

Annual Report 2015-16



MANSFIELD SHIRE



About this Annual Report

This Annual Report highlights the achievements and challenges in our key strategic areas (Themes) of our Council Plan 2013-17 and provides comprehensive corporate governance information as well as detailed audited financial statements.

Our Council Plan has five Themes (key strategic areas):

- Driving organisational performance and resource management
- Good governance
- A growing economy
- Improving our built and natural environment
- Empowered and self sufficient communities

Readership

This report caters for a wide readership including the general community, ratepayers, local businesses, visitors, investors, government agencies and other interested parties. This report also provides Council staff with an overall picture of the way Council has performed and how we have contributed to the community during the year.

Display copies of this report are available from the Mansfield municipal office. Council continues not to print the Annual Report document to assist with reducing the impact on the environment. Instead the full Annual Report is available online at www.mansfield.vic.gov.au or by request.

ACKNOWLEDGEMENT OF TRADITIONAL OWNERS

Mansfield Shire Council recognises that indigenous people have been custodians of this area for generations. We acknowledge the living culture and unique role of Taungurung people in our region.

Feedback

The content of this report is reviewed each year and is guided by local government requirements. Your feedback is invited via email - council@mansfield.vic.gov.au

or by letter to:

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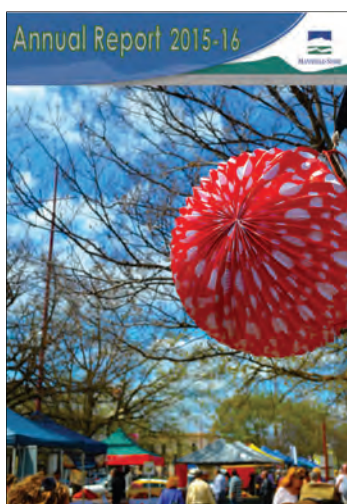
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This Annual Report is compiled, produced and printed by Mansfield Shire Council.

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The front cover of the Mansfield Shire Council Annual Report 2015-16 symbolises the vibrancy of our Shire.

We're proud that our Shire is productive and progressive, offering a great place to live, work and invest. Our varied events program provides a diverse range of activities for our visitors to enjoy beyond what our natural resources have to offer.

This publication has been certified by the Chief Executive Officer of Mansfield Shire Council, Alex Green, as not containing any electoral material in accordance with section 55D of the *Local Government Act 1989*.
Dated: 27 September 2016

Alex Green
Chief Executive Officer
Mansfield Shire Council

Welcome

The Mansfield Shire Council proudly presents its 2015-16 Annual Report to our community. This document is an integral part of our democratic governance process in which we are open and accountable to the community.

This report demonstrates the breadth of Council's operations, and documents our performance during 2015-16 against the Mansfield Shire 2013-17 Council Plan and the 2015-16 Budget. It highlights our achievements and challenges in key operational areas and provides comprehensive corporate governance information as well as detailed audited financial statements.

Transparent reporting and accountability are core values of this Council, and the assessment of Council's performance contained in this report ensures these values are upheld.

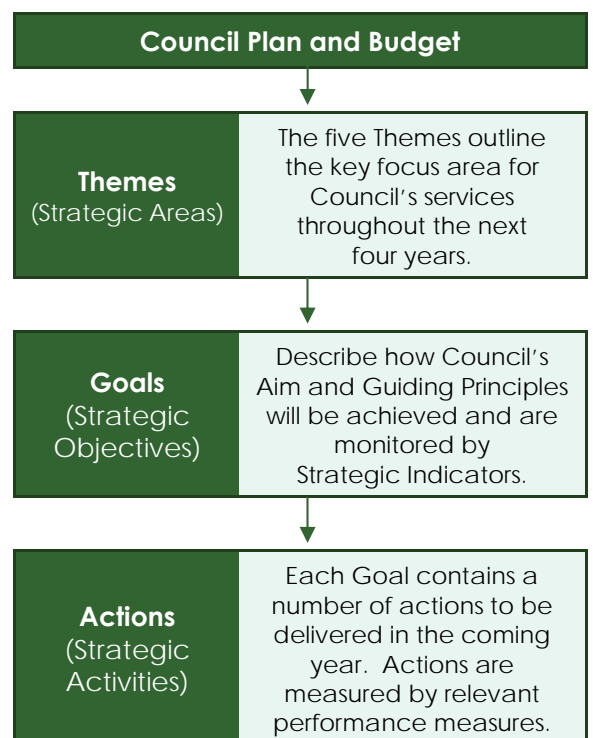
Our 2013-17 Council Plan is the key driver for Council programs and initiatives. It identifies five key Themes:

- Driving organisational performance and resource management
- Good governance
- A growing economy
- Improving our built and natural environment
- Empowered and self sufficient communities

The scope of this report incorporates all operational activities of the Mansfield Shire Council. It also integrates information on Council's sustainability performance for 2015-16 (see page 12) and includes issues and challenges facing the Council and its community.

Reporting framework

The 2015-16 review of the 2013-17 Council Plan outlines the strategic Themes and Goals to achieve the actions described in the Plan. The diagram below depicts the structure of the Plan.



Our aim and guiding principles

Our Council Plan clearly expresses Council's core aim and the principles that guide all that we do.

Our Aim

To work with our community to continue to build a Shire that is recognised for its balanced economic, social, and environmental development that, in turn, acknowledges the diverse needs and values of our communities.

Our Guiding Principles

In achieving our aim Council will lead, govern and deliver services and infrastructure which improve the quality of life for our current and future generations by constant reference to the following values:

Respect

We will treat everyone with respect, recognising and valuing all viewpoints.

Integrity

We will work in an open and transparent way, ensuring our processes, decisions and actions are ethical, responsible and honest.

Inclusion

We recognise that there is diversity in the community and will strive to work and direct our resources and services in ways that will result in fair and equitable outcomes for all.

Accountability

We will accept full responsibility for all that we do, for the way in which we do it and for the outcomes, whether good or bad.

Empowerment

We accept that we are here to serve the community and will ensure that people's views are heard and acted upon where we have the capacity to do so.



Measuring our performance

As a result of the establishment of the *Local Government Amendment (Performance Reporting and Accountability) Act 2014* and the Local Government (Planning and Reporting) Regulations 2014, councils are required to report on their performance in a standardised way. In doing so, the framework enables local communities to compare how their council has performed during the year against other councils.

Community satisfaction and local government indicators

The annual Community Satisfaction in Local Government Survey (see page 34) provides an additional means for comparison with our peers as well as tracking our results over recent years.

The annual Survey is a telephone interview of 400 randomly selected Mansfield Shire residents and ratepayers to assess the performance of the Council over the past 12 months across a range of measures. The survey also seeks insight into ways Council can provide improved or more effective service delivery, and allows us with a means to fulfil some of our statutory reporting requirements.

The survey was undertaken in February and March 2016 by the State Government's Department of Environment, Land, Water and Planning (DELWP) on behalf of Victorian councils, and was conducted by an independent research group (JWS Research). Participation in the survey is optional.

Community satisfaction ratings form part of the newly legislated Local Government Performance Reporting Framework indicators, required to be reported by councils in their annual reports and to be published annually by Local Government Victoria.

Local Government Performance Reporting Framework

This year's data, found on pages 139-151, can be benchmarked against our service and financial performance, and sustainable capacity data for the previous financial year.

To compare our performance results against other Victorian councils visit the My Council website at www.knowyourcouncil.vic.gov.au.

Reporting against the Council Plan 2013-17

Under the *Local Government Act 1989*, we are also required to report against the Council Plan 2013-17 in terms of the actions undertaken during the year towards realising our goals and achieving the performance measures and targets related to each.

The section, 'Our performance' (see pages 33 to 64), details the key achievements and challenges under each of the five themes that make up the Council Plan, including the actions and measures achieved.

Reporting on our performance

We report on our performance on a quarterly basis by providing a commentary and status updates on the progress of all Council Plan actions relevant to that current year. This regular reporting of actions undertaken to implement the Council Plan is consistent with Plan's objectives around accountability, integrity and inclusion.

Together with the new State government framework, these measurement and reporting tools provide a wealth of performance information, which is included in this Annual Report for the primary purpose of informing the Mansfield Shire community, State and Federal Governments, and other stakeholders about how we have performed over the past 12 months.

Overview



Chief Executive Officer's report

On behalf of the Mansfield Shire Council, it is a great pleasure to present Council's Annual Report for the 2015-16 year. This Annual Report documents the achievements of Council in fulfilling the objectives and commitments stated in its Council Plan 2013-17 and the 2015-16 Budget.

It is with great pleasure that I present my first Annual Report as Chief Executive Officer of Mansfield Shire Council.

This report documents the work undertaken by the organisation over the past financial year to deliver the 2013-17 Council Plan, along with other information as required by the Local Government Act 1989.

A detailed financial report is also provided, including audited statements, which outline the measures taken by Council to proactively address the introduction of rate capping in the 2016-17 financial year.

It has been a year of significant organisational change with the resignation of former Chief Executive Officer, Mr David Roff. On behalf of the organisation, I wish to acknowledge his stewardship over the past seven years and wish him well in his life beyond the Shire. I also wish to acknowledge the contributions made by Ms Louise Knol, former Community Services Manager and Mr Amer Tawfik, former Engineering and Works Manager, for their contribution to the organisation over the past year.

My first year as CEO has been a rewarding one. I have particularly enjoyed meeting with many residents, ratepayers and local groups to hear what is great about this Shire and how Council can lead, contribute to and solve issues facing the Mansfield community.

The Mansfield community is dynamic and articulate, with a depth and breadth of experience that is unique in a rural community. It has become clear to me that although relatively small in number, we deliver services in an efficient manner, in a way that is well received by the community.

This carries through to the organisation, as shown in the Annual Community Satisfaction Survey results, where Council outperformed its peers in many key performance areas.

Of particular note is the five point improvement in community consultation. This is a particular focus for Council, and we will continue to put in place clear strategies to further enhance engagement with our community. This includes continuing to use innovative and inclusive consultation approaches and developing these further.

While there is certainly more work to be done in terms of serving our community, I am pleased to see that we are working off a solid base in terms of meeting the expectations and needs of our community.

