet safety lighting project and a COVID-19 support program.

Council also received more than \$1 million from the Victorian Government's Working for Victoria initiative to help jobseekers find work and our community to respond to coronavirus.



Advocacy and funding priorities

Seeking health and wellbeing facilities in 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 on the one site. 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.

Make our community buildings fit for purpose

Council owns more than 250 structures and buildings. Many of our community halls, recreational facilities and reserves are managed in partnership with the community. While these facilities are important to the community, a lot of our infrastructure is ageing and requires ongoing attention, particularly buildings with heritage significance. Delivering buildings, infrastructure and assets that are accessible, safe and meet the needs of all community members is a challenge for Council.

Improve our footpath and trail network

Rural residents have a lower life expectancy than their metropolitan counterparts. We encourage the community to get active through

walking and cycling which requires a safe and accessible path network. Our shire has more than 55 kilometres of footpaths and a growing network of more than 30km of paths and trails. Condition assessments show strategic parts of the network need new or upgraded paths, and there's a demand for off-road trails to increase physical activity and connect our towns.

Residents and visitors of all ages are unable to safely access many areas on foot. We also know a lack of paved footpaths and pedestrian crossings, linking recreation zones and health facilities across major roads, create a barrier to active transport for school children, carers and residents with mobility issues. Funding for pedestrian safety and access projects will enable us to provide new infrastructure to address missing links, upgrade critical pathways and improve accessibility at key locations, and along the Campbells Creek Trail.



Improve our gravel roads

Our shire covers more than 1,500 square kilometres and we have responsibility for maintaining 880 kilometres of gravel roads. Population growth continues to place pressure on the unsealed road network as more people take up residence on the fringes of town and in rural areas.

The increase in traffic requires significant investment to maintain safe and accessible roads. Less rainfall and serious weather events associated with climate change affect the unsealed road network more than any other asset. We are changing the way we prioritise, maintain and fix roads with a focus on improving the quality of gravel in our scheduled maintenance program, and trial different pavement treatments to improve longevity and performance. Yet our re-sheeting program provides a short-term fix to a long-term problem, and more training and investment will help us improve gravel roads and drainage throughout the shire.

Develop our town streetscapes with pride

In recent years Council has made significant investment in the planning and design of streetscapes for the shire's business centre of Castlemaine, Maldon (Australia's first notable town) and the smaller townships of Guildford, Chewton, Campbells Creek, Taradale, Newstead and Elphinstone. While each of the designs are specific to their respective townships, the overall aim of each is to increase liveability by boosting the local economy and attracting more visitation while delivering safe town centres that will support social cohesion.

New interchange to improve freeway safety

Fogartys Gap Road crosses the Calder Freeway (M79) at Ravenswood South. The intersection is a notorious blackspot with a number of fatalities and regular accidents recorded since the 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 of this busy intersection. This is a key priority for the Calder Highway Improvement Committee.

Re-establishment of Harcourt Train Station

Harcourt has been identified as a small town that can accommodate growth. This is recognised in the Loddon Mallee South Regional Growth Plan 2014 and the Mount Alexander Planning Scheme. The proximity to the Calder transport corridor provides strong transport links to Bendigo and Melbourne. Council has invested in Plan Harcourt (currently in draft form) an overarching project that focuses on better integrating planning and local economic development with community aspirations and local identity.

In recognition of the strong population growth prospects the Victorian Government has made a

budget commitment to undertake planning for the re-establishment of the Harcourt Train Station which is situated on the Melbourne-Bendigo train line. Re-opening the Harcourt Train Station will encourage more people to relocate to Harcourt, grow tourism and significantly boost the local economy.

Increase social and affordable housing

Adequate affordable housing is an ongoing issue for Mount Alexander Shire with a high percentage of residents experiencing rental stress and the median household income being much lower than the state-wide average.

Council has been working in partnership with the Department of Health and Human Services via the Social Housing Investment Program to identify the need and investigate recommendations to alleviate the issue. The community are engaged in advocating for more social housing while also exploring innovative community led solutions. State Government engagement and investment will be key to implementing sustainable solutions.

Provide a reticulated sewer in smaller towns

Taradale and Elphinstone are small settlements located in the Calder Innovation Corridor, a short commuter distance from Castlemaine, Bendigo and Kyneton. Each settlement has a small but established residential area, some commercial activity, and local schooling. However, as there is no reticulated sewer to either town, further population and economic growth is constrained.

Council is preparing new framework plans to encourage population and economic growth outside its major settlements. The provision of a reticulated sewer in Taradale and Elphinstone is fundamental to supporting population growth in these two settlements. It is understood that Coliban Water does not receive funding for capital works projects.

Infrastructure to support alternative water solutions

Water is vital for the economic, social and environmental health of our communities, and a holistic approach to delivering and managing water in our rural communities is vital. Investigation and investment in opportunities for the use of alternative water supplies – recycled water as well as stormwater – is a necessity.

There is also a crucial need to reduce the reliance on potable water supplies and bore water to support the delivery of infrastructure and amenity outcomes, particularly in response to the current and future impacts of climate change.

The maintenance of 880 kilometres of gravel roads, 13 sports fields, 25,000 street trees and 59 parks, including the heritage-listed Castlemaine Botanical Gardens, relies on a sustainable water source. In addition to public spaces and facilities, the manufacturing and agricultural sectors, and many businesses also rely on water within the shire, creating a critical need for alternative water solutions.

We continue to investigate new ways of water management and are currently developing an Integrated Water Management Plan for Castlemaine, with support and collaboration through DELWP identified funding and the Coliban Integrated Water Management Forum. The plan will include actions to help protect waterways from urban stormwater runoff, assist with flood management and provide a resilient water supply, whilst supporting irrigation of green spaces. The need for larger scale solutions to capture, treat and supply alternative water solutions across the region is needed.

Targeted digital infrastructure for manufacturing sector

As highlighted in the Loddon Campaspe Regional Profile, Mount Alexander Shire has a large manufacturing sector accounting for 26% of the Gross Value Added share for the region. Key large scale manufacturing businesses include George Weston Foods, the largest employer in the region and Vossloh Cogifer Australia. These businesses are identifying a lack of digital infrastructure and resultant capacity as a barrier to future business growth and sustainability. They are clustered within a small geographical section.

Transition to a climate resilient community and zero net carbon









In December 2019 Council declared a climate emergency for Mount Alexander Shire acknowledging that urgent and continuing action is needed to address the current and future impacts of climate change. Council has pledged to implement a roadmap that will lead to zero net emissions for Council operations by 2025, integrate a climate change lens into Council's design and construction of infrastructure, and to partner with the community to help reduce greenhouse gas emissions and increase our ability to adapt to climate change. Council and community groups will work in partnership to advocate for investment to support the transition to climate resilience.



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 relationship. We work together to develop action plans, deliver projects and advocate for the community. Some of our key project partners are below:

Our people		
	Health and wellbeing	Department of Health and Human Services, Castlemaine Health, Maldon Hospital, Castlemaine District Community Health, Central Victorian Primary Care Partnerships, Loddon Mallee Women's Health, Windarring, 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, MASDAG, The Orange Door, MACYN, Castlemaine Secondary College, GLENN, Department of Transport, Department of Education, Maree Edwards MP, Goldfields Library Corporation, VicPol.
	Aged and disability services	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, Department of Health and Human Services, Veterans Home Care.
	Age-friendly	Central Victorian Primary Care Partnership, Castlemaine Community House and Maldon Neighbourhood Centre, Department of Health and Human Services.
	Young people and families	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.
	Emergency management and preparedness	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, Campaspe Shire, Central Goldfields Shire, Loddon Shire. SES, Victoria Police, Country Fire Authority, Department of Health and Human Services.
	Diversity, access and inclusion	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, Department of Health and Human Services, Goldfields Library Corporation, Castlemaine Community House, Maldon Neighbourhood House.
	Indigenous heritage	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.
	Housing	Department of Health and Human Services, University South Australia, University of Technology Sydney, Latrobe University and 10 local governments from across Australia.

Our place

	Streetscape and town improvements	Community planning and steering committees in Campbells Creek, Chewton, Elphinstone, Guildford, Harcourt, Maldon, Newstead, Taradale and Tarrengower, Regional Development Victoria.
	Sports and recreation	State and Federal government, Bendigo Regional YMCA Youth Services, Sports and Recreation Victoria, Committees of Management, VicHealth, clubs/user groups, Healthy Hearts Victoria.
	Roads and transport	Department of Economic Development, Jobs, Transport and Resources, Loddon Mallee Regional Cluster, VicRoads, Regional Roads Victoria, Regional Development Australia, Transport Accident Commission (TAC), VicTrack, VLine.
	Environment	Connecting Country Incorporated, local Landcare and friends groups, Department of Environment, Land, Water and Planning (DELWP), North Central Catchment Management Authority, Goulburn Murray Water and Parks Victoria, Sustainability Victoria.
	Sustainability and climate change	Mount Alexander Sustainability Group, Hub Foundation, Central Victorian Greenhouse Alliance including local councils, Sustainable Melbourne Fund.
	Flood management	North Central Catchment Management Authority.
	Waste management	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.
	Heritage	Heritage Victoria, Castlemaine Art Gallery, Buda Historic Homestead, Victorian Goldfields Railway, National Trust.

Our economy

	Business growth and employment	Regional Development Victoria, Small Business Victoria, Business Mount Alexander, Maldon Inc, People Plus, Elliott Midland Newspapers, City of Greater Bendigo, Localised, Kerry Anderson.
	Tourism development	Bendigo Regional Tourism which includes shires of Mount Alexander, Loddon, Central Goldfields and City of Greater Bendigo, Shine Harcourt Leanganook Partnership.
	Cultural Development	Municipal Association of Victoria, Regional Arts Victoria, Creative Victoria, VicHealth, Department of Environment, Land, Water and Planning, Invest Victoria, Creative Recovery Network, Central Victorian Culture and Arts Network, Castlemaine State Festival, Castlemaine Art Museum, Buda Historic Home and Garden, Masumano, We Push Buttons, Storyland, MTNS MADE.
	Education and training	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, GLENN.

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.

Council's Community Engagement Policy, Community Engagement Framework and Youth Engagement Charter guide community engagement activities and continuous improvement. During the year there were a number of opportunities for the community to provide input into plans, strategies and service design including the council's annual budget.

During the year we had to change our approach or adapt our community engagement plans to adhere to COVID-19 restrictions. Examples of community consultations undertaken during the 2019/2020 financial year are listed below.

Tarrengower Dementia Alliance Community involvement

To provide council representation and support to the Tarrengower Dementia Alliance which is working actively with people living well with dementia, carers and key stakeholders to develop and implement a dementia friendly community action plan for the Tarrengower community.

Outcome

An action plan was co-designed with consumers to promote access to dementia education, reduce social stigmas associated with dementia and promote a dementia friendly environment in the Tarrengower district.

Communication with vulnerable clients

Community involvement

Many clients have limited understanding of technology in today's society. COVID-19 increased the loneliness for social support clients and volunteers. A weekly newsletter was developed distributed to social support clients. Volunteers and or clients contributed to the stories contained within. Items were informative, mentally stimulating and at times funny.

Outcome

Clients loved receiving the newsletters and want this to continue post COVID-19. They enjoyed being able to share their stories, seeing photos of interesting

tales, doing the puzzles and felt it was a wonderful way to still be connected to the social support groups. They would like the newsletter to continue indefinitely. A quarterly newsletter will be continued post COVID-19. Staff incrementally developed Zoom meetings between some clients, some volunteers and staff where possible to maintain interactions with people who were experiencing the effects of isolation, providing them with the means to engage face-to-face with other social support attendees. These types of exchanges improved their quality of life through the interactions as well as providing skills in technology they had not experienced in the past.

Social support show Community involvement

A joint initiative between Council's social support program and Castlemaine Health's social support program and their residential care services. A Spring Show was organised to celebrate senior's month in the Auditorium at Castlemaine Health. The aim was to bring some entertainment and fun to the residents of the hospital, for community based social support participants to catch up with old friends who are now in care, for social support programs to work on an act to perform in front of an audience and to ease the transition from living independently in the community to moving into a

residential facility at Castlemaine Health. There were more than ten performances by residents from residential care, hospital and Council social support programs, volunteers and staff, all based on a spring theme.

Outcome

More than 100 people were in attendance, including two buses of Council's social support clients, Maryborough social support clients, residents from Ellery House, Thompson House, Penhall and Spencely Hostel, along with some rehabilitation and acute patients. Residential care family members also attended with their loved one. It was a unique way for them to spend time together and have fun. Many previous clients were in the audience, allowing for a cuppa and chat with old friends at the end of the show. Participants are looking forward to being able to put on a show for their friends and family again next year.

Middle Years Plan Community involvement

Council consulted with service providers and children and families in the community to shape our first Middle 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 8-12 years. It was developed with feedback received through an extensive consultation process that involved

conversations, surveys and forums with local children, their families and middle years' service providers.

Throughout the year we surveyed 298 children, 118 parents/carers and 15 service providers, and held three forums. We presented the draft plan to the community for further input in May 2020 before finalising the plan for adoption by Council.

Outcome

The Mount Alexander Shire Middle Years Plan 2020-2023 was adopted at a Council Meeting in August 2020.

Reconciliation

Community involvement

Council collaborated with First Nations people, community members and relevant agencies through the Mount Alexander Shire Indigenous Roundtable to support, recognise and celebrate First Nations peoples, their history and their culture.

We worked in partnership with Nalderun Aboriginal Services through the Nalderun Upper Loddon committee to consult with local Elders, and support and advocate for their work.

Council collaborated with Dja Dja Wurrung Clans Aboriginal Corporation and Taungurung Land and Waters Council to further Recognition and Settlement Agreements.

Outcome

Based on the strength of these networks and partnerships, the development of Council's Reconciliation Plan was undertaken in close collaboration with local Elders, Nalderun Aboriginal Services and the First Nations community.

Council adopted the Mount Alexander Shire Council Reconciliation Plan 2020-2023 in June 2020, which outlines the ways it will continue to work in partnership with the local First Nations community and representative organisations to promote reconciliation.



Camp Reserve Master Plan

Community involvement

We reached out to the community in June and July to gain feedback on a draft master plan for Camp Reserve, which is one of our major recreation reserves. The draft plan was developed by sport and recreation experts in consultation with the reserve's Committee of Management, made up of reserve user groups. The plan includes a new community pavilion with change rooms and social areas, new netball and basketball courts, public toilets and an improved pathway for pedestrians to link Forest Street to Castlemaine Railway Station.

Outcome

We received nearly 90 submissions on the master plan and 30 people came along to our drop in session. Overall there was broad support for the need to upgrade the facilities and improve amenity within the reserve. There were some concerns raised about the potential impact on car parking, noise, local traffic and tree removal associated with the proposed location of the new netball courts and community pavilion. The plans are being revised.

Castlemaine Streetscape Plan and Design Standards

Community involvement

Council worked closely with the community and key stakeholders to develop the Castlemaine Streetscape Plan and Design Standards for the commercial centre of Castlemaine.

