

Annual Report

2021-2022



Mansfield Shire



High Country, Lakes and Rivers



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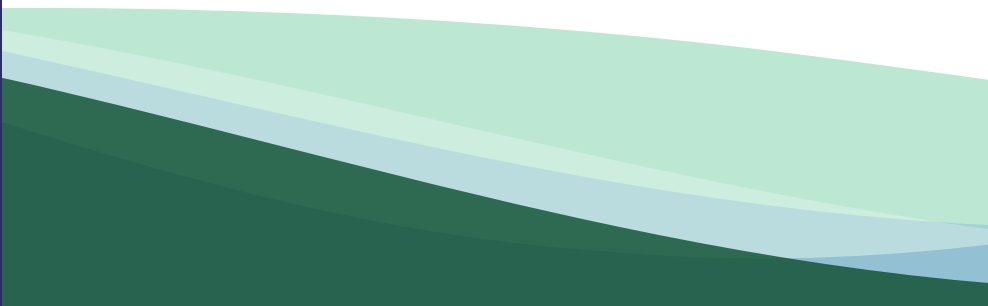
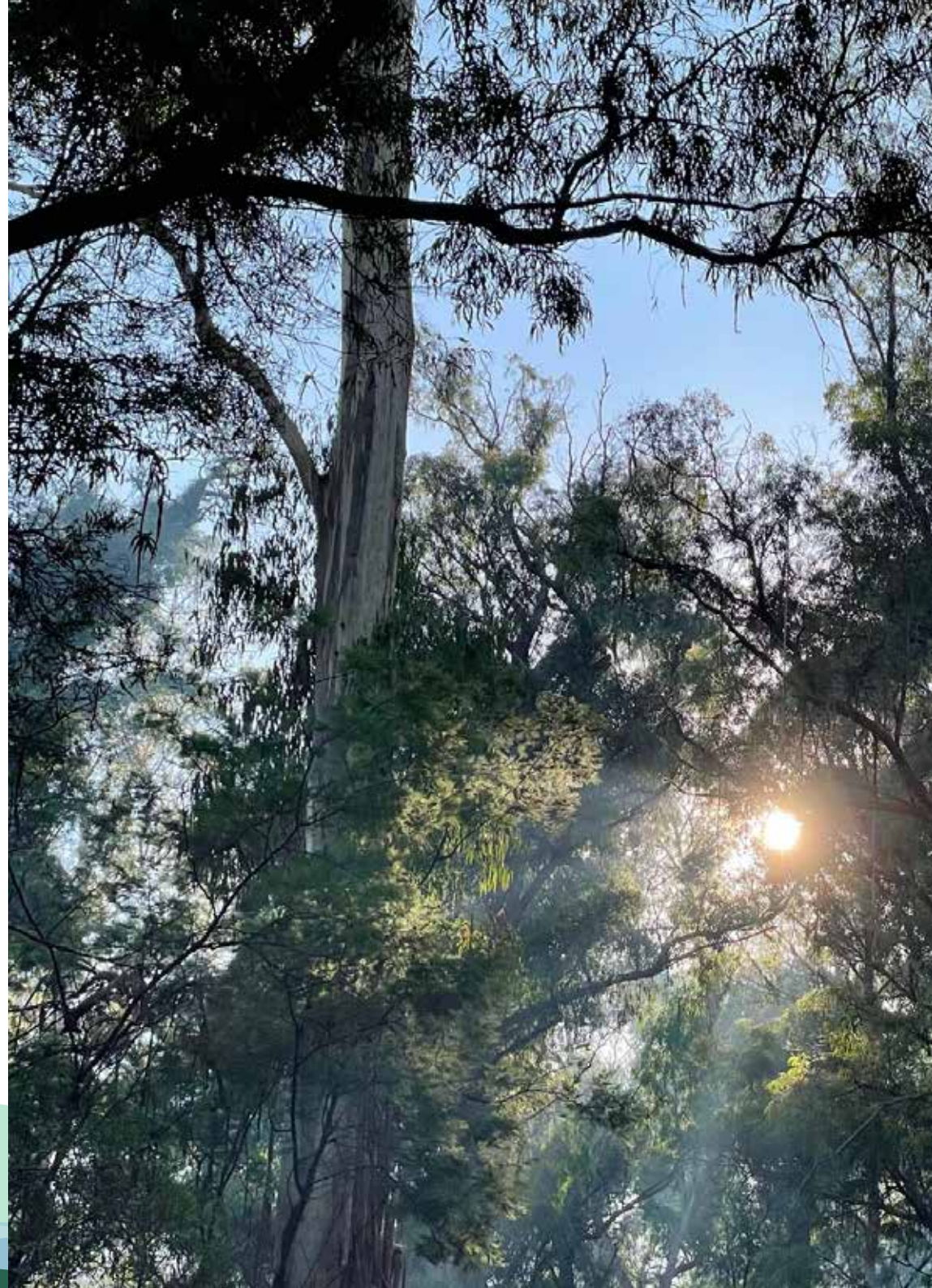
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Welcome

Welcome to the Mansfield Shire Council Annual Report 2021-2022

Council is committed to transparent reporting and accountability to the community. The Annual Report 2021-2022 presents to our community comprehensive information about Council's operations and performance during the financial year.





Acknowledgement

Acknowledgement of Traditional Owners

Mansfield Shire Council acknowledge the Taungurung people as the traditional owners of the land our Shire is located on.

We pay respect to the Taungurung Elders, past, present and future and extend that respect to all Aboriginal and Torres Strait Islander peoples.

Snapshot of Mansfield Shire

About our Shire

Mansfield Shire is home to the dramatic landscapes of Victoria's High Country.

Visitors and locals come to our Shire to enjoy the country lifestyle, productive farmland, spectacular natural landscapes and all things outdoors.

Less than two hours north-east of Melbourne, our municipality covers 3,843 square kilometres. Our Shire is home to the Alpine National Park and the second largest in-land waterway in Australia - Lake Eildon.

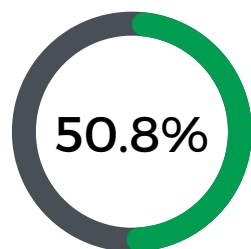
The alpine resort areas of Mt Buller and Mt Stirling are wholly surrounded by our municipal district. A significant proportion of the municipality is Crown land. Five major river systems, the Delatite, Howqua, Jamieson, Big and Goulburn, have their headwaters in the Shire and all flow into Lake Eildon.



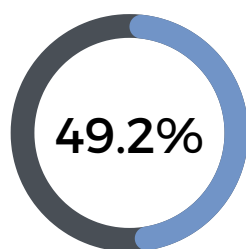
Mansfield is central to many unique towns and villages including:

- | | |
|---------------|-----------------------------------|
| + Ancona | + Macs Cove |
| + Barjarg | + Maindample |
| + Bonnie Doon | + Merrijig |
| + Goughs Bay | + Merton |
| + Howqua | + Sawmill Settlement/Alpine Ridge |
| + Jamieson | + Tolmie |
| + Kevington | + Woods Point |

Female



Male



Resident Population



Non-resident Population



Source: 2021 Census.

Construction and property, agriculture and tourism underpin our Shire's strong economy, which is supported by a diverse range of commercial and service sectors.

Mansfield Shire's Gross Regional Product was \$425m as of 30 June 2021. Construction was the largest employer, generating 545 local jobs during the 2020-21 Financial Year.

Significant employment by industry included agriculture, health care and social assistance and retail. The 2021 census figures indicate that Mansfield Shire has a population of 10,178 and a total of 3,800 local jobs and 1,325 local businesses. 4,544 residents are employed.

The total value of tourism sales in Mansfield Shire was \$44.7m, with 332 people employed directly and indirectly in the tourism sector. Tourism is an important contributor to the Shire's economy, with 749,436 domestic visitor nights in 2020-21. In the past five years, there has been an average of 5,255 international visitors to the Shire, with the average length of stay at 19.5 days, which is higher than the average for Victoria.

Mansfield Shire's population has increased by 3.4% over the last year. This significant growth is changing the community demographic, increasing demands on Council's services and infrastructure.

Median Age

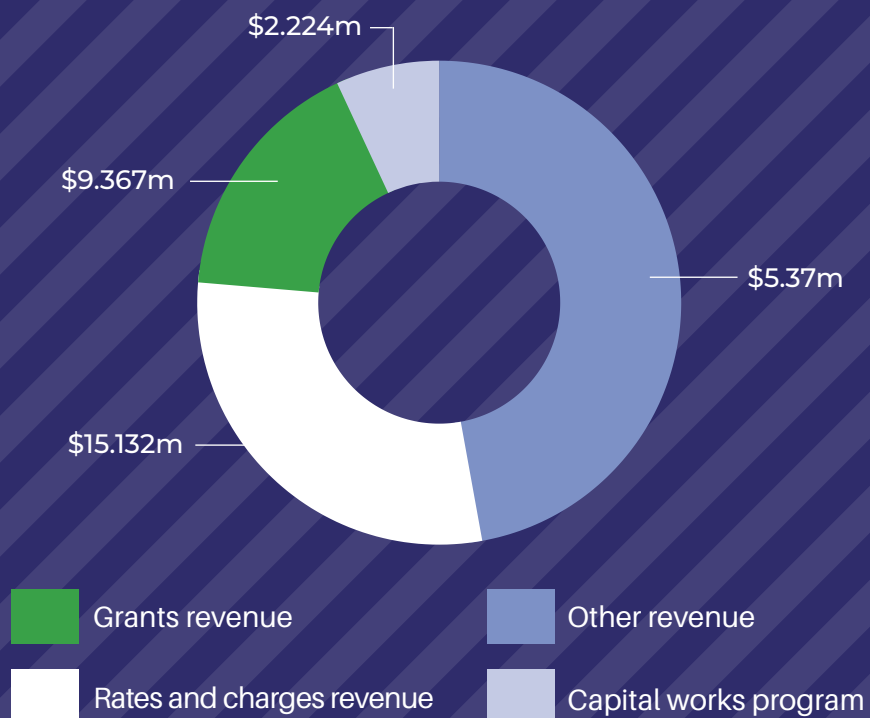


Our Population



Fast Facts

\$25.3m to operate our Shire



ROADS

845 km

Total road network including 261 km sealed and 584 km unsealed road

45 km

Unsealed roads resheeted



WASTE MANAGEMENT

2,598

Tonnes waste collected from kerbside service

1,334

Tonnes recycling collected from kerbside service

The Resource Recovery Centre processed:

30

Tonnes cardboard

21

Tonnes e-waste

1,731

Tonnes general waste



MATERNAL AND CHILD HEALTH

66

Infants enrolled in the MCH (Maternal Child Health) service

70

First home visits by MCH nurse

34

First time mothers



LIBRARY

44,612

Library items loaned

1,815

New titles added

2,045

Digital resources added

1,706

People attended in-library programs

126

In-library programs conducted

24

COVID-19 closure days

Quick stats



COMMUNITY GRANTS

Outlying Community Infrastructure Fund Grant provided to:

\$10,000	Goughs Bay Area Progress Association
\$20,000	Tolmie Community Social Group
\$20,000	Merton Campdraft



SWIMMING POOL

8,463 Visits to Mansfield Swimming Pool



TRANSPORT ACCIDENT COMMISSION L2P PROGRAM

15	Learner drivers allocated funding
12	Active volunteering mentors
12	Learners obtained their probationary licence



IMMUNISATION

229 Secondary school children immunised



ANIMAL MANAGEMENT

107	Registered domestic animals returned to owners
18	Feral cats removed from the municipality



COMMUNITY CARE

79	Community members received delivered meals
6,058	Meals distributed to recipients
123	Clients received assistance with personal care
31	Carers received respite support
336	Clients received home support
79	Clients participated in Council run social support groups
21,826	Hours of services provided to the community



BUSINESS SUPPORT

523	Face to face business visits
701	Business supported through phone and email during COVID restrictions
450	Businesses received a fortnightly newsletter



NEW CITIZENS

16	Residents were welcomed as new Australian citizens from nine different nations
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The Paps, Maindample

An autumn morning view overlooking Mansfield towards the Paps.



The Year in **Review**

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Message from the Mayor and CEO

We are pleased to present the Annual Report for 2021-22. This is the first Annual Report that details how we performed against our Council Plan 2021-2025 and it includes detailed information for our community on the progress made against the initiatives in that Plan.

High performance for the year was reflected in community satisfaction

It was encouraging to receive strong results in the 2022 Community Satisfaction Survey, with another year of significant improvement on its overall performance rating. Council's overall performance was rated at 64, which is higher than the average of like shires across the State (58) and higher than the average of all 79 councils in Victoria (59). This is an important indicator that our focus areas match the community's expectations and that the community is recognising Council's improved performance across all services.

The state-wide survey is one way we ensure we align with community expectations. From previous surveys and through direct community feedback, Council recognised that the community wanted to see action on our roads. We now rank significantly higher than other councils after having invested more than ever in our road network.

We continue to rank highly for the appearance of our public areas. The score for planning and building permits also improved for the third year in a row. We know that population growth is a critical concern for our community, and we are focused on maintaining the beauty and amenity of our Shire as our population grows through careful strategic planning.

We delivered \$9.5 million of capital works projects

During 2021-22, capital projects worth over \$9.5m were undertaken, with a large component of our funding coming from State and Commonwealth Government grants. Council's commitment of \$7.4 million enabled us to deliver high impact projects that will serve our community for many years to come. As our community grows and changes, the pressure on our infrastructure, such as roads, bridges and recreational facilities increases and Council has invested to make sure our assets continue to meet our needs. Part of this is the need for increased parking as additional traffic fills our main central business district. That's why Council has invested an additional \$1.3 million for the purchase of land in High Street which will address parking and traffic congestion with an additional 100 car spaces.

Home Care Services moved to Hospital

Reforms in the aged and disability sectors had a significant impact on the way home and community care programs were funded, planned and delivered. As a result of the reforms, many councils across Victoria had to reconsider how aged care services were delivered in their communities. Council's service agreement to be the main provider of home and community care sectors ended on 30 June 2022.

Joint message

Following a comprehensive review of the service and wide community consultation, Council supported Mansfield District Hospital's successful application to become the main provider of home and community care services. With gratitude for their service, Council said goodbye to the many employees who had served the community in aged and disability support roles. Mansfield District Hospital is a trusted local provider and we are confident in their ability to provide direct care to our community. Council continues to advocate and plan for the needs of older people in the community.

Support of Business and Community during COVID-19

The challenges presented by the pandemic and restrictions highlighted our resilience as a community. Council provided the business community with information and support during this challenging period of decreased visitation and changing operating environment.

Despite significant restrictions to the way Council could operate, we continued to make progress and deliver on the actions we had promised in our Council Plan. It wasn't until late in the year (May 2022) that we were able to confidently welcome staff back to the office. Throughout the year Council's operations and teams were continuously adapting to maintain the delivery of our services and better outcomes for our community.

Resignation of Chief Executive Officer

Finally, Council's Chief Executive Officer Kaylene Conrick announced her resignation at the end of this financial year. During her tenure, Kaylene provided strategic leadership and advocacy on numerous projects, strategic documents, and formed successful partnerships with government organisations and the community. During a challenging time, Kaylene kept a steady focus on the organisation maintaining excellent customer service. We know this is at the core of our improved community sentiment. We would like to take this opportunity to thank Kaylene for her service to Council and wish her all the best for the next stage in her career.

We look forward to continuing to deliver on Council's strategic objectives as we head into a new era for Council, underpinned by the strength of our Council, team and community.



Cr James Tehan
MAYOR



Kirsten Alexander
CHIEF EXECUTIVE OFFICER

Our Councillors

CR JAMES TEHAN

MAYOR

- + First elected October 2020
- + Deputy Mayor 2020-2021
- + Mayor 2021-2022
- + Phone: 0419 739 361
- + Email: james.tehan@mansfield.vic.gov.au

This is Mayor Tehan's first term as an elected councillor.

CR MARK HOLCOMBE

DEPUTY MAYOR

- + First elected October 2020
- + Mayor 2020-2021
- + Deputy Mayor 2021-2022
- + Phone: 0409 482 048
- + Email: mark.holcombe@mansfield.vic.gov.au

This is Deputy Mayor Holcombe's first term as an elected councillor.



Serving the community

CR STEVE RABIE

- + First elected October 2020
- + Phone: 0418 632 409
- + Email: steve.rabie@mansfield.vic.gov.au

This is Cr Rabie's first term as an elected councillor.



CR PAUL SLADDIN

- + First elected October 2012
- + Re-elected October 2016
- + Re-elected October 2020
- + Phone: 0427 360 836
- + Email: paul.sladdin@mansfield.vic.gov.au

First elected in 2012, this is Cr Sladdin's third term on Council.



CR ROHAN WEBB

- + First elected October 2020
- + Phone: 0418 462 482
- + Email: rohan.webb@mansfield.vic.gov.au

This is Cr Webb's first term as an elected councillor.



Financial Summary

Council's financial position remains sound. Detailed information relating to Council's financial performance is included within the Financial Statements and Performance Statement sections of this report.

Operating Budget

Council achieved a surplus of \$4.5 million in 2021-22. The surplus is \$2.1 million (32%) lower than the prior year surplus of \$6.6 million. As per the Comprehensive Income Statement in the Financial Report, the variance is due mainly to a decrease in capital grant income of \$2.7 million (63%), offset by an increase in operational grant income of \$1.0 million (13%). The decrease in capital grants is a result of non-recurrent programs ending such as Dual Court Stadium and is offset by an increased amount of Commonwealth Financial Assistance Grants.

The adjusted underlying surplus of Council, after removing non-recurrent capital grants, cash capital contributions and non-monetary capital contributions, is a surplus of \$0.3 million or 1.1% when compared to adjusted underlying revenue. Sustaining an adjusted underlying surplus is a critical financial strategy to provide capacity to renew the \$231 million of community assets under Council's control.

Liquidity

Cash and Financial Assets held by Council are \$16.0m.

The working capital ratio which assesses Council's ability to meet current commitments is calculated by measuring Council's current assets as a percentage of current liabilities. Council's working capital of 253% is an indicator of Council's financial sustainability.

Obligations

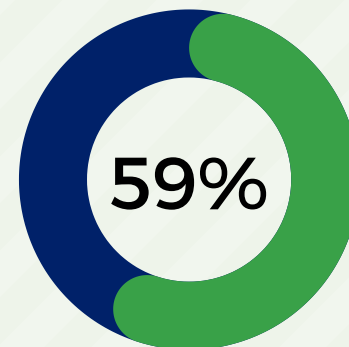
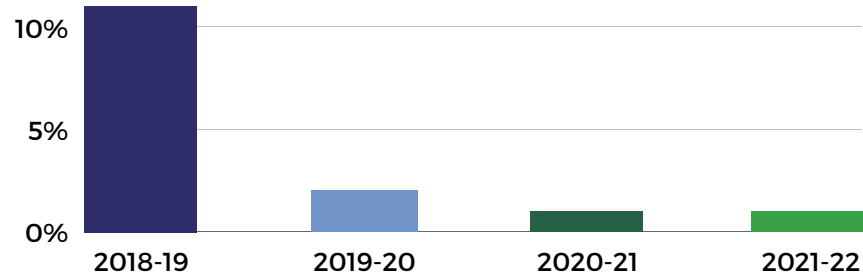
Council aims to ensure that it is able to maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. Council invested \$6.6million in renewal and upgrade works during the 2021-22 year. This was funded from operations and grants. At the end of the 2021-22 year, Council's debt ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was 29%, an increase on the previous year due to a planned loan to complete the Heavy Vehicle Alternative Route.

Council's asset renewal ratio, which is measured by comparing asset renewal expenditure to depreciation, was increased to 162% from less than 50% in 2017/18. This is primarily due to the road resheeting program road resheeting program, which was supported by funding from the Australian Government's Local Roads and Community Infrastructure fund.

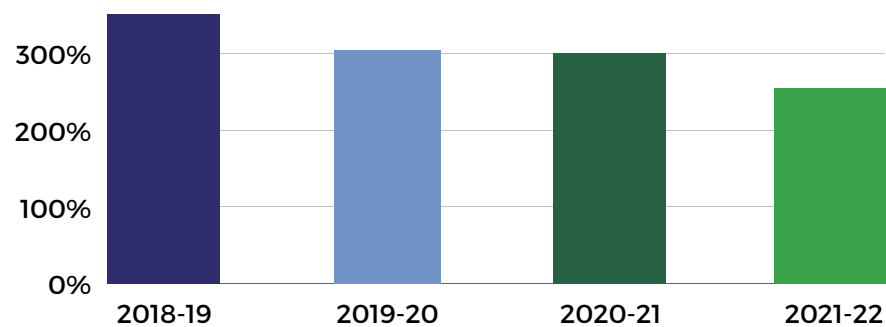
Stability and Efficiency

Council raises a wide range of revenues including rates, user fees, fines, grants and contributions. Council's rates concentration, which compares rate revenue to adjusted underlying revenue, was 59% for the 2021-22 year.

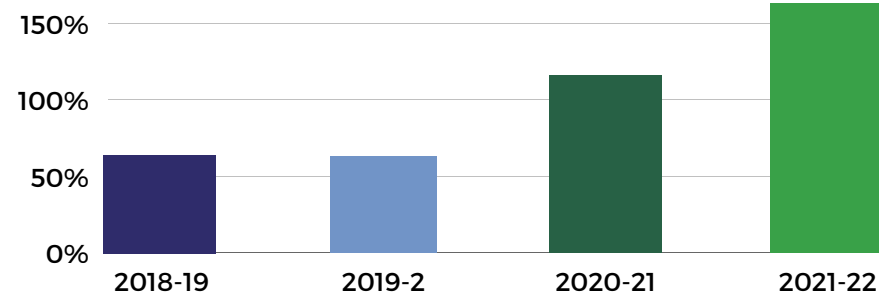
ADJUSTED UNDERLYING RESULT RATIO %

COUNCIL RATE
CONCENTRATION

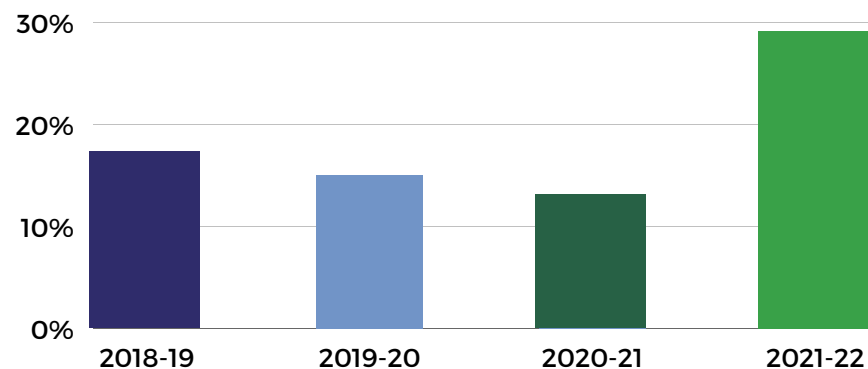
WORKING CAPITAL RATIO %



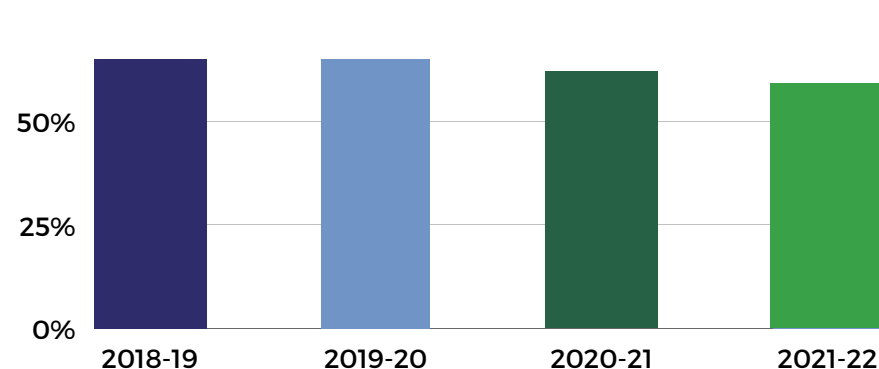
ASSET RENEWAL RATIO %



LOANS & BORROWING RATIO %



RATES CONCENTRATION RATIO %



The Year in Review

JULY

Strong results were achieved in the annual **Community Satisfaction Survey** with an overall performance rating of 64, which was **5 points higher than the previous year**. This is higher than the average of like shires across the State (58) and higher than the average of all 79 councils in Victoria (59).

A **morning tea** was held to **acknowledge and thank our volunteers**.

The **10-year Asset Plan** was adopted, outlining Council's long-term view on how it manages more than \$200m in assets.

AUGUST

With a view to building social connections and networks in local communities, \$46,884.95 of **CASI Quick-Action Activation Grant** funds were allocated for community driven initiatives designed to help those who felt lonely or who lost their regular networks during COVID-19.

Council's **Business Concierge Program** was launched to support more than 400 businesses across the Shire to deal with the impact of COVID-19.

The community was invited to participate in a full audit of the **public space waste and recycling infrastructure** across the municipality thanks to \$20,000 funding from **Sustainability Victoria**.



SEPTEMBER

In-principle support was given for the land at 34 Bellview Court to be designated for an **aquatic facility** for a period of up to five years.

A study to explore the concept of establishing an **Emergency Services Precinct** for Mansfield commenced in partnership with the Mansfield Emergency Precinct Committee.

Belgravia Health and Leisure Group Pty Ltd was awarded a \$567,987 three-year contract to operate and manage the Mansfield outdoor swimming pool.

Construction was completed on the new \$7.9m **Dual Court Stadium and car park** and the keys handed over to Mansfield Secondary College. A joint use agreement was entered into, noting Council's responsibility for maintenance and management outside of school hours.

OCTOBER

The decision to refuse the permit for a high flow diesel pump at 140 High Street was **upheld at VCAT**. Council and the community fought together against the permit.