The years ahead pose significant challenges. The introduction of rate capping this year will necessitate the need for some difficult conversations within the community as the cumulative impacts of revenue reduction impact on our ability to fund services and facilities.

This discussion commenced through a series of meetings I held with the community in the preparation of the 2016-17 budget. This Annual Report shows that we have begun to take measures to decrease our debt levels and to shift expenditure from building new infrastructure, to the renewal and maintenance of existing assets.

We believe that Council offers a professional and fulfilling workplace that contributes to options for employment in our local community. I would like to take this opportunity to thank Council staff for their commitment and efforts to deliver Council's diverse range of services, and particularly their enthusiasm to identify process improvements across the organisation.

The year ahead sees the transition to a new Council. This means that a new Council Plan will be developed in partnership with the community to drive the activities of the organisation until 2020.

We know there are some significant challenges other than rate capping facing Council, not the least of which is the introduction of a new Local Government Act that may well change the fundamental responsibilities of Council and how Council business is conducted. Our community can be assured that Council will continue to advocate actively to ensure that the best interests of the Mansfield community are put forward to decision makers on key issues.

On behalf of the organisation I would like to close by recognising the contribution of the outgoing Council over the past four years and also wish retiring Councillors well in the future. Thank you to the community for your support and input to deliver Council's vision over the past year.



Alex Green
Chief Executive Officer



Financial overview

Driving Organisational Performance and Resource Management is a key theme of the 2013-17 Council Plan. Financial sustainability, with the ability to respond to the needs of the community, is a long term goal of Council. With careful planning, our community can be assured that Council has the financial resources to achieve the objectives set out in the Council Plan.

Significant service level and financial indicators, audited by the Victorian Auditor General's Office (VAGO), are presented in the audited Performance Statement (see page 150). The financial indicators include measures of efficiency, liquidity, obligations, operating position and stability.

Standardised local government reporting measures, based on the Local Government Performance Reporting Framework, were introduced in 2014 and are available to the community via the "Know Your Council" website - www.knowyourcouncil.vic.gov.au These indicators include service level and financial indicators well as a Governance and Management report (see pages 85-87).

The working capital ratio, unrestricted cash, loan liability and underlying surplus/(deficit) together with the Operating Surplus/(deficit) and capital expenditure are key elements in the pursuit of

Council's objective and are further reported below. Monitoring of these measures is in line with both legislation and the organisation's objectives.

In 2015-16 Council's cash levels decreased due to funding which was prepaid at the end of the 2014-15 year.

Council's level of debt decreased due to no loans taken out during the 2015-16 year. No loans are budgeted in the following four years.

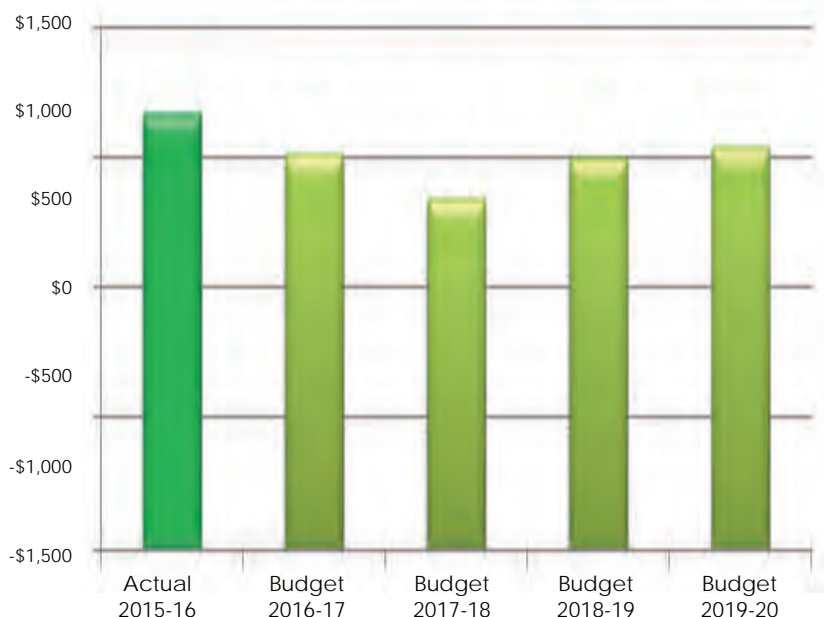
The trend graphs below show the actual figures for 2015-16 and the budgeted figures for 2016-17 through to 2019-20, in line with the new financial performance indicators. Refer to the Audited Performance Statement to review the full range of financial indicators (pages 145-147).

Unrestricted Cash

Council's "Unrestricted Cash balance", is the difference between the Cash balance in the balance sheet and "Restricted Cash Assets". Restricted cash assets refers to cash held for a specific purpose such as Cemetery Trust, Developer Contributions, carried forward capital works and unspent conditional grants.

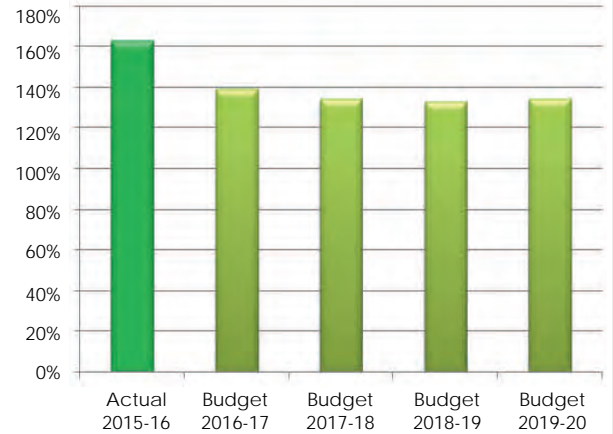
The projected figures for 2016-17 to 2019-20 indicate that the unrestricted cash assets will reduce.

Council will continue to manage the cash reserves in a financially responsible manner with the purpose of delivering services that benefit the community.



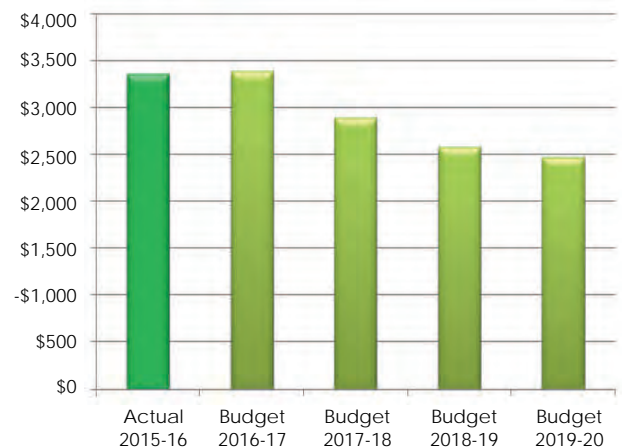
Working Capital (liquidity)

Council's current Working Capital Ratio is 163%. Future years are expected to decrease (ranging from 134% - 139%) due to restraints on income. These are within the preferred range of 115% - 150% enabling Council's sustained liquidity.



Loan Liability Levels

Debt levels are decreasing as Council continue to repay current loan facilities. No new loans are forecast in Council's Strategic Resource Plan 2016-17 to 2019-20.

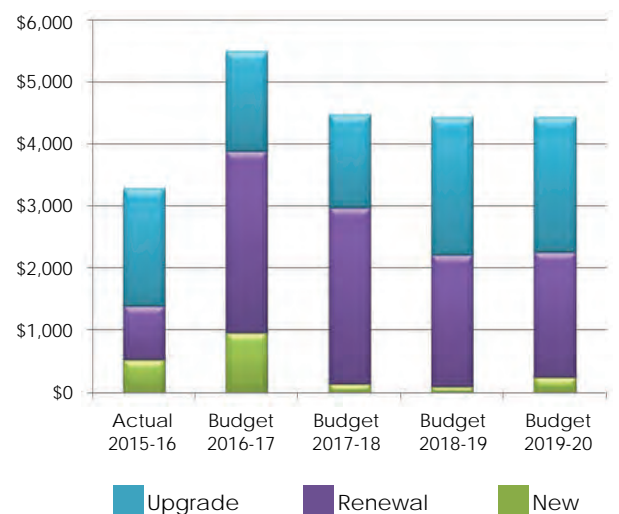


Capital Expenditure

In 2015-16 the level of capital expenditure continued to deliver on the challenge of renewing and improving community assets. Three special charge scheme projects and a new roundabout were completed during the year. Council's routine capital works program was also delivered. Total capital works spend was less than budgeted, due to grant funding not being secured.

Assumptions in relation to major capital funding sources have been made in future years; however it is expected that future year's capital expenditure may reduce as funding is still unknown. Where capital grant funding is not received the allocated capital project will not proceed.

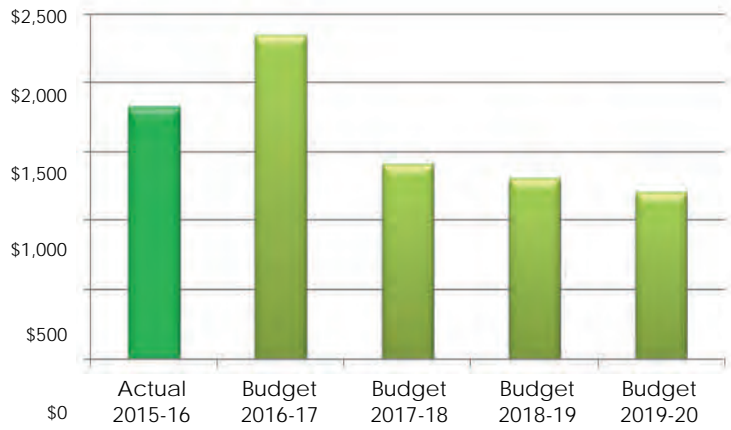
Council acknowledges the need to shift focus to renewal of assets. Council's future budgets include greater levels of asset renewal with less spend on new assets.



Operating Surplus/(Deficit)

The lower than budgeted operating surplus of \$1.82m for the year ending 30 June 2016 is a result of prepaid grants (taken as income in the prior year), capital grants budgeted but not received, revaluation expense (non-cash), offset by donated assets (non-cash).