The process has included targeted stakeholder engagement and five key interactions with the community including:

- An online survey to understand what the community liked about Castlemaine's town centre and identify where improvements could be considered.
- Two Community Reference Group workshops that brought together residents, traders and representatives from the community.
- A listening post held in Mostyn Street where staff and consultants talked with the community and listened to feedback on the proposed design on display, and a
- Four week public exhibition of the draft plan in November and December 2019 with the community encouraged to provide feedback.

Engagement activities were supported through media, social media, letter drops and the Have your Say web page.

Outcome

The document provides a strategic, planned and consistent approach to all streetscape elements in the public realm in the town centre of Castlemaine. The document provides high level principles that ensure respect of the history of Castlemaine while maintaining streetscape consistency, improved functionality and amenity across the town centre.



Morrissey Reserve play space

Community involvement

In June 2018 Council received a petition requesting that Council invest in an upgrade to the Morrissey Reserve play space amenities. Council considered the request and allocated \$65,000 in the 2019/2020 budget for renewal works.

Council officers engaged with the View Street Public Hall Committee Inc. in 2018 in response to the petition and again October 2019, with the committee representatives to discuss the proposed renewal process.

Local residents were invited to a community information session in December 2019 to provide their feedback and vote on a number of elements in the proposed design.

Outcome

Following direction from the community, new play equipment has now been installed, along with a new picnic table. In addition Council was successful in a grant application for shade, and a shade sail is scheduled to be installed at the reserve in July - August 2020.

Climate Change Forum

Community involvement

In December 2019 Council hosted a Climate Change Forum inform its future action on climate change. The aim of the forum was to provide the community with the opportunity to express their views regarding the declaration of a climate change emergency. These views would help educate and inform the Councillor's decision-making when considering whether to make the declaration. It was also designed to help Councillor's better understand what a climate change emergency would mean for the shire and other ways to tackle climate change as a Council and community.

Outcome

Councillors received 49 verbal submissions on the day of the forum. A total of 91 written submissions were received by residents, ratepayers, businesses and organisations. Council resolved to declare a Climate Change emergency on 17 December 2019.

Z-NET Community Transition Plan

Community involvement

Council is working on a partnership project to develop a plan to reach zero net carbon emissions (Z-NET) in the shire and adapt to climate change. While facilitated by Council and led by Renew Consulting, the transition plan will be co-designed with the community, and will include a collective vision for a sustainable future based on shared needs and values.

During the first phase, which started in April 2020, the project control group set up a community steering group to guide the program. It will also develop a governance framework and undertake a review of other studies and work already completed to inform the project. It launched a household energy survey in June 2020 to start broader community engagement and inform a detailed carbon footprint for the shire. It also set up an online engagement portal to collect ideas for climate action to build on submissions received relating to the Climate Change Forum held in December 2019.

Outcome

The online portal is expected to be launched in September 2020 to enable the public to contribute and vote on collected ideas. The project control group expects to report back on the results of the survey and phase 1 in November 2020.

Phase one of the project is co-funded by Sustainability Victoria and Mount Alexander Shire Council, with in-kind support from Mount Alexander Sustainability Group, the Hub Foundation and the Central Victorian Greenhouse Alliance.

Plan Harcourt

Community involvement

Community engagement was undertaken on the draft Plan Harcourt across late 2019 and early 2020. It included presentations and meetings with stakeholder groups, a drop-in session for community members, written updates via newsletters, bulletins, media releases and Council's website. Stakeholders included Councillors and the Executive Team, Council's Infrastructure Unit, Parks, Recreation and Community Facilities Unit, Statutory Planning Unit, Economy and Culture Unit, Media and Communications Unit, various state agencies and authorities, Harcourt Progress Association, local businesses, Harcourt Valley Primary School, individual residents and visitors.

Outcome

The strategic plan was finalised for adoption by Council in July 2020. The Plan Harcourt document includes an updated framework plan to guide growth and development in the township, policy, zoning and overlay changes to be implemented via a planning scheme amendment, and a roadmap for further strategic projects including a town centre activation plan. An economic development plan called Shine Harcourt Leanganook sits as an appendix to the plan.

Shine Harcourt Leanganook

Community involvement

More than 75 local residents and business owners participated in workshops that generated over 1,000 aspirations for spatial change, public realm improvements, and new business and community partnerships. The community input was refined and used to formulate a locally validated economic stimulus roadmap.

Outcome

Shine Harcourt Leanganook provides a strategic economic vision for Harcourt that reflects the energy, ideas and wisdom of the local community. Shine Harcourt Leanganook utilised a community-

driven model based around ideation and creativity to conceive of new opportunities for economic growth.

Maldon Design Guidelines

Community involvement

Council sought community and stakeholder feedback on the Maldon Design Guidelines in February 2020. Staff had worked with urban and heritage advisors to undertake an extensive review of the guidelines, with input from a project advisory group. The guidelines were on public exhibition for a six-week period. The community could find out more about the guidelines, make a submission or provide feedback by completing an online survey, or attending community two drop-in information sessions and/or two heritage walking tours.

Outcome

The guidelines were revised based on feedback from 11 submissions, 13 survey responses and feedback received at community drop-in sessions, from local residents, heritage professionals and historians, a planning and engineering consultancy and the National Trust. The guidelines are expected to be considered by Council at the Ordinary Meeting of Council in September 2020. If adopted, Council will prepare documentation for a planning scheme amendment to incorporate the updated guidelines into the local planning scheme. This process would occur following authorisation from the Minister for Planning and would involve another public submissions process.

Creative Industries Cluster Muster

Community involvement

The Mount Alexander Shire Creative Industries Cluster Muster was held at the Castlemaine Town Hall in August 2019, with a related Youth Advisory Group meeting held a few days later. The gatherings sought insights from the community to inform both the Victorian State Government's renewal of their four-year Creative State strategy, and local priorities for forward planning.

Outcome

More than 70 residents participated in the Cluster Muster engagement project, which represented the largest collective submission into the Victorian Government's strategic planning processes. It also led to a new three-year strategic roadmap for Council's Cultural Development service, which was presented to Council in December 2019.

Annual Budget

Community involvement

In November 2019, Council sought community input to help inform priorities for the 2020/2021 Budget. Community members had four weeks to complete a survey to share their ideas on projects and services that aligned with the Council Plan. Councillors considered the 67 responses during budget deliberations.

The Proposed Budget was due to go to Council to be endorsed for public exhibition at the Ordinary Council Meeting in April 2020, before final adoption in June. Due to the coronavirus pandemic, Victorian councils received an extension to adopt their budget until 31 August 2020. The budget was delayed to give staff and Councillors more time to consider our response to the impacts of the pandemic.

At the Council Meeting in June, Council resolved to give public notice and publicly exhibit the Proposed Budget for 28 days. It received six submissions and submitters were invited to speak at a Special Meeting of Council on 28 July.

Outcome

Council adopted the \$45.7 million budget on 18 August 2020, including an investment of \$11.74 million in capital works. From the initial budget drafted in April, Council secured additional funding for capital and operational projects, and re-ordered the priority of capital projects to support COVID-19 response and recovery activities for the community (see page 21).

Progress report

Planning and reporting

We have a legislative planning framework that helps link to the 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 33 major services 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 38-40 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 2019/2020 Annual Plan was adopted by Council on 16 July 2019, 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

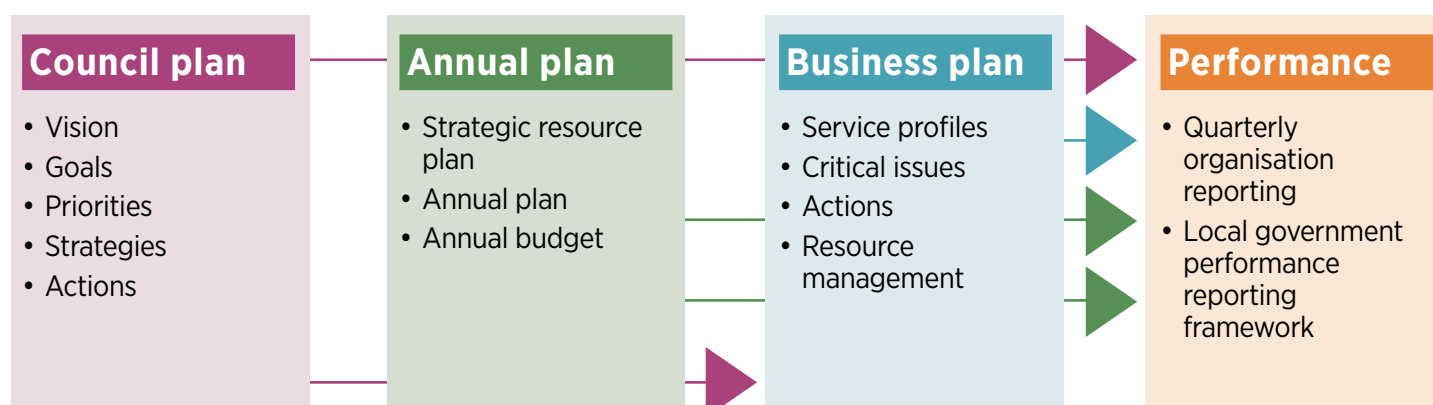
Our economy

**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
Off-lead Dog Park	Construct an off-lead dog park.	50%	Permission has been granted by DELWP and in-principle agreement from S86 Committees received. It is anticipated the dog park will be open and ready for use in late September 2020.
Neighbourhood House Policy	Adopt a Neighbourhood House Policy	100%	Neighbourhood House Policy adopted at the Ordinary Council Meeting in May 2020.
Reconciliation Action Plan	Adopt a Reconciliation Action Plan	100%	Final Reconciliation Plan adopted at the June 2020 Ordinary Council Meeting.

Local services that support the needs of our community

Project	Description	%	Comments
Healthy Heart of Victoria	Deliver "Activation of Infrastructure" projects (including construction of Forest Street pedestrian crossing and upgrade of Forest Creek Trail from Duke Street to Western Reserve)	90%	Forest Creek pedestrian crossing and installation of seating and drinking fountains is complete. Installation of wayfinding signage and construction of the Forest Creek trail, accessible ramp and footpath will be completed by August 2020.
Healthy Heart of Victoria	Deliver the 2019 Active Living Census	100%	Draft report of collated results received September 2019. Active Living Census delivered across the Shire in May and June 2019.
Health Precinct	Deliver the Mount Alexander Shire Health and Wellbeing Precinct Master Plan	40%	Project leader is DHHS. Service plan has been agreed by the partnership and consultant is now progressing development of the master plan in response to the service plan.
Middle Years Plan	Adopt a Middle Years Plan	95%	Middle Years Plan being finalised following public exhibition in May/June 2020. Scheduled for adoption at Ordinary Meeting of Council in August 2020.
Child Friendly Cities and Communities Charter	Adopt the Victorian Local Governance Association (VLGA) Child Friendly Cities and Communities Charter	100%	Adopted by Council at the December 2019 Ordinary meeting of Council.



Improved health and wellbeing

Project	Description	%	Comments
Aged Care Reforms	Establish a position on Aged Care services after 30 June 2020	100%	Aged Care Review completed and presented to Council April 2020. Service provision extended to 2022, in alignment with funding available from the Commonwealth Government.
Volunteer Coordination	Adopt policies in accordance with Australian Volunteer Standards	100%	Adopted June 2020.

A welcoming place for all

Project	Description	%	Comments
Housing and Accommodation Study	Complete a discussion paper determining the needs of our community after identifying gaps in local housing options	60%	Stage one to identify suitable Council owned land for social housing complete. Two sites identified and preparation of concept plans underway.
Castlemaine Infill Development	Complete an Infill Development Strategy and Design Guidelines for Castlemaine	0% On hold	This project has not been commenced due to budget and resourcing constraints in the Strategic Planning unit. It is being explored for commencement in 2020/2021.
Create resilient communities	Adopt a Municipal Fire Education/Engagement Plan	100%	The Mount Alexander Shire Community Bushfire Risk and Engagement Guide has been endorsed by the Municipal Fire Management Planning Committee (MFMP). It was also presented to, and supported by, Council in November 2019.
Managing volunteers during emergencies	Adopt plans to ensure appropriate coordination of volunteers during emergency events	40% On hold	Project on hold due to number of recent and current emergency events of significance that is predicted to impact future engagement of spontaneous volunteers in emergencies.



Service performance indicators

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

Animal Management

Service / indicator / measure	2017	2018	2019	2020	Material variations & comments
Timeliness Time taken to action animal management requests (Number of days between receipt and first response action for all animal management requests / Number of animal management requests)	3.50	2.48	1.75	1.64	
Service standard Animals reclaimed (Number of animals reclaimed / Number of animals collected) x 100	54.33%	85.85%	84.10%	41.12%	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. 2019/2020 separates out animals rehomed AM5 from animals reclaimed AM2 resulting in a decrease in this indicator this year. When considered together the result is 85.5%.
Service cost Animals rehomed [Number of animals rehomed / Number of animals collected] x100	New in 2020	New in 2020	New in 2020	44.38%	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. 2019/2020 separates out animals rehomed AM5 (new) from animals reclaimed AM2. When considered together the result is 85.5%.

Service / indicator / measure	2017	2018	2019	2020	Material variations & comments
Service cost Cost of animal management service per population [Direct cost of the animal management service / Population]	New in 2020	New in 2020	New in 2020	\$19.51	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. 2019/2020 now considers costs against the wider municipal population rather than registered animals. Note: This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals. See retired measures.
Health and safety Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	New in 2020	100.00%	All prosecutions were successful. Note: This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion. See retired measures.

Retired measures

Animal Management

Service / indicator / measure	2017	2018	2019	2020	Material variations & comments
Service cost Cost of animal management service [Direct cost of the animal management service / Number of registered animals]	\$59.19	\$76.24	\$62.53	Retired in 2020	This measure was replaced by AM6 from 1 July 2019.
Health and safety Animal management prosecutions [Number of successful animal management prosecutions]	\$14.15	\$11.67	\$15.50	Retired in 2020	This measure was replaced by AF7 from 1 July 2019.

Food safety

Service / indicator / measure	2017	2018	2019	2020	Material variations & comments
Timeliness Time taken to action food complaints (Number of days between receipt and first response action for all food complaints / Number of food complaints)	1.00	0.00	1.67	1.00	Data reported on a calendar year basis - All complaints were actioned within one day.
Service standard Food safety assessments (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	92.37%	100%	90.51%	93.33%	
Service cost Cost of food safety service (Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984)	\$308.50	\$316.10	\$296.27	\$349.24	The cost of the food safety service was lower in 2018/2019 than other financial years as there was an increase in low risk premises applications which require less resources to administer. Costs remaining steady compared to 2018/2019 year but a decreasing number (49) of registered food premises compared to 2018/2019 year. This is due in part to reduced food stall applications.
Health & safety Critical and major non-compliance outcome notifications (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	73.33%	100%	96.97%	100.00%	

Maternal and Child Health (MCH)

Service / indicator / measure	2017	2018	2019	2020	Material variations & comments
Service standard Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	103.36%	101.46%	100.70%	100.74%	
Service cost Cost of the MCH service (Cost of the MCH service / Hours worked by MCH nurses)	\$65.66	\$83.80	\$83.99	\$66.37	Decreased use of labour hire and casual nurses to fill long term vacancies compared to 2018/2019 year.
Participation Participation in the MCH service (Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service) x 100	81.15%	79.11%	80.40%	86.50%	
Participation Participation in the MCH service by Aboriginal children (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	63.64%	61.90%	77.78%	77.78%	
Satisfaction Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits / Number of birth notifications received] x100	New in 2020	New in 2020	New in 2020	96.30%	Indicator is replacing previous 'Participation in first MCH home visit' which was a measure of first home visits, not enrolment.