A record \$2.4m contract was awarded to **Alpine Civil Pty Ltd** for the 2021- 2022 Road Re-Sheeting Program contract, supported by \$635,603 in funding from the Australian Government's Local Roads and Community Infrastructure Program.

84 solar panels were installed on the roof of the municipal office at a cost of \$20,000, **reducing daily energy consumption by 40 percent**.

The **High Country Festival** went ahead with a reduced program of COVIDSafe community-led events.

COVID-19 restrictions changed how we celebrated **Victorian Seniors Week**. A range of engaging online activities and radio programs were scheduled to engage seniors.



The Year in Review - Continued

NOVEMBER

The **Be Kind Mansfield Shire** project was launched, designed to welcome visitors back to the Shire and to provide practical support for businesses dealing with changing COVIDsafe requirements.

4,012 metres of stormwater pipeline network was cleaned and inspected.

Cr James Tehan was elected Mayor and **Cr Mark Holcombe** was elected Deputy Mayor for a 12-month term.

DECEMBER

Works began on **Stage 1 of the Heavy Vehicle Alternative Route** following the awarding of a \$1.65m contract to North East Civil Construction Pty Ltd.

Council was appointed as the **Committee of Management for the Bonnie Doon Recreation Reserve** after undertaking a detailed asset condition assessment, with the aim of improving community use and access.

After a long year, Council and the Community Bank Mansfield and District hosted a **Christmas Picnic Event** for the community to come together and celebrate the festive season.





JANUARY

Five new Australians were welcomed at the **Australia Day Celebrations** held at the Botanic Park which also included a Park Beach Party with entertainment, live music and food and beverages from local producers. **Citizen Awards** nominees were acknowledged and **Margaretanne Hood** was awarded **Citizen of the Year**.

Council considers the **Aged Care Review** and recommends **Mansfield District Hospital** become the main provider of home and community care services in the Shire from June 2022.

FEBRUARY

Official opening of the **Dual Court Stadium**.

TARGAfest returned to High Street with activities for families. Following the street stage of **Targa High Country**, millions of dollars worth of cars were on display.

Mansfield Shire Council received \$300,000 for community and economic recovery projects through the **Victorian Government's Outdoor Economy Support Package**.

\$50,000 Outlying Community Infrastructure funding was awarded to **Tolmie Community Social Club**, **Merton Campdraft Club** and **Goughs Bay Progress Association** for projects that will bring long-term benefits to their communities.

\$1.5m was awarded to projects in Mansfield Shire as part of the **Australian Government's Black Summer Bushfire Recovery Grants Program** to shape our recovery and resilience and provide welcome economic activity. As part of the program, \$276,300 in direct funding has been provided to fund a two-year project to build disaster resilience in our smaller communities.



The Year in Review - Continued

MARCH

Restumping of the **Bonnie Doon Community Centre** building ensures it remains a suitable multi-use facility for the community.

Vacant land at 34-38 High Street was purchased at a cost of \$1.3m to provide an **additional 100 car parking spaces** in the central business district to address parking congestion.

Council allocates funds for an **Emergency Services Precinct Feasibility Study**. The study will determine details including design mix, layout options, funding estimates and how it will operate, better positioning Council to secure funding for the precinct.

APRIL

As part of the FReeZA program, the **Emerging Sounds 2-day workshop** was offered to young people aged 12-18 years. The free workshop provided the opportunity to build skills within the arts, music and culture industries.

Council announced that Malcolm Street would receive a **shared footpath and lighting extension** from Apollo Street to Kidston Parade. The \$186,000 project will be funded with \$93,000 from the Transport Accident Commission that will be matched by Council.

The **Mansfield Resource Recovery Centre Masterplan** was adopted, outlining the works required to upgrade the site to maximise recycling and resource recovery and to minimise waste going to landfill.





MAY

Council entered into a 10-year lease with the **Mansfield Men's Shed Incorporated** for the 17 Erril Street premises for a rental fee of \$1 per year, thereby securing the building for community use. The lease includes a further two x 10-year options upon expiry.

The **Mansfield Library Refurbishment** commenced following the awarding of the \$420k contract to **Lang Construction Pty Ltd**.

JUNE

The **Station Precinct Master Plan** was incorporated into the Planning Scheme to allow the wide range of uses identified in the Master Plan without the need for a planning permit.

Council allocated \$40,000 from the **Victorian Government's Outdoor Economy Package** to develop a Masterplan for the **Botanic Park**. The Masterplan will cover an additional 3.882 ha of land donated through a generous development contribution from local **John Canavan**.

The main website for Mansfield Shire Council, **mansfield.vic.gov.au**, underwent a complete overhaul with a refreshed, easy to use design.





ACTIVATING OUTDOOR SPACES TO BOOST ECONOMY

Council was awarded \$300,000 through the Victorian Government's COVIDSafe Activating Outdoor Economy Package. We consulted with the community to prioritise projects, which included:

- + New seating around High Street, the Visitor Information Centre and the Mansfield Botanic Park.
- + Natural stone amphitheatre.
- + A bicycle repair station, bike pump and new water station.
- + An interactive street art mural.
- + A secured permanent music system in the median strip.

DUAL COURT STADIUM

Works were completed on the Dual Court Stadium, a multi-user indoor stadium jointly funded by the Australian and Victorian Governments. The facility has:

- + Dual court multisport indoor stadium with inbuilt spectator seating.
- + Dual multisport outdoor courts.
- + A community kitchen, meeting space and shared office space.
- + Two full change rooms that are accessible internally and externally.
- + A 107 open carpark that comprises sealed pavement, kerb and channel, stormwater drainage along with lighting and landscaping.

The official opening was celebrated on 25 February 2022.



COUNCIL REVIEWS AGED CARE SERVICES

Reforms in the aged and disability sectors had a significant impact on the way home and community care programs were funded, planned and delivered. As a result of the reforms, many councils across Victoria had to reconsider how aged care services were delivered in their communities. Council's service agreement to be the main provider of home and community care sectors ended 30 June 2022.

Following a comprehensive review of the service and wide community consultation, Council supported Mansfield District Hospital's successful application to become the main provider of home and community care services.

With gratitude for their service, Council said goodbye to the many employees who had served the community in aged and disability support roles.

OUTLYING COMMUNITIES INFRASTRUCTURE FUND

Mansfield Shire Council awarded a total of \$50,000 to three community groups: Tolmie Community Social Club, Merton Campdraft and the Goughs Bay Area Progress Association through the Outlying Communities Infrastructure Fund.

- + The Tolmie Community Social Club was awarded \$20,000 to rebuild their existing offices to create a multipurpose, all-weather facility for campers and locals.
- + The Merton Campdraft Club was awarded \$20,000 to install facilities to support campdrafting and other rural sporting events.
- + The Goughs Bay Area Progress Association was awarded \$10,000 to install a 4x4 metre skillion roof shelter at the newly developed Goughs Bay Recreation Reserve.

Major Capital Works

Our Capital Works Program is responsible for the creation and renewal of public spaces and facilities including parks and gardens, roads, footpaths, bridges, carparks and recreational and leisure facilities.

Each year Council undertakes construction and renewal works to meet the needs of our growing community now and into the future. Projects determined to be most beneficial and of the highest priority for renewal of existing infrastructure are identified through annual asset inspections and community feedback.

During 2021-22, capital projects worth over \$9.5m were undertaken, with much of our funding coming from successful State and Commonwealth Government grants.



Under construction

The Heavy Vehicle Alternative Route, jointly funded by the Australian Government and Mansfield Shire Council, is part of Council's long term traffic and transport strategies.

Some Key Projects Delivered

Financial Year 2021-22

BRIDGES AND CULVERTS

+ Bridge Renewal	\$95,399
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BUILDINGS

+ Family and Children's Centre - Solar Installation	\$30,206
+ Shire Office Refurbishment	\$81,289
+ Kindergarten Refurbishment - Ailsa St (Design Phase)	\$86,500
+ Bonnie Doon Community Centre Restumping	\$33,407

RECREATION

+ Botanic Park Playground Construction	\$32,104
+ Mansfield Skate Park	\$43,589
+ Bonnie Doon Netball Court Resurfacing	\$29,329
+ Mansfield Recreation Reserve Retaining Wall	\$100,263

ROADS

+ Kerb and Channel Renewal	\$125,448
+ Reseal Preparation Program	\$43,791
+ Road Resheeting Program	\$2,439,062
+ Dual Court Stadium Carpark and View St Upgrade	\$438,388
+ Heavy Vehicle Alternative Route Design	\$149,787
+ Barwite Road Reconstruction	\$245,643

COMMUNITY GRANTS

+ Outlying Communities Infrastructure Grants	\$50,000
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\$9.5M

CAPITAL WORKS
PROJECTS
UNDERTAKEN

Description of Key Projects

More information on Council's Capital Works and expenditure can be found in the Financial Statements within this report.

UNSEALED ROADS

Resheeting Program Contract: \$2,204,932

Unsealed gravel roads require resheeting to repair deterioration caused by weather and traffic over time. The process includes adding a new layer of crushed rock to the road surface, then compacting and shaping it for runoff. The program also involves improving roadside and surface drainage to maintain the durability of the new gravel surface.

In 2021-2022 Council began using a road stabilising agent to further improve the surface durability. Approximately 45 kilometres of unsealed roads were resheeted in the Shire, including:

- | | |
|-----------------------------------|-------------------------------|
| + Banumum Road, Mansfield | + Old Tonga Road, Mansfield |
| + Buttercup Road, Merrijig | + Olivers Road, Mansfield |
| + Gonzaga Lane, Merrijig | + Pollards Road, Mansfield |
| + Howes Creek Road, Mansfield | + Rifle Butts Road, Mansfield |
| + Lake Nillahcootie Road, Barjarg | + Sandy Creek Road, Barjarg |
| + Long Lane West Road, Mansfield | + Tabletop Road, Tolmie |
| + McLeod Lane, Mansfield | + The Sideling, Jamieson |

The Resheeting Program was expanded with added funding obtained through the Victorian Government Department of Jobs, Precincts and Regions - AgriLinks program and from the Department of Infrastructure as part of the Australian Government Local Roads and Community Infrastructure program, in addition to Council funding.

Some key projects

delivered in 2021-22



FAMILY AND CHILDREN'S CENTRE SOLAR INSTALLATION

The Mansfield Family and Children's Centre has been upgraded with a new 30-kilowatt rooftop solar power system.

The installation is part of Council's strategy to adopt and promote energy options that are affordable and sustainable, including converting Council owned and managed facilities to solar power. The solar array will have a positive environmental impact by reducing greenhouse gas emissions and is estimated to reduce the Centre's electricity bills by around 40 percent annually.

HOWQUA TRACK

In addition to Alpine Civil works on the Resheeting Program, Council's Road Maintenance team resheeted and graded 1.3 kilometres of Howqua Track using 1,300 tonnes of new gravel.

Community requests and reports of collisions and near misses highlighted various safety issues on the track, including poor surface condition resulting in accidents, driver unfamiliarity, reckless driving and excessive speed. In addition to resheeting part of the track, Council successfully applied for a speed limit reduction near the Sheeppyard Flat campsite to improve safety for local traffic, pedestrians, cyclists and horse riders.

Some Key Projects Delivered - Continued



MANSFIELD RECREATION RESERVE

Structural rectification works to the value of \$100,263 were undertaken to resolve ongoing issues with the retaining wall which partially surrounds the football oval at the Mansfield Recreation Reserve.

This work has improved the strength of the wall, addressed identified condition and movement issues and improved the appearance of the visually prominent structure, ensuring it remains safe and accessible for sporting groups and spectators.



JAMIESON TENNIS HUT REFURBISHMENT

The hut received comprehensive upgrades to make it useable, including an interior refit, a new service window and a new water tank. The exterior was repainted while maintaining the original style and a new awning and cladding was added.

The total contract cost for the \$43,296 refurbishment was funded by Council in line with Strategy 2.2 in the Council Plan 2021-2025 to create an environment where community and clubs can recreate, socialise and contribute to the health and wellbeing of the community.



MANSFIELD SKATE PARK

Council engaged a third-party qualified playground auditor to undertake a risk assessment of the Mansfield Skate Park.

Following recommendations outlined in the audit report, Council put in place measures to improve safety without detracting from users' enjoyment of the park.

The improvements were completed at a cost of \$43,589.



CONCRETE FOOTPATH RENEWAL

Each year, Council undertakes an annual inspection of the footpath network to identify problem areas that require attention to improve accessibility and safety for pedestrian users.

Rejuvenation of concrete pathways included areas in High Street, Hunter Street, Highett Street and Victoria Street in the Mansfield township, as well as outside the Police Station in Woods Point.

Works in Progress

STATION PRECINCT

Mansfield Heritage Museum

A new state-of-the-art museum is to be constructed at the Mansfield Station Precinct. The 'Mansfield Heritage Museum' will display Mansfield's history, inviting visitors and community members to explore and learn about local history throughout the ages. The Mansfield Historical Society has raised approximately \$90,000 through community donations for this project, which in turn has attracted over \$1.18 million in funding from the Australian Government's Local Roads and Community Infrastructure (LRCI) Program. Design works were completed in 2021-22, ready for tender and construction in 2022-23.

JAMIESON PUBLIC TOILET REFURBISHMENT

Toilet Renewal Program

As part of Council's public toilet renewal program, the Perkins Street toilet in Jamieson received a \$210,000 refurbishment. The upgrade included new stainless steel toilets and troughs, electrical, plumbing, roofing, tiling, painting and three new cubicles. The lighter, brighter and more modern facility will ensure it remains in good order for our community and visitors.

HEAVY VEHICLE ALTERNATIVE ROUTE

Stage 1 Construction

Stage 1 construction of the new Heavy Vehicle Alternative Route was substantially completed in 2021-22. Major civil earthworks and pavement construction were completed along the road corridor from Withers Lane through to the Midland Highway. The remaining intersection and road sealing works are due for completion in 2022-23.

The new route will circumvent residential areas in the Mansfield township, resulting in improved safety and traffic flow for residents and road users. Stage 1 will be fully complete in Spring 2022, with Stage 2 planned for completion in 2022-23. This project is jointly funded by Council and the Australian Government's Department of Infrastructure Heavy Vehicle Safety and Productivity Program.

Living Libraries

Mansfield Library Refurbishment

Mansfield Library is planned to have a refurbishment with the design phase now complete. The larger layout will include a bright and modern internal fit-out, a bigger children's area, spaces for social activities, study and remote work, as well as room hire. This project has been funded with \$543,511 from the Department of Jobs, Precincts and Regions through the Living Libraries Infrastructure Program and a Council contribution of \$15,000.



Community Festivals and Events

We support our community to join and celebrate what is special about Mansfield Shire through a range of community festivals and events.

In the 2021-22 Financial Year, the following events took place:

COUNCIL EVENTS

- + Australia Day in the Park
- + Community Christmas Picnic
- + Mansfield High Country Festival

COUNCIL SUPPORTED

Financially and with event planning or delivery:

- + Highline Mountain Bike Festival
- + Targa High Country / TARGAfest
- + Mansfield Lantern Festival
- + Harvest Moon Festival

See page 38 for Council supported events with financial contribution or in-kind support.

To celebrate Australia Day, Council hosted a dual event featuring official Australia Day proceedings followed by a beach themed party. The event included the awarding of Citizenship Awards, including Citizen of the Year, Young and Senior Citizens of the Year and Community Group or Organisation of the Year. Nominees were acknowledged and the award winners were announced.



AUSTRALIA DAY IN THE PARK

Formalities included a Citizenship Ceremony with the High Country Horsemen delivering the flags ahead of the Flag Raising Ceremony conducted by our Scouts and Guides. The National Australia Day Council's Community Grants Program contributed \$20,000 towards the Australia Day in the Park event designed to bring our community together to celebrate our National Day. Attended by approximately 900 people, the day was an immense success.

Council events



COMMUNITY CHRISTMAS PICNIC

In partnership with the Community Bank Mansfield and District, Council hosted a new event that signalled the return of non-ticketed events after COVID-19. Over 1,500 locals packed the closed High Street to sing along as the Mansfield and District Orchestra played Christmas Carols. Santa's visit was a highlight and attendees enjoyed food and wine in the relaxed atmosphere. The event will now be a staple of Mansfield Shire Council's events calendar.



MANSFIELD HIGH COUNTRY FESTIVAL

This year's Festival was held at the Botanic Park with attendance limited to 1,000 people due to COVID-19 restrictions. The popular event sold out quickly with the community eager to participate, signalling the appetite for community events had only grown during restrictions. The event included a FReeZA youth concert, food, wine, fireworks and other activities.

Council supported financially and with event planning or delivery



HIGHLINE MOUNTAIN BIKE FESTIVAL

Council supported the Highline Mountain Bike Festival by awarding a \$100,000 grant to the event as part of the State Government's Exceptional Assistance and Immediate Support Package that was designed to assist bushfire affected areas with their recovery. Council also provided event assistance with co-ordination, parking, and traffic management. The event was an enormous success with more than 2,500 patrons over the four days and international coverage of the major event.



TARGA HIGH COUNTRY/TARGAFEST

Taking place in February due to COVID-19 related delays, the tenth Targa High Country saw the street stage return to the streets of Mansfield. The event was well-attended as many locals took advantage of front yard parties as the cars passed their houses. High Street's TARGAfest was reinvigorated with locals and visitors enjoying festivities which contributed to the highest number of attendees for many years.



MANSFIELD LANTERN FESTIVAL

Council supported the Mansfield Lantern Festival with a \$5,000 grant and in-kind support for setup and traffic control. Working with Walker Events, the goal is for the festival to become self-funded within the next three years. Over 1,000 people attended the Festival and Walker Events have already locked in the dates for 2023.



HARVEST MOON FESTIVAL

Council supported the Delatite Winery's Harvest Moon Festival with a \$50,000 grant awarded to the event. Council also assisted with ideas, linking suppliers and general consultation as well as in-kind traffic management.

Council supported events

with financial contribution or in-kind support

+ Tolmie Sports	In-kind support
+ Mansfield Classic Holden Nationals	In-kind support
+ Merrijig Rodeo	In-kind support
+ Mansfield Camp draft	Paid for JD water cartage for event water cart
+ Mansfield Tour	In-kind support
+ Day On High	\$2,500 plus in-kind support
+ Mansfield Producers Twilight Market	In-kind support
+ MASS High Country Movie Night	In-kind support
+ Tour De Trail	\$1,000 support for marketing and traffic control
+ Mansfield Marathon	\$1,000 support for marketing and traffic control
+ Mother Day Classic Funrun	In-kind support
+ Merton Campdraft	In-kind support with water truck
+ Alley Arts	In-kind support

Citizenship Ceremonies

Each year, Council facilitates the final step in conferring our newest Australian Citizens through the hosting of a Citizenship Ceremony.

The Mayor acts as Presiding Officer at the Ceremonies and welcomes our newest Australians to our community as they choose to make Mansfield their home.



Ceremonies conducted

17 SEPTEMBER 2021, CITIZENSHIP DAY

For the first time, Council held an online ceremony which was required due to COVID-19 restrictions, prohibiting in-person ceremonies being conducted. As a reflection of our ever-increasing multicultural society, eleven residents were welcomed as new Australian citizens from seven different nations including:

- + Britain and United Kingdom
- + Canada
- + Germany
- + Netherlands
- + Russian Federation
- + Thailand

26 JANUARY 2022, AUSTRALIA DAY

As part of our Australia Day celebrations in the park, five residents were welcomed into the Australian family from four different nations including:

- + Indonesia
- + Russian Federation
- + Turkey
- + United Kingdom

Mansfield Shire Community Citizen Awards 2022

Australia Day Celebrations

Each year Council presents the Mansfield Shire Australia Day Awards as part of Mansfield's Australia Day celebrations.

These awards reward community service at a local level and are administered through a nomination and assessment program. In 2022, the awards were presented in the following categories:

- + **Citizen, Senior Citizen and Young Citizen of the Year**
Awarded in recognition of a noteworthy, honorary contribution in community service or for personal achievement, including sport, over a number of years.
- + **Community Event of the Year**
Awarded to an individual organisation or group in recognition of the valuable contribution that a special event has made in giving something to the local community.
- + **Community Group or Organisation of the Year**
Designed to acknowledge the most outstanding community group or organisation that has demonstrated a high level of excellence and innovation and provided a significant impact on the town's community.



Margaretanne Hood
Citizen of the Year



Zaldah Kirley
Senior Citizen of the Year



Riley Tanner
Young Citizen of the Year



Mansfield Autism Statewide Services Rideathon
Community Event of the Year



The Mens Shed
Community Group or Organisation of the Year



High Country serenity

Our Shire is the ideal playground for cycling and other outdoor activities.



Our People

+ Executive Management Team	44
+ Organisational Structure	46
+ Our Staff	47
+ Occupational Health and Safety	48
+ Our Workplace	50

Executive Management Team

at 30 June 2022

Council, made up of elected representatives, is responsible for setting the overall strategic direction for our organisation, identifying service standards and monitoring performance.

Council sets its strategic direction through a four-year Council Plan, which contributes to achieving the community's long-term vision. Setting the Council Plan and ensuring the strategic objectives in the Plan are achieved is one of Council's most important roles. Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day-to-day management of operations in accordance with the strategic directions of our Council Plan.

Our CEO and two General Managers form the Executive Management Team (EMT) that lead the organisation.

EMT's role is to provide advice to Council to assist decision-making, implement Council decisions and oversee the delivery of services in accordance with the Council Plan 2021-2025. EMT is supported by officers and has responsibility for ensuring policies and directions set by the Council are adhered to.



Kaylene Conrick

Chief Executive Officer

Masters in Business Administration (Public Administration)

Kaylene was appointed CEO of Mansfield Shire Council at the beginning of 2020 following a distinguished and extensive career in local government spanning almost 30 years. Kaylene holds a Masters in Business Administration (Public Administration) with career highlights including CEO roles at Queenscliff, Hepburn and at Litchfield in the Northern Territory.

AREAS OF RESPONSIBILITY

- + Advocacy
- + Business Improvement
- + Council Support and Governance
- + Resource Management
- + Communications
- + Relationships and Public Relations
- + Performance Reporting



Dena Vlekkert

General Manager Community and Corporate Services

Chartered Accountant
Bachelor of Law/Commerce

Dena commenced with Council in March 2022. She has held previous management roles and experience at Alpine Shire Council, Ampol/Caltex Australia and EY. Dena has extensive corporate experience in finance, revenue and rates, customer service, governance, OH&S and risk management as well as being part of the High Country Library Network.

AREAS OF RESPONSIBILITY

- + Business and Performance
- + Community and Economic Development
- + Community Health and Wellbeing
- + Governance and Risk



Kirsten Alexander

General Manager Infrastructure and Planning

Bachelor of Engineering (Civil Engineering)
Graduate Australian Institute of Company Directors

Kirsten commenced with Council in August 2020. Her executive management experience includes roles with Mt Buller Mt Stirling Alpine Resort Management as Project Director and Projects Infrastructure Manager and the Australian Rail Track Corporation as General Manager, Services & Contracts. Kirsten's local government experience includes senior management roles in NSW and Victoria and as an Elected Member in SA, where she served for four years as the Mayor of Charles Sturt.

AREAS OF RESPONSIBILITY

- + Operations and Capital Works
- + Field Services
- + Community Safety
- + Planning and Environment

Organisational Structure

at 30 June 2022



Our Staff

Council recognises that our employees are the foundation of our success. It is our intent to foster engagement, motivation, skills and experience for a strong and stable future.

Employment Conditions

Our employees are covered by the Mansfield Shire Enterprise Agreement (EA) which was negotiated through the year and renewed in July 2022.

Employee Training and Development

Council recognises the importance of learning and development opportunities for employees to allow the organisation to progress and meet the changing needs of the community. Opportunities range from training for essential skills through to professional development for career progression and leadership programs.

A People Plan was developed and launched in April 2022 which outlines the strategies we need to attract, retain, develop and value our staff for the next 2 years.

Other learning and development opportunities include on and off the job training, workshops, conferences and formal study options and take in consideration departmental, interpersonal and organisational needs.

During the reporting period, general training was conducted for organisational development, report writing, performance management, Mental Health First Aid, Introduction to Local Government and the LGPro Ignite Program.

Equal Opportunity Employment

With the introduction of the new *Gender Equality Act 2020*, the Gender Equality Action Plan (GEAP) for the next 4 years was launched. In accordance with the Act, the GEAP was submitted in April 2022. The main 3 priorities include:

1. Improve our capacity to collect and report on the gender and intersectionality composition of our organisation and identify action required to address limitations.
2. Gender equality is integrated into existing and new Council policies, plans, programs, services and operations.
3. We have a zero tolerance for discrimination, bullying, sexism and nepotism, with all staff empowered to recognise, address and respond to instances of such behaviour.

Our commitment to EEO is demonstrated in Council's EA and through Council's Staff Code of Conduct, Equal Opportunity and Human Rights Policy and Bullying and Harassment Policy in accordance with the *Equal Opportunity Act 2010*.

There were no EEO/discrimination related complaints raised during 2021-22. Compliance with EEO requirements is monitored by the People and Culture Department. Council recognises that our employees are the foundation of our success. It is our intent to foster their engagement, motivation, skills and experience to ensure a strong and stable future for our workforce and stakeholders.

Occupational Health and Safety

In 2021-22 Mansfield Shire Council actively engaged in the implementation of a range of health and safety activities and initiatives to ensure the organisation remained safe for all employees, volunteers, contractors and visitors, including members of the public.

Our Occupational Health and Safety (OHS) activities and initiatives were based on:

- + establishing a systematic approach to OHS
- + building a strong OHS culture
- + providing a healthy and safe workplace

Incident reports were down by over 50% on the 2020-21 year.