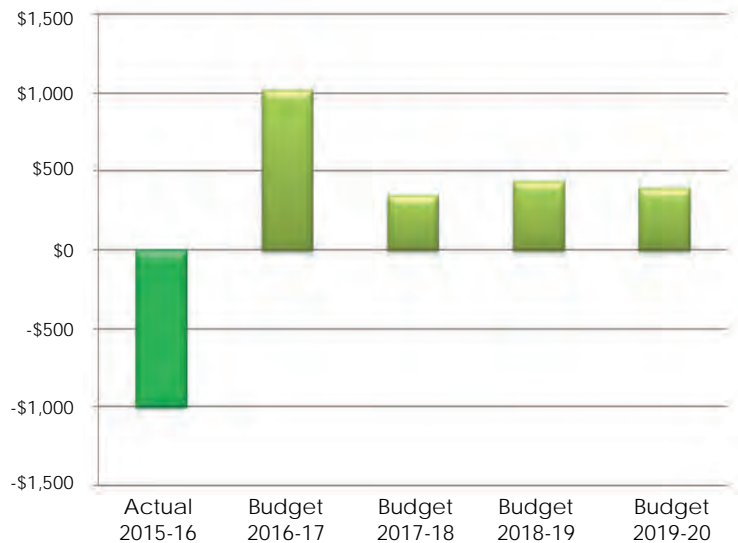
Under the accounting standards, grant funds are treated as income in the year in which the funds were received. This can and does result in large swings in the operating result where grant funds received in one year are spent in the following year. In these instances the grant funding is not matched to the expenditure of those funds in the respective financial years. The timing of future grant payments will affect the ability of Council to meet the budgeted surplus.



Underlying Result - Surplus/(Deficit)

The Underlying Result is a key indicator of sustainability. The Underlying Surplus/(Deficit) has been calculated on the basis of 2014 Local Government (Planning and Reporting) Regulations 2014. It is formulated using the Operating Result less capital grant income, capital contributions and contributions of non-monetary assets. It is not adjusted for one-off items as calculated for previous year's reports.

The underlying deficit of 2015-16 was due to the early receipt of the grants commission funding (taken as income in the prior year). The timing of future grant payments will impact on the ability of Council to meet the budgeted underlying surplus/(deficit).



Sustainability overview

Sustainability reporting has been integrated as part of the Council's Annual report since 2009. It is our aim to embed sustainable development principles into our organisational culture, operations and services. We are committed to ensuring the long term economic, environmental and social sustainability of our Shire, and we take a balanced approach to planning and managing our Shire and actively consider how decisions made today will impact the future.

Our sustainability overview briefly summarises the various sustainability initiatives undertaken during 2015-16 to foster a more sustainable Mansfield Shire now and in the future. It also identifies key economic, environmental and social sustainability impacts and opportunities for the Mansfield Shire Council.



Economic Sustainability

Economic sustainability includes ensuring our long-term financial viability and strengthening our community's economic capacity by supporting local tourism and businesses.

The attraction attributes and amenity of our Shire for residents and visitors is intrinsic to our economic sustainability. Our population and business growth present both opportunities and challenges.

Tourism remains the main economic driver within the Shire and there are numerous niche markets flourishing within this sector, including guided horseriding, hunting, mountain biking, snow play and couple escapes. Fifty percent of our Shire's retail and café sector is attributed to visitors.

Diversification is important to the long term sustainability of our economy and Council focuses on driving strategic projects and programs that enhance the resilience, capacity and diversity of businesses across a range of sectors including agriculture, retail and manufacturing.

A range of economic development initiatives were progressed in the 2015-16 year to support our economic sustainability including:

- Advocacy on key issues relating to government strategy and policy including a submission to the state water plan and the agricultural competitiveness white paper
- Production of a business plan toward an Integrated Cycle Facility
- Launching an online business monitor to gather local business data on performance, confidence, markets, employment, investment and priorities
- Promotion of our destination across a range of channels including print, digital and online and in collaboration with our regional tourism partners
- Participation in a north east jobs hub for employers and employees
- Development of Lake Eildon Recreational Boating Facilities Improvement Plan



- Collaboration in the development of a regional tool to assist food producers and planners determine appropriate land use for the future known as Climate Smart Agricultural Development Project
- Co-ordination and support of a significant destination events program to attract visitors and add value to amenity for residents
- An industry development program to assist local businesses make connections and increase their skills

Environmental Sustainability

Environmental sustainability is the ability to maintain the qualities that are valued in the physical environment. It is important that Council and the local community recognise the risk that climate change may pose to our assets, services and people, and that we adequately plan to address these risks both now and in the future.

As part of a multi-council initiative, the Watts Working Better streetlight upgrade project saw 335 old street lights in Mansfield and Jamieson replaced with new energy efficient options. This partnership approach has allowed councils to achieve significant savings in the cost of electricity and maintenance while also reducing our carbon footprint. The Project has been unique in that it not only achieved substantial economic and environmental benefits, but it also delivered important community outcomes through its recycling component whereby the old lights were dismantled and recycled.

Other environmental strategies introduced by Council during 2015-16 included:

- The promotion to a regional electric vehicle touring route in conjunction with Goulburn Broken Greenhouse Alliance
- Presentation by Council's Environment Officer to the community on the requirements around the removal of native vegetation

Social Sustainability

We define social sustainability as the way we engage with, support and advocate on our community's behalf to build its overall capacity and foster community wellbeing and resilience.

During 2015-16 we spoke up for our community in relation to issues of concern, such as White Ribbon Day and continuing to advocate for and end to violence against women. The Community Development team supported the Bonnie Doon Community to successfully apply for \$2,805 funding from the Department of Premier and Cabinet – Veterans Branch, Restoring Community War Memorials and Avenues of Honour Grants program to restore the Bonnie Doon War Memorial.

New strategies such as the Erril Street Rejuvenation Activation Project engender social sustainability by providing important frameworks for delivering services and supporting the Mansfield Shire community.

Nineteen percent of our Shire's population are aged between 0 and 14 years and thirty five percent are aged 55 years and over. These demographics pose challenges in planning for housing, health care, transport and social services. Council has various initiatives and policies to address these challenges including:

- Community bus service
- A vibrant youth space - Café Connect
- Mansfield Planning Scheme
- Municipal Emergency Management planning



Our Shire and its people

About our Shire

Our location and features

Less than two hours north east of Melbourne, Mansfield Shire is one of the most spectacular geographic regions in Australia. It boasts major river systems, lakes, mountains, alpine resorts, vast tracts of what is referred to as 'High Country', and broad and productive valleys where agriculture and rural living integrate.

Our municipality covers 3,843 square kilometres and is home to Mt Buller and Mt Stirling Alpine Resorts (managed by the Mt Buller Mt Stirling Resort Management Board), the Alpine National Park, and the second largest in-land waterway in Australia - Lake Eildon.

A significant proportion of our municipality is Crown land, and it is this natural environment that most defines our Shire.

Our residents enjoy a high quality lifestyle across 14 distinct outlying communities: Ancona, Barjarg, Bonnie Doon, Goughs Bay, Howqua, Jamieson, Kevington, Macs Cove, Maindample, Merrijig, Merton, Sawmill Settlement/Alpine Ridge, Tolmie and Woods Point. Each of these locations display their own unique identity with a keen sense of community and strong desire to nurture the environment common to all.

Historical overview

Although the first inhabitants of what is now Mansfield Shire were the Taungurung people, whose lineage stretched back for perhaps thousands of years, it took until the 1840s before settlers occupied land west of Mansfield. By the end of that decade, occupation had spread eastwards and new settlements had been established.

Mansfield Shire was proclaimed on 31 December 1866 when the township had two schools, two hotels, a court house, a steam flour mill and a hospital. The area also successfully cultivated fruit, potatoes and oats, in addition to sheep grazing and dairying. Mining areas and large forest areas were added to our Shire in 1919 when part of the Howqua Shire was added to the Mansfield Shire. This brought mining areas and large forest areas to our municipality.

The Mansfield Shire was amalgamated with the City and Shire of Benalla on 18 November 1994 to form the Delatite Shire.

After much lobbying by the community, the deamalgamation of Delatite Shire took place on 28 October 2002, and Mansfield once again became its own Shire.

A growing community

Mansfield Shire has been recognised as one of Victoria's fastest growing municipalities for more than a decade. The combination of lifestyle and proximity to Melbourne has seen the permanent population grow from 6,631 in 2001 to an estimated 8,325 in 2016. Over the same period, some 1,200 additional rateable properties have contributed to strong growth in our Shire.

The annual population growth has averaged approximately 2% since 2005, with the population forecast to grow to 9,595 by 2031.

The demands on Council to deliver essential infrastructure and community services will continue to increase in line with the needs of Mansfield Shire's growing and changing economy.