Retired measures

Maternal and Child Health (MCH)

Service / indicator / measure	2017	2018	2019	2020	Material variations & comments
Satisfaction Participation in first MCH home visit [Number of first MCH home visits / Number of birth notifications received] x100	100.8%	93.4%	100.7%	Retired in 2020	This measure was replaced by MC6 from 1 July 2019.

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
Castlemaine CBD Streetscape	Complete detailed design works for the Castlemaine Streetscape project.	20%	The design consultant has completed onsite service location surveys and is in the process of concept design options.
Small Town Streetscapes	Construct and implement elements of the Small Town Streetscapes project, in consultation with the community planning groups of Newstead, Campbells Creek, Chewton, Guildford, Taradale and Elphinstone	60%	Tree planting in Taradale and majority of non-civil works delivered in Chewton, Guildford and Newstead. Civil designs for all six towns are under review and will reach tender stage in Q1 2020/21. Grant submission to Regional Development Victoria was successful for \$500,000.
Revitalisation of Harmony Way	Prepare a concept design of Harmony Way, focusing on the main intersection with Market Street	0%	This project is pending the completion of Plan Harcourt. It has been deferred until 2021/2022.
Depot feasibility study	Undertake a feasibility study and review options for the current works depot	60%	The consultant works are due to be submitted in June 2020 for review.
Asset Management Plans	Adopt Asset Management Plans for bridges and pathways	90%	The Asset Management Plans were adopted by Council at the July 2020 Ordinary meeting of Council.
Castlemaine Library Enhancement Project	Deliver safety works to create a flexible community space that enhances the library service and programs	100%	All work has been completed to create a flexible community space that enhances library services which was part funded by the Pick My Project grant scheme. The library was officially reopened on Friday 6 December 2019.
Recreation Reserve Master Plans	Adopt the Camp Reserve Master Plan	90%	Report to Council is currently being finalised, expected to be presented at the September 2020 Ordinary meeting of Council.
Female Friendly Facilities	Construct female friendly facilities at Harcourt Recreation Reserve	0%	Construction of these facilities is delayed, pending completion of design process and confirmation of external funding.

A clean and green community

Project	Description	%	Comments
Urban Water Design	Develop an Integrated Water Management Plan (IWM) for Castlemaine	100%	The IWM Plan has been developed and is completed.
Carbon Neutrality	Adopt a Carbon Neutral Roadmap to achieve Council's adopted carbon neutrality targets	90%	The Roadmap is completed pending adoption.
Resource Recovery Centre	Complete the business case for a new Resource Recovery Centre at the Castlemaine Waste Facility	100%	The feasibility study and proposed way forward for the Resource Recovery Centre was briefed to Councillors on 11 April 2020. A Community Project Reference Group will now be established before progressing the design to tender.
Landfill cell rehabilitation / capping	Commence capping and rehabilitation of old landfill cells 4, 5 and 7 (multi-year project)	10%	A design consultant has been commissioned to revise the cell cap designs for cell 7A prior to submission to the auditor for verification. This is expected to be submitted end of June 2020.
Public place recycling	Install public place recycling bins in Castlemaine	70%	Bins have been procured and received. Installation completed in July 2020.
Waste Management Model	Transition the Castlemaine waste facility to an interim transfer station	100%	Works are complete.

Well planned for growth

Project	Description	%	Comments
Harcourt Development	Preparation of a Developer Contribution Plan for Harcourt.	60%	The consultant is preparing a Strategic Infrastructure Plan to enable Council to collect contributions in line with the new Harcourt Framework Plan. Once finalised, the plan will form part of an amendment to implement the Harcourt Framework Plan.
Design Guidelines	Preparation of updated Maldon Design Guidelines	75%	Council's Strategic Planning unit is currently completing a further round of revisions based on community and stakeholder feedback prior to presenting the new Guidelines to Council for its consideration and adoption.
Settlement Planning Program	Complete a Settlement Plan for Elphinstone	5%	This project has been temporarily placed on hold pending the finalisation of a shire-wide settlement strategy that will inform growth across the shire. The project will be recommenced once that broader project has been completed and presented to Council.

Service performance indicators

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

Roads

Service / indicator / measure	2017	2018	2019	2020	Material variations & comments
Satisfaction of use Sealed local road requests (Number of sealed local road requests / Kilometres of sealed local roads) x100	37.91	26.69	34.31	43.72	An increase of 59 sealed local road customer requests have been received during 2019/2020 compared to 2018/2019 year. This is reflected in R5 with the decrease in community satisfaction too.
Condition Sealed local roads maintained to condition standards (Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads) x100	91.58%	95.80%	95.99%	96.64%	
Service cost Cost of sealed local road reconstruction (Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed)	\$45.60	\$45.15	\$47.39	\$71.04	Increased road reconstruction works undertaken with funding received from the Roads to Recovery and Fixing Country Roads initiatives during 2019/2020 with significant sections of the Bendigo-Sutton Grange Road, Metcalfe-Redesdale Road, North Harcourt Road included along with various bell mouth sealing across the shire. The Bell Mouth sealing project brought the prices up as there was set-up of a work area, traffic control, and actual work required for many small sites.
Service cost Cost of sealed local road resealing (Direct cost of sealed local road resealing / Square metres of sealed local roads resealed)	\$4.41	\$4.52	\$4.69	\$6.71	There were 79 road segments that were re-sealed during the 2019/2020 year – these works required set-up and traffic control as well as the actual resealing works.
Satisfaction Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads])	53.00	49.00	56.00	50.00	Several extreme weather events have had an impact on the perceived condition of council's roads. There were also a large number of road works, upgrades and maintenance, during the financial year that may have contributed to community satisfaction reducing during 2019/2020.



Aquatic facilities

Service / indicator / measure	2017	2018	2019	2020	Material variations & comments
Service standard Health inspections of aquatic facilities (Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities)	1.00	1.00	1.00	1.00	
Aquatic Facilities Utilisation of aquatic facilities (Number of visits to aquatic facilities / Municipal population)	1.27	1.53	1.58	0.90	Lower number of visits attributed to climatic conditions, with closures due to poor air quality, "dirt rain" and cooler than average weather temperatures.
Service cost Cost of aquatic facilities [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	New in 2020	New in 2020	\$27.37	From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities'. See retired measures.

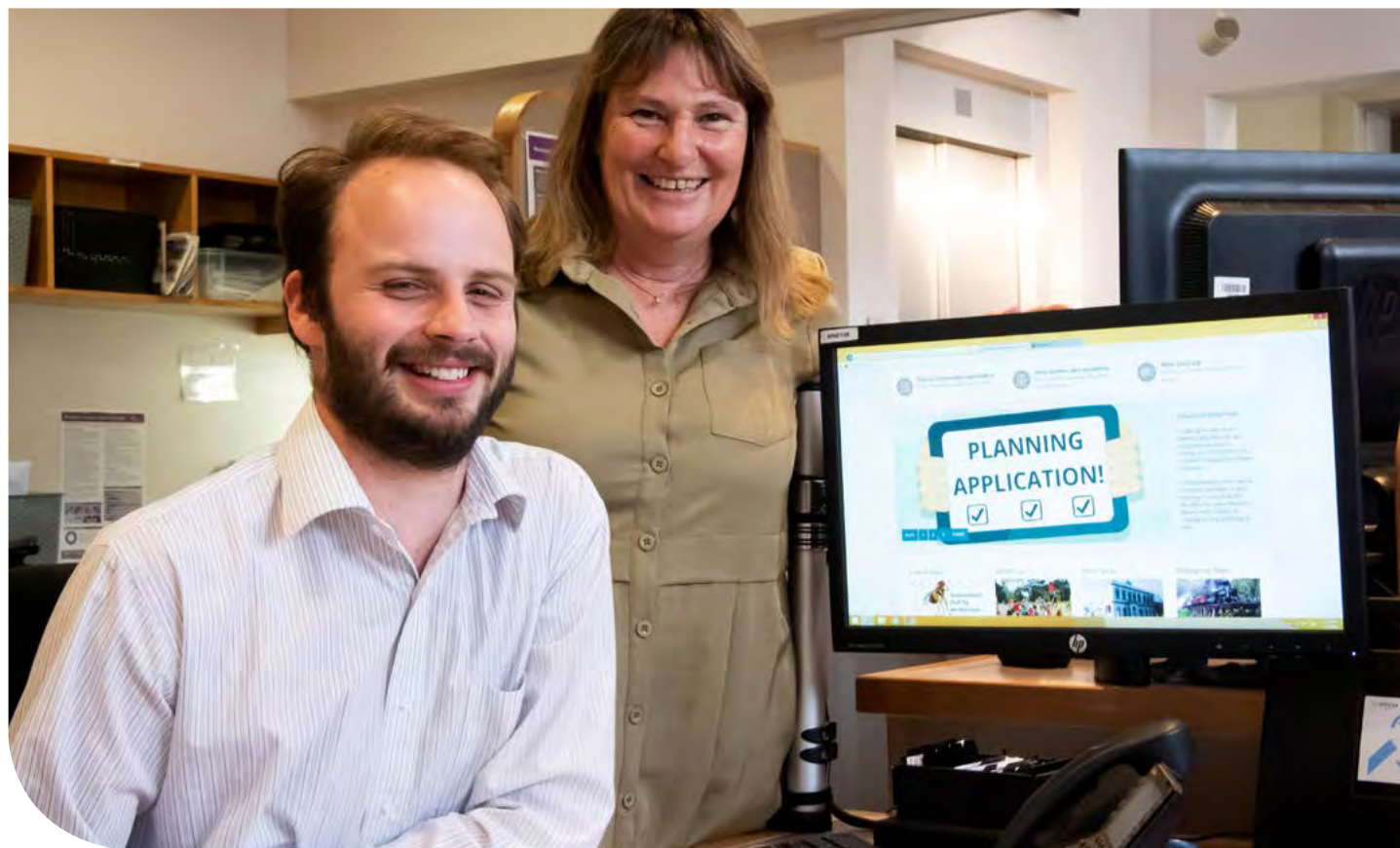
Retired measures

Aquatic Facilities

Service / indicator / measure	2017	2018	2019	2020	Material variations & comments
Service cost Cost of indoor aquatic facilities [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$0.00	\$0.00	\$0.00	Retired in 2020	This measure was replaced by AF7 from 1 July 2019.
Service cost Cost of outdoor aquatic facilities [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$14.15	\$11.67	\$15.50	Retired in 2020	This measure was replaced by AF7 from 1 July 2019.

Statutory Planning

Service / indicator / measure	2017	2018	2019	2020	Material variations & comments
Timeliness Time taken to decide planning applications (The median number of days between receipt of a planning application and a decision on the application)	85.00	33.00	28.00	33.50	In 2017/2018 and earlier years we reported on average days rather than median days due to a misinterpretation of this calculation.
Service standard Planning applications decided within required time frames (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	55.40%	67.37%	84.68%	83.59%	
Service standard Cost of statutory planning service (Direct cost of the statutory planning service / Number of planning applications received)	\$2,778.50	\$1,953.00	\$1,531.61	\$1,458.05	
Decision making Council planning decisions upheld at VCAT (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	80%	100%	50.00%	33.33%	One Council decision was upheld at VCAT and one was delayed due to COVID-19. Low number of appeals were made to VCAT with only 3 in 2019/2020 (4 in 2018/2019).



Waste Collection

Service / indicator / measure	2017	2018	2019	2020	Material variations & comments
Satisfaction Kerbside bin collection requests (Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households) x 1000	120.45	146.41	161.25	136.31	Reduced number of requests relating to kerbside bin collection compared to 2018/2019.
Service standard Kerbside bin collection missed (Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts) x 10,000	5.71	12.10	8.89	6.22	Continuing to improve processes to reduce the number of missed bins.
Service cost Cost of kerbside garbage bin collection service (Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins)	\$115.48	\$100.40	\$123.29	\$121.85	2018/2019 incorrectly calculated direct costs and should have been \$139.26.
Service cost Cost of kerbside recyclables collection service (Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins)	\$52.48	\$57.25	\$87.20	\$77.96	2018/2019 incorrectly calculated direct costs and should have been \$71.23.
Waste diversion Kerbside collection waste diverted from landfill (Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins) x 100	34.77%	36.04%	35.64%	36.30%	

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
Shine Harcourt	Complete the plan to identify and stimulate economic opportunities in Harcourt	90%	Plan Harcourt was adopted by Council at the July 2020 Ordinary meeting of Council.
Mount Alexander Business Awards	Conduct the Mount Alexander Business Awards	100%	Business Awards were announced at the Gala event in December 2020 with 155 people in attendance. Over 150 businesses were nominated, with 23 finalists selected across 10 award categories.
Maldon Streetscape Project	Work with project partners to develop the business case, complete detailed design and identify funding opportunities for the Maldon Rejuvenation Project.	100%	Business case finalised and to be acquitted in October 2020. Community feedback on draft streetscape design now closed and being reviewed. State Government announced \$4.5M project funding contribution. Scope of contract to deliver undergrounding power being finalised.
Stanley Park North Play Space Construction	Construct the Stanley Park North play space	0%	Tender to construct the playground has been awarded and works are scheduled to commence end of July. Council has received additional monies from DELWP which will contribute to the cost of the iconic tower and complete a path connection to the La Larr Ba Gauwa car park.

An innovative and sustainable organisation

Project	Description	%	Comments
Order of Council	Adopt an Order of Council for control of animals in public places	70%	A public consultation process is currently underway, seeking community input into the preparation of a new Order of Council. A report and proposed Order will be presented to Council later in 2020.
Culture Framework	Embed the staff Culture Framework	100%	Culture Framework launched in June 2019. Renaming process for culture framework recently completed and involved a large number of suggestions from many staff. In addition to newsletters, daily emails from CEO are being used to support staff morale and organisational culture while COVID-19 rules are in place.
Capital Works Planning	Develop a five year capital works plan	100%	The five year capital works plan was presented to Councillors on 9 June 2020. The plan is an operational document which is highly dynamic. It was presented with a draft consultation plan for infrastructure projects. No actions resulted from the briefing.

Project	Description	%	Comments
Customer Service Charter	Adopt the revised Customer Service Charter	100%	The revised Customer Service Charter was adopted alongside the new Customer Service Policy at the December 2019 Ordinary Meeting of Council.
Community Engagement Framework	Adopt a Community Engagement Framework	90%	Community Engagement Policy adopted by Council. Further work being undertaken to complete the framework and alignment with the 2020 Local Government Act.