Occupational Health and Safety Management system

We continued the adoption of AS/NZS 4804-2001 Occupational health and safety management systems - General guidelines on principles, systems and supporting techniques to our own Occupational Health and Safety Management System (OHSMS).

All Occupational Health and Safety committee meetings held were attended by the Chief Executive Officer, the General Managers and staff representatives. Internal positions included First Aid Officers, Wardens, Health and Safety Representatives and Mental Health First Aid Officers.

Council's Executive Management Team reviewed monthly OHS performance reports and Council's Audit and Risk Advisory Committee reviewed quarterly OHS performance reports.

Council's approach to occupational health and safety meant we were well prepared to keep pace with the changing nature of the COVID-19 pandemic.

We worked closely with other government agencies and our stakeholders to apply public health directions, with a focus on protecting employees and members of the public and preventing the spread of the virus.

Workplace Inspections

We undertook 19 workplace inspections. While 134 potential hazards were raised, just 4 hazards remain outstanding. No outstanding hazards have a risk rating greater than medium.



Workplace
inspections



Hazards
raised



Hazards
outstanding

Risk Exposures

We continued to close out risk exposures identified during the internal audit by AFS and Associates Pty Ltd in April 2019. During this audit, 9 areas of strong control and risk mitigation were identified with no major risk exposure identified. Of the 5 moderate risk exposures and 7 minor risk exposures identified, 11 minor risk exposures have been closed out. The remaining risk exposure will be closed out in 2022.

Council had 36 workplace incidents reported. Nineteen incidents were property damages, 12 incidents were injuries and 5 incidents were near misses.



Incidents
reported

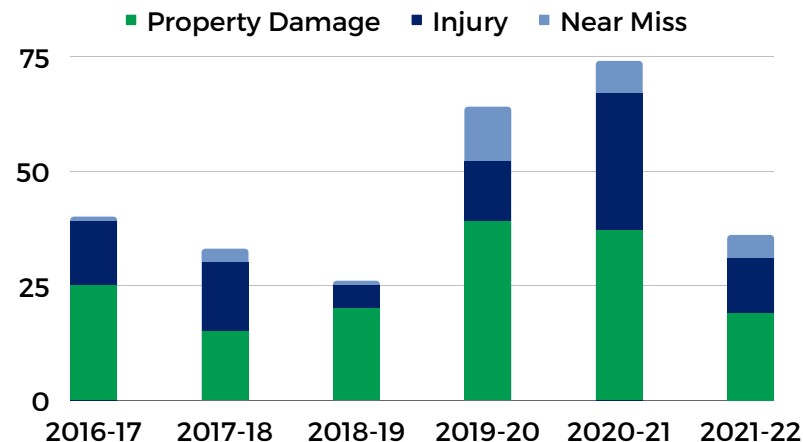


Resulted in
injury

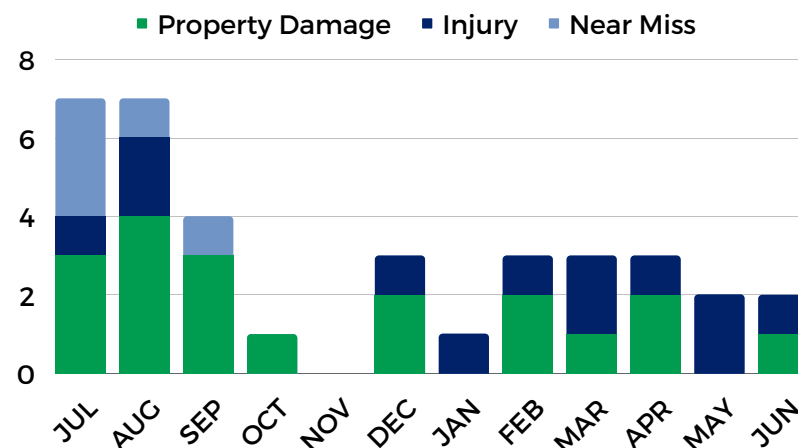


Resulted in
property damage

YEARLY INCIDENT OVERVIEW JUNE 2017 - JUNE 2022



MONTHLY INCIDENT OVERVIEW JULY 2021 - JUNE 2022



Our Workplace

Summary of full-time equivalent Council staff by organisation structure, employment type and gender.

	Business & Performance	Community & Economic Development	Community Health & Wellbeing	Community Safety	Executive Services	Field Services	Governance & Risk	Operations & Capital Works	People & Culture	Planning & Environment	Total Full time Equivalents
Permanent Full time - Women	2.0	2.0	5.0	2.0	6.0	2.0	0.0	1.0	1.0	3.0	24.0
Permanent Full time - Men	2.0	1.0	0.0	1.0	0.0	17.0	0.0	8.0	0.0	3.0	32.0
Permanent Part time - Women	3.7	4.3	8.8	2.6	0.0	0.5	1.3	0.0	0.6	0.8	22.6
Permanent Part time - Men	0.0	0.0	0.8	1.4	0.0	0.4	0.0	0.6	0.0	2.4	5.6
Fixed term Full time - Women	0.0	1.0	1.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0	4.0
Fixed term Full time - Men	1.0	1.0	0.0	0.0	0.0	4.0	0.0	3.0	0.0	2.0	11.0
Fixed term Part time - Women	0.0	5.4	3.7	0.0	0.0	0.3	0.0	0.9	0.6	1.5	12.4
Fixed term Part time - Men	0.5	0.0	0.0	0.0	0.0	0.0	0.0	2.4	0.0	1.8	4.7
Casual - Women	0.0	2.7	4.4	0.4	0.0	0.0	0.0	0.0	0.0	0.0	7.4
Casual - Men	0.0	0.0	0.5	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.5
	9.2	17.4	24.2	7.4	6.0	24.2	1.3	17.9	2.2	15.5	125.2

Intersectional data within the meaning of the *Gender Equality Act 2020* is not captured.

Fixed term positions include backfill positions such as maternity leave and long service leave and short term contracted staff.

This report includes fixed term positions which were not previously included in the Annual Report.

Summary of the number of full-time equivalent staff categorised by employment classification and gender.

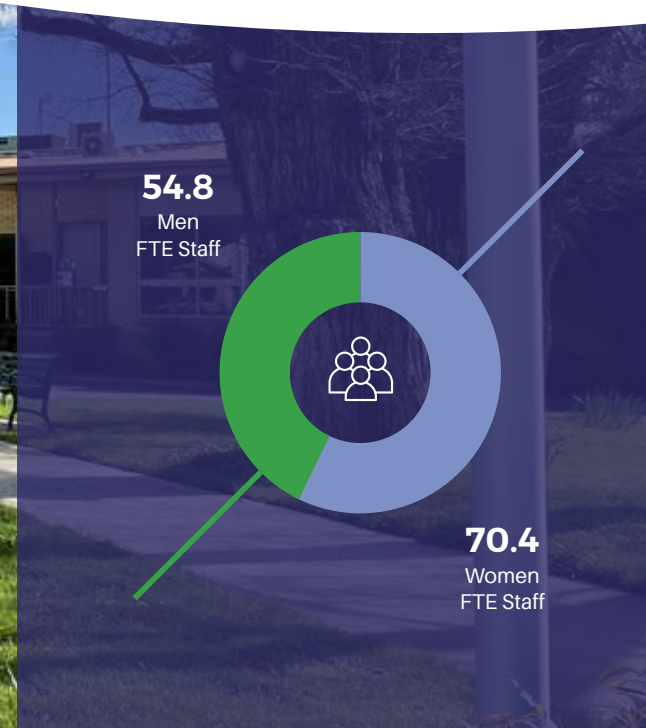
	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	All Other	Total Full time Equivalent
Women	0.8	10.4	3.9	11.4	13.8	16.7	3.0	2.8	7.5	70.4
Men	0.2	9.2	12.0	7.1	6.6	11.7	1.0	5.0	2.0	54.8
	1.0	19.6	15.9	18.5	20.4	28.4	4.0	7.8	9.5	125.2

Includes all permanent, fixed term and casual positions as at 30 June 2022.

Our branding profile is similar to comparable rural councils. The higher the band, the greater the responsibility and expertise required.



Council's main office, located in Highett Street, Mansfield.



Council's performance for the 2021-22 year has been reported against each key strategic area to demonstrate how Council is performing in achieving the 2021-2025 Council Plan.

Performance has been measured as follows:

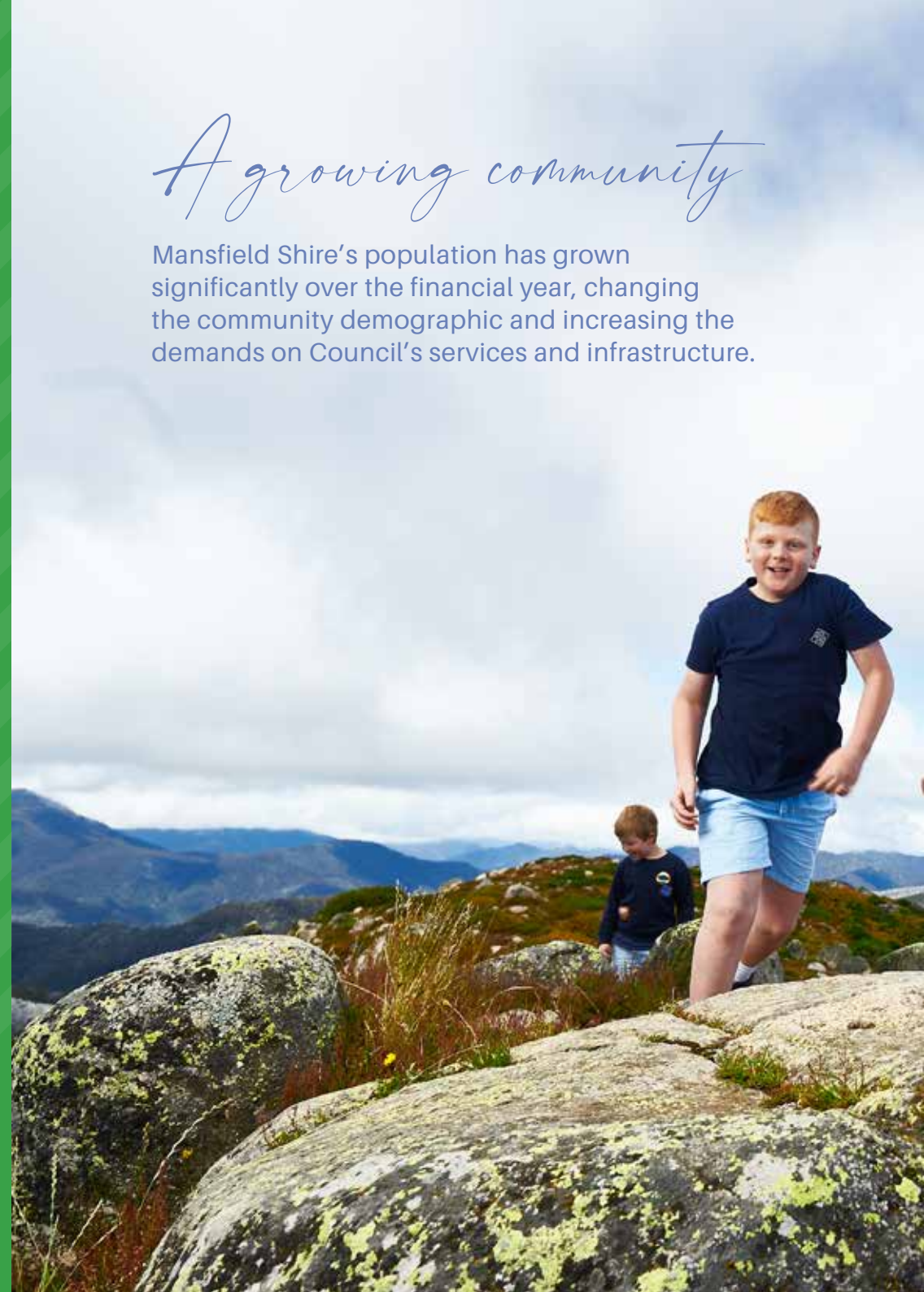
- + Results achieved in relation to the strategic indicators in the Council Plan.
- + Progress in relation to the year actions that are identified in the budget.
- + Services funded in the budget and the persons or sections of the community who are provided those services.
- + Results against the prescribed service performance indicators and measures.

Results of prescribed service performance indicators and measures, in accordance with the Local Government Reporting Framework, can be found in the Performance Statements within this report.

Council's key strategic documents and plans can be accessed online at mansfield.vic.gov.au

A growing community

Mansfield Shire's population has grown significantly over the financial year, changing the community demographic and increasing the demands on Council's services and infrastructure.





Our Performance

+ Planning and Financial Management Framework	54
+ Mansfield Shire Community Vision 2040	56
+ Mansfield Shire Council Plan	57
+ Local Government Performance Reporting Framework	88

Planning and Financial Management Framework

The Planning and Financial Management Framework is found in part 4 of the *Local Government Act 2020* (the Act).

The Act requires councils to prepare the following planning and reporting documents:

- + A **Council Plan** within the six months after each general election or by 30 June, whichever is later
- + A 10 year **Financial Plan**
- + A 10 year **Asset Plan**
- + A 10 year **Community Vision**
- + A **Budget** for each financial year
- + An **Annual Report** in respect of each financial year.

Council has incorporated a **Municipal Health and Wellbeing Plan** in its Council Plan.



The diagram below shows the relationships between the key planning and reporting documents that make up the planning and financial management framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback at each stage of the planning and reporting cycle.



Mansfield Shire Community Vision 2040

The Community Vision is developed by the community, for the community.

The vision shapes and guides Council planning and activity while providing shared goals for everyone across Mansfield Shire to collectively work towards.

To develop the Community Vision, more than 3,000 people were reached, 25,000 words provided by community members and 120 community members responded to a written survey.

The five domains identified in the Community Vision guide and shape other strategic objectives and plans of Council, including the Council Plan.

Access a copy of the Community Vision at mansfield.vic.gov.au

 Community and people	 Health and wellbeing	 Environment and place	 Infrastructure and services	 Prosperity and economy
<p>Mansfield Shire's community:</p> <ul style="list-style-type: none"> • Is engaged and active. • Is collaborative and works towards common goals. • Is welcoming and richly diverse. • Is empathetic and caring. 	<p>People of Mansfield Shire:</p> <ul style="list-style-type: none"> • Are physically and mentally healthy. • Are happy and comfortable. • Are safe and secure. • Are connected to each other. 	<p>Mansfield Shire's environment:</p> <ul style="list-style-type: none"> • Is rich in flora and fauna. • Has a unique character connected to its roots. • Has open spaces for all of community. • Has clean air, water, and land. 	<p>Mansfield Shire's infrastructure and services:</p> <ul style="list-style-type: none"> • Are robust and responsive to need. • Are sustainable and environmentally friendly. • Are equitable and accessible for all. • Are holistic and human-centred. 	<p>Mansfield Shire's prosperity:</p> <ul style="list-style-type: none"> • Is contributed to by all. • Is resilient and diversified. • Enables opportunity and choice throughout whole-of-life. • Equitably benefits all.

Mansfield Shire Council Plan

Under the *Local Government Act 2020*, the Council Plan must be integrated into the medium and long-term planning and delivery of services to the community.

The Council Plan incorporates the Municipal Health and Wellbeing Plan and is:

- + Informed by the *Community Vision Mansfield 2040*
- + Supported by ongoing community engagement and other key Council strategic plans
- + Supported by a range of other longer-term strategies and policies and a 10-year Financial Plan which describes the financial resources required to deliver the Council Plan and other strategic plans.

The Financial Plan also shows how the financial sustainability of Council will be achieved and maintained over the 10 year period. It helps set the boundaries for available resourcing and funding activity. However, within these boundaries, the Financial Plan may adjust key levers and areas of focus to reflect community and Council's long-term aspirations.

Access a copy of the Council Plan at
mansfield.vic.gov.au



The Mansfield Shire Council Plan is truly a plan made with the community, for the community. The *Plan on a Page* (pictured below) was produced to give the community a quick reference guide to the Council Plan.

About the Council Plan

This document is the key strategic document to guide Council's decision-making over the next four years.

It goes hand in hand with the Mansfield Community Vision, articulating the role Council will play in leading, supporting and advocating for the best possible outcomes for all of the Mansfield Shire community.

This symbol denotes actions related to the Municipal Health & Wellbeing Plan.

Mansfield Shire

Council Plan 2021-2025

21st Century Liveability for a Healthy and Connected Community

Theme 1: A healthy and connected community

Strategic Objective 1
 The health and wellbeing of families and communities is maximised
Strategy 1.1 Embed health and wellbeing enablers and protections to reduce risks to our communities
Strategy 1.2 Connect, develop and support children and young people
Strategy 1.3 Contribute to efforts that ensure essential community services exist locally

Strategic Objective 2
 Activities that promote connection and fitness of our people and visitors
Strategy 2.1 Support our arts community and facilitate the delivery of festivals and events
Strategy 2.2 Create an environment where community and clubs can recreate, socialise and contribute to the health and wellbeing of the community
Strategy 2.3 Enhance the social and economic value of tourism to Mansfield

Our Values

Integrity

Innovation

Collaboration

Leadership

Respect

Our Councillors

Cr Mark Holcombe,
Mayor

Cr James Tehan,
Deputy Mayor

Cr Paul Sladdin

Cr Steve Rabie

Cr Rohan Webb

Theme 2: Vibrant liveability

Strategic Objective 3
 Future focused: Intelligent land use and infrastructure
Strategy 3.1 Protect natural vistas and farmlets
Strategy 3.2 Enhance township character
Strategy 3.3 Improve roads, drainage and footpaths
Strategy 3.4 Plan for and encourage appropriate housing

Strategic Objective 4
 Clean and green: Waste and energy sustainability
Strategy 4.1 Minimise and re-use waste
Strategy 4.2 Adopt and promote energy options that are affordable, self sustaining & carbon positive

Strategic Objective 5
 Prosperous: Industries, businesses and workforces of the future
Strategy 5.1 Create conditions that enable local businesses & employers to thrive
Strategy 5.2 Enable land use and base infrastructure that stimulates commercial activity

Strategic Objective 6
 Council possesses in-house and outsourced capability to meet community expectations
Strategy 6.1 Use and gain knowledge of our community to make good decisions
Strategy 6.2 Building organisational capacity through its people

Strategic Objective 7
 Financial sustainability and value for money
Strategy 7.1 Increase Council's financial resilience by utilising opportunities to derive own-source of funding income and optimising costs of delivering services

Strategic Objective 8
 A consultative Council that represents and empowers its community
Strategy 8.1 Increase community trust in Council to make informed decisions with "no surprises"
Strategy 8.2 Develop capacity and capability to advocate powerfully for the most important interests of the Mansfield community



Theme 1: Connected and Healthy Community

Residents and visitors experience enjoyment of life, security and safety in a stunning rural location.

STRATEGIC OBJECTIVE 1

The health and wellbeing of families and communities is maximised

- Strategy 1.1 Embed health and wellbeing enablers and protections to reduce risks to our communities
- Strategy 1.2 Connect, develop and support children and young people
- Strategy 1.3 Contribute to efforts that ensure essential community services exist locally

STRATEGIC OBJECTIVE 2

Activities that promote connection and fitness of our people and visitors

- Strategy 2.1 Support our arts community and facilitate the delivery of festivals and events
- Strategy 2.2 Create an environment where community and clubs can recreate, socialise and contribute to the health and wellbeing of the community
- Strategy 2.3 Enhance the social and economic value of tourism to Mansfield



Strategic Objective 1 - The health and wellbeing of families and communities is maximised

Initiatives	Progress
Strategy 1.1 Embed health and wellbeing enablers and protections to reduce risks to our communities	
Encourage community members to be healthy, safe and active	Mansfield RESPOND is a partnership initiative delivered by Mansfield Shire Council and the Integrated Health Promotion team at Mansfield District Hospital. Mansfield RESPOND is a community led, place-based approach to improving the health and wellbeing of the community through a series of tailored projects. During the reporting period, the RESPOND partnership delivered activities including the Fresh Food Drive, Soup for Schools Program, Mansfield Summer Series and the Active Footpath Project.
Promote gender equity and reduction of family violence	<p>Council submitted the Gender Equality Action Plan (GEAP) to the Gender Equality Commission. Our Gender Equality Action Plan 2021-2025 met the requirements of the Act and was accepted by Commission. Work began on the agreed actions within the Plan.</p> <p>Staff members dealing with families and clients were provided with training to identify and build their capability to respond to family violence. All staff were provided the opportunity for Gender Equity and Bystander training.</p> <p>Through the Ovens Murray Child and Family Services Alliance, Council advocated for face-to-face specialist family violence services in Mansfield.</p>
Reduce the harmful impact of alcohol and other drug use by improving health literacy	<p>Mansfield Restart is an innovative community-led and locally delivered program that deals with addiction and substance abuse. Mansfield Shire Council advocates for the ongoing funding to deliver this program. The Mansfield District Hospital team presented at the National Rural Health Conference on the success of the Mansfield Restart Program.</p> <p>Families accessing Maternal and Child Health (MCH) services are screened and offered Quit referrals. Advice and information about the harmful effects of drug and alcohol use is promoted throughout the MCH and Integrated Family services.</p> <p>In addition to this targeted family support, all FReeZA events are drug and alcohol free and are promoted to young people.</p>



Strategic Objective 1 - The health and wellbeing of families and communities is maximised

Initiatives	Progress
Improve community connectedness and respect for diversity	<p>A specific working group has been convened to focus on how Council can improve social inclusion and access.</p> <p>Throughout the year, Council delivered programs and activities that encouraged social connection, such as playgroups, new parent groups, senior citizens activities, home and community care social support groups, volunteering opportunities, the Mansfield RESPOND program, Youth Engage and FReeZA.</p> <p>Through community infrastructure, Council provided spaces for the community to come together. The Senior Citizens group was welcomed into the Mansfield Youth Centre. The Bonnie Doon Community Centre, which is used for access to medical appointments, line dancing, computer clinics, youth group, mental health support, yoga and other community-based social, recreational and educational programs, was restumped to ensure those community groups could continue to connect.</p>
Strategy 1.2 Connect, develop and support children and young people	
Optimise child and family services delivered by Council	Mansfield Shire Council's Integrated Family Services were accredited and registered in 2021, following a review of the delivery of services for children and families.
Maintain and improve playgrounds and recreation spaces	Accessing open spaces is critical for children and young people. The Mansfield Open Space Strategy was put forward to the community for consultation. The Strategy will take feedback from the community before being adopted, ensuring it meets the needs of children and families in the community.



Strategic Objective 1 - The health and wellbeing of families and communities is maximised

Initiatives	Progress
Strategy 1.3 Contribute to efforts that ensure essential community services exist locally	
Advocate for Mansfield's District Hospital's redevelopment and its delivery of health services	Council worked with Mansfield District Hospital to advocate for funding, advocating to State and Federal members and to local Members of Parliament. Council supported Mansfield District Hospital in their application to be the main provider of aged care services in Mansfield Shire. The hospital was awarded funding of approximately \$60 million in the <i>Victorian Budget 2022/23</i> , for the provision of 72 new beds in separate rooms in the hospital's aged care service.
Advocate for the redevelopment of Mansfield Autism Statewide Services (MASS)	Council supported the development of Mansfield Autism Statewide Services' (MASS) 'Operation Gamechanger' project to develop and expand their services to include conference, training, recreational, residential and camp facilities. The incorporated plan was endorsed for commencement of construction.
Review community needs and service delivery for aged care services	Incorporating comprehensive community consultation, a thorough review was conducted on Council's Home and Community Care services. Council formally recommended the Mansfield District Hospital to be the main provider of these services in the Shire, while supporting and working with the hospital on their successful application. The service concluded with Council on 30 June 2022. Council continues to advocate and plan for the needs of older people in the community.
Determine the need and scope for a Mansfield Emergency Services Precinct	The business case and concept plans for the Mansfield Emergency Services Precinct have been completed in partnership with the community group the Emergency Services Precinct Committee. Council continues to advocate for the Precinct.



Strategic Objective 1 - The health and wellbeing of families and communities is maximised

Service area	Description of services provided
Aged & Disability Services	Home and community care assessment and programs, the community bus, meals on wheels, planned activity groups, senior citizens and volunteers.
Family Services & Partnerships	Community activation and social isolation, financial counselling, Maternal and Child Health, Integrated family services and supported playgroups.
Community Health & Wellbeing	Strategic and operational management of programmes, activities and services to develop and promote the optimal health and wellbeing of the community.
Youth Services	Youth services including the Mansfield Youth Centre, FReeZA, youth engagement program and youth development.
Emergency Management	Fire prevention and emergency management. Relief and recovery operations with a focus on the Municipal Emergency Resource Programme in the context of community capacity building.
Health	Coordination of food safety support programs, Tobacco Act activities and smoke free dining and gaming venue issues. The service also works to rectify any public health concerns relating to unreasonable noise emissions, housing standards and pest controls.
School Crossings	Supervisors at school crossings throughout the municipality to assist in ensuring school aged children are able to cross the road safely enroute to and from school.