Economic development and tourism

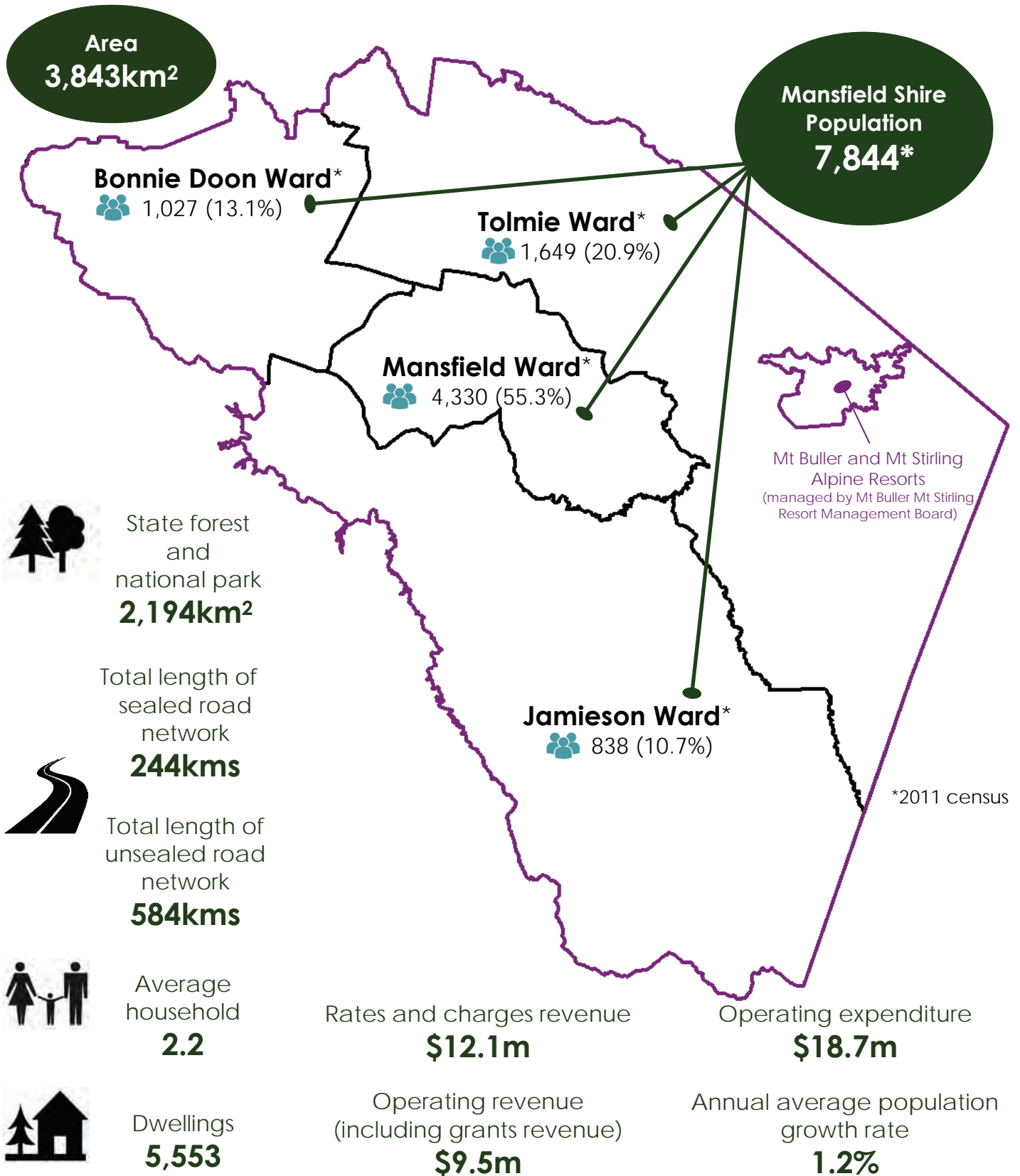
Tourism, agriculture and lifestyle underpin our Shire's strong economy, supported by a diverse range of commercial and service sectors.

Agriculture is one of the Shire's key economic drivers, contributing \$60.7m to the Shire's economy. Cattle and sheep grazing, along with seed production, are major industries within the Shire. Grape and tomato production are also significant as are many agriculture related service industries.

It is estimated that Mansfield Shire has an employment base of 3,743 and an industry output of \$823m. The impact of tourism as an economic driver is estimated as 20% of total industry output and 25% of total employment (*RDA Australia - Hume Economic Profile report*).

We work closely with State and Federal Government to effectively manage and develop the region for the benefit of community and business.

Statistics at a glance



Our growing Shire

Mansfield Shire has been recognised as one of Victoria's fastest growing municipalities for more than a decade. The combination of lifestyle and proximity to Melbourne shows the permanent population of 8,325 in 2016 to an estimated 9,595 in 2031.

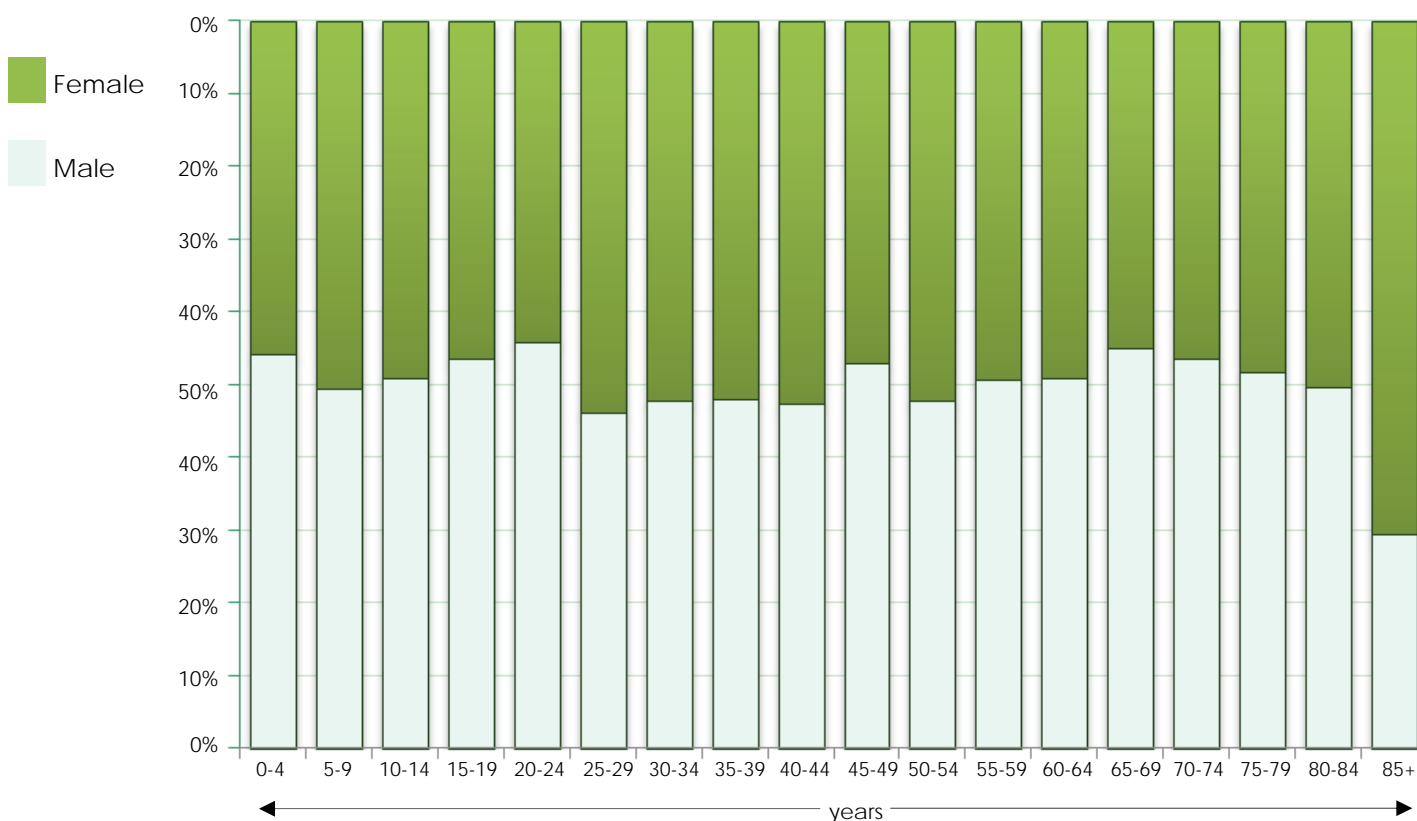
As at 30 June 2016 there are 10,615 ratepayers on the Mansfield Shire Voter's Rolls, of which 4,229 are non resident owners.

Council's rates database has 7,493 rateable properties recorded, with 4,011 owned by full time residents and 3,482 being non residents. This shows an increase of 112 (1.5%) in rateable properties from the 2014-15 figure of 7,381 and represents an decrease of 78 (-1.9%) resident ratepayers and an increase of 190 (5.7%) non resident ratepayers.

The population and household projections (Department of Environment, Land, Water and Planning - Victoria in Future 2016) for Mansfield Shire are as follows:

Population and Households				
	2016	2021	2026	2031
Total population	8,325	8,719	9,140	9,595
Population in private dwellings	7,749	8,238	8,784	9,227
Households	3,530	3,810	4,118	4,397
Average household size	2.19	2.16	2.13	2.10

The current population by age (Australian Bureau of Statistics 2012) for Mansfield Shire is outlined as follows:



Resourcing our services

It cost \$18.7m to operate the Mansfield Shire in 2015-16, funded by \$12.1m in rates and charges revenue, \$4.3m in grants revenue and \$5.2m in other revenue (see graph below).

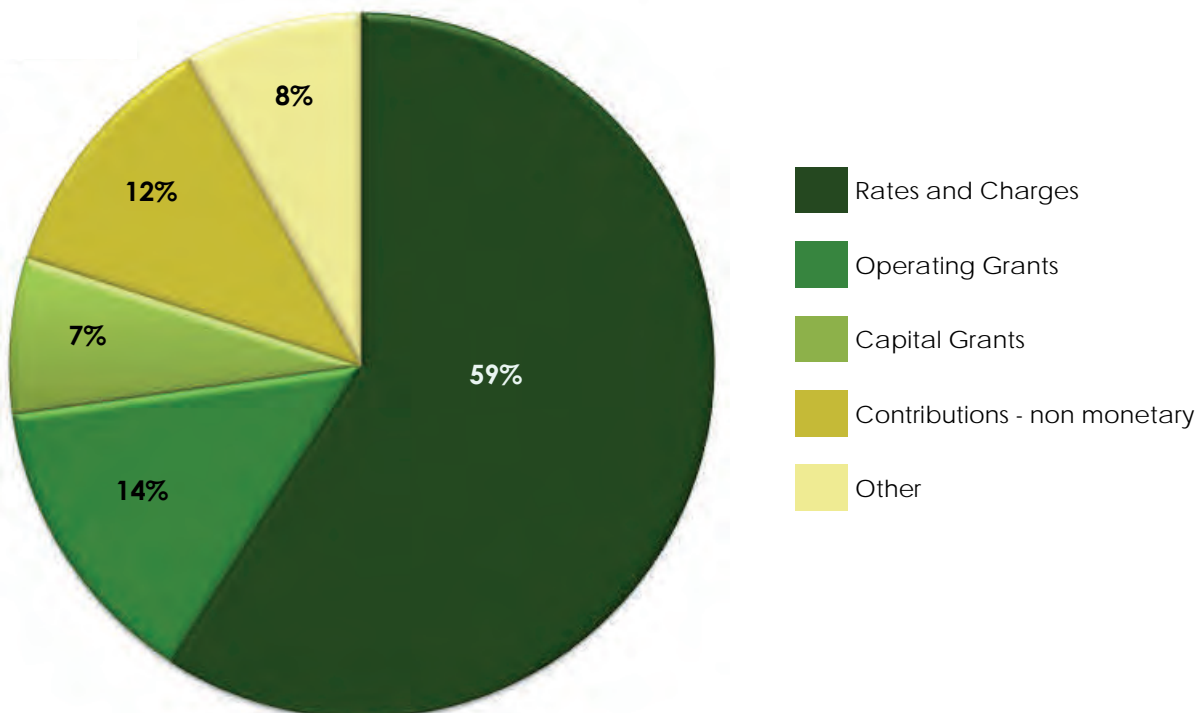
The average Mansfield Shire rates and charges bill was \$1,647 (excluding Fire Services Property Levy). The surplus of revenue over expenditure contributes to Council's capital works program of which \$3.3m was spent in 2015-16.