Service performance indicators

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

Libraries

Service / indicator / measure	2017	2018	2019	2020	Material variations & comments
Utilisation Physical library collection usage (Number of physical library collection item loans / Number of physical library collection items)	6.76	6.88	6.13	4.87	From 2019/2020, this indicator measures the performance of physical library items as a subset of the wider library collection. Includes 54 library closure days during COVID-19 lockdowns.
Resource standard Recently purchased library collection (Number of library collection items purchased in the last 5 years / Number of library collection items) x 100	70.00%	75.20%	72.10%	72.10%	
Participation Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	26.42%	25.81%	24.88%	23.10%	Includes 54 library closure days during COVID-19 lockdowns.
Service cost Cost of library service per population [Direct cost of the library service / Population]	New in 2020	New in 2020	New in 2020	\$27.93	Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits. See retired measures.

Retired measures

Service / indicator / measure	2017	2018	2019	2020	Material variations & comments
Service cost Cost of library service [Direct cost of the animal management service / Number of registered animals]	\$3.24	\$3.33	\$3.16	Retired in 2020	This measure was replaced by LB5 from 1 July 2019.

Governance and 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 dealt with. In 2019/2020 there were 10 Ordinary and one Special Meeting of Council (see table below). The Ordinary Meeting of Council 21 April 2020 was cancelled due to the impacts of COVID-19. The Special Meeting of Council was held on 19 November 2019 for the election of the Mayor and Deputy Mayor.

Council continued the video recording and live streaming of Council meetings via YouTube to

ensure meetings were transparent and available to members of the public who could not attend. Councillors were provided with media and presentation training to help prepare them for live streaming.

Live streaming has proven to be very successful with many persons watching the live feed or viewing recorded sessions after the meeting. The archive and minutes of Council meetings are also posted on Council's website enable citizens with an opportunity to examine the key decisions.

Due to the COVID-19 pandemic, the Council meeting scheduled for April 2020 was cancelled in order to protect public safety and adhere to state-wide restrictions. Section 395, Part 12 – COVID-19 Temporary Measures in the Local Government Act 2020 subsequently allowed for Council to close meetings to the public from 1 May 2020 to 1 November 2020. As such meetings held in May and June were conducted via Zoom video-conferencing and live streamed via YouTube.

Councillor attendance

Councillor	Ordinary meetings		Special meetings	
	Eligible	Attended	Eligible	Attended
Councillor Cordy	10	10	1	1
Councillor Gardner	10	10	1	1
Councillor Henderson	10	9	1	1
Councillor Lesser	10	10	1	1
Councillor Machin	10	10	1	1
Councillor Nieman	10	10	1	1
Councillor Petrusma	10	7	1	1

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 not able to make decisions at briefing sessions.

Local Law No.1 – Meeting Procedures

Council's Local Law No.1 – Meeting Procedures was adopted by Council on 20 November 2018, and are being revised in accordance with the Local Government Act 2020. 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 18 February 2020:

- Election Period Policy, as required by the Local Government Act 1989.

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	22,859	-	170	578	-	23,608
Councillor Gardner	22,859	-	182	2,126	-	25,167
Councillor Henderson	51,142	9,753	506	593	-	61,994
Councillor Lesser	22,859	-	268	951	214	24,292
Councillor Machin	40,200	7,644	241	327	204	48,618
Councillor Nieman	22,859	553	183	772	1,841	26,208
Councillor Petrusma	22,859	-	201	638	-	23,699
Total \$*	205,640	17,950	1,750	5,986	2,259	233,585

*Excludes shared costs

Citizenship Ceremonies

During the year, Council held two citizenship ceremonies, including one held on Australia Day, with a total of 20 residents taking the Australian Citizenship Pledge before the Mayor. The new citizens came from many countries including the United Kingdom, India, New Zealand, France 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; and
- 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 is 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 and performance statements
- Internal audit reviews
- Council's financial management
- Strategic risk register; and a
- 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 whom the service is intended
- Achieve continuous improvement
- Include a program of regular consultation; and
- Report regularly to the community on its achievements.

Council meets this requirement by supporting a culture of continuous improvement 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 \$29.60. Four valid requests were received and processed during the year, with two having their fees waived.

Protected Disclosures Act

The purpose of the Protected Disclosures 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 2019/2020 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. Council officers implemented the plan with a focus on the following during the financial year:

- Ongoing training for authorised officers as identified in Annual Performance Reviews
- Completed annual media plan regarding pet registrations, animal welfare and preventing dog attacks
- Attained zero euthanasia rates for adoptable animals in partnership with Mount Alexander Animal Welfare as pound service provider
- Offered a heavily discounted de-sexing program for cat owners
- Confirmed a site and started construction of a new off-lead dog park in Castlemaine
- Started community engagement and a survey to guide a new Order of Council regarding animal controls, including a cat curfew
- Completed annual audit of domestic animal businesses and properties with declared dogs. Note an annual registration audit was not undertaken due COVID-19 restrictions.
- Increased the number of dog waste bag dispensers at sites across the shire
- Continued to build strong community partnerships

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

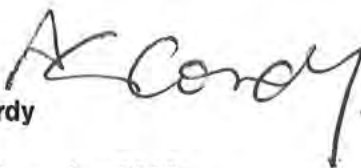
Governance and management items	Assessment	
Community engagement policy (policy outlining council's commitment to engaging with the community on matters of public interest)	Policy New policy adopted on 17 March 2020	✓
Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: 14 November 2014 To be reviewed in line with the new Local Government Act.	✓
Strategic Resource Plan (plan under Section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Plan Strategic Resource Plan (SRP) adopted: 12 June 2019 In addition, the 2020/2021 SRP was adopted by Council with the budget on 18 August 2020.	✓
Annual budget (plan under Section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget 2019/2020 Budget adopted: 12 June 2019 2020/2021 Budget adopted: 18 August 2020.	✓
Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of operation of current plans: Bridges June 2020 Pathways June 2020 Road Asset Management Plan October 2019 Landfill Master Plan 26 November 2013 Investing in Sport 14 December 2010 Investing in Play 2 July 2014 Buildings December 2020	✓
Rating strategy (strategy setting out the rating structure of council to levy rates and charges)	Strategy Rating Strategy 2016-2021 adopted: 26 April 2016	✓
Risk policy (policy outlining council's commitment and approach to minimising the risks to council's operations)	Policy Date of operation of current policy: 19 July 2013 A Risk Management Policy is in place that provides a framework for identification, evaluation and mitigation of Council's strategic, operational and project risks.	✓
Fraud policy (policy outlining council's commitment and approach to minimising the risk of fraud)	Policy Adopted by Council 19 May 2020	✓
Municipal emergency management plan (plan under Section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Plan The redeveloped Municipal Emergency Management Plan was endorsed by Council on 15 August 2017	✓

Procurement policy (policy under Section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Plan Policy adopted: 12 June 2019	✓
Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation of current plan: 23 March 2016	✓
Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation of current plan: 30 April 2017	✓
Risk management framework (framework outlining council's approach to managing risks to the council's operations)	Framework A Risk Management Policy, adopted 19 July 2013, and procedure provide the framework for identifying, evaluating and mitigating Council's strategic, operational and project risks.	✓
Audit Committee (advisory committee of council under Section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee Q1 September, Q2 December, Q3 March and Q4 June Council operates an Audit and Risk Advisory Committee that meets four times per year. A Council adopted charter is in place, approved July 2020.	✓
Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Supplier engaged 1 November 2018 Council's internal auditor completed a program of reviews as approved by the Audit and Risk Advisory Committee.	✓
Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in Section 131 of the Act)	Framework Half-yearly December, annually June Council undertakes half-yearly reporting of the Local Government Performance Reporting Framework (LGPRF), and then completes the annual LGPRF as required.	✓
Council Plan reporting (report reviewing the performance of the council against the council plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Report Dates of report: Q1 September, Q2 December, Q3 March and Q4 June Council is provided with a quarterly report at Ordinary Meetings, detailing progress against Annual Plan actions. This is presented at an Ordinary Meeting of Council.	✓

Financial reporting (quarterly statements to council under Section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Report Dates of report Q1 September, Q2 December, Q3 March and Q4 June Council is provided with a quarterly report detailing progress against year to date budget. This is presented at an Ordinary Meeting of Council.
Risk reporting (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Council's Risk Management Policy and Strategic Risk Register were not presented to the Audit and Risk Advisory Committee during 2019/2020. We are currently working on a report at present.
Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in Section 131 of the Act)	Reports Date of report: Half yearly December 2019 Annually June 2020 Six monthly Local Government Performance Reporting Framework reports are reported to Executive. Twelve monthly to Council.
Annual report (annual report under Sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Report The 2018/2019 Annual Report was adopted on 15 October 2019. Statements presented: 17 September 2019 The 2019/2020 Annual Report statements were presented to Council on 15 September 2020.
Councillor Code of Conduct (Code under Section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by councillors)	Code Council Code of Conduct is current Date reviewed: 21 February 2017
Delegations (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)	Delegations Dates of review: Instruments of Delegation: Council to Staff – 10 February 2015 Council to CEO – 27 September 2017 Instrument of Sub-Delegation: CEO to Council Staff – 14 November 2014
Meeting procedures (a local law governing the conduct of meetings of council and special committees)	Procedures Meeting procedures local law adopted: 20 November 2018

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


Darren Fuzzard
 Chief Executive Officer
 Dated: 24 November 2020


Cr Tony Cordy
 Mayor
 Dated: 24 November 2020

Service performance indicators

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

Governance

Service / indicator / measure	2017	2018	2019	2020	Material variations & comments
Transparency Council decisions made at meetings 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, 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	0.00%	1.96%	0.00%	5.94%	Two closed meetings were held with no resolutions passed in 2018/2019 year. Six resolutions passed at closed meetings during 2019/2020 year. No meeting was held in April 2020 due to social distancing restrictions.
Consultation and engagement Satisfaction with community consultation and engagement Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement.	53.00	52.00	56.00	51.00	Council has worked hard to increase community consultation and engagement using a number of strategies including: media, briefings and streaming of Council Meetings on You Tube.
Attendance Councillor attendance at council meetings [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	99.25%	98.10%	97.80%	94.81%	No meeting was held in April 2020 due to social distancing restrictions
Service cost Cost of elected representation (Direct cost of the governance service / Number of Councillors elected at the last Council general election)	\$36,572.86	\$30,009.29	\$31,987.29	\$31,739.57	Costs returned to normal levels in 2019/2020 with a full representation of Councillors.
Satisfaction Satisfaction with council decisions (Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community)	52.00	45.00	52.00	49.00	

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 2020 results for core measures are summarised below.

Performance measures

Measure	2018	2019	2020	2020	2020
		Mount Alexander		Large rural	State-wide
Overall performance	49	56	53	55	58
Community consultation & engagement	52	56	51	54	55
Advocacy (lobbying on behalf of community)	52	54	51	53	53
Making community decisions	45	52	49	52	53
Sealed local roads (condition of sealed local roads)	49	56	50	47	54
Customer service	68	68	68	68	70
Overall council direction	37	48	47	50	51



Performance statement

Mount Alexander Shire Council
For the year ended 30 June 2020



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.



Sustainable capacity indicators

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

Population

Indicator / measure	2017	2018	2019	2020	Material variations & comments
Population Expenses per head of municipal population (Total expenses / Municipal population)	\$1,742.12	\$1,844.97	\$1,893.46	\$1,977.02	
Population Infrastructure per head of municipal population (Value of infrastructure / Municipal population)	\$15,015.72	\$16,316.88	\$16,770.17	\$16,974.79	
Population Population density per length of road (Municipal population / Kilometres of local roads)	13.14	13.43	13.61	13.86	
Own-source revenue Own-source revenue per head of municipal population (Own-source revenue / Municipal population)	\$1,369.28	\$1,352.25	\$1,412.01	\$1,385.64	
Recurrent grants Recurrent grants per head of municipal population (Recurrent grants / Municipal population)	\$527.42	\$460.03	\$450.60	\$427.10	
Disadvantage Relative Socio-Economic Disadvantage (Index of Relative Socio-Economic Disadvantage by decile)	4.00	6.00	6.00	6.00	
Workforce turnover Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	11.1%	21.9%	16.5%	16.0%	2017/2018 and earlier we reported average staff as full time equivalent (FTE) whilst resignations/terminations were based upon 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%.

Definitions

Infrastructure

Non-current property, plant and equipment excluding land.

Local road

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.

Own-source revenue

Adjusted underlying revenue excluding revenue that is not under the control of council (including government grants).

Non-recurrent grant

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 the council's Strategic Resource Plan (SRP).

Population

The resident population of the municipal district estimated by council.

Recurrent grant

Means an operating or capital grant other than a non-recurrent grant.

Relative socio-economic disadvantage

In relation to a municipality, means a general socio-economic index that summarises a range of information about the economic and social conditions of people and households within an area. The index includes only measures of relative disadvantage and is expressed as a decile for the relevant financial year of the area in which the municipality is located according to the Victorian Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA.

Resignations and terminations

All permanent employees (including senior officers on contract) that leave the council and includes resignations, terminations, retirements and redundancies. This should exclude short term contingent workers i.e. contracts of less than six months.

SEIFA

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

Total expenses

Expenditure or costs incurred or required.

Service performance indicators

Indicator / measure	2017	2018	2019	2020	Material variations & comments
Utilisation — aquatic facilities Utilisation of aquatic facilities (Number of visits to aquatic facilities / Municipal population)	1.27	1.53	1.58	0.90	Lower number of visits attributed to climatic conditions, with closures due to poor air quality, "dirt rain" and cooler than average weather temperatures.
Health & safety — animal management Animal management prosecutions (Number of successful animal management prosecutions])	New in 2020	New in 2020	New in 2020	100%	All prosecutions successful. Indicator is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion.
Health & safety — food safety Critical and major non-compliance outcome notifications (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	73.33%	100%	96.97%	100.00%	
Satisfaction — governance Satisfaction with council decisions (Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community)	52.00	45.00	52.00	49.00	

Indicator / measure	2017	2018	2019	2020	Material variations & comments
Participation — libraries Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	26.42%	25.81%	24.88%	23.10%	Includes 54 library closure days during COVID-19 lockdowns.
Participation — Maternal and Child Health (MCH) Participation in the MCH service (Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service)	81.15%	79.11%	80.40%	86.50%	
Participation — Maternal and Child Health (MCH) Participation in the MCH service by Aboriginal children [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	63.64%	61.90%	77.78%	77.78%	
Satisfaction — roads Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	53.00	49.00	56.00	50.00	There were a large number of road works, upgrades and maintenance, during the financial year that may have contributed to community satisfaction reducing during 2019/2020.
Decision making — statutory planning Council planning decisions upheld at VCAT (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	80.00%	100%	50.00%	33.33%	One Council decision was upheld at VCAT and one was delayed due to COVID-19. Low number of appeals were made to VCAT with only 3 in 2019/2020 (4 in 2018/2019).
Waste collection — waste diversion Kerbside collection waste diverted from landfill (Weight of recyclables and green organics collected from kerbside bins / weight of garbage, recyclables and green organics collected from kerbside bins) x 100	34.77%	36.04%	35.64%	36.30%	

Retired measures

Indicator / measure	2017	2018	2019	2020	Material variations & comments
Health & safety — animal management Animal management prosecutions (Number of successful animal management prosecutions]	2	0	0	Retired in 2020	This measure was replaced by Animal Management - Health and Safety from 1 July 2019.