Strategic Objective 2 - Activities that promote connection and fitness of our people and visitors

Initiatives	Progress
Strategy 2.1 Support our arts community and facilitate the delivery of festivals and events	
Establish appropriate governance structure to support the ongoing development of the Mansfield Performing Arts Centre (MPAC)	<p>The Mansfield Performing Arts Centre Committee consists of Mansfield Secondary College staff and Council officers. The Committee is currently in the process of developing the Department of Education's Community Joint User Agreement (CJUA) to establish a governance structure for MPAC, ongoing. As the main community group user of MPAC, the Mansfield Musical and Dramatic Society Inc. (MMuDS) has worked with Council to draft a Memorandum of Understanding, which will be reviewed against the CJUA.</p> <p>Council Officers continue to support MMuDS, most recently, assisting with letters of support for external grant funding.</p>
Coordinate, stage, and/or support commercial and community events	<p>Four Council key community events (including Australia Day, Lantern Festival, TARGAfest and the High Country Festival) were held during the year with great success and an additional Christmas Picnic Event brought many people out to celebrate after a year of lockdowns preventing traditional events.</p> <p>In addition, Council supported commercial and community events financially or with event planning and delivery, many of which are highlighted in the Events section of this report. Key events include the Highline Mountain Bike Festival and Harvest Moon Festival.</p>



Strategic Objective 2 - Activities that promote connection and fitness of our people and visitors

Initiatives	Progress
Strategy 2.2 Create an environment where community and clubs can recreate, socialise, and contribute to the health and wellbeing of the community	
Enhance sporting and recreational facilities	<p>Through community consultation on how to commit funds for activating outdoor spaces, the Botanic Park was highlighted as an area for enhancement. \$40,000 was committed from the Victorian Government's COVIDSafe Activating Outdoor Package to develop a Botanic Park Masterplan to enhance the facility.</p> <p>We continue to seek funding for the Lords Reserve Community Hub. We were successful in our advocacy and the Lords Hub received a campaign promise for funding, however due to the change of government the funding was not allocated. A design review in consultation with the community will refocus the scope of work to increase funding opportunities. This is budgeted for in the 2022-23 annual budget.</p> <p>Council has partnered with the community group Year-round Aquatic Facility for Mansfield (YAFM) to support a community-led drive for an aquatic facility. Council has joined a Project Control Group with key stakeholder groups, including YAFM and Sport and Recreation Victoria. Council has also dedicated Council-owned land for a potential site. YAFM has raised significant community funds and is in the process of conducting a feasibility study.</p>
Provide event management expertise to support community and commercial events	<p>Council has streamlined the event process for community and commercial events, moving to an online application system, a new event guide and handbook.</p> <p>Through the year, Council supported 13 community and commercial events with expertise, planning and in-kind support.</p>



Strategic Objective 2 - Activities that promote connection and fitness of our people and visitors

Initiatives	Progress
Strategy 2.3 Enhance the social and economic value of tourism to Mansfield	
Advance regional and destination tourism in cooperation with our local tourism partners	<p>Partnership approaches to key tourism assets have resulted in \$500,000 in funding from the Victorian Government to enable planning, consultation and functional designs for sealing the remaining 15 kilometres of Skyline Road under its Investment Fast Track Fund. This was a joint application between Murrindindi and Mansfield Shire Councils and is an important step in activating Lake Eildon as a premier tourism destination.</p> <p>Council partners with and makes a significant financial contribution to Tourism North East (TNE), our regional tourism board, to advance the high country as a tourism destination in cooperation with other local governments in the region. TNE support local tourism operators directly and indirectly.</p> <p>Council has been highly active in engaging community groups, such as Friends of The Great Victorian Rail Trail, to enhance a collaborative approach to the GVRT and other key tourism assets.</p>
Strengthen and diversify the Visitor economy and experience	<p>A Visitor Servicing Review was completed during the year, highlighting opportunities for enhancing and diversifying the visitor economy.</p> <p>Council has strengthened its position in the cycling market by enhancing the GVRT as a tourism offering.</p> <p>Through direct tourism operator support, Mansfield Shire's tourism industry maintained its livelihood through many days of lockdown through the year and is still one of the municipality's strongest employers.</p>



Strategic Objective 2 - Activities that promote connection and fitness of our people and visitors

Initiatives	Progress
Develop a Tourism Strategy for Mansfield Shire	Tourism is a fundamental part of Economic Development in Mansfield Shire. To address the broader function of Council's Economic Development and its function in our municipality, including Tourism, an Economic Development Review was completed. This addressed key considerations for tourism. In addition, a Visitor Servicing Review was completed to understand how Council can leverage opportunities to strengthen and diversify the Visitor economy and experience. A specific Tourism and Events Strategy is to follow in the coming financial year which will be based on the outcomes and recommendations in the Economic Development Review and Visitor Servicing Review.
Realise the Lake Eildon Masterplan together with other delivery partners	Key priorities for 2022-25 have been agreed with Lake Eildon Activation Drivers (LEAD). Council's partnership and advocacy led to the announcement of a \$500,000 commitment from the Victorian Government's Investment Fast Track Fund for the progress of the Skyline Road tourism route of Skyline Road, connecting a tourism route that is key to the fulfilment of the Lake Eildon Masterplan.



Strategic Objective 2 - Activities that promote connection and fitness of our people and visitors

Service area	Description of services provided
Arts, Culture & Library	Mansfield Library services and the Mansfield Performing Arts Centre.
Community Development	Community matching fund contributions, and community projects including community planning, development and resilience.
Economic Development - Tourism & Events	A range of community events including TARGA High Country, the High Country Festival and the Lake Eildon Festival.
Operations & General Services	Administration and support for Community and Economic Development.
Sport & Recreation	Sports facilities, the Sport and Recreation Strategic Plan and related actions including Active Mansfield and the Sport and Recreation Advisory Committee.



Theme 2: Vibrant Liveability

Mansfield is stunningly beautiful, clean and green, with all the requirements of modern living.

STRATEGIC OBJECTIVE 3

Future focused: Intelligent land use and infrastructure

- Strategy 3.1 Protect natural vistas and farmlets
- Strategy 3.2 Enhance township character
- Strategy 3.3 Improve roads, drainage and footpaths
- Strategy 3.4 Plan for and encourage appropriate housing

STRATEGIC OBJECTIVE 4

Clean and green: Waste and energy sustainability

- Strategy 4.1 Minimise and re-use waste
- Strategy 4.2 Adopt and promote energy options that are affordable, self-sustaining and carbon positive

STRATEGIC OBJECTIVE 5

Prosperous: Industries, businesses and workforces of the future

- Strategy 5.1 Create conditions that enable local businesses and employers to thrive
- Strategy 5.2 Enable land use and base infrastructure that stimulates commercial activity



Strategic Objective 3 - Future focussed: Intelligent land use and infrastructure

Initiatives	Progress
Strategy 3.1 Protect natural vistas and farmlands	
Develop planning scheme amendments that protect views and vistas, along with land for commercial farming	<p>The Mansfield Planning Strategy 2022 was adopted by Council in May 2022. This involved a review of the significant landscape overlay of Mansfield Shire and recommended further work on the overlays, for incorporation into the strategic planning program.</p> <p>Council's Strategic Planning program has completed planning scheme amendments that contribute to these outcomes, including the Implementation of the Commercial and Industrial Land Use Strategy (C51), the Station Precinct Incorporated Plan (C44), the Rezoning of land at Stockmans Rise (C45), the Rezoning of Land in New Street, Mansfield (C49), the Implementation of the Planning Policy Translation (C47) and the Development Plan Overlay Review (C50).</p>
Forge and nurture smart partnerships that contribute to greater long-term beauty, significance and sustainability	<p>Council has worked with Taungurung Land and Waters Council (TLaWC) on a number of collaborative initiatives and activities.</p> <p>Council officers attend monthly meetings with Gadhaba Local Aboriginal Network. This commitment has forged working relationships that have supported the installation of the Gadhaba Gathering Place at the site of the Station Precinct, the adoption of indigenous learning and practices in our management of parks and gardens and highlighted the voice of First Nations Peoples on major initiatives, such as the Station Precinct Masterplan projects, including the Mansfield Heritage Museum design.</p> <p>Council supported the Clean Up Australia Day initiative in partnership with Mansfield Scouts, MACE, Fords Creek Landcare Group and other community volunteers to clean up Mansfield Botanic Park, Fords Creek, the Skate Park and Mansfield Recreation Reserve and around the Mansfield Scouts grounds. Council provided free disposal of the waste and recyclables collected on the day to support the initiative.</p>



Strategic Objective 3 - Future focussed: Intelligent land use and infrastructure

Initiatives	Progress
Strategy 3.2 Enhance township character	
Apply planning controls to preserve and protect unique characteristics of Mansfield Shire townships.	<p>The Mansfield Planning Strategy considered how to protect and enhance valued economic, environmental, local character and landscape features associated with the Shire's towns and settlements. Council consulted heavily on the Strategy, inviting comment on each of the preferred character statements for each unique township and settlement.</p> <p>Streetscape upgrades were undertaken in Mansfield (High Street west end) and in Goughs Bay. The Goughs Bay community, led by the Goughs Bay Progress Association, assisted Council to determine how the community wanted their streetscape and foreshore areas to develop.</p>
Develop a fair-use system of visitor parking, especially at high-traffic times and places	<p>As our population has increased, so too has traffic in our central business district, as evidenced by traffic counters, and the need for parking spaces. Council purchased a large block of land on High Street to develop approximately 100 car spaces.</p>
Strategy 3.3 Improve roads, drainage and footpaths	
Engage our communities in development of a program of prioritised road, drainage and footpath upgrades across the Shire balanced with volume and type of use	<p>A 10-year Asset Plan was put to the community and adopted by Council. This details how we manage our assets in the long-term and is available for viewing on our website.</p> <p>Works continued on the Heavy Vehicle Alternative Route, with road base construction works on Withers Lane and Dead Horse Lane completed as far as Ford Creek.</p> <p>A long-term community advocacy campaign was realised as Council successfully obtained funding from the Transport Accident Commission (TAC) to construct a footpath on Malcolm Street. Through community engagement, Council obtained half the funding required for construction. The 2.5 metre wide shared footpath received funding for a location on the south side of the street. Through community input and feedback, Council was able to advocate for the footpath to be constructed on the north side, connecting more residents and allowing for safer travel to services.</p>



Strategic Objective 3 - Future focussed: Intelligent land use and infrastructure

Initiatives	Progress
<p>[Continued]</p> <p>Engage our communities in development of a program of prioritised road, drainage and footpath upgrades across the Shire balanced with volume and type of use</p>	<p>Council's Footpath and Shared Path Strategy 2022 provided an opportunity for communities to engage on their priorities for footpath and shared paths and a prioritised list was prepared for outlying townships.</p> <p>Through consultation with the community, the 2022-23 budget was set and prioritised the drainage upgrades that were requested by community members. In the budget, \$1.45 million was committed to resolve long standing drainage issues, with \$870,000 on the Apollo - High Street corner.</p>
Strategy 3.4 Plan for and encourage appropriate housing	
<p>Develop planning scheme amendments that provide conditions for high-quality design and character</p>	<p>The Mansfield Township Approaches Amendment (C48) applies to the four approaches around the Mansfield township. The Amendment was put forward to implement the <i>Township Approaches Controls and Guidelines Study, Mansfield</i> and identifies the preferred future character of each of the four approaches, ensuring future development enhances the valued character of the township. Consultation was concluded and the recommendations will be presented to Council for adoption.</p>
<p>Ensure that new developments fairly and reasonably contribute to infrastructure improvements to meet the demands of growth.</p>	<p>The Mansfield Open Space Strategy considered how new developments contribute fairly and reasonably to the infrastructure needs of our growing community. The Strategy was subject to comprehensive community consultation. The needs identified in the Strategy will be used to influence Council's future capital works planning.</p>



Strategic Objective 3 - Future focussed: Intelligent land use and infrastructure

Service area	Description of services provided
Building	Provision of information on building regulations, fencing, termites, relocation of dwellings, swimming pools and spas, requirements in bushfire prone areas, and general property issues. This service also assesses applications to vary the standard provisions of the Building Regulations, undertakes inspections to finalise permits issued by Council and receives and records all building permits issued within the Shire.
Local Laws	Animal management services including a cat trapping program, dog and cat collection, lost and found notification, Council pound, registration and administration, after hours and emergency services. Local Laws also oversee parking infringements.
Road Network	Ongoing maintenance of the Council's road, footpath and drainage network.
Community Assets & Land Management	Property management of Council owned facilities (leasing, licensing, maintenance, sale and acquisition of property) including the management of the Mansfield Pool and Mansfield Sporting Complex.
Engineering Services	Capital works planning for civil infrastructure assets facilities maintenance works, supervision and approval of private development activities, design, tendering and contract management, and supervision of Council's capital works program including asset management and renewal programs.
Statutory Services	The statutory planning service applies and enforces the provisions of the Mansfield Planning Scheme through expert advice to Council, applicants and the community. The service also assesses and determines planning and subdivision applications and defends Council decisions at VCAT.
Strategic Planning	This service prepares, implements and undertakes reviews of the Mansfield Planning Scheme (as required by legislation) by developing reports, strategic studies and other matters for presentation to Council, planning panels and other stakeholders. Review of the Planning Scheme will result in the preparation and processing of planning scheme amendments to implement the Mansfield Planning Scheme's policy framework.
Field Services	Infrastructure maintenance, renewal and upgrades
Parks & Gardens	Maintenance of Council's open space areas such as playgrounds, parks, street trees, roundabouts and public reserves.



Strategic Objective 4 - Clean and green: Waste and energy sustainability

Initiatives	Progress
Strategy 4.1 Minimise and re-use waste	
Engage with the community to transition to separate glass and FOGO (food organics and garden organics) recycling in accordance with the Recycling and Waste Reduction Act 2020	<p>Mansfield Shire Council has taken an important step to reduce material going to landfill by joining with 11 other Hume region councils and alpine resorts in a collaborative tender for kerbside recycling and waste services. The collaborative procurement, which is being managed by the Resource Recovery Collective - Hume (RCCH), is one of the largest of its kind in regional Victoria. Council has also commenced community engagement over changes to waste and recycling services required by the Victorian Government's circular economy policy.</p> <p>This included formation of a deliberative panel for consultation over the next stage of separating glass and FOGO recycling in accordance with the Act.</p>
Review and improve waste recovery and recycling services and infrastructure	<p>An audit of Council's kerbside services was completed, with the report being presented to Council in July 2022.</p> <p>Council was successful in a grant application that will allow the development of a business case for the joint localised treatment and processing of organics waste with Murrindindi Shire.</p> <p>A review of the risks of closed landfills was undertaken. To mitigate any risk, groundwater monitoring bores are to be installed on all closed landfills and procurement for landfill capping assessments commenced.</p> <p>The Resource Recovery Centre Masterplan was completed and adopted by Council, outlining the works required to upgrade the site to maximise recycling and resource recovery and to minimise waste going to landfill.</p> <p>Enhanced signage was installed at the Resource Recovery Centre.</p>



Strategic Objective 4 - Clean and green: Waste and energy sustainability

Initiatives	Progress
Strategy 4.2 Adopt and promote energy options that are affordable, self-sustaining and carbon positive	
Encourage community access to the benefits of the Local Power Plan and other renewable energy projects	A draft Climate Action Plan was prepared based on previous community consultation.
Convert Council owned/ managed facilities to solar power	Solar systems have been installed on Council's main office in Highett Street, Mansfield and at the Family and Children's Centre.

Service area	Description of services provided
Environment	Development of environmental policy and monitoring of compliance with environmental regulations (e.g. EPA). This service coordinates and implements environmental projects and works with other services to improve Council's environmental performance.
Waste Management	Kerbside rubbish collections of garbage and recycling waste from all households and some commercial properties in the Shire. Waste management services include the Resource Recovery Centre and a community education program.



Strategic Objective 5 - Prosperous: Industries, businesses and workforces of the future

Initiatives	Progress
Strategy 5.1 Create conditions that enable local businesses and employers to thrive	
Develop a program of active service and business attraction, including human services, tourism, manufacturing, and innovation & knowledge workers	<p>Council worked with the media, including the Mansfield Courier, to advocate for high-speed internet capability, calling on candidates in the Federal election to include Mansfield in their consideration of infrastructure funding in their respective campaigns.</p> <p>Council partnered with Rural Councils Victoria (RCV) to support a campaign for better connectivity in the regions and contributed to the State Government's Connecting Victoria campaign via a submission and advocated for the community to participate in a survey.</p> <p>Through quarterly meetings with Telstra and regular meetings with NBN Co, Council has been able to advocate for its connectivity priorities to support local businesses and employers across the Shire.</p>
Support Station Precinct commercial and community activation in line with the Masterplan	<p>Implementation of the Station Precinct Masterplan projects has progressed, with the announcement of a state-of-the-art museum to be constructed at the precinct. The Mansfield Heritage Museum project is a partnership between Council, the Mansfield Historical Society, the Mansfield Cultural Heritage and Arts Centre (MCHAC), Community Bank Mansfield and District, Taungurung Land and Waters Council and the Gadhaba Local Aboriginal Network.</p> <p>Grant funding was obtained for the delivery of the museum, with \$1.18million in funding from the Australian Government's Local Roads and Community Infrastructure (LRCI) Program, more than \$90,000 raised by the Mansfield Historical Society and remaining funding from Community Bank Mansfield and District.</p> <p>Planning scheme amendment C44 has been completed and included in the Mansfield Planning Scheme. This gave the ministerial go-ahead to commercial activation of the Station Precinct.</p>



Strategic Objective 5 - Prosperous: Industries, businesses and workforces of the future

Initiatives	Progress
[Continued] Support Station Precinct commercial and community activation in line with the Masterplan	<p>The Gadhaba Gathering Place received funding and was completed, creating an attractive space adjacent to the Scar Tree on the old railway platform at the Visitor Information Centre. The project was made possible through the COVID-19 Aboriginal Community Response and Recovery Fund from the Victorian Department of Premier and Cabinet, and auspiced by Taungurung Land and Waters Council (TLWC).</p> <p>We are on track to making the Station Precinct a key destination for visitors and community. It's the trailhead of the Great Victorian Rail Trail and the space incorporates the Mansfield Visitor Information Centre, the Gadhaba Gathering Place, the Mullum Wetlands and a large historic display within the former railway station and associated buildings.</p>
Strategy 5.2 Enable land use and base infrastructure that stimulates commercial activity	
Appropriately allocate land for commercial purposes	The Commercial and Industrial Land Use Strategy was progressed as a planning scheme amendment (C51, Part 1).
Develop Lakins Road Precinct	<p>The Heavy Vehicle Alternative Route sets the stage for the Lakins Road Industrial Precinct and is well underway.</p> <p>Funding was also received from the Regional Development Victoria Investment Fast Track Fund for development of a masterplan to facilitate the future development of this industrial precinct.</p>
Implement the Lake Eildon Masterplan and Sewage recommendations	<p>A sewage feasibility study for Goughs Bay is required. Council has advocated for funding to complete the study and submitted an application for funding from the Integrated Water Management Program.</p> <p>The Lake Eildon Masterplan recommendations have progressed with the announcement of \$500,000 to complete the Skyline Road Touring Route.</p>



Strategic Objective 5 - Prosperous: Industries, businesses and workforces of the future

Service area	Description of services provided
Economic Development - Business & Industry	Economic development programs and projects such as contributions to various shows and expos, Tourism North East (TNE), cooperative marketing, outlying community development, business sector support initiatives and product development.
Development Services Management	Strategic and operational management of intelligent land use and infrastructure.



Theme 3: A Trusted, Effective and Efficient Council

Our ratepayers and residents expect us to be transparent and responsive, get the basics right and deliver value for money.

STRATEGIC OBJECTIVE 6

Council possesses in-house and outsourced capability to meet community expectations

- Strategy 6.1 Use and gain knowledge of our community to make good decisions
- Strategy 6.2 Building organisational capacity through its people

STRATEGIC OBJECTIVE 7

Financial sustainability and value for money

- Strategy 7.1 Increase Council's financial resilience by utilising opportunities to derive own source of funding income and optimising costs of delivering services

STRATEGIC OBJECTIVE 8

A consultative Council that represents and empowers its community

- Strategy 8.1 Increase community trust in Council to make informed decisions with "no surprises"



Strategic Objective 6 - Council possesses in-house and outsourced capability to meet community expectations

Initiatives	Progress
Strategy 6.1 Use and gain knowledge of our community to make good decisions	
Modernise engagement practices to extend reach into community	<p>A community engagement framework was created and piloted during the year. The formal framework, including the updated policy, guidelines and tools for staff, were approved for use formally in June 2022. The framework has modernised engagement practices to meet best practice standards as set by the International Association of Public Participation (IAP2) and includes the use of digital and face-to-face engagement to reach broadly across the community.</p> <p>Council received a high score in the JWS Community Satisfaction Survey for satisfaction with community consultation and engagement, increasing from 52 points in 2019 to 59 points in 2022. This is attributed to the increased focus on including the community on decisions that affect the lives of community members and visitors.</p>
Strategy 6.2 Building organisational capability through its People	
Progress the Digital Transformation Strategy	<p>Council led a joint application with partners Benalla Rural City Council, Murrindindi and Strathbogie Shire Councils in December 2021 for the Regional Councils Transformation Program Round 2 Funding.</p> <p>Funding for the program was announced in May 2022 and the project began with preparation of a memorandum of understanding between the partnered local government authorities and a project governance structure.</p>
Enhance key organisational capabilities through effective workforce planning	<p>The development of a Workforce Plan was a requirement of the new <i>Local Government Act 2020</i>. In line with this requirement, Council developed a workforce plan in consultation with its senior leaders and people managers. Careful consideration was made of Council's commitments in its Council Plan and the resources required to meet business as usual resourcing requirements as well as the activities in the Council Plan.</p>



Strategic Objective 6 - Council possesses in-house and outsourced capability to meet community expectations

Provide Councillors with professional learning and development opportunities that enhance their skills and knowledge of local government	Councillors continued to be provided with opportunities for industry and sector training from the Municipal Association of Victoria (MAV).
Strive to continuously improve Council's customer service experience	<p>A new Customer Service Charter was developed and implemented, which considers how enquiries are responded to and makes a commitment to the community to respond to phone calls within 24 hours (or the next working day) and to respond to written correspondence within 10 working days.</p> <p>A new website was rolled out, enhancing the capacity for Council to communicate digitally with its community and making it easier for the community to use and access information about Council.</p>



Strategic Objective 6 - Council possesses in-house and outsourced capability to meet community expectations

Service area	Description of services provided
Human Resources	Staff recruitment, resourcing, training and development, and Workcover.
Communications	Communications leads communication with the community through a variety of methods and channels. This includes mainstream and local media, publications, advice, consultation, advertising, speeches, website and social media.
Information Technology	Communications and computer systems, facilities and infrastructure to enable Council staff to deliver services efficiently.



Strategic Objective 7 - Financial sustainability and value for money

Strategy 7.1 Increase Council's financial resilience by utilising opportunities to derive own-source or funding income and optimising costs of delivering services

Identify methods of providing greater value for money from Council-delivered services via rolling cycle of service reviews	<p>A Rates & Property Service review was conducted and completed. The recommendations from the review will be implemented.</p> <p>An Economic Development Services review was conducted and completed. Low-cost recommendations from that review are being implemented, with other recommendations being considered for how they contribute value for money.</p>
Grow other revenue through grant applications	<p>Council has been successful in a number of key advocacy projects, including:</p> <ul style="list-style-type: none">+ \$9.8 million in Federal funding for upgrades to Highton Lane, Rifle Butts Road and Chapel Hill Road to develop a key agricultural and tourism route called the 'IMPACT Route'+ \$1.18 million from the Australian Government's Local Roads and Community Infrastructure (LRCI) Program for the Mansfield Heritage Museum to progress the Station Precinct Masterplan+ \$635,000 in Federal funding for the re-sheeting of ten local roads as part of the Local Roads and Community Infrastructure Program+ \$500,000 for a joint application for the completion of a touring route on Skyline Road to progress the Lake Eildon Masterplan+ \$300,000 to enhance outdoor spaces for commercial activity as part of the Victorian Government's COVIDSafe Activating Outdoor package+ \$93,000 from TAC to construct a footpath on Malcolm Street. <p>In its Council plan, Council also committed to advocating for Mansfield District Hospital's redevelopment and its delivery of health services. The hospital was awarded funding of approximately \$60 million in the Victorian Budget 2022/23, for the provision of 72 new beds in separate rooms in the hospital's aged care service.</p> <p>Council reviewed its grant funding framework and approach to advocacy and continues to pursue funding priorities, including enhanced telecommunications and connectivity, a Mansfield Emergency Services Precinct, an upgrade of Lords Reserve facilities and other important initiatives.</p> <p>Council subscribed to Profile ID to strengthen its access and the availability of information to the community, to provide important economic and demographic information to assist with grant applications.</p>



Strategic Objective 7 - Financial sustainability and value for money

Service area	Description of services provided
Financial Services	Management of Council's investments and finances, payment of salaries and wages, payment of creditor invoices, budget preparation, quarterly finance reporting to Council and annual statutory reporting to governing bodies. The Victorian Grants Commission funding support from the Commonwealth government for Council services is reported as part of the Finance service.
Revenue Services	This service raises and collects property rates and charges and other sundry debtor invoices, and co-ordinates the valuation of properties throughout the municipality.



Strategic Objective 8 - A consultative Council that represents and empowers its community

Strategy 8.1 Increase community trust in Council to make informed decisions with 'no surprises'

Provide the community with transparent information about Council plans, strategies, and performance

The Community Engagement Guidelines were approved and were in use throughout the year. The service performance indicator result showed that satisfaction with community consultation and engagement increased to 59 points.

Provide community opportunities to be involved in key Council decisions

Through engage.mansfield.vic.gov.au, every key Council decision that impacted the lives of community members was put forward for community consultation. In addition to face-to-face engagement and planning amendment exhibitions, Council engaged on individual issues through this digital platform. During the reporting period, approximately 3,000 people used the digital engagement tool.



Strategic Objective 8 - A consultative Council that represents and empowers its community

Strategy 8.2 Develop capacity and capability to advocate powerfully for the most important interests of the Mansfield community

Advocate for the delivery of projects such as the Lake Eildon Masterplan, Mansfield Station Precinct, Mansfield Emergency Services Precinct, Lakins Road Industrial Precinct, a Year-around Aquatic Facility in Mansfield, Lords Reserve Community Hub, and redevelopment of the Resource Recovery Centre

Council has both lobbied and partnered, as appropriate, with state, federal and government agencies to progress the community's funding needs.