Operating Expenditure: **\$18.7 million**

Income	\$'000	%
Rates and Charges	12,146	59
Operating Grants	2,826	14
Capital Grants	1,476	7
Contributions - non monetary	2,428	12
Other	1,688	8
Total Income	20,564	100

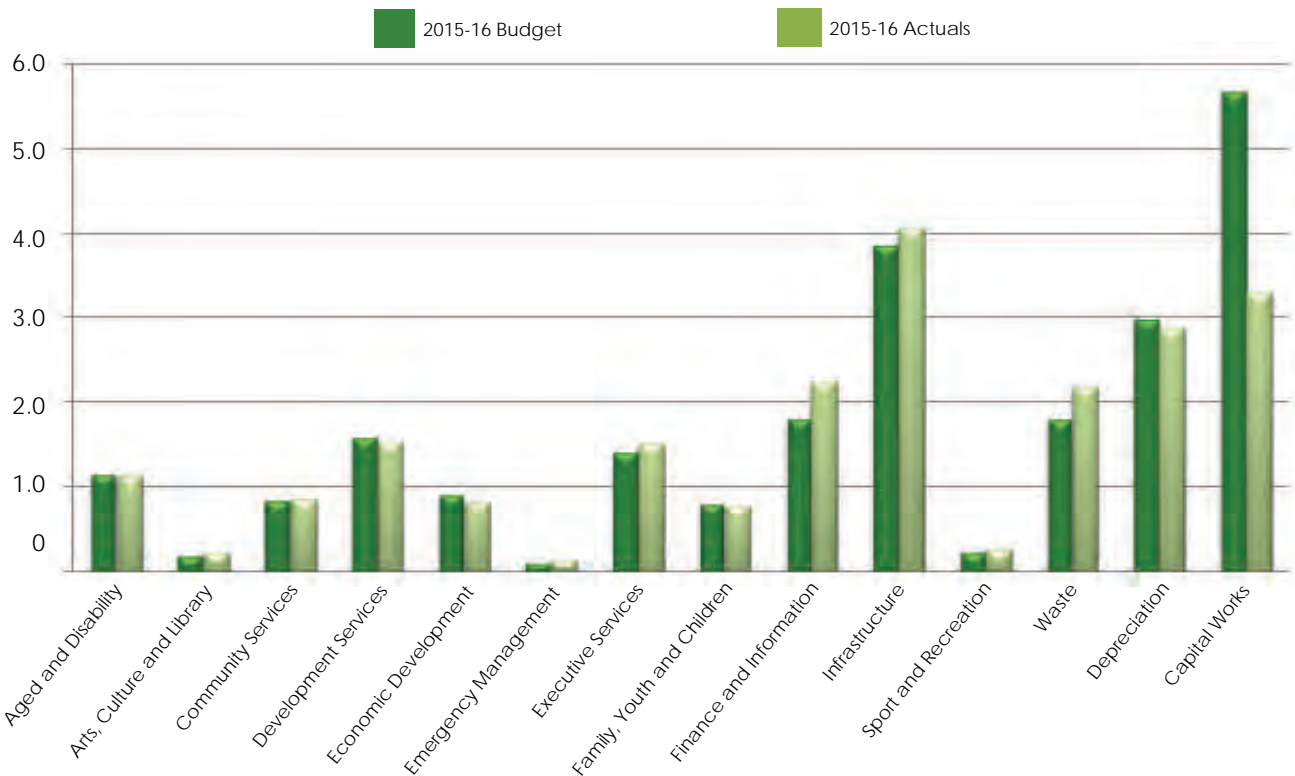
We provide a wide range of different services and programs to the community. Our services cover a broad range of areas including:

- Aged care
- Sport and recreation
- Arts and heritage
- Economic development
- Children
- Family and youth
- Festivals and community events
- Communications
- Parks and open space
- Planning
- Building
- Roads
- Governance
- Waste and recycling
- Drains and footpaths
- Library



Our Council comprises 130 effective full time employees across seven Departments who deliver a wide range of services and programs to the community. These services cover a range of areas including aged care, children, family and youth, sport and recreation, arts, culture, library, festivals and community events, parks and open spaces, planning, roads, governance, waste and recycling, drains and footpaths.

The following graph shows the amount budgeted per service for every \$100 of rates charged during 2015-16. The accompanying table highlights the amount expended for each service compared to the budgeted cost.



Service	Expenditure (\$,000)			
	2015-16 Budget	2015-16 Actual	% expended	for every \$100
Aged and Disability Services	1.2	1.1	5%	\$5.21
Arts, Culture and Library	0.2	0.2	1%	\$1.03
Community Services	0.9	0.9	4%	\$3.88
Development Services	1.6	1.5	7%	\$6.95
Economic Development	0.9	0.8	4%	\$3.70
Emergency Management	0.1	0.1	1%	\$0.66
Executive Services and Governance	1.4	1.5	7%	\$6.85
Family Youth and Children's Services	0.8	0.8	4%	\$3.54
Finance and Information Services	1.8	2.2	10%	\$10.26
Infrastructure	3.9	4.1	19%	\$18.58
Sport and Recreation	0.3	0.3	1%	\$1.17
Waste	1.8	2.2	10%	\$10.02
Depreciation	3.0	2.9	13%	\$13.13
Capital Works	5.7	3.3	15%	\$15.03
	23.6	21.9	100%	\$100.00

Events calendar



July 2015

- Attorney-General, The Hon. Martin Pakula MP, was a special guest at the Naidoc Week celebrations held at the Mansfield Visitor Information Centre. The celebrations were family friendly and included entertainment, a flag raising ceremony, great food, and stories around the campfire.

August 2015

- To celebrate the completion of the Mansfield Library renovation works, the Minister for Local Government, the Hon. Natalie Hutchins MP, launched the new-look Library to over 100 community members and guests. The celebration included local entertainers, afternoon tea and activities for the younger library users.

September 2015

- We were delighted to win the Resilient Australia Government Award for our Community Resilience Leadership Program. The Award acknowledged the need to empower community, lead change, understand and reduce risk and how to be connected and communicate.

- The FreeZa team, in conjunction with 'Killer Pig Productions' successfully delivered a short film making workshop titled "*Heroes and Villains*" with 16 youth participants. A preview of the four films was held at the Mansfield Armchair Cinema on 22 October 2015.

October 2015

- Council, in conjunction with VicHealth, facilitated the 'Walk to School' program as a way of promoting healthy habits in our school aged children. The initiative assisted with helping students meet the 60 minutes of physical activity recommended each day. It also provided each student with a series of incentives such as earning a water bottles, frisbees and running a competition to win a family pass to the Mansfield Aquatic Centre.

November 2015

- The decommissioned Mansfield Saleyards went to auction giving many farmers and lifestyle property owners the opportunity to purchase materials from this historic site. The auction was conducted by a local stock and station agent on behalf of Council.



December 2015

- A successful White Ribbon Day event was co-ordinated by the Rural Access team and included a march to take a stand against violence against women.

January 2016

- A number of budget information and consultation sessions were held at various locations across our Shire to provide local communities with the opportunity to have their say about what they would like to see included in the upcoming budget and four year Strategic Resource Plan.

February 2016

- Council was presented with the Victorian Premier's Ancillary Sustainability Award in recognition of its involvement in the 'Watts Working Better' streetlight upgrade. This Award confirms our commitment to sustainable practices with the replacement of 335 old streetlights with new energy efficient options.
- The official opening of the new Café Connect premises took place on 10 February providing the youth of Mansfield a permanent 'home away from home' as a result of the original Café Connect building being severely damaged by fire in October 2014.

March 2016

- Mansfield's 'active community' reputation was underlined with the installation of three new drinking fountains shared between Bonnie Doon and Mansfield. The new water stations provide outlets at different heights to cater for children, adults and family pets.

April 2016

- Our Visiting Journalist Program welcomed the Channel 7 Sunrise team who spent two days filming in and around our region. Our Shire was broadcast to millions of viewers via their morning weather segments.

May 2016

- A successful FReeZA event - MusoMagic - saw 30 young people from Mansfield joining young people from Mitchell and Strathbogie Shires to create a song and produce an accompanying video clip with the aim of build confidence and self-esteem while creating new friendships and connections.
- Council held its annual non-resident ratepayer meeting in metropolitan Melbourne to give those who do not reside in our Shire the opportunity to comment on the 2016-17 budget and the overall operation of the Shire.

June 2016

- The Mansfield Business to Business workshop was held to assist business owners in marketing, online sales and social media, growth and diversification through to product and customer experience.
- Communications Access training was organised by our Rural Access team with the intent of upskilling staff who engage with community members that may have complex communications needs.



Community festivals and events

During 2015-16, we held a number of community festivals and events including:

Targa High Country

In November 2015, Australia's only mainland tarmac car rally attracted more than 2,000 visitors to our area. This event, now in its sixth successive year, saw significant changes to the program to include an expanded competition with the final two days being held in Mansfield Shire, and a shorter Street Stage course contained within streets of the Mansfield central business district. A street party was also held prior to the commencement of the Street Stage that allowed spectators to get 'up close and personal' to the vehicles and drivers. Targa High Country is televised to a national and international television audience.

Mansfield High Country Festival

This year's Festival was held over a 12 day period in October and November 2015, and provided a high quality, themed event featuring heritage, art exhibitions, performance music, bush markets, a grand parade, the Melbourne Cup Day Picnic Race Meeting and food and wine events.