Definitions

Aboriginal

Means Aboriginal or Torres Straight Islander people.

Active library borrowers

Means a borrower of a library who has borrowed a book or other resource from the library.

Aquatic facility

Means a council facility that includes at least one wet area for swimming and/or water play. The facility may be operated on a seasonal basis or available for use all year round. It excludes facilities where council does not have operational control.

Book or other resources

Means all print material (such as books, magazines, serials, maps, plans, manuscripts), audio visual and digital materials (such as audio books, CDs, CD-ROMs, videos, computer games, eBooks), toys, games and equipment on hand (that can be reserved or borrowed) at the end of the reporting period. This includes music streaming services and other such digital services where the borrowing of the service can be quantified. This does exclude the booking of Library facilities e.g. meeting and conference rooms or outdoor areas.

Children

Means children aged 0 to 3.5 years.

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 and must be followed up by the Council. This includes situations where there is a serious risk of food being sold that is unsafe to eat. Each case must be examined on its merits, in deciding what outcome to assign to a compliance check.

Follow-up

Means a follow up of a critical non-compliance outcome notification or a major non-compliance outcome notification will normally involve council inspecting the premises. It can include council verifying that a non-compliance, which was originally detected at the initial audit phase by an auditor or authorised officer (and notified to council under section 19N(3) of the Food Act) has been remedied by the business. In this case, council must receive written confirmation of this fact from the auditor or authorised officer.

Where a non-compliance outcome notification requires multiple follow up visits, only the first follow up visit is to be counted. The subsequent follow up visits should not be counted.

Kerbside collection bin

Means a container used as part of the Council's formal kerbside collection systems. Is a container used as part of the Council's formal kerbside collection systems.

Local road

Means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004 and 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, if it relates to 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. Typically, the auditor or authorised officer notifications that fall into this category will be received under section 19N(4) at the conclusion of the audit process. A number of major non-compliances may result in the outcome of the compliance check being categorised as critical, if when taken together they pose an immediate serious threat to

public health. Judgement must be exercised about whether non-compliances detected amount to a critical or major non-compliance.

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.

Not set aside

Means where the tribunal has found in favour of the original decision. The decision 'Not Set Aside' includes upheld, varied, affirmed, not appealed and remitted. In this context, 'not appealed' refers to VCAT's decision not being appealed by the parties involved. The measure is concerned with decisions that are made by VCAT in support of council's decision.

Planning applications

Means a completed regular or VicSmart planning permit application on the prescribed form lodged with a council (the responsible authority) accompanied by a complete description of the proposal and the prescribed fee.

Population

Means the resident municipal population of the municipal district estimated by council.

Sealed local roads

Means sealed roads under the control of the municipality and includes the road pavement and road seal (and kerb and channel where applicable).

Successful animal management prosecutions

Means any charge (excluding unpaid fines) brought by Council under the Domestic Animals Act 1994 against a defendant and found in favour of Council in a court of law, or where successfully appealed, in the appeal court.

Where a group of charges is brought against a defendant, the group should be counted as one prosecution.

Total number of animal management prosecutions

Means any charge (excluding unpaid fines) brought by Council under the Domestic Animals Act 1994 against a defendant in a court of law, or in the appeal court. Where a group of charges is brought against a defendant, the group should be counted as one prosecution.

VicSmart

Means a streamlined planning permit assessment process for low impact applications.

VCAT

Means the Victorian Civil and Administrative Tribunal hears cases and resolves disputes through negotiation, mediation and hearings.

VCAT decisions

Means all decisions on applications for review by VCAT as per Part 4, Division 2 of the Planning and Environment Act 1987. It does not include consent orders approved by VCAT or applications withdrawn.

Visit

Means a visit to an aquatic facility in person. It also includes attendees at carnivals.



Financial performance indicators

Dimension / indicator / measure	2017	2018	2019	2020	2021	FORECAST			Material variations
						2022	2023	2024	
Efficiency expenditure level Expenses per property assessment (Total expenses / Number of property assessments)	\$2,830	\$3,061	\$3,142	\$3,285	\$3,665	\$3,238	\$3,308	\$3,371	Employee expenses are budgeted to increase by \$1.84 million in 2020/2021 due in large part to the Work for Victoria Program funded by the State Government. This is not expected to continue beyond 30 June 2021. Materials and services are budgeted to increase by \$5.0 million due to non-recurrent State Government funded Maldon Streetscapes project (operational component) \$2.8 million along with non-recurrent State Government funded Local Road and Community Infrastructure Program \$791,000.
Efficiency revenue level Average rate per property assessment [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	New in 2020	\$1,650	\$1,701	\$1,719	\$1,747	\$1,779	This indicator is replacing the previous 'Average residential rate per residential property assessment' indicator which was based on residential rates and properties only.
Liquidity working capital Current assets compared to current liabilities (Current assets / Current liabilities) x 100	193.87%	223.43%	368.47%	300.02%	193.70%	187.05%	228.72%	294.88%	Current liabilities increased at 30 June 2020 greater than current assets compared to 30 June 2019 with the recognition of higher accrued expenditure and a higher outstanding trade creditors balance. 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.

Dimension / indicator / measure	2017	2018	2019	2020	2021	FORECAST			Material variations
						2022	2023	2024	
Liquidity unrestricted cash Unrestricted cash compared to current liabilities (Unrestricted cash / Current liabilities) x 100	114.84%	77.32%	-38.92%	-1.68%	119.68%	128.51%	150.46%	215.59%	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. Prior years incorrectly included term deposits in unrestricted cash. 2017/2018 result should have been -88.70%
Obligations loans and borrowings Loans and borrowings compared to rates (Interest bearing loans and borrowings / Rate revenue) x 100	22.53%	19.68%	16.90%	14.30%	12.87%	11.59%	10.40%	18.70%	No new loans occurred during the year, while principal and interest repayments are made. New loans are forecast to assist in funding of capital projects in future years.
Obligations loans and borrowings Loans and borrowings repayments compared to rates (Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x 100	2.44%	2.99%	2.88%	2.68%	1.57%	1.44%	1.24%	1.06%	
Obligations Indebtedness Non-current liabilities compared to own source revenue (Non-current liabilities / Own source revenue) x 100	24.82%	23.06%	32.59%	34.15%	21.19%	13.43%	12.27%	19.56%	
Obligations Asset renewal and upgrade Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	New in 2020	118.03%	112.24%	88.09%	87.76%	83.66%	This indicator is replacing the previous 'Asset renewal compared to depreciation' indicator which did not include asset upgrades.

Dimension / indicator / measure	FORECAST								Material variations
	2017	2018	2019	2020	2021	2022	2023	2024	
Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) (Adjusted underlying surplus (deficit) / Adjusted underlying revenue) x 100	9.27%	-0.52%	-0.43%	-5.92%	-11.75%	-6.62%	-7.16%	-7.33%	The increase to expenses relates to recognition of losses on disposal of assets, whilst rates revenue remained consistent and statutory fees / users fees / interest earned all reduced in response to the COVID-19 pandemic. In relation to 2020/2021 year the materials and services are budgeted to increase by \$5.0 million due to non-recurrent State Government funded Maldon Streetscapes project (operational component) \$2.8 million along with non-recurrent State Government funded Local Road and Community Infrastructure Program \$791,000.
Stability Rates Concentration Rates compared to adjusted underlying revenue (Rate revenue / Adjusted underlying revenue) x 100	59.72%	63.56%	63.13%	65.30%	63.70%	69.58%	69.58%	69.62%	
Stability Rates effort Rates effort — Rates compared to property values (Rate revenue / CIV of rateable properties in the municipality) x 100	0.50%	0.51%	0.48%	0.45%	0.42%	0.41%	0.40%	0.39%	

Retired measures

Indicator / measure	2017	2018	2019	2020	Material variations & comments
Efficiency — Revenue level Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,833.37	\$1,941.79	\$1,953.66	Retired in 2020	This measure was replaced by Average rate per property assessment from 1 July 2019.
Obligations — Asset renewal Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x100	70.65%	90.13%	72.48%	Retired in 2020	This measure was replaced by Asset renewal and upgrade compared depreciation in 1 July 2019.

Definitions

Adjusted underlying revenue

Means total income other than:

- non-recurrent capital 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.

Asset upgrade expenditure

Means expenditure that enhances an existing asset to provide a higher level of service or increases the life of the asset beyond its original life.

Capital improved value (CIV)

Means the market value of a property and is measured at the end of the year and includes all valuation adjustments (e.g. supplementary valuations).

Current assets

Means assets that the council expects to recover or realise within the following financial year.

Current liabilities

Means an obligation or liability that is due to be settled, or paid, within one year.

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 the council's Strategic Resource Plan (SRP).

Own-source revenue

Means adjusted underlying revenue excluding revenue that is not under the control of council (including government grants).

Population

Means the resident population of the municipal district estimated by council.

Rate revenue

Means revenue from general rates, municipal charges, service rates and service charges (e.g. garbage, recycling and organic charges) levied on rateable properties.

Recurrent grant

Means an operating or capital grant other than a non-recurrent grant.

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.

Items which are considered to be restricted under the definition are:

- trust funds and deposits
- statutory or non-discretionary reserves
- cash held to fund carry forward capital works
- conditional grants unspent.

term deposits with an original maturity of greater than 90 days (i.e. other financial assets) are also considered to be restricted under this definition.

Unrestricted cash

Means all cash and cash equivalents other than restricted cash.

Other Information

1. Basis of Preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the Local Government Act 1989 and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting 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 (SRP). 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 scheduled to be adopted by Council in its SRP on 18 August 2020 and which forms part of the council plan. The SRP includes estimates based on key assumptions about the future that are 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 SRP is available on Council's website.

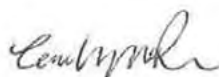
2. Impact of COVID-19 pandemic on Council operations and 2019-2020 performance statement

On 30 January 2020, COVID-19 was declared as a global pandemic by the World Health Organisation. Since then various measures have been taken by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis and measures taken to mitigate it has impacted Council operations in the following areas for the financial year ended 30 June 2020:

- In response to a government directive amidst the COVID-19 outbreak, Council venues were closed. These closures resulted in a decrease in venue hire revenue by \$16,000.
 - Council provided rent relief for those commercial rent agreements affected by COVID-19. This resulted in a decrease of rent revenue of \$11,830.
 - Council adopted its COVID-19 Financial Hardship Policy in response to this crisis on 16 June 2020. As at 30 June approximately 30 ratepayers had sought assistance to defer their rates or waive interest through this Policy. The financial impact of this support is not material.
 - The rates debtor balance as at 30 June 2020 has increased by \$550,500 compared to 30 June 2019.
 - Due to stay at home restrictions the Community Wellbeing programs were restricted in delivery, whilst the team continued to deliver services and connection in other ways, any unspent State or Federal funding will be carried forward to next financial year.
- Some further measures taken by Council for our community prior to 30 June 2020 include:
- Activating the Mount Alexander Shire Influenza Pandemic Plan and setting up a Local Working Group to support the coordination and consistency of social and economic response, relief and recovery arrangements.
 - Helping community members navigate their way to the government support available, and other valuable resources that are in place to look after them, their business and their staff.
 - Continuing to promote local businesses that are offering take away meals or online shopping options by investing in boosted social media posts. Resulting in targeting local audiences and getting greater reach and engagement with these posts.
 - Connect Mount Alexander being continuously updated in response to changing restrictions and need for previous features to be returned such as the Community Directory.
 - Recruiting for a number of roles through the Work for Victoria program to support COVID-19 recovery activities.

Certification of the Performance Statement

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



Carolyn Ross, Certified Practicing Accountant (CPA)

Principal Accounting Officer

19 Oct 2020

In our opinion the accompanying Performance Statement of the Mount Alexander Shire Council for the year ended 30 June 2020 presents fairly in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

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

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

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



Councillor Christine Henderson

Mayor

19 Oct 2020



Councillor Max Lesser

Councillor

19 Oct 2020



Darren Buzzard

Chief Executive Officer

19 Oct 2020



Independent Auditor's Report

To the Councillors of Mount Alexander Shire Council

Opinion	<p>I have audited the accompanying performance statement of Mount Alexander Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2020 • sustainable capacity indicators for the year ended 30 June 2020 • service performance indicators for the year ended 30 June 2020 • financial performance indicators for the year ended 30 June 2020 • other information and • the certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2020 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
Auditor's responsibilities for the audit of the performance statement	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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

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

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

MELBOURNE
28 October 2020



Sanchu Chummar
as delegate for the Auditor-General of Victoria



Financial report

Mount Alexander Shire Council
For the year ended 30 June 2020

Financial report contents

Certification of the Financial Statements	105	Note 5 — Our financial position	126
Victorian Auditor-General's Office Audit Report	106	5.1. Financial assets	127
Financial Statements		5.2. Non-financial assets	128
Comprehensive Income Statement	108	5.3. Payables	129
Balance Sheet	109	5.4. Interest bearing liabilities	130
Statement of Changes in Equity	110	5.5. Provisions	130
Statement of Cash Flows	111	5.6. Financing arrangements	132
Statement of Capital Works	112	5.7. Commitments	133
		5.8. Leases	135
Overview	111	Note 6 — Assets we manage	137
Notes to Financial Statements		6.1. Property, infrastructure, plant and equipment	138
Note 1 — Performance against budget	114	6.2. Investments in associates, joint arrangements and subsidiaries	145
1.1. Income and expenditure	114	Note 7 — People and relationships	146
1.2. Capital works	116	7.1. Council and key management remuneration	147
		7.2. Related party disclosure	147
Note 2.1 — Analysis of Council results by program	118	Note 8 — Managing uncertainties	148
Note 3 — Funding for the delivery of our services	120	8.1. Contingent assets and liabilities	148
3.1. Rates and charges	120	8.2. Change in accounting standards	149
3.2. Statutory fees and fines	120	8.3. Financial instruments	150
3.3. User fees	120	8.4. Fair value measurement	152
3.4. Funding from other levels of government	121	8.5. Impact of COVID-19 pandemic on Council operations and 2019-2020 financial report	153
3.5. Contributions	123	8.6. Events occurring after balance date	153
3.6. Net gain/(loss) on disposal of property, infrastructure, plant and equipment	123	Note 9 — Other matters	154
3.7. Other income	123	9.1. Reserves	154
Note 4 — The cost of delivering services	124	9.2. Reconciliation of cash flows from operating activities to surplus/(deficit)	156
4.1. Employee costs	124	9.3. Superannuation	158
4.2. Materials and services	124	Note 10 — Change in accounting policy	161
4.3. Depreciation	125		
4.4. Amortisation - Intangible assets	125		
4.5. Other expenses	125		

Mount Alexander Shire Council - 2019/2020 Financial Report

Certification of the Financial Statements

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



 Carolyn Ross
 Principal Accounting Officer


Date : 19/10/2020
 Castlemaine

In our opinion the accompanying financial statements present fairly the financial transactions of Mount Alexander Shire Council for the year ended 30 June 2020 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.