Continued advocacy efforts have resulted in successful funding outcomes for a number of projects, including:

- + \$9.8 million in Federal funding for upgrades to Highton Lane, Rifle Butts Road and Chapel Hill Road to develop a key agricultural and tourism route called the 'IMPACT Route'
- + \$1.18 million from the Australian Government's Local Roads and Community Infrastructure (LRCI) Program for the Mansfield Heritage Museum to progress the Station Precinct Masterplan
- + \$635,000 in Federal funding for the re-sheeting of ten local roads as part of the Local Roads and Community Infrastructure Program
- + \$500,000 for a joint application for the completion of a touring route on Skyline Road to progress the Lake Eildon Masterplan
- + \$300,000 to enhance outdoor spaces for commercial activity as part of the Victorian Government's COVIDSafe Activating Outdoor package
- + \$93,000 from TAC to construct a footpath on Malcolm Street.



Strategic Objective 8 - A consultative Council that represents and empowers its community

Service area	Description of services provided
Customer Service and Records	This service is our main customer interface with the community at the Municipal Office and Visitors Information Centre. Services include receipting, VicRoads services, records and information management.
Executive Management	Strategic and operational management.
Council	Councillor remuneration, election procedures and council induction and training programs.
Governance	Statutory and corporate support for executive management and Councillors, Freedom of Information, and social media management.
Risk Management	Identification and management of key organisation risks, fraud control, general insurance, the Audit & Risk Advisory Committee, internal audit, and occupational health and safety.

Local Government Performance Reporting Framework

The Victorian Government introduced the Local Government Performance Reporting Framework in 2014.

The Framework is a mandatory system of performance reporting for all Victorian councils. It ensures that councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.

Broadly, the Framework is made up of a range of measures, including roads, planning, animal management and waste.

It is complemented by a Governance and Management checklist of 24 items, which show the policies, plans and procedures in place at each council. Together, they build a comprehensive picture of council performance which can be viewed at knowyourcouncil.vic.gov.au

Plain Creek Falls, Merrijig





Aquatic Facilities

Service Performance Indicators

Indicator Measure	2019	2020	2021	2022	Material Variations and Comments
Health inspections of aquatic facilities	1.00	1.00	1.00	2.00	A new contractor commenced and due to COVID restrictions, a risk assessment was completed in addition to the health officer's inspection.
Utilisation of aquatic facilities	1.91	1.82	1.26	0.87	The result for this measure decreased by 0.4 visit per capita to 0.9 visit in the 2022 year and has decreased by 1 visit over the 4 year period from 2019. Utilisation of aquatic facilities decreased due to a state-wide shortage of swim teachers resulting in restricted opening hours and some programs not being able to operate.
Cost of aquatic facilities	New in 2020	\$9.12	\$13.42	\$26.22	Costs for provision of the service increased due to the appointment of a new contractor, combined with the decreased utilisation of the facilities.



Animal Management

Service Performance Indicators

Indicator Measure	2019	2020	2021	2022	Material Variations and Comments
Time taken to action animal management requests	1.00	1.14	1.03	1.23	Although the result is higher than previous years, the time taken to respond is well within Council expectations, and not significantly different from past years.
Animals reclaimed	76.38%	80.00%	84.78%	86.99%	This measure has increased steadily over the last 4 years.
Animals rehomed	New in 2020	16.36%	14.13%	12.20%	This is marginally down on last year but still a good outcome. More animals are being reunited with their owners, which means fewer animals need rehoming.
Cost of animal management service per population	\$22.17	\$18.97	\$17.90	\$23.90	Although the result is higher than previous years, costs have been impacted by an increased demand on the service due to the increased number of resident rate payers.
Animal management prosecutions	New in 2020	0.00%	0.00%	0.00%	No animal prosecutions were recorded during this period or since the measure was introduced.



Food Safety

Service Performance Indicators

Indicator Measure	2019	2020	2021	2022	Material Variations and Comments
Time taken to action food complaints	2.90	1.80	2.00	1.83	No material change.
Food safety assessments	93.48%	93.53%	72.93%	76.16%	No material change.
Cost of food safety service	\$335.82	\$399.63	\$329.15	\$358.35	No material change.
Critical and major non-compliance outcome notifications	100.00%	31.25%	97.37%	94.29%	No material change.



Governance

Service Performance Indicators

Indicator Measure	2019	2020	2021	2022	Material Variations and Comments
Council decisions made at meetings closed to the public	6.75%	8.14%	9.36%	9.09%	Some decisions are closed to the public, such as those that require the disclosure of information that has a commercial value, a matter affecting an employee or relating to someone's personal affairs. Many of the closed decisions made by Council related to the awarding of commercial contracts.
Satisfaction with community consultation and engagement	52.00	54.00	56.00	59.00	Council implemented its Community Engagement Policy at the end of 2020-21 and actively seeks consultation with the community on decisions that impact on the lives and experiences of community members and visitors.
Councillor attendance at council meetings	92.22%	88.42%	96.25%	96.92%	No material change.
Cost of elected representation	\$42,169.14	\$41,459.60	\$42,073.34	\$45,418.20	No material change.
Satisfaction with Council decisions	47.00	48.00	56.00	57.00	The result for this measure has increased by 10 points to 57 over the 4 year period from 2019. This positive result reflects Council's strong focus on consulting with the community over major decisions.



Libraries

Service Performance Indicators

Indicator Measure	2019	2020	2021	2022	Material Variations and Comments
Physical library collection usage	3.15	2.68	2.27	2.79	State-wide borrowing was reduced during 2020-2021 due to COVID lockdowns (this measure reflects the number of times Mansfield owned items are borrowed anywhere in Victoria). Borrowing within the branch is reduced from previous financial years because of reduced opening hours and reduced programming.
Recently purchased library collection	64.38%	70.13%	71.69%	45.34%	Restrictions and lockdowns have impacted supply chain delivery and supply of physical items, causing delays in collection renewal.
Active library borrowers in municipality	17.65%	17.28%	15.10%	13.50%	The result for this measure has decreased by 4.2 percentage points over the 4 year period from 2019. This was caused by the impacts of reduced hours during the pandemic and increased resident population.
Cost of library service per population	\$34.39	\$30.93	\$32.29	\$33.99	No material change.



Maternal and Child Health

Service Performance Indicators

Indicator Measure	2019	2020	2021	2022	Material Variations and Comments
Infant enrolments in the MCH service	101.41%	101.67%	100.00%	101.54%	All infants enrolled from birth notifications received between July 2021 and June 2022.
Cost of the MCH service	\$58.13	\$76.72	\$71.81	\$78.13	Cost is commensurate with previous years.
Participation in the MCH service	76.54%	83.65%	87.23%	83.01%	Participation in the service was impacted by COVID lockdowns and restriction of service to infants 8 weeks and under during these periods.
Participation in the MCH service by Aboriginal children	71.43%	90.91%	83.33%	100.00%	The result for this measure has increased by 29 percentage points to 100% over the 4 year period from 2019. This is a very small cohort however all enrolled children fell within the range for key age and stage visits.
Participation in 4-week Key Age and Stage (KAS) visit	New in 2020	108.33%	97.30%	106.15%	More babies attended the centre for KAS visits than those enrolled from birth notifications. This is due to visitors living here but with an additional address elsewhere and enrolled there. These babies were entered on the Child Development Information System from Birth notifications by other councils who have been sent the birth notification from the hospital incorrectly.

Indicator Measure	2019	2020	2021	2022	Material Variations and Comments
Sealed local road requests	18.94	14.82	14.56	16.94	The number of requests have historically fluctuated within this range. This result is not unexpected.
Sealed local roads maintained to condition standards	93.70%	94.25%	89.27%	82.43%	No material change.
Cost of sealed local road reconstruction	\$13.32	\$0.00	\$0.00	\$44.86	Council has budgeted for and implemented sealed local road reconstruction projects, being View Street and the Heavy Vehicle Alternative Route, after two years of no major reconstruction projects.
Cost of sealed local road resealing	\$4.46	\$0.00	\$8.27	\$5.24	Mansfield Shire Council collaborated with Murrindindi Shire Council to gain from economies of scale in its resealing tender resulting in deferral of the resealing component until 2022/23, facilitating additional time to complete more extensive preparation works in 2021/22.
Satisfaction with sealed local roads	50.00	49.00	57.00	57.00	The result for this measure increased by 7 points to 57 in the 2022 year. Grant funding and increased personnel have allowed significant investment in upgrading roads in the shire. Per JWS report 2022 Local Government Community Satisfaction Survey.



Statutory Planning

Service Performance Indicators

Indicator Measure	2019	2020	2021	2022	Material Variations and Comments
Time taken to decide planning applications	63.00	70.00	59.00	61.00	The planning unit is continuing to work on improving planning processes to improve times to determine permit applications. The result was impacted by a 30% increase in applications being processed by the department during the year.
Planning applications decided within required time frames	66.84%	48.26%	67.30%	91.03%	The planning unit is continuing to work on improving planning processes to increase the number of permits issued within statutory timeframes. This year has shown a significant improvement on that compared to previous years.
Cost of statutory planning service	\$2,192.49	\$2,410.37	\$2,970.04	\$1,965.28	More work is being done in-house and fewer contractors have been engaged to complete planning applications. This resulted in a decreased cost of service. Fees are charged in accordance with the regulations and the 30% increase in applications has reduced the service cost per application.
Council planning decisions upheld at VCAT	50.00%	0.00%	100.00%	100.00%	The result for this measure has increased by 50 percentage points to 100% over the 4 year period from 2019. Three matters were referred to VCAT and all cases heard in the financial year had the decision of Council affirmed by the tribunal.



Waste Collection

Service Performance Indicators

Indicator Measure	2019	2020	2021	2022	Material Variations and Comments
Kerbside bin collection requests	45.65	47.24	44.35	53.96	There was an increased number of additional bins requested this year, partly due to an increased resident population. There was also an increase in the number of damaged bins, which is not unexpected as the contract for provision of kerbside services comes towards the end of the term and bins are closer to the end of their expected lifespan.
Kerbside collection bins missed	2.13	2.88	2.41	3.39	Higher than last year and includes both residual waste and recycling bins missed, but with an increased resident population, it has shown more people are using the service.
Cost of kerbside garbage bin collection service	\$171.29	\$168.58	\$166.03	\$193.11	Increase of resident population has resulted in an increased amount of waste to landfill, resulting in an overall cost increase for the service.
Cost of kerbside recyclables collection service	\$91.73	\$106.67	\$110.65	\$117.18	Increased costs are reflective of the increased prices of waste disposal and fuel over the past 12 months.
Kerbside collection waste diverted from landfill	35.77%	35.58%	35.02%	33.92%	There has been an increased amount of waste going to landfill, predominantly due to the increase in resident ratepayers. Council does not currently offer a green organics service.



Looking to Mt Buller

A spring display of canola. Agriculture is one of the Shire's major industries.

Governance, Management and Other Information

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Governance

Mansfield Shire Council is constituted under legislation to provide leadership for the good governance in its municipal district for the benefit and wellbeing of the municipal community.

Legislative Requirements

Council must perform its role having regard to the overarching governance principles as set out in the *Local Government Act 2020* as follows:

- + Council decisions are to be made and actions taken in accordance with relevant law;
- + Priority is to be given to achieving the best outcomes for the municipal community including future generations;
- + The economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- + The municipal community is to be engaged in the strategic planning and strategic decision-making;
- + Innovation and continuous improvement are to be pursued;
- + Collaboration with other Councils and Governments and statutory bodies is to be sought;
- + The ongoing financial viability of the Council is to be ensured;
- + Regional, state and national plans and policies are to be taken into account in strategic planning and decision-making;
- + The transparency of Council decisions, actions and information is to be ensured;

Community Engagement and Transparency

The Mansfield Shire Council Community Engagement Policy (the Policy) affirms Council's commitment to engaging its community and relevant stakeholders, about matters that affect them.

The Policy expands on the requirements defined in the *Local Government Act 2020 (the Act)*, in particular how Council will enact the community engagement principles. The intent of the Policy is to improve the quality and effectiveness of Council's decision-making and to strengthen trust and confidence in Council by undertaking the following:

- + Ensuring transparency and accountability in Council decision-making;
- + Creating genuine opportunities for members of the Mansfield Shire community to participate in matters that interest and affect it;
- + Ensuring the diverse needs of the local community are taken into account in decision-making; and
- + Encouraging and supporting the community to participate in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's priorities.

Council's formal decision-making processes are conducted through Council meetings. Council also delegates the majority of its decision-making to Council staff. These delegations are exercised in accordance with adopted Council policies.

Code of Conduct

As required by the Act, Council reviewed the Councillor Code of Conduct and adopted a new Code of Conduct on 16 February 2021. Copies of the Code are available on Council's website.

Conflict of Interest

Councillors are elected by community members to act in the best interests of the community. When a council delegates its powers to a council officer or a committee, the committee or officer also needs to act in the public interest. A conflict of interest occurs when a personal or private interest might compromise the person's ability to act in the public interest.

Mansfield Shire Council has in place Governance Rules regarding the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and committee meetings. Council maintains a register of all disclosed conflict of interests.

Council meetings held

14
FOR THE
2021/22 YEAR

Council Meetings

Council conducts open public meetings monthly. Members of the community are welcome to attend these meetings and observe via Council's YouTube channel.

Council meetings also provide the opportunity for community members to submit a question to the Council, make a submission or speak to an item.

The following tables provide a summary of Councillors' attendance at meetings for the 2021/2022 financial year.

At the 16 November Council meeting, Cr James Tehan and Cr Mark Holcombe were elected Mayor and Deputy Mayor respectively.

	Mayor Cr Mark Holcombe	Deputy Cr Mayor James Tehan	Cr Steve Rabie	Cr Paul Sladdin	Cr Rohan Webb
MEETING DATE	PRESENT YES ✓ / NO ✗				
20 July 2021	✓	✓	✓	✓	✓
17 August 2021	✓	✓	✓	✓	✓
21 September 2021	✓	✓	✓	✓	✓
28 September 2021	✓	✓	✓	✓	✗
19 October 2021	✓	✓	✓	✗	✓
16 November 2021	✓	✓	✓	✓	✓
21 December 2021	✓	✓	✓	✓	✓
15 February 2022	✓	✓	✓	✓	✓
15 March 2022	✓	✓	✓	✓	✓
19 April 2022	✓	✓	✓	✓	✓
26 April 2022	✓	✓	✓	✓	✗
17 May 2022	✓	✓	✓	✗	✓
7 June 2022	✓	✓	✓	✓	✓
28 June 2022	✓	✓	✓	✓	✓

Councillor Allowances

In accordance with Section 39 of the *Local Government Act 2020*, Councillors are entitled to receive an allowance while performing their duty as a Councillor. The Mayor is also entitled to receive a higher allowance.

An important reform of the *Local Government Act 2020* is the transfer of responsibilities in determining Mayoral and Councillor allowances to the Victorian Independent Remuneration Tribunal (the Remuneration Tribunal).

The Minister for Local Government requested the Remuneration Tribunal to make a determination.

The value of the allowances will be adjusted annually in line with the Victorian Independent Remuneration Tribunal and *Improving Parliamentary Standards Act 2019*.

At its June 2021 Council meeting, Council resolved to fix the councillor allowance at \$21,049 per annum and the mayoral allowance at \$62,884 per annum. Mayoral and councillor allowances are also subject to the superannuation guarantee which increased to 10.0% on 1 July 2021. This is remitted in the monthly councillors payments.

On 7 March 2022, in accordance with section 23A of the Victorian Independent Remuneration Tribunal and *Improving Parliamentary Standards Act 2019* (Vic) (VIRTIPS Act), the Tribunal made the Allowance payable to Mayors, Deputy Mayors and Councillors (Victoria) Determination No. 01/2022.

The Determination applies to all Mayors, Deputy Mayors and Councillors (Council members) in all Victorian Councils and took effect from 18 December 2021. The Determination sets a base allowance for each Council member. The value of the base allowance payable to a Council member varies depending on the role (Mayor, Deputy Mayor, or Councillor) and the Council allowance category assigned to the Council as specified in the Determination. The Determination also sets a remote area travel allowance for Council members and provides eligibility criteria for claiming it.

Mansfield Shire Council is a Category 1 Council (small shire)

ALLOWANCES 18 DECEMBER 2021 TO 17 DECEMBER 2022

Mayoral Allowance	\$74,706
Deputy Mayor	\$37,353
Councillors	\$24,080

Councillor	Part A July to Dec Annual Allowance (\$)	Part B July to Dec Superannuation Guarantee Equivalent (\$)	Part A Jan to June Annual Allowance (\$)	Part B Jan to June Superannuation Guarantee Equivalent	Total Allowance Excluding Superannuation 2021-2022 (\$)
Cr James Tehan (Mayor)	\$19,625.00	\$1,962.50	\$37,814.00	\$3,781.40	\$57,439.00
Cr Mark Holcombe (Deputy Mayor)	\$ 28,467.00	\$2,846.70	\$17,930.00	\$1,793.00	\$46,397.00
Cr Steve Rabie	\$11,577.00	\$1,157.70	\$12,117.00	\$1,211.70	\$23,694.00
Cr Paul Sladdin	\$11,577.00	\$1,157.70	\$12,117.00	\$1,211.70	\$23,694.00
Cr Rohan Webb	\$11,577.00	\$1,157.70	\$12,117.00	\$1,211.70	\$23,694.00

Councillor Expenses

In accordance with Section 40 of the *Local Government Act 2020*, Council is required to reimburse a Councillor for expenses incurred whilst performing their duties as a Councillor.

Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors. The policy provides guidance for the payment of reimbursements of expenses and the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties.

Council also publishes in its Annual Report the details of the expenses, including reimbursement of expenses for each Councillor.

Councillor	Stationary (\$)	Information & Communication Technology (\$)
Mayor Cr James Tehan	\$22.50	\$376.32
Deputy Mayor Cr Mark Holcombe	\$0.00	\$589.40
Cr Steve Rabie	\$146.00	\$3033.50
Cr Paul Sladdin	\$0.00	\$589.40
Cr Rohan Webb	\$0.00	\$589.40
Total	\$168.50	\$6,363.93



Governance and Management Checklist

Council has implemented a number of statutory and better practice items to strengthen its management framework. Having strong governance and management frameworks leads to better decision-making by Council.

The Act requires Council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations.

Governance and Management Checklist

Councils Governance and Management Checklist results are set out in this section. The following items have been highlighted as important components of the management framework.

Governance and Management Item	Assessment	Yes/No
1. Community Engagement Policy (policy under section 55 of the Act outlining Council’s commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption: 16 February 2021	✓
2. Community Engagement Guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation Date of adoption: 30 June 2022	✓
3. Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with Section 91 of the Act Date of adoption: 19 October 2021	✓
4. Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with Section 92 of the Act Date of adoption: 28 June 2022	✓
5. Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 22 June 2021 Revised: 28 June 2022	✓



Governance and Management Item	Assessment	Yes/No
6. Annual budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Adopted in accordance with section 94 of the Act Date of adoption: 28 June 2022	✓
7. Risk policy (policy outlining Council's commitment and approach to minimising the risks to council's operations)	Current policy in operation Date of commencement of current policy: 25 June 2019	✓
8. Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation Date of commencement of current policy: 15 March 2022	✓
9. Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> MEMP endorsed by Committee: 10 August 2021 The 2021-2024 MEMP lodged with region for review: 14 September 2021	✓
10. Procurement policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by Council)	Adopted in accordance with section 108 of the Act Date of adoption: 22 June 2021	✓

Governance and Management Checklist - Continued

Governance and Management Item	Assessment	Yes/No
11. Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation Date of adoption: 15 March 2022	✓
12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation Date of adoption: 5 April 2022	✓
13. Risk management framework (framework outlining council's approach to managing risks to the council's operations)	Current framework in operation Date of commencement of current framework: 25 June 2019	✓
14. Audit and Risk Committee (see sections 53 and 54 of the Act)	Committee Established in accordance with section 53 of the Act Date of establishment: 15 April 2003 2021-22 Meetings: + 23 August 2021 + 15 November 2021 + 21 February 2022 + 16 May 2022	✓
15. Internal audit (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal Audit Contract Dated: 6 September 2019 Audit Contract Extension: 15 March 2022	✓



Governance and Management Item	Assessment	Yes/No
16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 2020</i>)	Current framework in operation Date of commencement of current framework: 21 December 2021	✓
17. Council Plan report (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)	Council Plan report to Council: 28 June 2022	✓
18. Quarterly budget reports (quarterly reports to Council under section 97 of the Act, comparing actual and budgeted results and an explanation of any material variations)	Quarterly reports presented to Council in accordance with section 97 of the Act. Date reports presented: + 16 November 2021 + 15 February 2022 + 17 May 2022	✓
19. Risk reporting (Six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports prepared and presented. Presented to Audit and Risk Committee at 4 meetings: + 23 August 2021 + 15 November 2021 + 21 February 2022 + 16 May 2022	✓
20. Performance reporting (6-monthly reports of indicators measuring financial and non- financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 2020</i>)	LGPRF was presented in the annual report. Six monthly report was circulated internally. Council will present six monthly reports in the 2022-23 financial year.	X

Governance and Management Checklist - Continued

Governance and Management Item	Assessment	Yes/No
21. Annual report (annual report under sections 98 and 99 of the Act containing a report of operations and audited financial and performance statements)	Annual report presented at a meeting of Council in accordance with section 100 of the Act Date statements presented: 21 December 2021	✓
22. Councillor Code of Conduct (Code setting out the standards of conduct to be followed by Councillors and other matters)	Code of Conduct reviewed and adopted in accordance with section 139 of the Act Date reviewed: 16 February 2021	✓
23. Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Council meetings: + 19 October 2021 + 15 March 2022	✓
24. Meeting procedures (Governance Rules governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 01 September 2020	✓



Cr James Tehan
 MAYOR
 DATE: 14/09/2022



Kirsten Alexander
 CHIEF EXECUTIVE OFFICER
 DATE: 14/09/2022



Lake Eildon

The second largest in-land waterway in Australia.

Statutory Information

The following information is provided in accordance with legislative and other requirements applying to Council.



Jamieson

A bird's eye view of Jamieson township.

Documents Available for Public Inspection

In accordance with regulation 12 of the Local Government (General) Regulations 2015 the following are prescribed documents that are available for public inspection or copies of the documents can be obtained for the purposes of section 222 of the Act at 33 Highett Street, Mansfield:

- + a document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by a Councillor or any member of Council staff in the previous 12 months
- + minutes of council meetings held in the previous 12 months are available for public inspection, other than those agendas and minutes relating to part of a meeting which was closed to members of the public under Section 66 of the *Local Government Act 2020* and are confidential information within the meaning of Section 3 of the *Local Government Act 2020*.
- + a register of delegations kept under Section 11(8) of the *Local Government Act 2020*.
- + a document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms of and the value of the lease
- + a register maintained under section 224(1A) of the Act of authorised officers appointed under that section
- + a list of donations and grants made by Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

Procurement of Contracts

Council's Procurement Policy for engaging contractors to supply goods and services was adopted in July 2021 in accordance with section 108 of the *Local Government Act 2020*. It outlines Council's best practice procurement principles which are applied irrespective of the value and complexity of that procurement:

- + value for money;
- + sustainability (social, economic and environmental);
- + open and fair competition;
- + accountability;
- + risk management and
- + probity and transparency.

Contracts

During the year Council entered into one new contract valued at \$200,000 or more for goods and services without engaging in a competitive process.

Council engaged CT management to provide the services of Manager Business and Performance for a period of 8 months. The arrangement was entered into as the role holds key financial accountabilities under the *Local Government Act 2020* and was deemed critical whilst ongoing recruitment was undertaken. The arrangement ended on 29 June 2022 as an ongoing Manager was engaged by Council.

Council's Procurement Policy is made under Section 108 of the *Local Government Act 2020*. As per Section 3 of the Act, Council Policy states all contracts of the value of \$200,000 exclusive of GST, must invite a tender or seek expression of interest.

Disability Action Plan

The *Disability Act Victoria 2006* outlines general provisions, including planning for individual access to services and provides the framework for a 'Whole of Government and Whole of Community' approach to building community inclusion for people with disabilities.

Council's Access and Inclusion Charter acknowledges Council's commitment to valuing every community member and considering any barriers that may exist to their participation.

Domestic Animal Management Plan

Council's Domestic Animal Management Plan 2017-21 was endorsed by Council on 17 April 2018. The Plan, operating in conjunction with the *Amenity, Environment and Community Protection Local Law 2017*, provides a clear framework for the keeping of animals within the Shire.

Community engagement to review the Plan was completed in 2021-22, in preparation for the adoption of the 2022 Plan.

Council's Local Laws Officers are required to undergo training in the following:

- + Certificate IV Animal Control and Regulation
- + Dog Behaviour Assessment Workshop
- + DELWP (Department of Environment, Land, Water and Planning) training for auditing domestic animal businesses
- + Firearms safety
- + Offences and Enforcement on Roads
- + Canine Anatomy and Identification

Council uses a range of resources to reunite lost animals with their owners and has seen high success rates in this area by introducing the use of social media. The introduction of the use of social media has also been effective when encouraging pet owners to microchip and register animals.

The feral cat population continues to be a problem in rural areas, however Council's ongoing provision of cat traps to residents has seen a reduction in the number of feral cats in some high-risk areas.

Food Act Ministerial Directions

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

Freedom of Information

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

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

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

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

In 2021-22 eight Freedom of Information requests were received by Council. No appeals were received against the Freedom of Information Officer's decisions.

Further information regarding FOI can be found at www.ovic.gov.au and on Council's website.

Public Interest Disclosure Policy

The *Protected Disclosure Act 2012* aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures.