The Festival, now in its 31st year, strives to create an intimate regional event which engages with innovative ideas and cultural activities with 'design' being an integral aspect. The Festival is committed to supporting Australian artists and our local community. This year, all sectors of our community collaborated creatively to highlight aspects of our region's heritage and culture in an artistically exciting and tantalising way.

Lake Eildon Festival

The Lake Eildon Festival, held at Bonnie Doon and Goughs Bay in November 2015, was the official opening of the water sport season in our Shire. Held annually, the festival featured on-water demonstrations by board riders and ski teams, paddleboard and kayaking displays, a twilight market, food, music and a fireworks display. The Country Fire Authority were on hand to talk about safe boating practices, and Fisheries Victoria presented the inaugural 'Talk Wild Trout' conference.

Mansfield Do It Festival

The Mansfield Do It Festival is a showcase and celebration of the rich and diverse array of opportunities that Mansfield Shire has to offer in health and wellbeing, community and recreational pursuits, education and careers opportunities. The Festival provides a rare opportunity where services, education and career providers come together to highlight what they have to offer to community members.

Held bi-annually, over 70 services and groups participated this year to provide information and options about further education and career pathways.

Australia Day celebrations in Mansfield included the traditional Australia Day breakfast attended by more than 400 people. Winners of the Australia Day Awards can be found on the following page.



Australia Day Awards

Each year, as part of Mansfield's Australia Day celebrations, Council presents the Mansfield Shire Australia Day Awards in the following categories:

- Citizen of the Year
- Young Citizen of the Year
- Community Event of the Year
- Senior Citizen of the Year

The **Citizen of the Year** award was presented to **Adele McCormack**. Adele has hosted numerous community events at her Merrijig property for a small token amount. Events such as the Merrijig Rodeo and Merrijig Campdraft are regular favourites for locals and visitors. She also established the Merrijig Family Fun Day and Merrijig Archery Club.

Her 40 years of community involvement also includes Lions Club member, volunteer at the Mansfield Autistic Centre, Australia Day entertainer and organising committee member for Anzac Day Merrijig.

The **Young Citizen of the Year** award was presented to **Liam Wilson** for his involvement in the 'Pumped Up' FReeZA Committee, organising and delivering vibrant community events and art workshops for the young people of Mansfield. In his volunteer work with the Youth Team, Liam has exercised commitment, effort and leadership, making him an exemplary role model for our young people.

As a self-taught dancer, Liam has toured Melbourne and regional Victoria with a professional dance troupe, and in 2015 he represented Australia on a global scale in the United States of America where he received gold, silver and bronze medals at the World Championship of Performing Arts. He is an accomplished and regular local busker who donates 25% of his earnings to local charities.

The **Senior Citizen** of the Year award was presented to **Don Hodges**, for his involvement in the establishment of the Men's Shed. Don's persistence and energy during the Shed's organisational and formative years were the motivating force for its birth and encouraged others to retain interest and assist with the set up and planning for the shed itself.

Because of Don's involvement with the Men's Shed, many men in Mansfield were introduced to woodworking, wood-turning and metal working.

Don was also a volunteer for 14 years with the Booralite Country Fire Authority and is also a recipient of the CFA Service Medal.

After a short illness, Don sadly passed away in May 2016.

The **Community Event of the Year** award was presented to **Mansfield Relay for Life**, an event that raises funds for the Cancer Council of Victoria, and aims to increase community awareness of cancer, its causes and prevention.

The Mansfield event is held every two years, and this year's event featured 13 teams and over 250 registered participants. In addition, there was a host of locally sourced volunteers providing assistance at the event.

The event raised over \$57,000, some \$12,000 more than in 2013 when the previous event was held.

Our Councillors

Mansfield Shire Council's four ward structure ensures our diverse community's interests are well represented in all Council matters.

Five Councillors were elected on 27 October 2012 and their term of office expires on 22 October 2016 when Council elections will be held. All wards are single Councillor wards with the exception of the Mansfield ward, which is represented by two Councillors.

Our Councillors have responsibility for setting the strategic direction for the municipality, identifying service standards and monitoring performance across the organisation.

Bonnie Doon Ward



Cr Paul Sladdin
Mayor

Date elected: 27 October 2012
Telephone: 0407-545 142
Email: paul.sladdin@mansfield.vic.gov.au

Tolmie Ward



Cr Marg Attley
Deputy Mayor

Date elected: 27 October 2012
Telephone: 0400-256 035
Email: marg.attley@mansfield.vic.gov.au

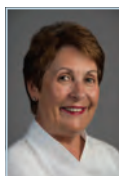
Jamieson Ward



Cr Russell Bate, OAM

Date elected: 27 October 2012
Telephone: 0425-729 811
Email: russell.bate@mansfield.vic.gov.au

Mansfield Ward



Cr Ellen Hogan

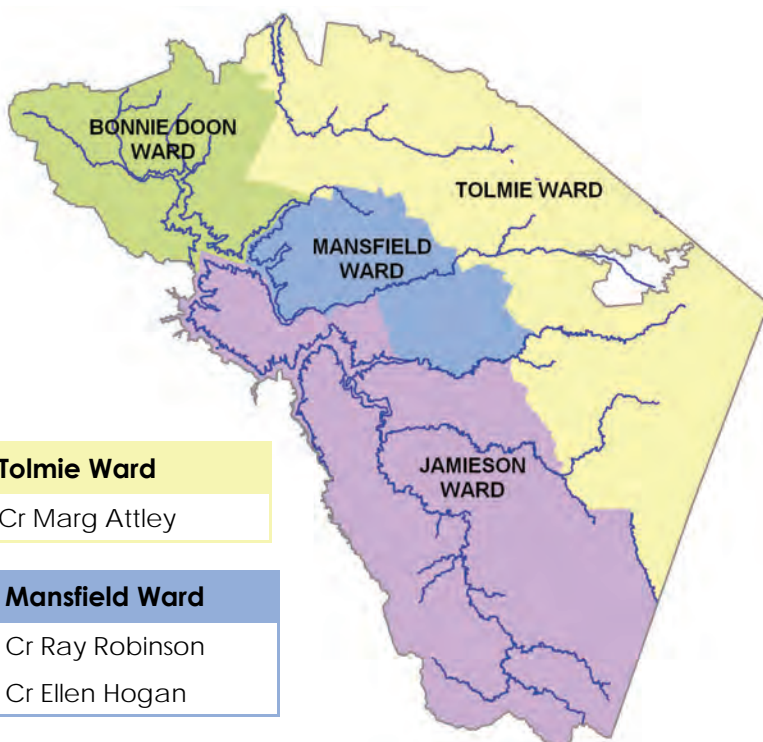
Date elected: 27 October 2012
Telephone: 0400-418 422
Email: ellen.hogan@mansfield.vic.gov.au

Mansfield Ward



Cr Ray Robinson

Date elected: 27 October 2012
Telephone: 0427-216 577
Email: ray.robinson@mansfield.vic.gov.au



Bonnie Doon Ward
Cr Paul Sladdin

Tolmie Ward
Cr Marg Attley

Jamieson Ward
Cr Russell Bate

Mansfield Ward
Cr Ray Robinson
Cr Ellen Hogan

Our leadership team

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 six managers form the Executive Management Team (EMT) that lead the organisation.

EMT meet regularly to oversee and manage the operations of Council. EMT also provides Council with information and advice to provide strategic and effective decisions. The Executive team is supported by officers and staff and has responsibility for ensuring policies and directions set by Council are adhered to.



Chief Executive Officer Alex Green

*Master of Business Administration,
Bachelor of Science*

Alex commenced in July 2015 after 8 years with Corangamite Shire as Director Works and Services. Previous roles include Parks Victoria Ranger in Charge at Port Campbell and various

management roles in natural resource management.



Development Services Manager - Michael Bismire

Master of Business Administration, Bachelor of Town and Regional Planning

Michael commenced with Council in 2013 after 8 years as Development Assessment Manager at the Sunshine Coast Regional Shire. His previous roles included Group Manager Planning and Development with Lismore City Council and Manager Development Approvals at Shire of Nillumbuk.



Tourism and Economic Development Manager - Ian Geer

Ian's local government career spans 20 years when he commenced with the former Delatite Shire Council in 1996 as Tourism and Economic Development Executive Officer. Prior to this Ian was the Royal Automobile Club of Victoria's Manager Explorer Tours. With the deamalgamation of Delatite Shire, Ian was appointed to the role of Tourism and Economic Development Manager in 2002.



Finance and Information Services Manager - Cheryl Nickels-Beattie

Bachelor of Business Accounting

Cheryl commenced with Council in April 2013 after an 11 month contracted position as Financial Accountant with Murrindindi Shire Council. Prior to this Cheryl worked in the public health sector for 19 years, with her last role as Management Accountant at Maroondah Hospital.



Human Resources Manager - Sharon Scott

Advanced Diploma Management - Human Resources

Sharon commenced with Council in January 2013. Prior to this she ran her own HR Consulting Business. Her previous roles include Regional Human Resources Manager Asia Pacific with Evonik Degussa and Senior Human Resources Business Partner Victoria with Fujitsu Australia.



Community Services Manager - Louise Knol (resigned May 2016)

Bachelor of Business Accounting

Louise commenced with Council in September 2013. Her previous roles include Director Community and Cultural Service at Carpentaria Shire Council, and Co-ordinator Tourism and Culture at Tablelands Regional Council. Louise resigned from Mansfield Shire Council on 2 May 2016 to take up a Director role in Queensland local government. Council's new Community Services Manager, Ms Melanie Hotton, commenced on 20 May 2016.