 Christine Henderson
 Councillor
 Date : 19/10/2020
 Castlemaine


 Max Lesser
 Councillor

Date : 19/10/2020
 Castlemaine


 Darren Buzzard
 Chief Executive Officer

Date : 19/10/2020
 Castlemaine

Independent Auditor's Report

To the Councillors of Mount Alexander Shire Council

Opinion	<p>I have audited the financial report of Mount Alexander Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2020 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2020 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, 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
28 October 2020



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Financial statements

Comprehensive Income Statement

For the Year Ended 30 June 2020

	NOTE	2020 \$'000	2019 \$'000
Income			
Rates and charges	3.1	24,075	23,227
Statutory fees and fines	3.2	1,102	1,238
User fees	3.3	1,160	1,236
Grants - operating	3.4	7,850	7,648
Grants - capital	3.4	2,858	3,782
Contributions - monetary	3.5	599	253
Contributions - non monetary	3.5	172	247
Found assets		3	111
Share of net profits (or loss) of associates and joint ventures	6.2	19	(62)
Other income	3.7	1,013	1,742
Total income		38,851	39,422
Expenses			
Employee costs	4.1	15,081	14,324
Materials and services	4.2	10,665	10,643
Depreciation	4.3	8,975	8,606
Amortisation - intangible assets	4.4	187	166
Bad and doubtful debts		56	42
Borrowing costs		164	193
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	3.6	1,856	715
Increase/(decrease) in provision for landfill liability		506	670
Other expenses	4.5	1,564	1,528
Total expenses		39,054	36,887
Surplus/(deficit) for the year		(203)	2,535
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.1	9,856	17,880
Total comprehensive result		9,653	20,415

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

Balance sheet

As at 30 June 2020

	NOTE	2020 \$'000	2019 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	6,545	5,675
Trade and other receivables	5.1	3,916	4,218
Other financial assets	5.1	14,375	13,250
Inventories	5.2	77	85
Other assets	5.2	316	343
Total current assets		25,229	23,571
Non-current assets			
Investments in associates, joint arrangements and subsidiaries	6.2	603	584
Property, infrastructure, plant and equipment	6.1	367,971	357,532
Intangible assets	5.2	1,236	1,321
Total non-current assets		369,810	359,437
Total assets		395,039	383,008
Liabilities			
Current liabilities			
Trade and other payables	5.3	2,726	1,291
Trust funds and deposits	5.3	1,251	1,031
Unearned income	5.3	341	-
Provisions	5.5	3,844	3,593
Interest-bearing liabilities	5.4	247	483
Total current liabilities		8,409	6,398
Non-current liabilities			
Provisions	5.5	6,151	5,538
Interest-bearing liabilities	5.4	3,196	3,443
Total non-current liabilities		9,347	8,981
Total liabilities		17,756	15,379
Net assets		377,283	367,629
Equity			
Accumulated surplus		107,416	107,702
Reserves	9.1	269,867	259,927
Total Equity		377,283	367,629

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

Statement of changes in equity

For the Year Ended 30 June 2020

	NOTE	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserves \$'000	Other Reserves \$'000
2020					
Balance at beginning of the financial year		367,629	107,702	243,690	16,237
Surplus/(deficit) for the year		(203)	(203)	-	-
Net asset revaluation increment/(decrement)	6.1	9,856	-	9,856	-
Transfers to other reserves	9.1	-	(5,945)	-	5,945
Transfers from other reserves	9.1	-	5,861	-	(5,861)
Balance at end of the financial year		377,282	107,415	253,546	16,321
2019					
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)
Balance at end of the financial year		367,629	107,702	243,690	16,237

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 2020

	Note	2020 Inflows / (Outflows) \$'000	2019 Inflows / (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		23,448	22,156
Statutory fees and fines		1,102	1,238
User fees		1,160	1,236
Grants - operating		8,660	7,519
Grants - capital		2,947	3,270
Contributions - monetary		599	253
Interest received		535	643
Trust funds and deposits (net)		220	(120)
Other receipts		478	1,104
Net GST refund/payment		(2,146)	(2,095)
Employee costs		(14,723)	(14,250)
Materials and services		(6,991)	(9,559)
Other payments		(1,233)	(926)
Net cash provided by/(used in) operating activities		14,056	10,469
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(11,519)	(9,789)
Proceeds from sale of property, infrastructure, plant and equipment		103	271
Payments for investments		(14,375)	(13,750)
Proceeds from sale of investments		13,750	16,250
Net cash provided by/(used in) investing activities		(12,041)	(7,018)
Cash flows from financing activities			
Finance costs		(163)	(193)
Repayment of borrowings		(482)	(476)
Net cash provided by/(used in) financing activities		(645)	(669)
Net increase (decrease) in cash and cash equivalents		1,370	2,781
Cash and cash equivalents at the beginning of the financial year		5,175	2,394
Cash and cash equivalents at the end of the financial year		6,545	5,175
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 2020

	2020 \$'000	2019 \$'000
Property		
Land improvements	191	140
Total land	191	140
Buildings	1,454	2,641
Site improvements	700	740
Total buildings	2,154	3,381
Total property	2,345	3,521
Plant and equipment		
Plant, machinery and equipment	1,193	892
Computers and telecommunications	129	127
Intangibles	208	283
Total plant and equipment	1,530	1,302
Infrastructure		
Roads	5,481	2,330
Bridges	105	445
Footpaths and cycleways	937	720
Drainage	715	1,218
Kerb and channel	212	197
Waste management	194	57
Total infrastructure	7,644	4,967
Total capital works expenditure	11,519	9,789
Represented by:		
New asset expenditure	926	3,517
Asset renewal expenditure	9,549	6,237
Asset expansion expenditure	-	4
Asset upgrade expenditure	1,044	31
Total capital works expenditure	11,519	9,789

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)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements.

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 (except where transitional requirements of AASB 15 Revenue from Contracts with Customers, AASB 16 Leases and AASB 1058 Income of Not-for-Profit Entities do not require restatement of comparatives under the modified retrospective approach adopted by the Council), 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 12 June 2019. 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 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
Income					
Rates and charges	23,927	24,075	148	1%	
Statutory fees and fines	1,023	1,102	79	8%	
User fees	1,130	1,160	30	3%	
Grants - operating	7,191	7,850	659	9%	
Grants - capital	4,459	2,858	(1,601)	(36%)	1
Contributions - monetary	120	599	479	399%	2
Contributions - non monetary	29	172	143	492%	3
Found assets	-	3	3	0%	
Share of net profits/(losses) of associates and joint ventures	(1)	19	20	(2034%)	
Other income	838	1,013	175	21%	4
Total income	38,716	38,851	136	0%	
Expenditure					
Employee costs	15,162	15,081	81	1%	
Materials and services	10,143	10,665	(522)	(5%)	
Depreciation	8,799	8,975	(176)	(2%)	
Amortisation - intangible assets	-	187	(187)	0%	
Bad and doubtful debts	18	56	(38)	(210%)	
Borrowing costs	164	164	0	0%	
Net (gain)/loss on disposal of property, infrastructure, plant and equipment	394	1,856	(1,462)	(371%)	5
Increase/(decrease) in provision for landfill liability	-	506	(506)	0%	
Other expenses	1,424	1,564	(140)	(10%)	6
Total expenses	36,104	39,054	(2,950)	(8%)	
Surplus/(deficit) for the year	2,612	(203)	(2,814)	(108%)	

Note 1 Performance against budget (cont.)**(i) Explanation of material variations****1 Grants - capital**

Capital grants not yet received for Eagles Road bridge (\$264k), Froomes Road bridge (\$480k) and Campbells Creek Fryers bridge (\$197k). Campbells Creek Trail link project did not proceed (\$500k).

2 Contributions - monetary

Greater than expected monetary contributions were received from open space levies (\$127k) and developer contributions (\$277k). These are set aside in specific reserve accounts for future funding of works.

3 Contributions - non monetary

Assets that were gifted this financial year and not budgeted for include roads (\$82k) and kerb and channel (\$55k).

4 Other income

Unbudgeted amounts were received for reimbursement of costs incurred due to roads work (\$72k) and an insurance claim for damaged railing (\$13k). In addition, fuel tax credits claimed were higher than budgeted for the year (\$24k).

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

Unbudgeted disposal of infrastructure assets was incurred (\$1.01m).

6 Other expenses

Expenses that were more than budgeted include; EPA levy (\$39k), returned unspent grants (\$32k) and community grants (\$87k). This was offset by less than budgeted Councillor allowances and travel (\$21k).

Note 1 Performance against budget (cont.)**1.2 — Capital works**

	Budget 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
Property					
Land improvements	140	191	51	36%	
Total Land	140	191	51	36%	
Buildings and site improvements	3,273	2,154	(1,119)	(34%)	1
Total Buildings	3,273	2,154	(1,119)	(34%)	
Total Property	3,413	2,345	(1,068)	(31%)	
Plant and Equipment					
Plant, machinery and equipment	1,025	1,193	168	16%	2
Computers and telecommunications	156	129	(27)	(17%)	
Intangibles	233	208	(25)	(11%)	
Total Plant and Equipment	1,414	1,530	116	8%	
Infrastructure					
Roads	5,916	5,481	(435)	(7%)	
Bridges	2,436	105	(2,331)	(96%)	3
Footpaths and cycleways	1,599	937	(662)	(41%)	4
Drainage	1,152	715	(437)	(38%)	5
Kerb and channel	-	212	212	0%	
Waste management	785	194	(591)	(75%)	6
Total Infrastructure	11,888	7,644	(4,244)	(36%)	
Total Capital Works Expenditure	16,715	11,519	(5,196)	(31%)	
Represented by:					
New asset expenditure	1,698	926	(772)	(45%)	
Asset renewal expenditure	10,155	9,549	(606)	(6%)	
Asset expansion expenditure	148	-	(148)	(100%)	
Asset upgrade expenditure	4,714	1,044	(3,670)	(78%)	
Total Capital Works Expenditure	16,715	11,519	(5,195)	(31%)	

Note 1 Performance against budget (cont.)**(i) Explanation of material variations****1 Building & site improvements**

Projects that have not started yet include Harcourt female friendly change rooms (\$673k) and Market Building conservation works (\$238k).

2 Plant, machinery and equipment

The externally funded Healthy Heart Victoria bus was not budgeted for (\$60k), whilst the new generator for the Town Hall was funded from internal savings (\$54k).

3 Bridges

Three major bridge projects experienced delays: Froomes Road bridge is awaiting tender (\$958k), Campbells Creek Fryers Road bridge tender to be advertised in July 2020 (\$766k) and Eagles Road bridge is due to commence in August 2020 (\$530k).

4 Footpaths and cycleways

Campbells Creek trail link project did not proceed as external funding was not received (\$643k).

5 Drainage

Castlemaine/Campbells Creek levee upgrades project has received quotes for design and requires further community engagement with residents before it can commence construction (\$441k).

6 Waste management

Castlemaine Resource Recovery Centre design and construction is at EOI application stage, construction has not commenced (\$544k).

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 Place

- 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 Economy

- 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
2020					
Our People	3,171	11,004	(7,833)	3,588	704
Our Place	10,741	22,190	(11,449)	2,236	367,262
Our Economy	24,939	5,860	19,079	4,883	27,072
	38,851	39,054	(203)	10,707	395,038
2019					
Our People	3,203	10,339	(7,136)	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
	39,422	36,887	2,535	11,431	383,007

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 2019/20 was \$5.291 billion (2018/19 \$4.776 billion).

	2020 \$'000	2019 \$'000
General rates	19,612	18,937
Waste management charge	4,463	4,290
Total rates and charges	24,075	23,227

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

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

3.2 – Statutory fees and fines

	2020 \$'000	2019 \$'000
Animal control	183	195
Planning permits and fees	449	560
Health registrations	124	123
Local laws	90	107
Parking fines	103	101
Other fines	153	152
Total statutory fees and fines	1,102	1,238

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

3.3 – User fees

	2020 \$'000	2019 \$'000
Home and community care	371	388
Employee vehicle contribution	125	101
Facility hire	35	64
Tourism services	54	69
Waste management services	384	345
Other fees and charges	192	269
Total user fees	1,160	1,236
User fees by timing of revenue recognition		
User fees recognised over time	-	-
User fees recognised at a point in time	1,160	1,236
Total user fees	1,160	1,236

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

Note 3 Funding for the delivery of our services (cont.)**3.4 – Funding from other levels of government**

	2020 \$'000	2019 \$'000
Grants were received in respect of the following:		
<i>Summary of grants</i>		
Commonwealth funded grants	7,748	7,858
State funded grants	2,960	3,572
Total grants received	10,708	11,430
(a) Operating Grants		
Recurrent – Commonwealth Government		
Financial Assistance Grants	5,327	5,037
Home support packages	1,280	1,325
Veterans' Affairs	70	87
Flood recovery	-	35
Other	4	4
Recurrent – State Government		
Home and community care	165	263
School crossing supervisors	62	54
Maternal and child health	216	267
Community health	25	20
Environment	36	32
Emergency management	120	120
Youth	64	67
Social housing	-	112
Other	2	2
Total recurrent operating grants	7,371	7,425
Non-recurrent – Commonwealth Government		
Other	-	2
Non-recurrent – State Government		
Family and children	36	31
Youth	-	23
Infrastructure	20	57
Arts	-	10
Waste management	-	16
Recreation facilities & reserves	218	27
Centralised annual valuations	-	33
Economic development	54	-
Gender equality	48	-
Community activation and social isolation	34	-
COVID-19 delivered meals	21	-
Other	48	26
Total non-recurrent operating grants	479	225
Total operating grants	7,850	7,649

Note 3 funding for the delivery of our services (cont.)
3.4 – Funding from other levels of government (cont.)