Council's Public Interest Disclosures Policy was endorsed in April 2020 and updated in 2022. It ensures Council's compliance against the *Public Interest Disclosures Act*, including its associated regulations and provides a framework for reporting public interest disclosures of corrupt or improper conduct as defined in the Act.

There were three disclosures notified to Council officers during the 2021-22 year.

Road Management Act Ministerial Direction

In accordance with section 22 of the *Road Management Act 2004*, a council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial Directions were received by Council during the 2021-22 financial year.

Management of Audit and Risk

Audit and Risk Committee

In accordance with section 53 of the *Local Government Act 2020*, a Council must establish an audit committee.

The Mansfield Shire Audit and Risk Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control and risk management and fostering an ethical environment.

The Audit and Risk Committee operates on a staggered rotation to ensure continuity of membership. Council's Audit and Risk Committee in 2021/2022 comprised of three independent members: Bruce Potgieter (Chair), Peter Johnston and Moh Lee Ng. The two Councillor representatives were Mayor Cr James Tehan and Cr Mark Holcombe. The Chair is elected from amongst the independent members.

The Committee meets four times per year. The Internal Auditor, Chief Executive Officer, General Manager Corporate and Community Services, General Manager Infrastructure and Planning, Manager Business and Performance and Coordinator Governance and Risk attend all meetings. Other management representatives attend as required to present reports. An open invitation is provided to all Councillors to attend all meetings.

The External Auditor attends in May and August each year to present the audit plan and independent audit report.

Any recommendations and the minutes from each Audit and Risk Committee meeting are subsequently reported to and considered by Council.

Internal Audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council.

Council contracts internal audit services under a three year tender arrangement. The current service provider is AFS & Associates. A risk based three year Internal Audit Plan is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers Council's risk framework, the Council Plan, the impact of any change on operations, systems or the business environment, prior audit coverage and outcomes and management input. The Internal Audit Plan is reviewed and approved by the Audit and Risk Committee annually.

The internal auditor attends each Audit and Risk Committee meeting to report on the status of the Internal Audit Plan, provide an update on the implementation of audit recommendations and to present findings of completed reviews. All audit issues identified are risk rated.

During 2021/2022, the following internal audits were undertaken by AFS & Associates:

- + Contract Management
- + Project Management – Capital Projects

External Audit

Council is externally audited by the Victorian Auditor-General. For the 2021/2022 financial year the annual external audit of Council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's Office.

The external auditors attended the May and September Audit and Risk Committee meetings during 2021/2022 to present the annual audit plan and Independent Audit Report.

The external audit management letter and responses are also provided to the Committee.

Risk Management

In June 2019, Council adopted a revised Risk Management Framework and Policy in line with current best practice in the management of business enterprise risks and current AS/NZ 31000 guidelines.

During 2021/2022, Council's Audit and Risk Committee received four Risk Management Reports, in accordance with Council's Risk Management framework.



A growing economy

At the last Census in 2021, local businesses in the Shire numbered 1,325.



Mansfield Shire Council Financial Reports 2021-22

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Understanding the Financial Report

Council's Financial Report shows how we performed financially during 2021-22 and the overall position at the end of the financial year (30 June 2022).

We present our Financial Report in accordance with the Australian Accounting Standards. Mansfield Shire Council is a 'not for profit' organisation and as such some of the generally recognised terms used in private sector company reports may not be appropriate to Council's reports.

What is Contained in the Annual Financial Report

The Financial Report is made up of two main sections, namely the statements and the notes. There are five statements and ten notes.

These statements and notes are prepared by Council staff, examined by Council's Audit and Risk Committee and by Council. They are then audited by the Victorian Auditor-General.

The five Statements are:

- 1. Comprehensive Income Statement**
- 2. Balance Sheet**
- 3. Statement of Changes in Equity**
- 4. Statement of Cash Flows**
- 5. Statement of Capital Works**

The notes detail Council's accounting policies and the make-up of values contained in the statements.

1. Comprehensive Income Statement

The Comprehensive Income Statement shows:

- + The sources of Council's revenue under various income headings.
- + The expenditure incurred in running Council during the year. These expenses relate only to the 'operations' and do not include the cost associated with the purchase or the building of assets. While asset purchase costs are not included in the expenses there is an item for 'Depreciation.' This represents the value of the assets used up during the year.

A surplus means that the revenue was greater than the expense.

2. Balance Sheet

The Balance Sheet is a one-page summary of the financial situation as of 30 June 2022 (balance date). It shows what the Council owns (assets) and what it owes (liabilities). The bottom line of this Statement is net assets. This is the net worth of Council which has been accumulated since its de-amalgamation from the former Delatite Shire in 2002.

The assets and liabilities are separated into current and non-current. Current means those assets or liabilities which will fall due in the next 12 months.

The components of the Balance Sheet are described as follows:

Current and Non-current Assets

- + Cash and cash equivalents include cash held in the bank and in petty cash.
- + Trade and other receivables are monies owed to Council by ratepayers and others.
- + Financial assets are term deposits invested for a period beyond three months.

- + Prepayments are expenses that Council has paid in advance of the service.
- + Inventories are stock held for sale or consumption in Council's services.
- + Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc., which Council owns or controls at balance date.

Current and Non-current Liabilities

- + Trade and other payables are amounts owed by Council to others as of 30 June 2022.
- + Trust funds and deposits represent monies held in trust or deposits received and held by Council.
- + Provisions include accrued long-service leave and annual leave owing to employees.
- + Interest-bearing loans and borrowings are borrowings of Council.

Net Assets

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Council as of 30 June 2022.

Equity

Total equity always equals net assets. It is made up of the following components:

- + Accumulated surplus, which is the value of all surplus/(deficit) accumulated over time.
- + The use of monies from Council's reserves and transfers to Council's reserves.

3. Statement of Changes in Equity

During the course of the year the value of total equity as set out in the Balance Sheet changes. The Statement of Changes in Equity shows the values of such changes and how these changes arose.

The main reasons for a change in equity arise from:

- + the 'profit' or 'loss' from operations, described in the Statement as 'surplus/ (deficit) for the year'
- + the use of monies from Council's reserves and transfers to Council's reserves
- + the revaluation of fixed assets which takes place on a regular basis.

4. Statement of Cash Flows

The Statement of Cash Flows summarises Council's cash payments and cash receipts for the year. The values may differ from those shown in the Income Statement because the Income Statement is prepared on an accrual accounting basis. Cash Flows amounts include GST.

Cash in this Statement refers to bank deposits and other forms of highly liquid investments that can readily be converted to cash, except for cash invested in managed funds.

Council's cash arises from, and is used in, three main areas:

Cash Flows from Operating Activities

Receipts

All cash received into Council's bank account from ratepayers and others who owed money to Council. Receipts also include the interest earnings from Council's cash investments. It does not include the costs associated with the sale of assets.

Payments

All cash paid by Council from its bank account to staff, creditors and other persons. It does not include the costs associated with the creation or acquisition of assets.

Cash Flows from Investing Activities

This section shows the cash invested in the creation or purchase of property, plant and equipment, infrastructure, investment property and intangible assets and the cash received from the sale of these assets.

Cash Flows from Financial Activities

This is where the receipt and repayment of borrowed funds are recorded. The bottom line of the Statement of Cash Flows is the cash at end of financial year. This shows the capacity of Council to meet its cash debts and other liabilities.

5. Statement of Capital Works

The Statement of Capital Works summarises the total amount Council invested in its Property, Infrastructure, Plant and Equipment during the financial year.

It provides a breakdown of the different types of assets to show where the money was invested. It also shows a split of how much was spent on new assets, renewing assets and upgrading existing assets.

Notes to the Financial Statements

To enable the reader to understand the basis on which the values shown in the main statements are established, it is necessary to provide details of Council's accounting policies. These are described throughout the notes.

The notes also give details behind many of the summary figures contained in the main Statements. The note numbers are shown beside the relevant items in the Statements.

Where Council wishes to disclose other information which cannot be incorporated into the statements, this is also shown in the notes.

Other notes include:

- + The cost of the various functions of Council
- + The breakdown of expenses, revenues, reserves and other assets
- + Contingent liabilities
- + Transactions with persons related to Council

The notes should be read at the same time as, and together with, the other parts of the Financial Statements to get a clear picture of the accounts.

Statements by Principal Accounting Officer and Councillors

The Certification of the Financial Report is made by the person responsible for the financial management of Council that, in their opinion, the financial statements have met all the statutory and professional reporting requirements.

The Certification of the Financial Report is also made by two Councillors on behalf of Council confirming that, in their opinion, the financial statements are fair and not misleading. The Chief Executive Officer also endorses and signs the certification.

Auditor General's Report

The Independent Audit Report provides the reader with an external and independent opinion on the Financial Report and Performance Statement. The opinion covers statutory and professional requirements as well as addressing the fairness aspects of the financial statements.

Auditor

Victorian Auditor-General Office

Level 31, 35 Collins Street, Melbourne Vic 3000

Solicitors

Maddocks

Level 25, 727 Collins Street, Melbourne Vic 3008

Bank

National Australia Bank

76 High Street, Mansfield Vic 3677

Certificate of the Financial Statements

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



Tony Cooper

Principal Accounting Officer

20 September 2022

33 Highett Street, Mansfield Vic 3722

In our opinion, the accompanying financial statements present fairly the financial transactions of Mansfield Shire Council for the year ended 30 June 2022 and the financial position of the Council as at that date.

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

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



James Tehan

Mayor

20 September 2022

33 Highett Street, Mansfield Vic 3722



Mark Holcombe

Councillor

20 September 2022

33 Highett Street, Mansfield Vic 3722



Kirsten Alexander

Chief Executive Officer

20 September 2022

33 Highett Street, Mansfield Vic 3722

Victorian Auditor-General's Office Report



Independent Auditor's Report

To the Councillors of Mansfield Shire Council

Opinion	<p>I have audited the financial report of Mansfield Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> balance sheet as at 30 June 2022 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 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</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, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</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
11 October 2022

Travis Derricott
as delegate for the Auditor-General of Victoria

2022 Harvest Moon Festival.





Financial Statements

*for the year ended
30 June 2022*

Comprehensive Income Statement

	Notes	2022 \$ '000	2021 \$ '000
Income			
Rates and charges	3.1	15,132	14,869
Statutory fees and fines	3.2	479	411
User fees	3.3	1,295	944
Grants - operating	3.4	7,758	6,772
Grants - capital	3.4	1,609	4,273
Contributions - monetary	3.5	102	424
Contributions - non monetary	3.5	3,124	2,878
Other income	3.7	370	380
Total income		29,869	30,951
Expenses			
Employee costs	4.1	10,934	10,979
Materials and services	4.2	9,467	8,738
Depreciation	4.3	4,041	3,844
Amortisation - Right of use assets	4.4	54	-
Borrowing costs	4.5	100	106
Net loss on disposal of property, infrastructure, plant and equipment	3.6	400	380
Other expenses	4.6	331	280
Total expenses		25,327	24,327
Surplus/(deficit) for the year		4,542	6,624
Other comprehensive income - Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment	6.1	15,409	12,082
Total items which will not be reclassified subsequently to the operating result		15,409	12,082
Total other comprehensive income		15,409	12,082
Total comprehensive result		19,951	18,706

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

Balance Sheet

	Notes	2022 \$ '000	2021 \$ '000
Current assets			
Cash and cash equivalents	5.1	8,637	6,032
Trade and other receivables	5.1	3,005	2,226
Other financial assets	5.1	7,317	10,308
Inventories	5.2	25	18
Other assets	5.2	130	2,566
Total current assets		19,114	21,150
Non-current assets			
Trade and other receivables	5.1	9	25
Property, infrastructure, plant and equipment	6.1	231,316	209,508
Right-of-use assets	5.8	3,265	-
Total non-current assets		234,590	209,533
Total assets		253,704	230,683
Current liabilities			
Trade and other payables	5.3	1,663	1,987
Trust funds and deposits	5.3	1,419	1,361
Unearned income/revenue	5.3	2,128	1,588
Provisions	5.5	1,937	2,002
Interest-bearing liabilities	5.4	416	193
Total current liabilities		7,563	7,131
Non-current liabilities			
Provisions	5.5	1,006	584
Interest-bearing liabilities	5.4	3,953	1,737
Total non-current liabilities		4,959	2,321
Total liabilities		12,522	9,452
Net assets		241,182	221,231
Equity			
Accumulated surplus		81,445	76,634
Reserves	9.1	159,737	144,597
Total Equity		241,182	221,231

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

Statement of Changes in Equity

	Note	Total \$ '000	Accumulated Surplus \$ '000	Revaluation Reserves \$ '000	Other Reserves \$ '000
2022					
Balance at beginning of the financial year		221,231	76,634	144,329	268
Surplus/(deficit) for the year		4,542	4,542	-	-
Other comprehensive income					
- Net asset revaluation increment	6.1	15,409	-	15,409	-
Other comprehensive income		15,409	-	15,409	-
Total comprehensive income		19,951	4,542	15,409	-
Transfers to other reserves	9.1(b)	-	332	-	(332)
Transfers from other reserves	9.1(b)	-	(63)	-	63
Balance at end of the financial year		241,182	81,445	159,738	(1)
2021					
Balance at beginning of the financial year		202,525	70,322	132,247	(44)
Surplus/(deficit) for the year		6,624	6,624	-	-
Other comprehensive income					
- Net asset revaluation increment	6.1	12,082	-	12,082	-
Other comprehensive income		12,082	-	12,082	-
Total comprehensive income		18,706	6,624	12,082	-
Transfers to other reserves	9.1(b)	-	(408)	-	408
Transfers from other reserves	9.1(b)	-	96	-	(96)
Balance at end of the financial year		221,231	76,634	144,329	268

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

Statement of Cash Flows

	Notes	2022 Inflows/ (Outflows) \$ '000	2021 Inflows/ (Outflows) \$ '000
Cash flows from operating activities			
Statutory fees and fines		479	411
Other receipts		393	499
Rates and charges		15,029	14,806
User fees		1,295	284
Grants - operating		8,103	7,092
Grants - capital		1,804	3,477
Contributions - monetary		102	426
Interest received		65	92
Trust funds and deposits taken		58	277
Net GST refund/(payment)		-	1,105
Employee costs		(11,002)	(11,004)
Materials and services		(9,784)	(9,324)
Short-term, low value and variable lease payments		(8)	(7)
Other payments		98	(24)
Net cash provided by/(used in) operating activities	9.2	6,632	8,110
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.1	(7,876)	(5,963)
Proceeds from sale of property, infrastructure, plant and equipment		160	84
Payments for investments		-	(1,009)
Proceeds from sale of investments		2,991	-
Net cash provided by/(used in) investing activities		(4,725)	(6,888)
Cash flows from financing activities			
Finance costs		(100)	(106)
Proceeds from borrowings		2,439	-
Repayment of borrowings		-	(183)
Repayment of lease liabilities		(1,641)	-
Net cash flow provided by/(used in) financing activities		698	(289)
Net Increase (decrease) in cash and cash equivalents		2,605	933
Cash and cash equivalents at the beginning of the financial year		6,032	5,099
Cash and cash equivalents at the end of the financial year		8,637	6,032

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

Statement of Capital Works

	2022 \$ '000	2021 \$ '000
Property		
Land	1,305	-
Total land	1,305	-
Buildings	495	426
Total buildings	495	426
Total property	1,800	426
Plant and equipment		
Plant, machinery and equipment	503	704
Fixtures, fittings and furniture	-	11
Computers and telecommunications	35	-
Library books	93	45
Total plant and equipment	631	760
Infrastructure		
Roads	4,745	3,310
Bridges	372	-
Footpaths and cycleways	63	161
Drainage	36	71
Recreational, leisure and community facilities	227	666
Parks, open space and streetscapes	-	-
Off street car parks	-	569
Total infrastructure	5,443	4,777
Total capital works expenditure	7,874	5,963
Represented by:		
New asset expenditure	1,327	1,488
Asset renewal expenditure	4,251	3,499
Asset upgrade expenditure	2,296	976
Total capital works expenditure	7,874	5,963

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



Australia Day in the Park 2022.

Notes to the Financial Statements

*for the year ended
30 June 2022*

Overview

Introduction

Mansfield Shire Council was established by an Order of the Governor in Council on 28 October 2002 and is a body corporate. Council's main office is located at 33 Highett Street, Mansfield.

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 Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

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

Significant accounting policies

(a) Basis of accounting

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

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

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.

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

Note 1 - Overview - Continued

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

- + the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- + the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- + the determination of employee provisions (refer to Note 5.5)
- + the determination of landfill provisions (refer to Note 5.5)
- + the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities* (refer to Note 3)
- + 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)
- + whether or not AASB 1059 *Service Concession Arrangements: Grantors* is applicable
- + other areas requiring judgements.

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

(b) Impact of COVID-19

During 2021-22 the COVID-19 pandemic continued to impact on Council's operations.

Council has noted the following significant impacts on its financial operations:

- + Additional revenue – Council received grant funding from the state government for the COVID related programs of Working for Victoria (employment of staff displaced due to COVID) and activation of outdoor dining spaces.
- + Revenue reductions – no material reductions in income resulted from service closures due to COVID.
- + Revenue foregone – Council understood that 2021-22 had been financially challenging for many ratepayers, with the ongoing impacts of the 2019-20 bushfires and COVID. The Minister for Local Government set the rate cap at 1.5% under the Fair Go Rates System, Council decided to apply 0%. Revenue forgone was approximately \$189,000.
- + Additional costs – costs were incurred by Council in relation to the programs listed above of \$160,000.

2.1 Performance Against Budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a materiality threshold of 10 percent and \$200,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

	Budget 2022 \$ '000	Actual 2022 \$ '000	Variance \$ '000	Variance %	Ref
2.1.1 Income and expenditure					
Income					
Rates and charges	15,115	15,132	17	0%	
Statutory fees and fines	355	479	124	35%	
User fees	1,114	1,295	181	16%	
Grants - operating	4,802	7,758	2,956	62%	1
Grants - capital	5,072	1,609	(3,463)	(68)%	2
Contributions - monetary	50	102	52	104%	
Contributions - non monetary	-	3,124	3,124	-	3
Other income	279	370	91	33%	
Total income	26,787	29,869	3,082	12%	
Expenses					
Employee costs	10,199	10,934	(735)	(7)%	
Materials and services	7,437	9,467	(2,030)	(27)%	4
Depreciation	4,262	4,041	221	5%	
Amortisation - right of use assets	-	54	(54)	-	
Borrowing costs	144	100	44	31%	
Net loss on disposal of property, infrastructure, plant and equipment	-	400	(400)	-	5
Other expenses	262	331	(69)	(26)%	
Total expenses	22,304	25,327	(3,023)	(14)%	
Surplus/(deficit) for the year	4,483	4,542	59	1%	

Note 2 - 2.1 Performance Against Budget - Continued

(i) Explanation of material variations**Ref Variance Explanation**

1. Victorian Grants Commission income was paid 75% upfront for the 2022/23 year, whereas in previous years this has typically been 50%. This resulted in \$1.3m of unbudgeted grant income received. As a result of COVID-19 Council also received unbudgeted grant funds for Activating Outdoor and Working for Victoria. During the year Council employed a grants officer which significantly increased the amount of operating grants received.
2. Delays in capital works projects due to COVID-19 pandemic impacts on contractors and suppliers, have resulted in delays in capital grant income. This predominately relates to the Heavy Vehicle Alternative Route and the Heritage Facility.
3. Non monetary contributions were not budgeted. This year Council received assets relating to a new subdivision and it also took over management responsibility of the Bonnie Doon Recreation Reserve.
4. The landfill provision increased by \$496k and the Resource Recovery Centre took greater volumes of waste (due to COVID-19 pandemic lockdowns creating a backlog from the previous financial year) resulting in a \$320k overspend in materials and services. Due to staff turnover in some areas, consultants were used as short term replacements to staff. Various unbudgeted grants were received which resulted in offsetting expenditure in materials and services. A large majority of these grants were received in the previous year.
5. No net loss on disposal of assets is budgeted.

Note 2 - 2.1 Performance Against Budget - Continued

	Budget 2022 \$ '000	Actual 2022 \$ '000	Variance \$ '000	Variance %	Ref
2.1.2 Capital works					
Property					
Land	-	1,305	1,305	-	1
Total land	-	1,305	1,305	-	
Buildings	2,477	495	(1,982)	(80)%	2
Total buildings	2,477	495	(1,982)	(80)%	
Total property	2,477	1,800	(677)	(27)%	
Plant and equipment					
Plant, machinery and equipment	707	503	(204)	(29)%	3
Fixtures, fittings and furniture	15	-	(15)	(100)%	
Computers and telecommunications	65	35	(30)	(46)%	
Library books	-	93	93	-	
Total plant and equipment	787	631	(156)	(20)%	
Infrastructure					
Roads	7,482	4,745	(2,737)	(37)%	4
Bridges	400	372	(28)	(7)%	
Footpaths and cycleways	125	63	(62)	(50)%	
Drainage	700	36	(664)	(95)%	5
Recreational, leisure and community facilities	310	227	(83)	(27)%	
Waste management	-	-	-	-	
Parks, open space and streetscapes	115	-	(115)	(100)%	
Off street car parks	70	-	(70)	(100)%	
Other infrastructure	-	-	-	-	
Total infrastructure	9,202	5,443	(3,759)	(41)%	
Total capital works expenditure	12,466	7,874	(4,592)	(37)%	
Represented by:					
New asset expenditure	1,858	1,327	(531)	(29)%	
Asset renewal expenditure	5,921	4,251	(1,670)	(28)%	
Asset upgrade expenditure	4,687	2,296	(2,391)	(51)%	
Total capital works expenditure	12,466	7,874	(4,592)	(37)%	

Note 2 - 2.1 Performance Against Budget - Continued

(i) Explanation of material variations**Ref Variance Explanation**

1. Council purchased a parcel of land for \$1.3m which was not budgeted. This land was purchased to develop a 100 lot car park in the Mansfield township.
2. Library redevelopment has been staged over 2 financial years for design and construction, with only \$59k spent of the \$559k budget in 2021/22. Heritage Facility redevelopment has also been staged over 2 years with only \$19k spent on design work in 2021/22 of a total budget of \$1.5m (grant funded). Unspent amounts will be included as part of a carry forward budget request for the 2022/23 year.
3. No fleet vehicles were purchased in the 2021/22 year due to lower kilometres travelled during pandemic.
4. Reseal projects of \$1.3m have been delayed until the reseal preparation contract is complete and to align with collaborative procurement undertaken with Murrindindi Shire. The Heavy Vehicle Alternative Route project has been delayed due to COVID-19 pandemic impacts on consultants affecting the completion of Stage 2 design work. Unspent amounts of \$2.6m will be included as part of a carry forward request for the 2022/23 year.
5. The budget for drainage works on the corner of Apollo Street and High Street was reallocated to the road re-sheeting program. The Apollo and High Street drainage and wetlands drainage projects have been deferred until the 2022/23 year due to COVID-19 pandemic impacts.

2.2 Analysis of Council Results by Program

2.2.1 Analysis of Council Results by Program

Council delivers its functions and activities through the following programs:

Business and Performance

Information technology and finance functions including accounting and reporting, payroll, accounts payable and receivable, property rating, procurement and depreciation costs.

Community and Economic Development

Economic development, tourism and events, library, arts and culture, community development, sport and recreation, customer service and records management.

Community Health and Wellbeing

Community and home care services, maternal and child health, integrated family services, financial counselling and youth services.

Community Safety

Local laws, animal management, environmental health, domestic wastewater, municipal emergency management.

Executive Services

Executive Services includes the Chief Executive Officer and executive management.

Field Services

Maintenance and upkeep of Council's parks and open spaces, roads, pathways and fleet.

Governance and Risk

Corporate governance and risk activities including regulatory compliance, insurance, strategic risk management, Councillors and elections and corporate reporting.

Operations and Capital Works

Engineering services, infrastructure planning and delivery, building maintenance and asset management.

People and Culture

Human resource management and occupational health and safety.

Planning and Environment

Statutory planning, strategic planning, environment and waste management.

Note 2.2 - Analysis of Council Results by Program - Continued

Functions/activities	Income \$ '000	Expenses \$ '000	Surplus/ (Deficit) \$ '000	Grants included in income \$ '000	Total assets \$ '000
2.2.2 Summary of Income, Expenses, Assets and Capital Expenses by Program					
2022					
Business & Performance	16,307	5,562	10,745	3,361	18,929
Community & Economic Development	437	2,238	(1,801)	396	239
Community Health & Wellbeing	1,858	2,823	(965)	1,470	—
Community Safety	712	1,244	(532)	263	—
Executive Services	—	1,290	(1,290)	—	—
Field Services	1,121	3,122	(2,001)	1,274	120,374
Governance & Risk	10	794	(784)	—	—
Operations & Capital Works	5,891	2,463	3,428	2,257	114,162
People & Culture	258	869	(611)	214	—
Planning & Environment	3,275	4,920	(1,645)	132	—
Total functions and activities	29,869	25,325	4,544	9,367	253,704
2021					
Business & Performance	14,912	5,313	9,599	2,138	21,215
Community & Economic Development	1,523	2,696	(1,173)	1,387	193
Community Health & Wellbeing	1,662	2,219	(557)	1,335	—
Community Safety	370	925	(555)	121	—
Executive Services	2	989	(987)	—	—
Field Services	1,176	2,849	(1,673)	1,165	104,142
Governance & Risk	26	991	(965)	21	—
Operations & Capital Works	6,978	1,923	5,055	3,505	105,133
People & Culture	1,336	2,139	(803)	1,318	—
Planning & Environment	2,966	4,283	(1,317)	55	—
Total functions and activities	30,951	24,327	6,624	11,045	230,683

Funding for the Delivery of our Services

	2022 \$ '000	2021 \$ '000
3.1 Rates and Charges		
Council uses capital improved value as the basis of valuation of all properties within the municipal district. The capital improved value of a property is its land plus all improvements on that land. The valuation base used to calculate general rates for 2021/22 was \$4,465 million (2020/21: \$4,011 million).		
General rates	10,072	9,878
Municipal charge	2,528	2,506
Waste management charge	185	258
Service rates and charges	2,105	1,978
Supplementary rates and rate adjustments	153	187
Interest on rates and charges	89	62
Total rates and charges	15,132	14,869

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2022, and the valuation will be first applied in the rating year commencing 1 July 2022.