Engineering and Works Manager - Amer Tawfik (resigned May 2016)

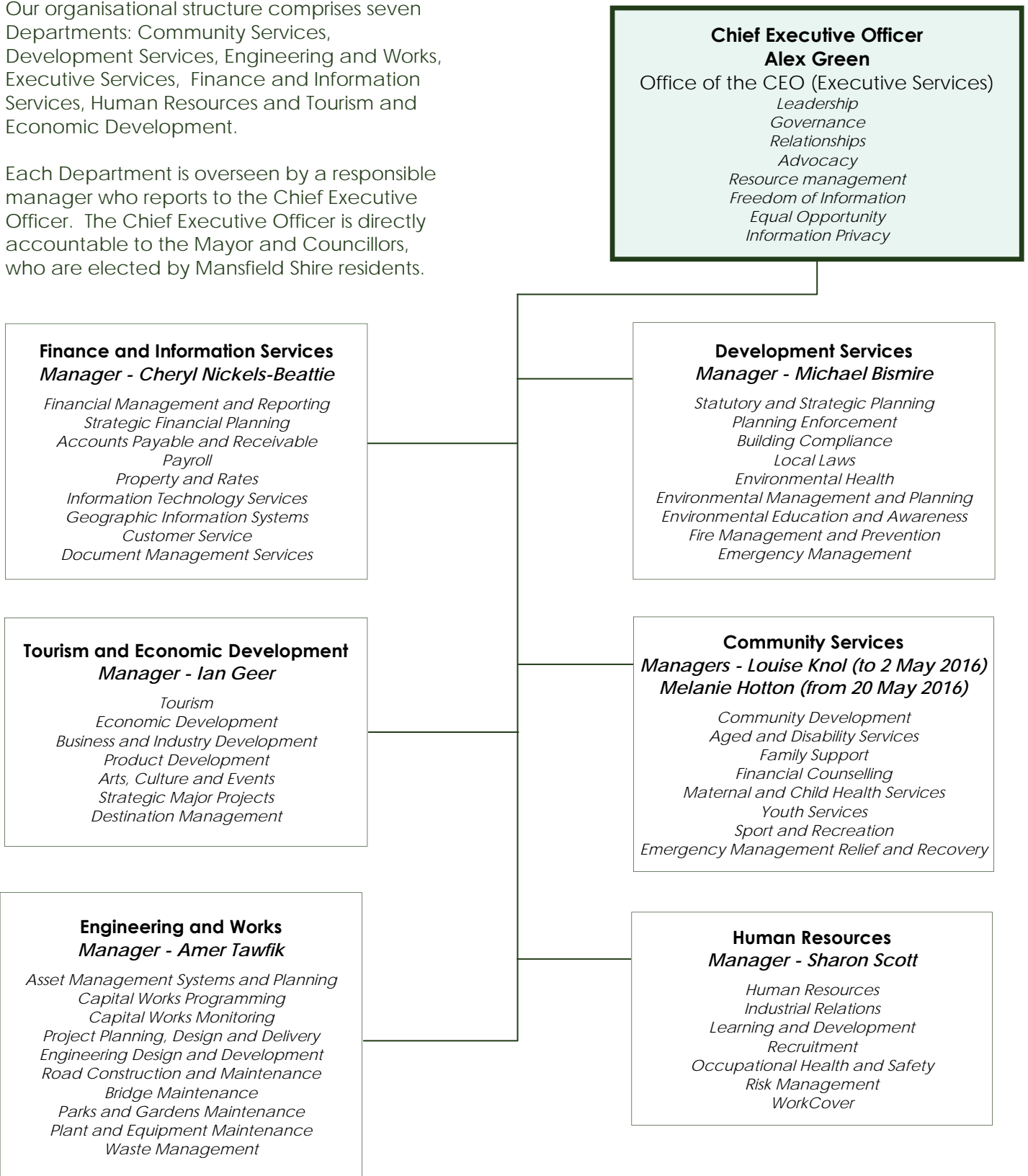
Bachelor of Science, Master of Engineering Study

Amer commenced with Council in January 2013 as a Senior Civil Engineer before being appointed to the role of Acting Engineering and Works Manager in July 2014. He was appointed to the permanent Manager role in November 2014. Amer resigned from Mansfield Shire Council on 20 May 2016 to take up a Director role in NSW local government. At the time of writing, recruitment for this role is currently underway.

Organisational structure

Our organisational structure comprises seven Departments: Community Services, Development Services, Engineering and Works, Executive Services, Finance and Information Services, Human Resources and Tourism and Economic Development.

Each Department is overseen by a responsible manager who reports to the Chief Executive Officer. The Chief Executive Officer is directly accountable to the Mayor and Councillors, who are elected by Mansfield Shire residents.



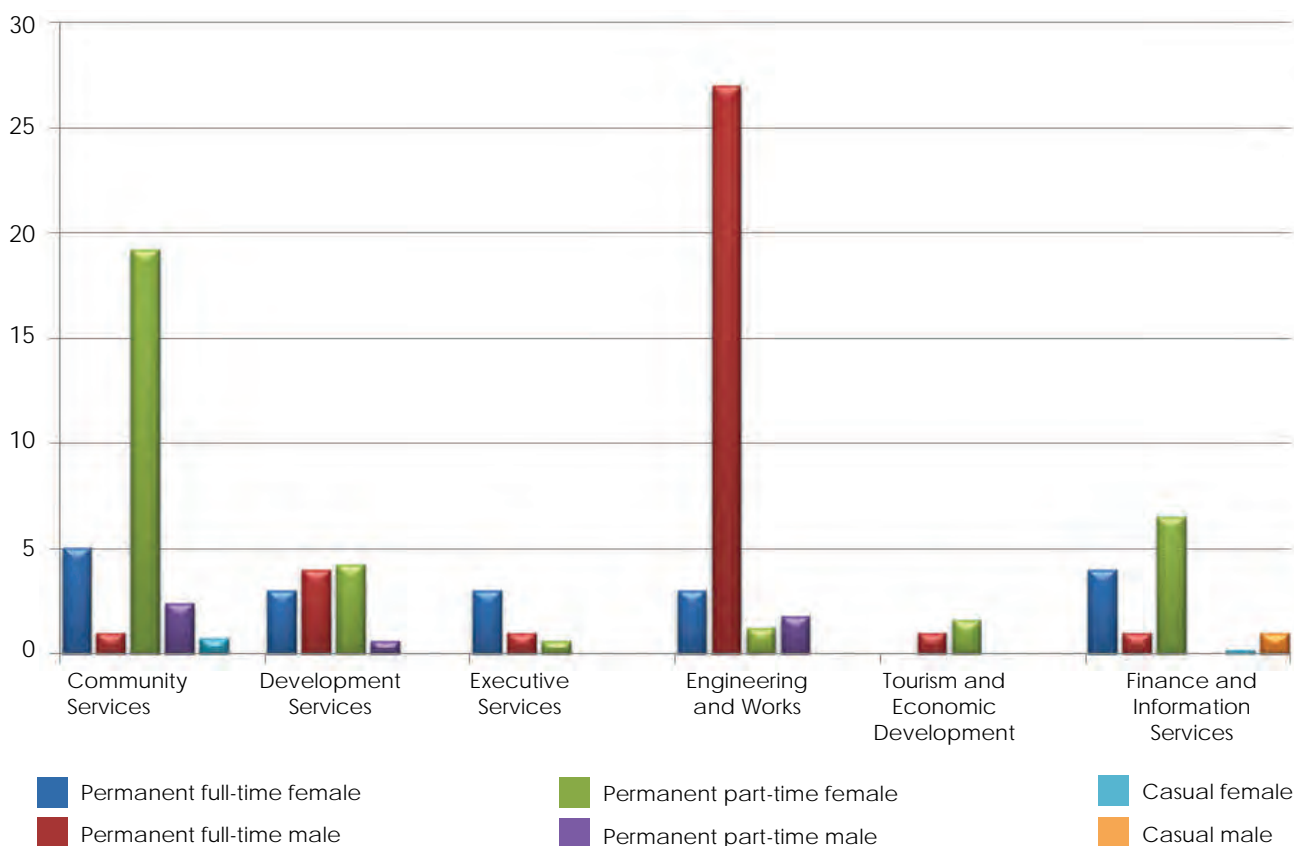
Our employees

We recognise that our employees are the foundation of our success. At the end of June 2016, Council employed 130 staff in a diverse range of positions. This figure equates to 93.05 full time positions made up of permanent full time, permanent part time and casual staff. This figure also includes funded positions.

We are fully committed to the principles of equal employment opportunity and the establishment and maintenance of a non-discriminatory work environment. This can be clearly seen in the breakdown of headcount of staff in the charts below.

Total number of EFT employees

Employee type/gender	Community Services EFT	Development Services EFT	Executive Services EFT	Engineering and Works EFT	Tourism and Economic Development EFT	Finance and Information Services EFT	Total
Permanent full-time - female	5.0	3.0	3.0	3.0	-	4.0	18.00
Permanent full-time - male	1.0	4.0	1.0	27.0	1.0	1.0	35.00
Permanent part-time - female	19.2	4.2	0.6	1.2	1.6	6.5	33.30
Permanent part-time - male	2.4	0.6	-	1.8	-	-	4.80
Casual - female	0.75	-	-	-	-	0.2	0.95
Casual - male	-	-	-	-	-	1.0	1.00
Total	28.35	11.8	4.6	33.0	2.6	12.7	93.05





Male and female staff gender split

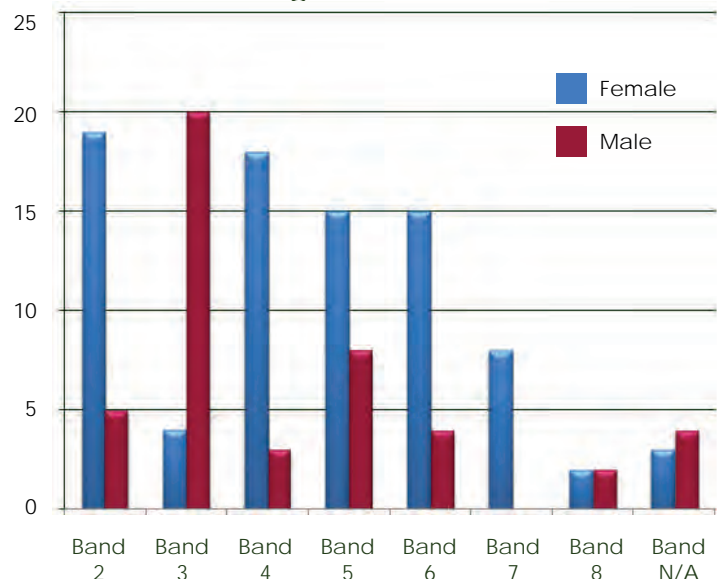
Forty four (44) of our employees are male, with eighty six (86) being female. The gender profile of our workforce is 67% female and 33% male.