	2020 \$'000	2019 \$'000
(b) Capital Grants		
Recurrent – Commonwealth Government		
Roads to Recovery	1,066	1,368
Total recurrent capital grants	1,066	1,368
Non-recurrent – State Government		
Buildings	144	47
Infrastructure	1,401	1,925
Emergency management	-	41
Waste management	51	23
Plant and equipment	60	-
Recreation facilities & reserves	136	378
Total non-recurrent capital grants	1,792	2,414
Total capital grants	2,858	3,782
c) Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	2,594	2,441
Received during the financial year and remained unspent at balance date	2,754	2,594
Received in prior years and spent during the financial year	2,594	2,441
Balance at year end	2,754	2,594

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

Note 3 funding for the delivery of our services (cont.)**3.5 – Contributions**

	2020 \$'000	2019 \$'000
Monetary	599	253
Non-monetary	172	247
Total contributions	771	500
Contributions of non-monetary assets were received in relation to the following asset classes:		
Land under roads	34	-
Drainage	-	10
Roads	82	130
Pathways	-	108
Kerb & channel	56	-
Total non-monetary contributions	172	248

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

	2020 \$'000	2019 \$'000
Proceeds of sale	103	271
Written down value of assets disposed	(1,959)	(986)
Total net gain / (loss) on disposal of property, infrastructure, plant and equipment	(1,856)	(715)

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

	2020 \$'000	2019 \$'000
Interest	535	643
Fuel Tax Credits	63	63
Rates and valuation reimbursements	33	33
Debt collection	47	47
Insurance claims	14	663
Rental	157	137
Other	165	156
Total other income	1,013	1,742

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**

	2020 \$'000	2019 \$'000
Wages and salaries	13,109	12,433
WorkCover	413	335
Superannuation	1,167	1,110
Fringe benefits tax	66	54
Other	326	392
Total employee costs	15,081	14,324

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	78	92
	78	92
Employer contributions payable at reporting date	-	-

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	438	363
Employer contributions - other funds	652	655
	1,089	1,018
Employer contributions payable at reporting date	4	-

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

4.2 – Materials and services

	2020 \$'000	2019 \$'000
Service providers	2,306	2,629
Waste management	2,687	2,603
Buildings	657	594
Animal control	196	187
Recreation facilities & reserves	807	783
Parks & gardens	789	567
Materials	819	881
Utilities	647	663
Office administration	380	335
Information technology	646	538
Insurance	323	289
Plant and fleet	407	557
Other	2	17
Total materials and services	10,665	10,643

Note 4 The cost of delivering services (cont.)**4.3 – Depreciation**

	2020 \$'000	2019 \$'000
Property	2,427	2,284
Plant and equipment	777	798
Infrastructure	5,772	5,524
Total depreciation	8,975	8,606

Refer to note 5.2(c), 5.8 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation - Intangible assets

	2020 \$'000	2019 \$'000
Software	187	166
Total other expenses	187	166

4.5 Other expenses

	2020 \$'000	2019 \$'000
Auditors' remuneration - VAGO	36	36
Auditors' remuneration - Internal	34	22
Councillors' allowances	206	201
Community grants	386	334
Library contribution	527	512
Landfill levy	195	274
Others	180	149
Total other expenses	1,564	1,528

Note 5

Our financial position

5.1 — Financial assets

	2020 \$'000	2019 \$'000
(a) Cash and cash equivalents		
Cash on hand	2	2
Cash at bank	5,788	5,168
Term deposits	755	505
Total cash and cash equivalents	6,545	5,675
(b) Other financial assets		
Term deposits - current	14,375	13,250
Term deposits - non-current	-	-
Total other financial assets	14,375	13,250
Total financial assets	20,919	18,925
Councils 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)	1,251	1,031
— Statutory reserve funds allocated for specific future purposes (Note 9.1)	1,342	1,158
Total restricted funds	2,593	2,189
Total unrestricted cash and cash equivalents	3,952	3,486
Intended allocations		
Although not externally restricted the following amounts have been allocated specific future purposes by Council:		
— cash held to fund carried forward works	1,339	2,882
— cash held for unspent grants (Note 9.1)	2,754	2,594
— cash held for other discretionary reserves (Note 9.1)	10,887	9,604
Total funds subject to intended allocations	14,980	15,080
Available cash funds	3,346	1,656

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.)

	2020 \$'000	2019 \$'000
(c) Trade and other receivables		
Current		
Statutory receivables		
Rates debtors	3,473	2,847
Provision for doubtful debts - rates	(36)	(159)
Traffic infringement debtors	45	36
Provision for doubtful debts - traffic infringements	(1)	-
Pet infringement debtors	10	11
Net GST receivable	(2)	1
Non-statutory receivables		
Home and community care	46	55
State government	155	145
Other debtors	233	1,287
Provision for doubtful debts - other debtors	(7)	(5)
Total current trade and other receivables	3,916	4,218

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**

	2020 \$'000	2019 \$'000
(a) Inventories		
Inventories held for distribution	40	24
Inventories held for sale	37	61
Total inventories	77	85
Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.		
(b) Other assets		
Prepayments	231	169
Accrued income	85	174
Total other assets	316	343
(c) Intangible assets		
Software	1,236	1,321
Total intangible assets	1,236	1,321
Gross carrying amount		
Balance at 1 July 2019	1,817	
Additions from internal developments	124	
Disposals	(36)	
Balance at 1 July 2020	1,904	
Accumulated amortisation and impairment		
Balance at 1 July 2019	495	
Amortisation expense	187	
Disposals	(14)	
Balance at 1 July 2020	668	
Net book value at 30 June 2019	1,321	
Net book value at 1 July 2020	1,236	

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**

	2020 \$'000	2019 \$'000
(a) Trade and other payables		
Trade payables	1,217	324
Loan interest	9	9
Accrued expenses	1,500	958
Total trade and other payables	2,726	1,291
(b) Trust funds and deposits		
Refundable deposits	43	50
Fire Services Property Levy	445	271
Retention amounts	306	312
Heritage Fund	34	34
Central Victorian PCP	415	359
Other Other refundable deposits	8	5
Total trust funds and deposits	1,251	1,031
(c) Unearned income		
Grants received in advance - operating	245	-
Grants received in advance - capital	96	-
Total trust funds and deposits	341	-

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**Fire Services Property Levy**

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

Victorian Primary Care Partnership (PCP)

Council has an auspice arrangement in which we manage the funds, incomings and outgoings, on behalf of PCP. Central Victorian Primary Care Partnership is an established network of local health and human service organisations working together to find smarter ways of making our service system work better, so that the health and wellbeing of our communities is improved.

Note 5 Our financial position (cont.)**5.4 – Interest-bearing liabilities**

	2020 \$'000	2019 \$'000
Current		
Borrowings – secured	247	483
	247	483
Non-current		
Borrowings – secured	3,196	3,443
	3,196	3,443
Total	3,443	3,926
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	247	483
Later than one year and not later than five years	1,722	1,838
Later than five years	1,474	1,605
	3,443	3,926

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
2020			
Balance at beginning of the financial year	2,699	6,432	9,131
Additional provisions	1,442	337	1,779
Amounts used	(1,141)	-	(1,141)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	56	169	226
Balance at the end of the financial year	3,057	6,938	9,995
2019			
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
Balance at the end of the financial year	2,699	6,432	9,131

Note 5 Our financial position (cont.)
5.5 – Provisions (cont.)

	2020 \$'000	2019 \$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	818	679
Long service leave	157	200
Rostered days off	149	110
	1,124	989
Current provisions expected to be wholly settled after 12 months		
Annual leave	188	161
Long service leave	1,036	943
	1,224	1,104
Total current employee provisions	2,348	2,093
Non-current		
Long service leave	709	606
Total non-current employee provisions	709	606
Aggregate carrying amount of employee provisions:		
Current	2,348	2,093
Non-current	709	606
Total aggregate carrying amount of employee provisions	3,057	2,699

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

Wages and salaries and annual leave

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

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

Long service leave

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

Key assumptions:	2020	2019
Discount rate	0.89%	1.46%
Index rate	4.25%	4.31%

Note 5 Our financial position (cont.)
5.5 – Provisions (cont.)

	2020 \$'000	2019 \$'000
(b) Landfill restoration		
Current	1,496	1,500
Non-current	5,442	4,932
	6,938	6,432

Council is obligated to restore the Castlemaine 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:	2020	2019
Inflation rate	2.20%	1.30%
Estimated cost to rehabilitate	\$6,937,980	\$6,431,749

5.6 – Financing arrangements

	2020 \$'000	2019 \$'000
The Council has the following funding arrangements in place as at 30 June 2020		
Bank overdraft	500	500
Credit card facilities	300	300
Total facilities	800	800
Used facilities	48	66
Unused facilities	752	734

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.

2020	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Total \$'000
Operating				
Aged and disability services	142	142	285	569
Consultancy	36	-	-	36
Election services	157	-	-	157
IT and software licenses	346	216	683	1,245
Professional services	110	70	131	311
Recreation services	491	508	-	999
Regulatory compliance	204	210	-	414
Utility supply	200	100	-	300
Waste management	3,195	2,744	2,273	8,212
Total operating	4,881	3,991	3,372	12,244
Capital				
Buildings	94	-	-	94
Drainage	16	-	-	16
Other	490	-	-	490
Pathways	143	-	-	143
Recreation	493	-	-	493
Roads	114	-	-	114
Total capital	1,349	-	-	1,349

Note 5 Our financial position (cont.)**5.7 –Commitments (cont.)**

2019	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Total \$'000
Operating				
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
Total operating	3,982	3,455	6,961	14,398
Capital				
Buildings	313	-	-	313
Drainage	101	-	-	101
IT software and services	41	-	-	41
Other	9	-	-	9
Pathways	605	-	-	605
Recreation	797	-	-	797
Total capital	1,866	-	-	1,866

Note 5 Our financial position (cont.)

5.8 — Leases

Policy applicable before 1 July 2019

As a lessee, council classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to council.

Operating lease payments, including any contingent rentals, were recognised as an expense in the comprehensive income statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease were recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives were recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed.

Policy applicable after 1 July 2019

Council has applied AASB 16 Leases using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information. The council applied the approach consistently to all leases in which it is a lessee.

On transition to AASB 16 Leases, Council elected to apply the practical expedient to 'grandfather' the assessment of which transactions are leases. The council has applied this practical expedient to all of its contracts and therefore applied AASB 16 Leases only to contracts that were previously identified as leases.

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Note 5 Our financial position (cont.)

5.8 —Leases

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council is not required to make any adjustments on transition to AASB 16 Leases for leases in which it acts as a lessor, except for a sub-lease. Council accounted for its leases in accordance with AASB 16 Leases from the date of initial application.

Council have no leases that are applicable under AASB 16 Leases; accordingly there have been no adjustments made on transition or to prior year financial statements. Peppercorn leases have had no adjustments to how they are accounted for.

Note 6

Assets we manage

6.1 – Property, infrastructure, plant & equipment

	At fair value 30 June 2019 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfers \$'000	At fair value 30 June 2020 \$'000
Summary of property, infrastructure, plant and equipment									
Land and land improvements	31,601	-	34	1,096	(213)	-	(5)	138	32,651
Building and site improvements	34,199	-	-	1,936	(2,216)	(232)	-	1,552	35,240
Plant and equipment	3,338	-	-	-	(770)	(36)	-	1,229	3,761
Infrastructure	284,432	-	141	6,824	(5,765)	(1,671)	(6)	5,370	289,325
Work in progress	3,963	11,519	-	-	-	-	-	(8,485)	6,997
	357,533	11,519	175	9,856	(8,964)	(1,939)	(11)	(196)	367,974

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Summary of Work in Progress					
Land and land improvements	211	191	-	(97)	305
Buildings and site improvements	582	2,154	-	(1,536)	1,201
Plant and equipment	17	1,322	-	(1,246)	93
Infrastructure	3,046	7,643	-	(5,410)	5,280
Intangibles	107	208	-	(196)	119
Total	3,963	11,519	-	(8,485)	6,997

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
(a) Property										
At fair value 1 July 2019	656	27,901	5,674	34,231	30,950	38,113	8,144	77,207	793	112,231
Accumulated depreciation at 1 July 2019	-	-	(2,631)	(2,631)	(13,762)	(26,900)	(2,346)	(43,008)	-	(45,639)
	656	27,901	3,043	31,600	17,188	11,213	5,798	34,199	793	66,592
Movements in fair value										
Additions	-	-	138	138	97	772	667	1,536	2,345	4,019
Contributions	34	-	-	34	-	-	-	-	-	34
Revaluation	-	1,096	-	1,096	1,931	-	-	1,931	-	3,027
Disposal	-	-	-	-	(502)	-	(80)	(582)	-	(582)
Write-off	-	-	(5)	(5)	-	-	-	-	-	(5)
Transfers	-	-	-	-	-	-	17	17	(1,633)	(1,616)
	34	1,096	133	1,263	1,526	772	604	2,902	712	4,877
Movements in accumulated depreciation										
Depreciation and amortisation	-	-	(213)	(213)	(816)	(1,091)	(309)	(2,216)	-	(2,428)
Accumulated depreciation of disposals	-	-	-	-	163	107	80	350	-	350
Revaluation	-	-	-	-	3	2	-	5	-	5
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-
	-	-	(213)	(213)	(649)	(982)	(229)	(1,861)	-	(2,073)
At fair value 30 June 2020	690	28,997	5,807	35,494	32,476	38,885	8,747	80,109	1,506	117,109
Accumulated depreciation at 30 June 2020	-	-	(2,843)	(2,843)	(14,411)	(27,882)	(2,576)	(44,869)	-	(47,712)
	690	28,997	2,964	32,651	18,065	11,003	6,172	35,240	1,506	69,396

Note 6 Assets we manage (cont.)**6.1 – Property, infrastructure, plant & equipment (cont.)**

	Plant, machinery & equipment \$'000	Fixtures Fittings and Furniture \$'000	Work in progress \$'000	Total plant and equipment \$'000
(b) Plant and Equipment				
At fair value 1 July 2019	6,293	1,318	17	7,628
Accumulated depreciation at 1 July 2019	(3,267)	(1,006)	-	(4,273)
	3,026	312	17	3,355
Movements in fair value				
Additions	1,116	129	1,322	2,567
Disposal	(496)	-	-	(496)
Transfers	14	(31)	(1,246)	(1,262)
	635	98	76	809
Movements in accumulated depreciation				
Depreciation and amortisation	(653)	(117)	-	(770)
Accumulated depreciation of disposals	460	-	-	460
	(193)	(117)	-	(310)
At fair value 30 June 2020	6,928	1,416	93	8,437
Accumulated depreciation at 30 June 2020	(3,460)	(1,123)	-	(4,583)
	3,468	293	93	3,854

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
(c) Infrastructure								
At fair value 1 July 2019	212,815	68,974	9,214	44,801	11,075	5,747	3,046	355,672
Accumulated depreciation at 1 July 2019	(31,838)	(13,997)	(2,573)	(9,137)	(5,534)	(5,115)	-	(68,194)
	180,977	54,977	6,641	35,664	5,541	632	3,046	287,478
Movements in fair value								
Additions	4,443	47	170	499	212	-	7,643	13,014
Contributions	82	-	-	-	56	-	-	138
Found	3	-	-	-	-	-	-	3
Revaluation	4,193	1,757	207	784	-	-	-	6,941
Disposal	(2,637)	-	-	(47)	-	-	-	(2,684)
Write-off	-	-	-	-	(2)	-	-	(2)
Transfers	-	-	-	1,632	(1,632)	-	(5,410)	(5,410)
	6,084	1,804	377	2,868	(1,366)	-	2,233	12,000
Movements in accumulated depreciation								
Depreciation and amortisation	(3,740)	(624)	(294)	(433)	(184)	(490)	-	(5,765)
Revaluation	374	(13)	-	(478)	-	-	-	(117)
Accumulated depreciation of disposals	996	-	-	18	-	-	-	1,014
Transfers	-	-	-	(970)	970	-	-	-
Write-off	-	-	-	(5)	-	-	-	(5)
	(2,370)	(637)	(294)	(1,868)	786	(490)	-	(4,873)
At fair value 30 June 2020	218,899	70,778	9,591	47,669	9,709	5,747	5,280	367,672
Accumulated depreciation at 30 June 2020	(34,208)	(14,634)	(2,867)	(11,004)	(4,748)	(5,605)	-	(73,067)
	184,691	56,144	6,724	36,665	4,961	142	5,280	294,605

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
Asset recognition thresholds and depreciation periods		
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
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 2020 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of valuation
Land	-	8,903	20,094	30/6/20
Specialised Land	-	-	690	30/6/19
Land Improvements	-	-	2,964	30/6/17
Site Improvements	-	293	5,878	30/6/17
Buildings - specialised	-	-	18,066	30/6/20
Buildings - non specialised	-	11,003	-	30/6/20
Total	-	20,199	47,692	

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 valuation is detailed in the following table.