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

Infringements and costs	38	37
Land information certificates	26	30
Permits	415	344
Total statutory fees and fines	479	411

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.

Note 3 - Funding for the Delivery of our Services - Continued

	2022 \$ '000	2021 \$ '000
3.3 User Fees		
Aged and health services	388	327
Leisure centre and recreation	18	64
Registration and other permits	204	84
Building services	55	15
Waste management services	419	338
Local laws	138	91
Other fees and charges	73	25
Total user fees	1,295	944
User fees by timing of revenue recognition		
User fees recognised at a point in time	1,295	944
Total user fees	1,295	944

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.

3.4 Funding From Other Levels of Government

Grants were received in respect of the following:

Summary of grants		
Commonwealth funded grants	6,544	6,682
State funded grants	2,823	4,363
Total grants received	9,367	11,045

Note 3 - Funding for the Delivery of our Services - Continued

	2022 \$ '000	2021 \$ '000
(a) Operating Grants		
<i>Recurrent - Commonwealth Government</i>		
Financial Assistance Grants	4,633	2,926
General home care	352	344
Adult day care	82	52
<i>Recurrent - State Government</i>		
School crossing supervisors	31	30
Library	135	131
Maternal and child health	269	257
Adult day care	7	—
General home care	115	111
Family and children	364	318
Community support	11	10
Environmental health	22	11
Property and valuations	1	1
Youth Services	30	25
Emergency Management	13	68
Total recurrent operating grants	6,065	4,284

Note 3 - Funding for the Delivery of our Services - Continued

	2022 \$ '000	2021 \$ '000
Non-recurrent - Commonwealth Government		
General home care	9	9
Other	20	21
Non-recurrent - State Government		
Community health	29	—
Family and children	56	93
Maternal and child health	8	3
Community support	109	225
Waste	49	10
Emergency management	101	—
Environment	30	34
Property and valuations	—	51
Tourism	10	—
Strategic planning	53	11
Economic Development	420	248
Building Services	74	—
Working for Victoria	219	1,318
Information Technology	187	100
Youth Services	68	70
Bushfire Recovery	74	280
Integrated Water Management	160	—
Other	17	15
Total non-recurrent operating grants	1,693	2,488
Total operating grants	7,758	6,772

Note 3 - Funding for the Delivery of our Services - Continued

	2022 \$ '000	2021 \$ '000
(b) Capital Grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	590	593
Total recurrent capital grants	590	593
<i>Non-recurrent - Commonwealth Government</i>		
Recreation	858	1,887
Roads, footpaths & bridges	—	850
<i>Non-recurrent - State Government</i>		
Buildings	55	—
Roads, footpaths and bridges	48	702
Recreation	58	241
Economic development	—	—
Total non-recurrent capital grants	1,019	3,680
Total capital grants	1,609	4,273
(c) Unspent grants received on condition that they be spent in a specific manner:		
<i>Operating</i>		
Balance at start of year	1,435	1,242
Received during the financial year and remained unspent at balance date	1,303	553
Received in prior years and spent during the financial year	(335)	(360)
Balance at year end	2,403	1,435
<i>Capital</i>		
Balance at start of year	1,324	661
Received during the financial year and remained unspent at balance date	71	1,279
Received in prior years and spent during the financial year	(489)	(616)
Balance at year end	906	1,324

Note 3 - Funding for the Delivery of our Services - Continued

	2022 \$ '000	2021 \$ '000
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Operating grant income with sufficiently specific performance obligations is recognised over time, in accordance with AASB 15, as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific operating grant revenue is recognised, in accordance with AASB 1058, on the earlier of receipt or when an unconditional right to receipt has been established.

Capital grants are recognised over time, in accordance with AASB 1058, when the obligations of the underlying agreement are met. This is normally in line with the stage of completion of the underlying non-financial assets being constructed.

(d) Recognition of grant income

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

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

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

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

Income recognised under AASB 1058 Income of Not-for-Profit Entities

General purpose

Specific purpose grants to acquire non-financial assets

Other specific purpose grants

Revenue recognised under AASB 15 Revenue from Contracts with Customers

Specific purpose grants

—	—
784	589
1,344	999
—	—
2,128	1,588

Note 3 - Funding for the Delivery of our Services - Continued

	2022 \$ '000	2021 \$ '000
3.5 Contributions		
Monetary contributions		
Monetary	102	424
Total monetary contributions	102	424
Non-monetary contributions		
Non-monetary	3,124	2,878
Total non-monetary contributions	3,124	2,878
Total contributions	3,226	3,302
<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
Land under roads	4	120
Buildings	1,279	–
Roads	809	1,324
Land	560	–
Footpaths and cycleways	188	261
Drainage	145	1,173
Bridges	36	–
Recreation & Leisure	103	–
Total non-monetary contributions	3,124	2,878

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

Note 3 - Funding for the Delivery of our Services - Continued

	2022 \$ '000	2021 \$ '000
3.6 Net Gain/(Loss) on Disposal of Property, Infrastructure, Plant and Equipment		
Property, infrastructure, plant and equipment		
Proceeds of sale	160	84
Written down value of assets disposed	(560)	(464)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(400)	(380)
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		
Interest	65	92
Other rent	102	102
Other	203	186
Total other income	370	380

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.

The Cost of Delivering Services

	2022 \$ '000	2021 \$ '000
4.1 Employee Costs		
(a) Employee costs		
Wages and salaries	9,016	8,915
WorkCover	134	111
Annual leave and long service leave	721	897
Superannuation	981	859
Fringe benefits tax	10	19
Other	72	178
Total employee costs	10,934	10,979
(b) Superannuation		
Council made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	18	17
	18	17
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	318	276
Employer contributions - other funds	607	566
	925	842
Total superannuation costs	943	859

Refer to Note 9.3. for further information relating to Council's superannuation obligations.
Superannuation paid, does not represent superannuation expense due to a year end accrual for superannuation.

Note 4 - The Cost of Delivering Services - Continued

	2022 \$ '000	2021 \$ '000
4.2 Materials and Services		
Utilities	362	377
Information technology software and hardware costs	382	446
Insurance	336	298
Consultants	976	1,002
Expenses from leases of low value assets	8	7
Store issues	79	92
Repairs, maintenance and security	313	192
Advertising and promotion	67	75
Legal expenses	190	256
Memberships and subscriptions	89	71
Printing, copying, stationery and postage	82	127
Staff training and professional development	222	194
Waste disposal and contract costs	3,186	2,467
Community contributions	355	532
Fuel	111	86
Cleaning expenses	190	151
Levies	31	32
Contract Payments - Asset management	210	138
Contract Payments - Building services	101	84
Contract Payments - Aged services	103	116
Contract Payments - Pool operations	177	127
Community services	249	272
Development services	271	275
Tourism, events & economic development	205	266
Engineering and works	773	618
Administration and governance	315	361
Other materials and services	84	76
Total materials and services	9,467	8,738

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

Note 4 - The Cost of Delivering Services - Continued

	2022 \$ '000	2021 \$ '000
4.3 Depreciation		
Property		
Buildings - specialised	538	534
Total depreciation - property	538	534
Plant and equipment		
Plant and equipment	434	427
Fixtures fittings and furniture	61	27
Computers and telecomms	—	59
Library books	50	38
Total depreciation - plant and equipment	545	551
Infrastructure		
Roads	2,294	2,017
Bridges	296	215
Footpaths and cycleways	—	181
Drainage	224	209
Recreational, leisure and community	144	114
Off street car parks	—	23
Total depreciation - infrastructure	2,958	2,759
Total depreciation	4,041	3,844
Refer to note 6.1 for a more detailed breakdown of depreciation charges and accounting policy.		
4.4 Amortisation - Right of Use Assets		
Property	54	—
Total Amortisation - Right of use assets	54	—

Note 4 - The Cost of Delivering Services - Continued

	2022 \$ '000	2021 \$ '000
4.5 Borrowing Costs		
Interest - Borrowings	100	106
Total borrowing costs	100	106
Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.		
4.6 Other Expenses		
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	60	45
Auditors' remuneration - Internal Audit	42	33
Councillors' allowances	175	148
Other	54	54
Total other expenses	331	280

Our Financial Position

	Note	2022 \$ '000	2021 \$ '000
5.1 Financial Assets			
(a) Cash and cash equivalents			
Current			
Cash on hand		1	1
Cash at bank		7,636	6,031
Term deposits		1,000	–
Total current cash and cash equivalents		8,637	6,032
(b) Other financial assets			
Current			
Term deposits - current		7,317	10,308
Total current other financial assets		7,317	10,308
(c) Restricted Funds			
Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:			
Trust funds and deposits	5.3	715	1,361
Total restricted funds		715	1,361
Total unrestricted cash and cash equivalents		7,922	4,671
Intended allocations			
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:			
Unexpended grants		3,309	2,759
Reserve funds		756	693
Total funds subject to intended allocations		4,065	3,452

Note 5 - Our Financial Position - Continued

	2022 \$ '000	2021 \$ '000
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.		
(d) Trade & Other Receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	1,231	1,128
Net GST receivables	178	315
<i>Non-statutory receivables</i>		
Other debtors	1,596	783
Total current trade and other receivables	3,005	2,226
Non-Current		
<i>Statutory receivables</i>		
Special rate scheme	9	25
Total non-current trade and other receivables	9	25
Total trade and other receivables	3,014	2,251

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 - Continued

	Note	2022 \$ '000	2021 \$ '000
(e) Ageing of receivables			
The ageing of the Council's trade & other receivables (excluding statutory receivables) that are not impaired was:			
Current (not yet due)		459	699
Past due by up to 30 days		6	36
Past due between 31 and 180 days	a	1,061	39
Past due between 181 and 365 days		58	5
Past due by more than 1 year		12	4
Total trade and other receivables		1,596	783

a. A debt to the value of \$1.020m is unpaid - debt will be paid once acquittal is provided.

Note 5 - Our Financial Position - Continued

	2022 \$ '000	2021 Restated \$ '000
5.2 Non-financial Assets		
(a) Inventories		
Current		
Inventories held for distribution	25	18
Total current inventories	25	18
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		
Current		
Prepayments	107	1,795
Accrued income - interest	23	16
Accrued income - other	–	755
Total current other assets	130	2,566
5.3 Payables, Trust Funds and Deposits and Unearned Income/Revenue		
(a) Trade and other payables		
Current		
<i>Statutory payables</i>		
Trade payables	1,289	1,623
Accrued expenses	363	357
Employee costs	4	–
Accrued loan interest	7	7
Total current trade and other payables	1,663	1,987

Note 5 - Our Financial Position - Continued

	2022 \$ '000	2021 \$ '000
(b) Trust funds and deposits		
Current		
Refundable deposits	133	216
Fire services levy	365	350
Retention amounts	565	466
Other refundable deposits	16	14
Cemetery trusts	340	315
Total current trust funds and deposits	1,419	1,361

Purpose and nature of items

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

Fire Service 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.

Cemetery Trusts - Council is the trustee for the Mansfield, Bonnie Doon, Jamieson and Merton cemeteries.

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.

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.

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services meet the performance obligations. Refer to Note 3.

Note 5 - Our Financial Position - Continued

	2022 \$ '000	2021 \$ '000
(c) Unearned income/revenue		
Current		
Grants received in advance:		
Grants received in advance - operating	1,344	999
Grants received in advance - capital	784	589
Total grants received in advance	2,128	1,588
Total unearned income/revenue	2,128	1,588
 5.4 Interest-bearing Liabilities		
Current		
Treasury Corporation of Victoria borrowings - secured	212	—
Other borrowings - secured	204	193
	416	193
Non-current		
Treasury Corporation of Victoria borrowings - secured	2,420	—
Other borrowings - secured	1,533	1,737
	3,953	1,737
Total	4,369	1,930
Borrowings are secured by rate income.		
 a) The maturity profile for Council's borrowings is:		
Not later than one year	416	193
Later than one year and not later than five years	1,885	884
Later than five years	2,068	853
	4,369	1,930

Note 5 - Our Financial Position - Continued

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.

Note 5 - Our Financial Position - Continued

	Employee Provisions \$ '000	Landfill Restoration \$ '000	Total \$ '000
5.5 Provisions			
2022			
Balance at the beginning of the financial year	1,949	637	2,586
Additional provisions	723	680	1,403
Amounts used	(884)	(72)	(956)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	21	(111)	(90)
Balance at the end of the financial year	1,809	1,134	2,943
2021			
Balance at the beginning of the financial year	1,972	375	2,347
Additional provisions	927	344	1,271
Amounts used	(940)	(54)	(994)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(10)	(28)	(38)
Balance at the end of the financial year	1,949	637	2,586

Note 5 - Our Financial Position - Continued

	2022 \$ '000	2021 \$ '000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	664	706
Long service leave	118	127
	<u>782</u>	<u>833</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	44	54
Long service leave	846	907
	<u>890</u>	<u>961</u>
Total current employee provisions	<u>1,672</u>	<u>1,794</u>
Non-Current		
Long service leave	138	155
Total Non-Current Employee Provisions	<u>138</u>	<u>155</u>
Aggregate Carrying Amount of Employee Provisions:		
Current	1,672	1,794
Non-current	138	155
Total Aggregate Carrying Amount of Employee Provisions	<u>1,810</u>	<u>1,949</u>

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

Annual leave

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

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

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

Note 5 - Our Financial Position - Continued

	2022 \$ '000	2021 \$ '000
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Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:

- discount rate	3.69%	1.13%
- wage inflation rate	3.85%	2.95%

(b) Landfill restoration**Current**

Current	265	208
Total current	265	208

Non-current

Non-current	868	429
Total non-current	868	429

Council is obligated to restore the Monkey Gully Road Landfill site (which is now closed) to a particular standard. Council have also made initial assessments on 4 other closed landfills across the municipality and have implemented a monitoring regime.

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. Council currently has no operating landfills.

Key assumptions:

- discount rate	0.66%	0.78%
- inflation rate	1.10%	1.10%

Note 5 - Our Financial Position - Continued

	2022 \$ '000	2021 \$ '000
5.6 Financing Arrangements		
The Council has the following funding arrangements in place as at 30 June 2022.		
Bank overdraft	300	300
Credit card facilities	100	100
Treasury Corporation of Victoria facilities	2,632	–
Loan facilities	1,737	1,930
Total Facilities	4,769	2,330
Used facilities	4,369	1,930
Used facilities	4,369	1,930
Unused facilities	400	400

Note 5 - Our Financial Position - Continued

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
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5.7 Commitments

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

2022**Operating**

Recycling	974	754	—	—	1,728
Waste collection	1,087	1,107	—	—	2,194
Cleaning contracts for council buildings	326	168	—	—	494
Other	10	—	—	—	10
Waste disposal	747	762	—	—	1,509
Building regulation services	84	—	—	—	84
Asset management bureau service	166	—	—	—	166
Strategies & Reviews	—	—	—	—	—
Infrastructure maintenance	34	—	—	—	34
Office Furniture	—	—	—	—	—
Information Technology	55	—	—	—	55
Total	3,483	2,791	—	—	6,274

Capital

Buildings	81	—	—	—	81
Roads	2,754	—	—	—	2,754
Drainage	16	—	—	—	16
Dual Court Stadium	—	—	—	—	—
Roads & Footpaths	—	—	—	—	—
Plant	92	—	—	—	92
Recreational facilities	81	—	—	—	81
Bridges	83	—	—	—	83
Total	3,107	—	—	—	3,107

Note 5 - Our Financial Position - Continued

	Not later than 1 year \$ '000	Later than 1 year and not later than 2 years \$ '000	Later than 2 years and not later than 5 years \$ '000	Later than 5 years \$ '000	Total \$ '000
2021					
Operating					
Recycling	776	611	624	—	2,011
Waste collection	868	885	903	—	2,656
Cleaning contracts for council buildings	64	30	61	—	155
Waste disposal	549	560	571	—	1,680
Building regulation services	100	—	—	—	100
Asset management bureau service	231	165	—	—	396
Strategies & Reviews	173	—	—	—	173
Infrastructure maintenance	67	—	—	—	67
Office Furniture	44	—	—	—	44
Total	2,872	2,251	2,159	—	7,282
Capital					
Dual Court Stadium	1,679	—	—	—	1,679
Roads & Footpaths	1,789	—	—	—	1,789
Recreational facilities	288	—	—	—	288
Bridges	69	—	—	—	69
Total	3,825	—	—	—	3,825

Note 5 - Our Financial Position - Continued

5.8 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. Council have not recognised any lease liabilities as at 30 June 2022 as it has no outstanding payments due for leases. Council has entered into a lease arrangement for the Dual Court Stadium, however no lease liability exists as consideration had been made upfront as part of a co-contribution towards the building of the asset.

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.

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.

Note 5 - Our Financial Position - Continued

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 has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms. Council does not currently lease any assets under a peppercorn lease arrangement.

	Property \$ '000	Total \$ '000
2022		
Right-of-Use Assets	3,265	3,265
Balance at 30 June	3,265	3,265

Note 5 - Our Financial Position - Continued

	2022 \$ '000	2021 \$ '000
Lease Liabilities		
Short-term and low value leases		
Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.		
Expenses relating to:		
Leases of low value assets	8	7
Total	8	7
Non-cancellable lease commitments - Short-term and low-value leases		
Commitments for minimum lease payments for short-term and low-value leases are payable as follows:		
Payable:		
Within one year	8	8
Later than one year but not later than five years	3	18
Total lease commitments	11	26

Assets we Manage

6.1 Property, Infrastructure, Plant and Equipment

Summary of property, infrastructure, plant and equipment	Carrying amount							Carrying amount
	30 June 2021 \$ '000	Additions \$ '000	Contributions \$ '000	Revaluation \$ '000	Depreciation \$ '000	Disposal \$ '000	Transfers \$ '000	30 June 2022 \$ '000
Property	59,453	1,634	1,843	9,938	(538)	(89)	138	72,379
Plant and equipment	2,456	631	–	3	(545)	(29)	–	2,516
Infrastructure	146,582	3,731	1,280	5,468	(2,957)	(441)	651	154,314
Work in progress	1,017	1,878	–	–	–	–	(789)	2,106
Total	209,508	7,874	3,123	15,409	(4,040)	(559)	–	231,315

Summary of Work in Progress	Opening WIP \$ '000	Additions \$ '000	Transfers \$ '000	Closing WIP \$ '000
Property	–	166	86	252
Infrastructure	1,017	1,712	(875)	1,854
Total	1,017	1,878	(789)	2,106

Note 6 - Assets we Manage - Continued

	Land specialised \$ '000	Land non specialised \$ '000	Land under roads \$ '000	Total land and land improvements \$ '000	Buildings specialised \$ '000	Work in progress \$ '000	Total property \$ '000
Property							
At fair value 1 July 2021	16,633	4,489	17,886	39,008	30,287	—	69,295
Accumulated depreciation at 1 July 2021	—	—	—	—	(9,842)	—	(9,842)
Carrying amount - 1 July 2021	16,633	4,489	17,886	39,008	20,445	—	59,453
Movements in fair value							
Additions	—	1,305	—	1,305	329	166	1,800
Contributions	560	—	4	564	1,279	—	1,843
Revaluation	7,912	2,026	—	9,938	—	—	9,938
Disposal	—	—	—	—	(171)	—	(171)
Transfers	—	—	—	—	138	86	224
Total movements in fair value	8,472	3,331	4	11,807	1,575	252	13,634
Movements in accumulated depreciation							
Depreciation and amortisation	—	—	—	—	(538)	—	(538)
Accumulated depreciation of disposals	—	—	—	—	82	—	82
Total movements in accumulated depreciation	—	—	—	—	(456)	—	(456)
At fair value 30 June 2022	25,105	7,820	17,891	50,816	31,862	252	82,930
Accumulated depreciation at 30 June 2022	—	—	—	—	(10,298)	—	(10,298)
Carrying amount - 30 June 2022	25,105	7,820	17,891	50,816	21,564	252	72,632

Note 6 - Assets we Manage - Continued

	Plant machinery and equipment \$ '000	Fixtures fittings and furniture \$ '000	Computers and telecomms \$ '000	Library books \$ '000	Total plant and equipment \$ '000
Plant and Equipment					
At fair value 1 July 2021	5,005	246	475	509	6,235
Accumulated depreciation at 1 July 2021	(2,858)	(188)	(417)	(316)	(3,779)
Carrying amount - 1 July 2021	2,147	58	58	193	2,456
Movements in fair value					
Additions	503	–	35	93	631
Revaluation	–	–	–	23	23
Disposal	(396)	(14)	(55)	(140)	(605)
Total movements in fair value	107	(14)	(20)	(24)	49
Movements in accumulated depreciation					
Depreciation and amortisation	(434)	(21)	(40)	(50)	(545)
Accumulated depreciation of disposals	367	14	55	140	576
Accumulated depreciation of revaluations	–	–	–	(20)	(20)
Total movements in accumulated depreciation	(67)	(7)	15	70	11
At fair value 30 June 2022	5,112	232	455	485	6,284
Accumulated depreciation at 30 June 2022	(2,925)	(195)	(402)	(246)	(3,768)
Carrying amount - 30 June 2022	2,187	37	53	239	2,516

Note 6 - Assets we Manage - Continued

	Roads \$ '000	Bridges \$ '000	Footpaths and cycleways \$ '000	Drainage \$ '000	Recreational, leisure and community \$ '000	Off street car parks \$ '000	Total Infrastructure (excl. work in progress) \$ '000	Work in progress \$ '000	Total infrastructure \$ '000
Infrastructure									
At fair value 1 July 2021	127,697	28,424	8,430	22,421	5,178	1,728	193,878	1,017	194,895
Accumulated depreciation at 1 July 2021	(25,678)	(12,261)	(1,560)	(6,308)	(1,314)	(175)	(47,296)	–	(47,296)
Carrying amount - 1 July 2021	102,019	16,163	6,870	16,113	3,864	1,553	146,582	1,017	147,599
Movements in fair value									
Additions	3,052	372	63	17	227	–	3,731	1,712	5,443
Contributions	809	36	188	145	102	–	1,280	–	1,280
Revaluation	4,750	–	(829)	–	–	–	3,921	–	3,921
Disposal	(772)	(148)	(39)	–	(74)	–	(1,033)	–	(1,033)
Transfers	622	–	–	13	16	–	651	(875)	(224)
Total movements in fair value	8,461	260	(617)	175	271	–	8,550	837	9,387
Movements in accumulated depreciation									
Depreciation and amortisation	(2,076)	(296)	(186)	(224)	(144)	(31)	(2,957)	–	(2,957)
Accumulated depreciation of disposals	520	40	12	–	20	–	592	–	592
Accumulated depreciation of revaluations	1,625	–	(78)	–	–	–	1,547	–	1,547
Total movements in accumulated depreciation	69	(256)	(252)	(224)	(124)	(31)	(818)	–	(818)
At fair value 30 June 2022	136,158	28,684	7,813	22,596	5,449	1,728	202,428	1,854	204,282
Accumulated depreciation at 30 June 2022	(25,609)	(12,517)	(1,812)	(6,532)	(1,438)	(206)	(48,114)	–	(48,114)
Carrying amount - 30 June 2022	110,549	16,167	6,001	16,064	4,011	1,522	154,314	1,854	156,168

Note 6 - Assets we Manage - Continued

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.

Asset recognition thresholds and depreciation periods

	Depreciation Period years	Threshold Limit \$ '000
Land		
Land	Not applicable	—
Land under roads	Not applicable	—
Buildings		
Buildings	15-100	5
Plant and Equipment		
Plant, machinery and equipment	5-10	2
Fixtures, fittings and furniture	2-10	2
Computers and telecommunications	2-10	2
Library books	2-12	2

Note 6 - Assets we Manage - Continued

Infrastructure*Roads & Off Street Car Parks*

Road pavements	30-160	5
Seals and asphalt	20-30	5
Road formation (95% residual) and earthworks	2,000	5
Road kerb, channel and minor culverts	75	5

Bridges

Bridges deck	130	5
Bridges substructure	130	5
Bridges other	130	5
Footpaths and cycleways	15-80	5
Drainage	100	5
Recreation, Leisure & Community	10-2,000	5

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation

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

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

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

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

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 - Continued

Valuation of land and buildings

Valuation of land was undertaken by a qualified independent valuer, LG Valuation Services registration no 2013.

Valuation of buildings was undertaken by Assetic Pty Ltd, by Ashay Prabhu MIE(Aust) CPEng, NPER: Membership 1102199.

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 englobu (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.

As an indirect result of COVID19, land values have increased dramatically over the past few years. Council applied an index based valuation at 30 June 2021, and has subsequently had a full revaluation completed as at 30 June 2022.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 2022 \$ '000	Level 2 2022 \$ '000	Level 3 2022 \$ '000	Date of valuation
Non-specialised land	—	7,819	—	30/06/22
Specialised land	—	—	25,105	30/06/22
Land under roads	—	—	17,891	30/06/21
Specialised buildings	—	—	21,565	30/06/20
Total	—	7,819	64,561	

Note 6 - Assets we Manage - Continued

Valuation of Infrastructure

Valuations of infrastructure assets have been determined in accordance with a valuation undertaken by Assetic Pty Ltd by Ashay Prabhu MIE(Aust) CPEng, NPER: Membership 1102199.