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2020 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of valuation
Roads	-	-	184,691	30/6/20
Bridges	-	-	56,144	30/6/20
Footpaths and cycleways	-	-	6,724	30/6/20
Drainage	-	-	36,665	30/6/20
Kerb and channel	-	-	4,961	30/6/11
Waste management	-	-	142	30/6/19
Total	-	-	289,326	

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 are calculated on a square metre basis and ranges from \$306 to \$5,100 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.

	2020 \$'000	2019 \$'000
Reconciliation of specialised land		
Land under roads	690	656
Total specialised land	690	656

Note 6 Assets we manage (cont.)**6.2 — Investment in associates, joint arrangement and subsidiaries**

	690 \$'000	656 \$'000
(a) Investments in associates		
— Goldfields Regional Library Corporation	603	584

Goldfields Regional Library Corporation

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 2020 was 10.87% (2019, 10.92%).

Fair value of Council's investment in Goldfields Regional Library Corporation	603	584
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	184	180
Reported surplus(deficit) for year	21	3
Transfers (to) from reserves	(1)	1
Council's share of accumulated surplus/(deficit) at end of year	203	184
Council's share of reserves		
Council's share of reserves at start of year	137	137
Transfers (to) from reserves	-	-
Council's share of reserves at end of year	137	137
Movement in carrying value of specific investment		
Carrying value of investment at start of year	584	646
Share of surplus(deficit) for year	19	(62)
Share of asset revaluation	-	-
Carrying value of investment at end of year	603	584
Council's share of expenditure commitments		
Operating commitments	-	10
Capital commitments	-	-
Council's share of expenditure commitments	-	10

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:

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**

	2020 No.	2019 No.
(a) Related Parties Mount Alexander Shire Council is the parent entity.		
(b) Key Management Personnel		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
Councillors		
Councillor Bronwen Machin (elected 14/06/2011, elected 13/10/2014, Mayor 17/10/2017 until 18/11/2019)		
Councillor Christine Henderson (elected 01/12/2008, Mayor 19/11/2019 until current)		
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)		
Total number of Councillors	7	7
Other Key Management Personnel		
Darren Fuzzard (Chief Executive Officer)		
Lisa Knight (Director Corporate and Community Services)		
Phil Josipovic (Director Infrastructure and Development to 14/02/2020)		
Brett Martini (Acting Director Infrastructure and Development 18/02/2020 to 27/03/2020)		
Shannon Meadows (Acting Director Infrastructure and Development, 30/03/2020 to 05/04/2020)		
Jess Howard (Director Infrastructure and Development from 06/04/2020)		
Total Other Key Management Personnel	6	4
Total Key Number of Management Personnel	13	11
(c) Remuneration of Key Management Personnel	2020 \$'000	2019 \$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	872	895
Long-term benefits	14	15
Post employment benefits	58	65
Termination benefits	17	-
Total	961	975

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:

	2020 No.	2019 No.
\$1 - \$9,999	1	-
\$20,000 - \$29,999	6	6
\$40,000 - \$49,999	2	
\$60,000 - \$69,999	1	-
\$80,000 - \$89,999	-	1
\$130,000 - \$139,999	-	1
\$150,000 - \$159,999	1	1
\$210,000 - \$219,999	-	1
\$220,000 - \$229,999	1	-
\$280,000 - \$289,999	1	-
\$310,000 - \$319,999	-	1
	13	11

d) Senior Officer Remuneration

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

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$151,000.

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

Less than \$151,000	-	1
\$151,000 - \$159,999	-	1
\$160,000 - \$169,999	2	-
	2	2

	2020 \$'000	2019 \$'000
Total remuneration for the reporting year for Senior Officers included above, amounted to	327	283

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:

	2020 \$'000	2019 \$'000
Not later than one year	138	106
Later than one year and not later than five years	712	562
Later than five years	1,979	1,637
	2,829	2,305

(b) Contingent liabilities

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

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 2019/20 year (2018/19 \$0). There were \$3,775 of contributions outstanding and no loans issued from or to the above schemes as at 30 June 2020. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 are \$78,224.

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 depot is still currently in use, with no confirmed

plans for moving. As an interim measure, a surface seal was laid, with appropriate drainage, to cap loose soil and hold contaminants in place to reduce the risk of water run off or dust blowing off site. Council have not yet undertaken the body of the work to estimate the level and cost of the rehabilitation required. The extent of the financial liability to remediate the site and any associated legal costs is therefore unable to be determined at balance date.

Landfill

Council operates a landfill. Council will have to carry out site rehabilitation works in the future. At balance date Council is unable to accurately assess the financial implications of such works.

Note 8 Managing uncertainties (cont.)

8.1 – Contingent assets and liabilities (cont.)

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.

8.2 – Change in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2020 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.

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset;
- reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset;
- initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in AASB 13 Fair Value Measurement. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with AASB 116 Property, Plant and Equipment or AASB 138 Intangible Assets, as appropriate, except as specified AASB 1059;
- recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and
- disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

Based on the Council's current assessment, there is expected to be no impact on the transactions and balances recognised in the financial statements as the Council is not a grantor in a service concession arrangement.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

The Standard principally amends AASB 101 Presentation of Financial Statements and AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.

Note 8 Managing uncertainties (cont.)

8.3 – Financial instruments

(a) Objectives and policies

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

(b) Market risk

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

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. 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 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.

Note 8 Managing uncertainties (cont.)

8.3 – Financial instruments (cont.)

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

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

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

(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 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 -0.85% in market interest rates (AUD) from year-end rates of 0.85%.

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

Fair value hierarchy

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

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

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

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

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

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

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

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

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. 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.

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

Note 8 Managing uncertainties (cont.)

8.4 – Fair value measurement

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 – Impact of COVID-19 pandemic on Council operations and 2019-2020 financial report

On 30 January 2020, COVID-19 was declared as a global pandemic by the world health organisation. Since then various measures have been taken by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis and measures taken to mitigate it has impacted Council operations in the following areas for the financial year ended 30 June 2020:

- In response to government directive amidst the COVID-19 outbreak, Council venues were closed. These closures resulted in a decrease in venue hire revenue by \$16,000.
- Council provided rent relief for those commercial rent agreements affected by COVID-19. This resulted in a decrease of rent revenue of \$11,830.
- Council activated its COVID-19 Financial Hardship Policy in response to this crisis on 16 June 2020. As at 30 June approximately 30 ratepayers had sought assistance to defer their rates or waive interest through this Policy. The financial impact of this support is not material.
- The rates debtor balance as at 30 June 2020 has increased by \$550,500 compared to 30 June 2019.
- Due to stay at home restrictions the Community Wellbeing programs were restricted in delivery, whilst the team continued to deliver services and connection in other ways, any unspent state or federal funding will be carried forward to next financial year.

Some further measures taken by Council for our Community prior to 30 June 2020 include:

- Activating the Mount Alexander Shire Influenza Pandemic Plan and setting up a Local Working Group to support the coordination and consistency of social and economic response, relief and recovery arrangements.
- Helping community members navigate their way to the government support available, and other valuable resources that are in place to look after them, their business and their staff.
- Continuing to promote local businesses that are offering take away meals or online shopping options by investing in boosted social media posts. Resulting in targeting local audiences and getting greater reach and engagement with these posts.
- Connect Mount Alexander being continuously updated in response to changing restrictions and need for previous features to be returned such as the Community Directory.
- Recruiting for a number of roles through Work for Victoria program to support COVID-19 recovery activities.

8.6 – Events occurring after balance date

Since 30 June 2020, there has been COVID-19 related developments that warrant disclosure, including the community impact of an isolated local COVID-19 outbreak, stage 4 restrictions for metro Melbourne and stage 3 restrictions for rest of Victoria. These are non adjusting events.

Note 9 Other matters**9.1 — Reserves**

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
2020			
Property			
Land and land improvements	19,033	1,096	20,129
Buildings	15,999	1,936	17,936
	35,033	3,032	38,065
Infrastructure			
Roads	112,611	4,566	117,178
Bridges	35,816	1,744	37,559
Drainage	55,130	306	55,436
Footpaths and cycleways	2,733	207	2,941
Kerb and channel	2,365	-	2,365
	208,657	6,824	215,479
Total asset revaluation reserves	243,690	9,856	253,544
2019			
Property			
Land and land improvements	14,916	4,117	19,033
Buildings	16,053	(53)	16,000
	30,969	4,064	35,033
Infrastructure			
Roads	105,979	6,634	112,612
Bridges	35,816	-	35,816
Footpaths and cycleways	2,504	229	2,733
Drainage	49,451	5,679	55,130
Kerb and channel	1,091	1,274	2,365
	194,840	13,816	208,657
Total asset revaluation reserves	225,809	17,880	243,690

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) Other reserves				
2020				
Diamond Gully contribution reserve*	78	-	277	355
Energy/water saving reserve	53	(2)	12	62
Gravel pit rehabilitation reserve	39	-	-	39
Parkland/open space reserve*	1,080	(340)	247	987
Swimming pool reserve	3,091	(15)	-	3,076
Uncompleted works reserve	2,882	(2,882)	1,339	1,339
Unspent grants reserve	2,594	(2,594)	2,754	2,754
Waste reserve	6,421	(27)	1,295	7,689
Developer tree planting and maintenance	-	-	21	21
Total other reserves	16,238	(5,861)	5,945	16,323
2019				
Diamond Gully 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	6,422
Total other reserves	18,121	(9,068)	7,186	16,238
* Notes a statutory reserve held for a restricted use.				

9.2 – Reserves (cont.)

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.

Uncompleted works reserve

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

Unspent grants reserve

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

Developer tree planting and maintenance reserve

Funds set aside for the required tree planting and maintenance in future developments.

Diamond Gully DCP reserve

Funds Diamond Gully infrastructure works through contributions from owners who subdivide or develop their land.

Parkland/open spaces reserve

Funds to provide for future recreational infrastructure within the Shire.

Swimming pool reserve

Funds set aside for future capital works on swimming pools.

Waste reserve

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

Note 9 Other matters (cont.)**9.2 — Reconciliation of cash flows from operating activities to surplus / (defecit)**

	2020 \$'000	2019 \$'000
Surplus/(deficit) for the year	(203)	2,535
Depreciation	9,162	8,772
(Profit)/loss on disposal of property, infrastructure, plant and equipment	1,856	715
Contributions - Non-monetary assets	(172)	(247)
Found assets	(3)	(111)
Borrowing costs	164	193
Share of net (profit) / losses of associates	(19)	62
Prior year WIP expensed	74	62
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	302	(1,666)
Increase/(decrease) in trade and other payables	1,435	(548)
Increase/(decrease) in trust funds	220	(120)
(Increase)/decrease in other assets	27	80
(Increase)/decrease in inventories	8	(16)
Increase/(decrease) in unearned income	341	-
Increase/(decrease) in provisions	864	758
Net cash provided by/(used in) operating activities	14,056	10,469

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. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2020, this was 9.5% as required under Superannuation Guarantee (SG) legislation).

Defined benefit

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

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

Funding arrangements

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

As at 30 June 2019, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 107.1%. The financial assumptions used to calculate the VBIs were:

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 2020 was 104.6%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2019 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2017 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2018/2019). This rate is expected to increase in line with any increases in the SG contribution rate and reviewed as part of the 30 June 2020 triennial valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Note 9 Other matters (cont.)

9.3 – Superannuation

Funding calls

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2019 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2019 and a full actuarial investigation was conducted as at 30 June 2017.

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

	2019 \$m	2017 \$m
- A VBI surplus	151.3	69.8
- A total service liability surplus	233.4	193.5
- A discounted accrued benefits surplus	256.7	228.8

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 2019.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2018.

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 30 June 2019.

Council was notified of the 30 June 2019 VBI during August 2019 (2018: August 2018).

Note 9 Other matters (cont.)**9.3 – Superannuation****The 2020 triennial actuarial investigation**

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2020. It is anticipated that this actuarial investigation will be completed by 31 December 2020.

The financial assumptions for the purposes of this investigation are:

	2020 Triennial investigation	2017 Triennial investigation
Net investment return	5.6% pa	6.5% pa
Salary inflation	2.50% pa for the first two years and 2.75% pa thereafter	3.5% pa
Price inflation	2.0% pa	2.5% pa

	Type of scheme	Rate	2020 \$'000	2019 \$'000
Vision Super	Defined benefit	9.50%	78	92
Vision Super	Accumulation fund	9.50%	438	363
Clearinghouse	Accumulation fund	9.50%	652	655

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$0 (2018/19 \$0).

There were \$3,775 of contributions outstanding and no loans issued from or to the above schemes as at 30 June 2020.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2020 is \$77,949.

Note 10 Change in accounting policy

Council has adopted AASB 15 Revenue from Contracts with Customers, AASB 16 Leases and AASB 1058 Income of Not-for-Profit Entities, from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

Due to the transition methods chosen by Council in applying these standards, comparative information throughout these financial statements has not been restated to reflect the requirements of the new standards except in relation to contracts that were not complete at 1 July 2019.

a) AASB 15 Revenue from Contracts with Customers - Impact of Adoption

AASB 15 Revenue from Contracts with Customers applies to revenue transactions where Council provides services or goods under contractual arrangements.

Council adopted AASB 15 Revenue from Contracts with Customers using the modified (cumulative catch up) method. Revenue for 2019 as reported under AASB 118 Revenue is not adjusted, because the new standard is only applied from the date of initial application.

AASB 15 Revenue from Contracts with Customers requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract.

b) AASB 16 Leases

AASB 16 Leases requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset, and the finance costs relating to the lease. Council has elected to adopt the modified (cumulative catch up) method under the standard and as such has not adjusted 2019 disclosures.

c) AASB 1058 Income of Not-for-Profit Entities

AASB 1058 Income of Not-for-Profit Entities applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements

Council adopted AASB 1058 Income of Not-for-Profit Entities using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

AASB 1058 Income of Not-for-Profit Entities requires income to be recognised as Council satisfies the performance obligations under the contract.

An aerial photograph of a park area. A river flows through the lower half of the image. To the left of the river is a dense forest with trees showing autumn colors (yellows and oranges). To the right of the river is a green lawn with several palm trees and a dirt path. The sky is not visible.

Mount Alexander Shire Council

Civic Centre
Corner Lyttleton Street and Lloyd Street
PO Box 185
Castlemaine VIC 3450
Open 8.30am-5.00pm

info@mountalexander.vic.gov.au
Telephone: (03) 5471 1700

National Relay Service

If you are deaf, or have a hearing impairment or speech impairment, contact us through the National Relay Service.

Customer request or feedback

Make an online service request, complete our feedback form, or send us an email to send us your comments or suggestions.