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

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

Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 2022 \$ '000	Level 2 2022 \$ '000	Level 3 2022 \$ '000	Date of valuation
Roads	—	—	110,549	30/06/22
Bridges	—	—	16,167	30/06/21
Footpaths and cycleways	—	—	6,002	30/06/22
Drainage	—	—	16,064	30/06/21
Recreational, leisure & community facilities	—	—	4,011	30/06/20
Off street car parks	—	—	1,522	30/06/20
Total	—	—	154,315	

Definitions of levels contained within the fair value hierarchy are described in Note 8.4 Fair Value Measurement.

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique.

Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 25% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1 and \$750 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$250 to \$4,184 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 15 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Note 6 - Assets we Manage - Continued

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 15 years to 2000 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.

Reconciliation of specialised land

	2022 \$ '000	2021 \$ '000
Land under roads	17,891	17,886
Land	25,105	16,633
Total specialised land	42,996	34,519

6.2 Investments in Joint Arrangements

(a) Investments in joint arrangements

High Country Library Network

High Country Library Network shared services agreement

Mansfield Shire Council entered into a three year joint arrangement for library services with Alpine Shire Council, Wangaratta Rural City Council and Benalla Rural City Council. Mansfield Shire Council's contribution is 14% of the total cost of the service.

The amounts recognised in the financial statements relating to the joint arrangement are shown as follows:

Expenses (materials and services)	52	52
Property, plant and equipment at fair value (library books)	41	45
Total contribution to joint arrangements	93	97

Note 6 - Assets we Manage - Continued

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

The High Country Library Network shared services agreement is a joint operation. Council recognises contributions to the High Country Library Network as operating expenses where related to the management and operation of the library network, and capital expenditure where related to the purchase of library books on Council's behalf (refer note 6.1).

There are no contingent assets or contingent liabilities in relation to joint arrangements.

People and Relationships

7.1 Council and Key Management Remuneration

(a) Related Parties

Parent entity

Mansfield Shire Council is the parent entity

Subsidiaries

Mansfield Public Cemetery Trust

By virtue of the fact that the councillors of Mansfield Shire Council form the whole of the Board of Trustees of the Mansfield Public Cemetery Trust, this entity is considered to be a controlled entity under AASB 10: Consolidated Financial Statements. It's operating results, assets and liabilities have not been included in the accounts on the basis that they are not material individually or in aggregate.

Joint arrangements

Interests in joint arrangements are detailed in Note 6.2.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Mansfield Shire Council. The Councillors, Chief Executive Officer and General Managers are deemed KMP.

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

Councillors

Mayor James Tehan (Cr until 15/11/21, Mayor from 16/11/21)
Cr Mark Holcombe (Mayor until 15/11/21, Cr from 16/11/21)
Cr Paul Sladdin
Cr Steve Rabie
Cr Rohan Webb

Note 7 - People and Relationships - Continued

		2022 No.	2021 No.
Total Number of Councillors		5	9
Chief Executive Officer	K Conrick	1	1
General Manager Infrastructure & Planning	K Alexander	1	1
General Manager Corporate and Community Services (to 19/7/21)	M Kynnersley	–	1
General Manager Corporate and Community Services (26/7/21 to 25/03/22)	K Heidecker	–	1
General Manager Corporate and Community Services (from 21/3/22)	D Vlekkert	1	–
Total Number of Key Management Personnel		8	13

	2022 \$ '000	2021 \$ '000
--	-----------------	-----------------

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

Short-term benefits	852	657
Long-term benefits	35	6
Post employment benefits	65	46
Total	952	709

Note 7 - People and Relationships - Continued

	2022 No.	2021 No.
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
\$1 - \$9,999	—	3
\$10,000 - \$19,999	—	3
\$20,000 - \$29,999	3	3
\$40,000 - \$49,999	1	1
\$50,000 - \$59,999	2	—
\$100,000 - \$109,999	—	1
\$170,000 - \$179,999	—	1
\$200,000 - \$209,999	1	—
\$250,000 - \$259,999	—	1
\$290,999 - \$299,999	1	—
	<u>8</u>	<u>13</u>

(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

There have been no Senior Officers during the reporting period.

Note 7 - People and Relationships - Continued

7.2 Related Party Disclosure

(a) Transactions with related parties

During the period Council entered into the following transactions with related parties:

Expenses - Materials and services	a	—	4
Expenses - Salaries and wages	b	54	55
Total		<u>54</u>	<u>59</u>

a. In prior year, Materials and Services related to staff counselling services provided by a spouse of a Key Management Personnel.

b. Salaries and Wages - a related party of both a councillor and a member of the Key Management Personnel were employed by Council. All salaries were paid at commercial and market rates, and the related parties were employed on the same terms, including performance requirements, as any other staff member within Council.

All other expense and income transactions are incurred on normal business terms and conditions.

(b) Outstanding balances with related parties

There are no material outstanding balances or commitments with any related party.

Managing Uncertainties

8.1 Contingent Assets and Liabilities

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

(a) Contingent assets

There are no contingent assets of which Council is aware at balance date.

(b) Contingent liabilities

Contingent liabilities are:

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

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.

Note 8 - Managing Uncertainties - Continued

Landfill

Until 30 June 2007 Council operated a landfill at Monkey Gully Road, Mansfield which did not accept putrescible waste. Council are obligated to restore the landfill site to EPA requirements which includes regular environmental audits. Council have received a financial assurance calculation report from Meinhart Australia Pty Ltd. which has been used to calculate the provision, however during the project contingencies may arise. The amount of this potential contingency cannot be determined.

As of 1 July 2021, Council are now required to report to the EPA on any closed landfills that were not operated under an EPA license in past years. In preparation for the change in legislation, and assessment was undertaken and identified four potential sites upon which remediation works may need to be performed.

A provision has been made as at 30 June 2022 for the cost of the initial assessment and monitoring of the four identified closed landfills. Until completion of the full assessments, subsequent remediation works are as yet unknown and unable to be quantified.

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

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2022 reporting period. Council assesses the impact of these new standards. As at 30 June 2022 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2023 that are expected to impact Council.

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 and TCV 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.

Note 8 - Managing Uncertainties - Continued

(b) Market risk

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

Interest rate risk

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

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

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

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

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

(c) Credit risk

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

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests 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 - Continued

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

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of 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 a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

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

Note 8 - Managing Uncertainties - Continued

(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 + 2 % and - 1 % in market interest rates (AUD) from year-end rates of 1.36%.

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.

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.

Note 8 - Managing Uncertainties - Continued

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

8.5 Events Occurring After Balance Date

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

Other Matters

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Balance at end of reporting period \$ '000
9.1 Reserves			
(a) Asset revaluation reserves			
2022			
Property			
Land - specialised	15,295	7,912	23,207
Land - non specialised	1,096	2,026	3,122
Land under roads	6,457	–	6,457
Buildings	12,216	–	12,216
	35,064	9,938	45,002
Plant and equipment			
Library books	20	3	23
	20	3	23
Infrastructure			
Roads	94,827	6,375	101,202
Bridges	6,199	–	6,199
Footpaths and cycleways	1,361	(907)	454
Drainage	6,175	–	6,175
Recreational, leisure and community facilities	135	–	135
Offstreet car parks	549	–	549
	109,246	5,468	114,714
Total asset revaluation reserves	144,330	15,409	159,739

Note 9 - Other Matters - Continued

	Balance at beginning of reporting period \$ '000	Increment (decrement) \$ '000	Balance at end of reporting period \$ '000
2021			
Property			
Land - specialised	12,523	2,772	15,295
Land - non specialised	348	748	1,096
Land under roads	–	6,457	6,457
Buildings	12,216	–	12,216
	<u>25,087</u>	<u>9,977</u>	<u>35,064</u>
Plant and equipment			
Library books	–	20	20
	<u>–</u>	<u>20</u>	<u>20</u>
Infrastructure			
Roads	94,827	–	94,827
Bridges	5,122	1,077	6,199
Footpaths and cycleways	1,361	–	1,361
Drainage	5,167	1,008	6,175
Recreational, leisure and community facilities	135	–	135
Offstreet car parks	549	–	549
	<u>107,161</u>	<u>2,085</u>	<u>109,246</u>
Total asset revaluation reserves	<u>132,248</u>	<u>12,082</u>	<u>144,330</u>

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

Note 9 - Other Matters - Continued

	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				
2022				
Restricted reserves				
Road construction reserve	336	—	—	336
Footpath construction reserve	5	—	—	5
Open space reserve	352	63	—	415
Total restricted reserves	693	63	—	756
Discretionary reserves				
Waste Management	(425)	—	(332)	(757)
Total discretionary reserves	(425)	—	(332)	(757)
Total Other reserves	268	63	(332)	(1)

Note 9 - Other Matters - Continued

	Balance at beginning of reporting period \$ '000	Transfer from Accumulated Surplus \$ '000	Transfer to Accumulated Surplus \$ '000	Balance at end of reporting period \$ '000
2021				
Restricted reserves				
Road construction reserve	4	332	–	336
Footpath construction reserve	5	–	–	5
Open space reserve	276	76	–	352
Total restricted reserves	285	408	–	693
Discretionary reserves				
Waste Management	(329)	–	(96)	(425)
Total discretionary reserves	(329)	–	(96)	(425)
Total Other reserves	(44)	408	(96)	268

Restricted reserves are used to record developer contributions received for a specific purpose which Council has not yet fulfilled.

The discretionary waste management reserve denotes the cumulative surplus/(deficit) from waste service charges collected from ratepayers and actual waste costs incurred by Council over time.

Note 9 - Other Matters - Continued

	2022 \$ '000	2021 \$ '000
9.2 Reconciliation of Cash Flows From Operating Activities to Surplus/(Deficit)		
Surplus/(deficit) for the year	4,542	6,624
Depreciation/amortisation	4,095	3,844
Profit/(loss) on disposal of property, infrastructure, plant and equipment	400	380
Contributions - Non-monetary assets	(3,124)	(2,878)
Amounts disclosed in financing activities	100	106
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(763)	(615)
(Increase)/decrease in inventories	(7)	(9)
(Increase)/decrease in prepayments	10	39
Increase/(decrease) in accrued income	748	(736)
Increase/(decrease) in trade and other payables	(324)	754
Increase/(decrease) in provisions	357	239
(Decrease)/increase in other liabilities	58	277
Increase/(decrease) in Unearned income /revenue	540	85
Net cash provided by/(used in) operating activities	6,632	8,110

Note 9 - Other Matters - Continued

9.3 Superannuation

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

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2022, this was 10.0% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

Defined Benefit

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

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of [Employer name] 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 2021, 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 109.8%. The financial assumptions used to calculate the VBI were:

- Net investment returns 4.75% pa
- Salary information 2.75% pa
- Price inflation (CPI) 2.25% pa.

As at 30 June 2022, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. It is expected to be completed by 31 October 2022.

Note 9 - Other Matters - Continued

Vision Super has advised that the VBI at 30 June 2022 was 102.2%. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). The financial assumptions used to calculate this VBI were:.

Net investment returns 5.5% pa

Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter

Price inflation (CPI) 3.00% pa.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 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

(a) Regular contributions

On the basis of the results of the 2021 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 2022, this rate was 10.0% of members' salaries (9.5% in 2020/21). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 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.

(b) Funding calls

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

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

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

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

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

Note 9 - Other Matters - Continued

The 2021 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2021 and the last full investigation was conducted as at 30 June 2020.

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

	2021 (Interim)	2020 (Triennial)
	\$m	\$m
- A VBI Surplus	214.7	100.0
- A total service liability surplus	270.3	200.0
- A discounted accrued benefits surplus	285.2	217.8

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 2021.

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 2021.

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 2021.

Council was notified of the 30 June 2021 VBI during August 2021 (2020: August 2020).

The 2022 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2022 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2022. Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021).

Note 9 - Other Matters - Continued

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2022 are detailed below:

Scheme	Type of scheme	Rate	2022 \$ '000	2021 \$ '000
Vision Super	Defined Benefits	10% (2021:9.5%)	18	17
Vision Super	Accumulation	10% (2021:9.5%)	318	276

In addition to the above contributions, Council has paid unfunded liability payments to Vision Super totalling \$NIL (2020/21 \$NIL). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2022.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$20k.

Changes in Accounting Policies

There have been no changes to accounting policies in the 2021-22 year.

Performance Statement

*for the year ended
30 June 2022*

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

Basis of Preparation

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

In preparation of this statement, Council utilised the March 2022 data published by the Australian Bureau of Statistics.

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council’s strategic resource plan. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

Except where specified, the forecast figures included in the performance statement are those adopted by Council in its budget on 28 June 2022. The budget includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term.

Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The budget can be obtained from Council’s website or by contacting Council.

Ballooning

Our Shire provides a perfect view from a hot air balloon, with breathtaking countryside, snowcapped mountains and sparkling lakes and rivers.



Sustainable Capacity Indicators

Indicator / measure	Results				Comment
	2019	2020	2021	2022	
Population					
Expenses per head of municipal population [Total expenses / Municipal population]	\$2,119	\$2,331	\$2,568	\$2,600	The result for this measure has increased by \$481 per capita over the 4 year period from 2019 to \$2,600 per capita in 2022. The slowing upward trend from 2021 reflects cost containment measures taken by Council since 2021, however the main reason behind the increase is in waste disposal and contract costs – state government charges in waste management have significantly increased.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$17,374	\$17,871	\$17,997	\$18,531	
Population density per length of road [Municipal population / Kilometres of local roads]	11	11	11	12	
Own-source revenue					
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,770	\$1,759	\$1,752	\$1,774	The result for this measure has increased by \$4 per capita over the 4 year period from 2019 to \$1,774 in 2022.

Sustainable Capacity Indicators - Continued

Indicator / measure	Results				Comment
	2019	2020	2021	2022	
Recurrent grants					
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$531	\$590	\$515	\$683	The result for this measure increased by \$152 per capita over the 4 year period to \$683 per capita in 2022. The significant increase in the current year was mainly due to a timing difference associated with the early payment of the 2022-23 Financial Assistance Grants paid in 2021-22.
Disadvantage					
Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	7	7	7	7	
Workforce turnover					
Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	16%	11%	18%	28%	The result for this measure increased by 10 percentage points to 28% in the 2022 year. It has also increased by 12 percentage points over the 4 year period from 2019. The significant increase in the 2022 year was due to COVID, and organisational restructure being implemented as part of Council’s functional alignment measures.

Sustainable Capacity Indicators - Continued

Definitions

“adjusted underlying revenue” means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

“infrastructure” means non-current property, plant and equipment excluding land

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

“population” means the resident population estimated by council

“own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

“relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA

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

“unrestricted cash” means all cash and cash equivalents other than restricted cash.

Service Performance Indicators

Services / indicator / measure	Results				Comment
	2019	2020	2021	2022	
Aquatic Facilities					
Utilisation					
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	1.9	1.8	1.3	0.9	The result for this measure decreased by 0.4 visit per capita to 0.9 visit in the 2022 year and has decreased by 1 visit over the 4 year period from 2019. Utilisation of aquatic facilities decreased due to a state-wide shortage of swim teachers resulting in restricted opening hours and some programs not being able to operate.
Animal Management					
Health and safety					
Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	0%	0%	0%	No animal prosecutions were recorded during the current period or since the measure was introduced.
Food Safety					
Health and 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] x100	100%	31%	97%	94%	

Service Performance Indicators - Continued

Services / indicator / measure	Results				Comment
	2019	2020	2021	2022	
Governance					
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]	47	48	56	57	The result for this measure has increased by 10 points to 57 over the 4 year period from 2019. This positive result reflects Council’s strong focus on consulting with the community over major decisions.
Libraries					
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	17.7%	17.3%	15.1%	13.5%	The result for this measure has decreased by 4.2 percentage points over the 4 year period from 2019. This was caused by the impacts of reduced hours during pandemic and increased resident population.
Maternal and Child Health (MCH)					
Participation					
Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	77%	84%	87%	83%	Participation in the service has been impacted by COVID lockdowns and restriction of service to infants 8 weeks and under during these periods.

Service Performance Indicators - Continued

Services / indicator / measure	Results				Comment
	2019	2020	2021	2022	
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] x100	71%	91%	83%	100%	The result for this measure has increased by 29 percentage points to 100% over the 4 year period from 2019. This is a very small cohort however all enrolled children fell within the range for Key age and stage visits.
Roads					
Satisfaction					
Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	50	49	57	57	The result for this measure increased by 7 points to 57 in the 2022 year. Grant funding and increased personnel have allowed significant investment in upgrading roads in the shire.
Statutory Planning					
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	50%	0%	100%	100%	The result for this measure has increased by 50 percentage points to 100% over the 4 year period from 2019. Three matters were referred to VCAT and all cases heard in the financial year had the decision of Council affirmed by the tribunal.

Service Performance Indicators - Continued

Services / indicator / measure	Results				Comment
	2019	2020	2021	2022	
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] x100	36%	36%	35%	34%	There has been an increased amount of waste going to landfill, predominantly due to the increase in resident ratepayers. Council does not currently offer a green organics service.

Service Performance Indicators - Continued

Definitions

"Aboriginal child" means a child who is an Aboriginal person

"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006

"active library borrower" means a member of a library who has borrowed a book from the library

"annual report" means an annual report prepared by a council under section 98 of the Act

"class 1 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 1 food premises under section 19C of that Act

"class 2 food premises" means food premises, within the meaning of the Food Act 1984, that have been declared as class 2 food premises under section 19C of that Act

"critical non-compliance outcome notification" means a notification received by council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health

"food premises" has the same meaning as in the Food Act 1984

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

"major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the Food Act 1984, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken

"MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age

"population" means the resident population estimated by council

Financial Performance Indicators

Results	Forecasts								
Dimension/indicator/ measure	2019	2020	2021	2022	2023	2024	2025	2026	Material Variations and Comments
Efficiency									
Expenditure level									
Expenses per property assessment [Total expenses / Number of property assessments]	\$2,480	\$2,720	\$3,027	\$3,166	\$2,976	\$2,997	\$3,052	\$3,108	The result for this measure has increased by \$686 per assessment over the 4 year period from 2019 to \$3,166 and expected to decrease by a further \$58 per assessment by 2026. The 2022 increase is mainly due to increased waste disposal and contract costs, while the figure reduces in future years due to Council no longer providing home and community care services.
Revenue level									
Average rate per property assessment [Total rate revenue (general rates and municipal charges) / Number of property assessments]	New in 2020	\$1,537	\$1,563	\$1,594	\$1,663	\$1,687	\$1,721	\$1,756	The result for this measure has increased by \$57 per assessment over the 3 year period from 2020 to \$1,594 and expected to increase by a further \$162 per assessment by 2026. The increasing trend reflects expected rate capping increases of approximately 2%.
Liquidity									

Financial Performance Indicators - Continued

Results	Forecasts								
Dimension/indicator/ measure	2019	2020	2021	2022	2023	2024	2025	2026	Material Variations and Comments
Working capital									
Current assets compared to current liabilities [Current assets / Current liabilities] x100	349%	304%	297%	253%	222%	173%	135%	139%	The result for this measure decreased by 96 percentage points to 253% in the 4 year period to 2022. It is expected to decrease by 114 percentage points over the 4 year period to 2026. As projected in last year’s report, unwinding prepayments and reduced unearned income in prior years.
Unrestricted cash									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	11%	19%	17%	42%	36%	26%	20%	20%	Cash balances have reduced as funds are drawn down to fund the capital program. The ratio is expected to increase in future years as the result of reviewing the capital program.
Obligations									
Loans and borrowings									
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	17%	15%	13%	29%	27%	23%	19%	16%	The result for this measure has increased by 12 percentage points over the 4 year period to 29% from 2019 but is expected to decrease by 13 percentage points over the 4 year period to 2026. The significant increase in the 2022 year was due to Council borrowing \$2.6m from Treasury Corporation Victoria to complete the Heavy Vehicle Alternative Route. Repayment term is 10 years.Two other loans are expected to be paid out within the next few years.

Financial Performance Indicators - Continued

Results	Forecasts								Material Variations and Comments
Dimension/indicator/ measure	2019	2020	2021	2022	2023	2024	2025	2026	
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	3%	2%	2%	1%	4%	5%	4%	4%	The result for this measure has decreased by 2 percentage points to 1% over the 4 year period to 2022 but is expected to increase by 3 percentage points over the 4 year period to 2026. The decrease was caused by the reduction in borrowed funds in 2021-22, through repayments, whilst the increase in the forward years is due to new borrowings for the Heavy Vehicle Alternative Route.
Indebtedness									
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	16%	15%	14%	29%	25%	22%	18%	14%	Council borrowed \$2.6m from Treasury Corporation Victoria in 2021-22, which increased levels of non-current liabilities. The repayment period is over 10 years.
Asset renewal and upgrade									
Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	63%	116%	162%	197%	159%	161%	137%	The result for this measure has increased by 99 percentage points over the 3 year period from 2020 to 162% and expected to decrease by 25 percentage points by 2026. The increase was caused by a decision of council to address a backlog of road renewal works. A large amount of re-sheeting work was undertaken during the period however resealing work was deferred to 2022-23 year under a collaborative procurement arrangement.

Financial Performance Indicators - Continued

Results	Forecasts								
Dimension/indicator/ measure	2019	2020	2021	2022	2023	2024	2025	2026	Material Variations and Comments
Operating position									
Adjusted underlying result									
Adjusted underlying surplus (or deficit)	11%	2%	-1%	1%	0%	8%	4%	8%	The result for this measure decreased by 10 percentage points to 1% in the 2022 year moving from a deficit to surplus. This is in line with Council’s financial strategy to operate over this period with a small operating surplus.
[Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100									
Stability									
Rates concentration									
Rates compared to adjusted underlying revenue	65%	65%	62%	59%	70%	67%	71%	69%	
[Rate revenue / Adjusted underlying revenue] x100									
Rates effort									
Rates compared to property values	0.39%	0.38%	0.37%	0.34%	0.27%	0.27%	0.27%	0.27%	Council did not take up the Essential Services Commission rate cap of 1.5% in 2021-22 and chose a 0% rates increase.
[Rate revenue / Capital improved value of rateable properties in the municipality] x100									

Retired Measures

The following indicators were retired in the year ended 30 June 2020.

Service / indicator / measure	Results 2019	Comment
Animal Management		
Health and safety		
Animal management prosecutions [Number of successful animal management prosecutions]	0	This measure was replaced by Animal management prosecutions (%) for 2020.
Efficiency		
Revenue level		
Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,366.13	This measure was replaced by Average rate per property assessment for 2020.
Obligations		
Asset renewal		
Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x100	62.79%	This measure was replaced by Asset renewal and upgrade compared to depreciation for 2020.

Retired Measures - Continued

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability

"current assets" has the same meaning as in the AAS

"current liabilities" has the same meaning as in the AAS

"non-current assets" means all assets other than current assets

"non-current liabilities" means all liabilities other than current liabilities

"non-recurrent grant" means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by a council's Strategic Resource Plan

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants)

"population" means the resident population estimated by council

"rate revenue" means revenue from general rates, municipal charges, service rates and service charges

"recurrent grant" means a grant other than a non-recurrent grant

"residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

"restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year

"unrestricted cash" means all cash and cash equivalents other than restricted cash.

Certification of the Performance Statement

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



Tony Cooper

Principal Accounting Officer

30 September 2022

33 Highett Street, Mansfield Vic 3722

In our opinion, the accompanying performance statement of the Mansfield Shire Council for the year ended 30 June 2022 presents fairly the results of council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

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

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the council and by the Local Government (Planning and Reporting) Regulations 2020 to certify this performance statement in its final form.



James Tehan

Mayor

30 September 2022

33 Highett Street, Mansfield Vic 3722



Mark Holcombe

Councillor

30 September 2022

33 Highett Street, Mansfield Vic 3722



Kirsten Alexander

Chief Executive Officer

30 September 2022

33 Highett Street, Mansfield Vic 3722

Victorian Auditor-General's Office Report



Independent Auditor's Report

To the Councillors of Mansfield Shire Council

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

- description of municipality for the year ended 30 June 2022
- sustainable capacity indicators for the year ended 30 June 2022
- service performance indicators for the year ended 30 June 2022
- financial performance indicators for the year ended 30 June 2022
- other information and
- certification of the performance statement.

In my opinion, the performance statement of Mansfield Shire Council in respect of the year ended 30 June 2022 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

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

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

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

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

Auditor's responsibilities for the audit of the performance statement

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

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

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

MELBOURNE
11 October 2022

Travis Derricott
as delegate for the Auditor-General of Victoria



Thank you for reading the Mansfield Shire Council 2021-22 Annual Report. You can share your feedback by post, phone or email using the details below:

POST

Mansfield Shire Council
Private Bag 1000
Mansfield Vic 3724

PHONE

Call Customer Service on (03) 5775 8555

EMAIL

council@mansfield.vic.gov.au



Further Reading

We encourage you to visit Council's website which contains information about our services, programs, events, major initiatives, major publications and more. Council's website address is mansfield.vic.gov.au

We invite you to subscribe to our Facebook page where you will find the latest information on what is happening in our Shire. Follow us on Facebook [@mansfieldshirecouncil](https://www.facebook.com/mansfieldshirecouncil)

We also welcome your thoughts and perspectives, so register to have your say at engage.mansfield.vic.gov.au

Where to Obtain a Copy of the Annual Report

Copies of the 2021-22 Annual Report may be obtained from the Mansfield Shire Council municipal office.

In an effort to reduce environmental impact and unnecessary costs, Council has elected not to make print copies of this report generally available except upon request.

This Annual Report may be viewed and/or downloaded from our website or requested by telephoning (03) 5775 8555.

This Annual Report was compiled by Mansfield Shire Council.

The report design was conducted by Beatrice Sheldrick.

For a large print version of this Annual Report or any other Council publication, please telephone Council on (03) 5775 8555.

Municipal Office Location

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POSTAL ADDRESS

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(For hearing, speech, or communication impairment)	



Mansfield Shire

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