With 70% of our employees aged between 45 and 75 years, and 74% of employees older than 40 years, the average of our workforce is 48 years.

The majority of our employees are positioned at the officer level (95%) with senior management representing 5% of the total workforce.

Total number of staff by classification and gender

Employment classification	Female staff	Male staff	Total staff
Band 2	19	5	24
Band 3	4	20	24
Band 4	18	3	21
Band 5	15	8	23
Band 6	15	4	19
Band 7	8	-	8
Band 8	2	2	4
Executive staff	3	4	7
Total	84	46	130



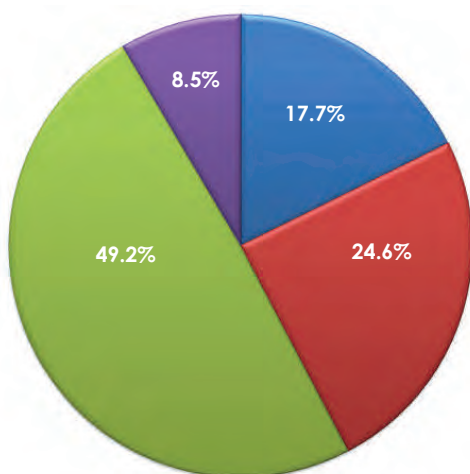


Employees by head count

Position Breakdown	2013-14	2014-15	2015-16
Full-time	58	56	62
Part-time	65	53	57
Casual	-	4	11
Total	123	127	130

Gender split: number of male and female staff

	2013-14	2014-15	2015-16
Male	45	44	44
Female	78	83	86
Total	123	127	130



- Female - full-time (17.7%)
- Female - part-time (49.2%)
- Male - full-time (24.6%)
- Male - part-time (8.5%)

Equal employment opportunity

A council with 40 or more members of staff must have developed and implemented an equal opportunity program. Mansfield Shire Council's Equal Employment Opportunity Program ensures there is no discrimination relating to the characteristics listed under the *Equal Opportunity Act 2010* such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender identity and sexual orientation.

We are fully committed to the principles of the *Equal Opportunity Act 2010* and the establishment and maintenance of a non-discriminatory work environment. We treat all individuals employed, or those considered for employment, on a merit basis according to their skills, aptitude, qualifications and experience, relevant to the work to be performed.

Valuing our employees

Council aims to foster a culture where employees feel valued and are able to contribute to the direction of Council's operations. It is our intent that our employees have a positive experience during their working life at Council, with a high level of job satisfaction.

We aim to build and maintain a staffing profile that:

- demonstrates a commitment to excellence
- ensures an appropriate workforce mix in relation to gender, age and diversity
- is developed through proactive recruitment and retention strategies to meet current and future employment needs



Employment

Recruitment activities have been focused on maintaining the organisation's position as a highly desired employer within the region through programs and initiatives aimed at ensuring high levels of employee engagement and promotion of a positive culture. Our current staff turnover is tracking at 10.2%.

During 2015-16 we refreshed our approach to recruitment to ensure the best possible candidates apply for roles at Council. Psychometric assessments now form part of the recruitment process for all positions, and these assessments assist greatly in identifying positive workplace behaviours that fit within the culture we endeavour to promote.

Employment conditions

Our employees are covered by the Mansfield Shire Enterprise Agreement (EA) which came into effect on 28 June 2016.

The EA covers the terms and conditions of employment and provides for a 2% wage increase per annum for the duration of the agreement which expires 7 November 2018.

We offer a range of benefits to our employees, including:

- Employee Assistance Program (for employees experiencing personal or work related difficulties)
- Health checks and flu shots
- Flexible working arrangements

Flexible working arrangements benefit both employees and the organisation, helping staff balance work responsibilities with family and lifestyle needs, assessed on a case-by-case basis. The flexible options include:

- 9 day fortnight
- 19 day month
- Training and development leave (for educational purposes)
- Purchased leave (48/52 and 50/52)
- Leave without pay

Appreciating our employees

Council celebrates the achievements of its employees with its ongoing Service Awards Program. This year special mentions were made of 10 employees with the following significant years of service to our community.

- 1 employee for 35 years of service
- 1 employee for 20 years of service
- 2 employees for 10 years of service
- 6 employees for 5 years of service

Council takes two opportunities each year to formally thank and acknowledge our dedicated Volunteers. They are treated to a Christmas lunch in December and a morning tea during National Volunteers Week in May.

Learning and development

Employee development is a key focus for Council, with a suite of programs offered across the organisation to meet compliance obligations as well as enhance the capabilities and knowledge of employees.

We recognise 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. Opportunities for learning and development are identified through Council's Performance Management process and can include on- and off-the-job training, workshops, conferences and formal study options.

Learning programs offered take into consideration departmental, interpersonal and organisational needs to help employees meet Council's objectives. Ongoing management of current plant licences are also maintained for all outdoor staff.

During the past 12 months training and general education programs have been conducted across Council in the following areas:

- Fraud awareness
- Contact Officer
- Performance management
- Heavy vehicle program
- Load Restraint
- Emergency management
- Crisis works
- DrumMuster refresher
- Traffic management

As part of the annual staff appraisal process, training requirements are identified and recorded. This allows a structured approach for training programs to be developed which in turn provides a fair and equitable approach to meeting all staff training needs. The training plan is revised and amended on an annual basis.

Internal communications, performance reviews, staff training and development programs, together with an emphasis on work/life balance helps us address internal resource and skill requirements and meet individual employee needs.

Employee Assistance Program

Employees and their immediate families continue to be supported through access to an employee assistance program which provides confidential counselling and support by an external provider.

Keeping our employees informed

It is critical to the success of our business that our employees are well informed to assist them to meet our priorities.

Council's intranet site for employees is a way of providing better internal communications, sharing of resources, improved customer service and a reduction in paperwork.

We continue to use the traditional forms of communication such as internal email, memos, staff meetings etc.

Staff consultative committee

Council has an active Staff Consultative Committee which met 5 times during 2015-16. Committee members have the opportunity to provide input into draft policy documents, raise issues and discuss areas of common interest.

Workplace Health and Wellbeing

The wellbeing of our staff is one of our highest priorities, and whilst we recognise that there will always be risks associated with the work we do, by keeping Occupational Health and Safety at the forefront of our minds in everyday activities, we lessen the likelihood of workplace incidents/ injuries.



Council continued its proactive health and wellbeing initiative by providing a range of programs that aim to support and promote the health of employees such as flexible working policies and practices, detailed learning and development programs and active health and wellbeing programs. We endeavour to support our staff and aim to foster a workplace culture that promotes mutual responsibility for mental and physical health.

As an equal opportunity employer we are committed to providing a safe and supportive work environment that is free from harassment, discrimination, victimisation and bullying an organisation where people treat one another with respect. We have in place a number of policies and procedures which outline the expected standards of behaviour within our organisation.

During 2015-16, as part of our continued commitment to our staff, Contact Officers were been trained to provide employees with information and impartial support regarding any concerns they may have about inappropriate workplace behaviour.

Our proactive approach to the health and wellbeing of our employees continues to reap benefits in further reduced costs associated with WorkCover claims.

Since 2013 we have been reduced costs associated with Workcover claims by a total of 33%.

Volunteers

Volunteers play a key role in community service provision. Council values the contribution that volunteers make in our community. They provide valuable assistance and enrich the lives of those they are helping.

We take two opportunities each year to formally thank and acknowledge our dedicated Volunteers. Over 70 volunteers were treated to a Christmas lunch in December, and a morning tea was held during National Volunteers Week in May where entertainment was provided by a local musician.

In 2015-16 over 154 registered volunteers provided \$110,124 contribution to the community (3,799 hours valued at \$28.99 per hour). Our volunteers range in age from teenagers to several in their mid to late 80s. Most of our volunteers are individuals who are new to volunteering and some who have volunteered for over half a century. Many of our volunteers provide social support to residents who are frail, aged or have a disability. The Meals on Wheels service delivered almost 5,000 meals to people in their homes during 2015-16.

Other volunteering activities during 2015-16 included:

- Visiting elderly residents for a friendly chat and a cuppa
- Assisting on the Mansfield Community Bus
- Driving people to Benalla, Wangaratta, Wodonga, Albury, Shepparton and Melbourne to attend medical appointments
- Assisting at Spring Club, Men's Group, Bonnie Doon Group and Easy Moves Group (Planned Activity Groups)
- Mentoring learner drivers within the L2P (Learner to Probationary) program
- Working with parents and babies in the Mother Goose program
- Lending a hand at Council's E-café, Café Connect, and helping it to be the popular spot it is with many of Mansfield's youth. Most of the volunteers at Café Connect are themselves young people

A woman in a dark blue jacket is the central figure, holding a blue balloon in her right hand and a green balloon in her left. She is surrounded by a group of children, some of whom are also holding balloons. The scene is set outdoors on a grassy area with trees in the background. There are several tents in the background, including a red one and a green one. The overall atmosphere is festive and family-oriented.

Our performance

Community satisfaction

Local Government Victoria - Community Satisfaction Survey Results

The Department of Environment, Land, Water and Planning (DELWP) and Local Government Victoria undertake the annual Community Satisfaction Survey on behalf of the State Government and for the benefit of the Local Government Sector. The Survey is a telephone interview of 400 randomly selected residents and ratepayers to assess the performance of councils over the past 12 months across a range of measures. It is a valuable form of consultation, and the results provide a tool to inform planning and drive improvements across all areas of Council. Survey results of core performance areas are shown as follows:

Performance Measures	Mansfield Shire Council Score 2013-14	Mansfield Shire Council Score 2014-15	Mansfield Shire Council Score 2015-16	Small Rural Shires Score 2015-16	Statewide Score 2015-16
Community satisfaction rating for Council's overall performance	66%	60%	61%	57	59
Community satisfaction rating for Council's community consultation	59%	54%	59%	55	54
Community satisfaction rating for Council's advocacy (lobbying on behalf of the community)	58%	58%	55%	54	53
Community satisfaction rating for Council's customer service performance	74%	70%	71%	69	69
Community satisfaction rating for Council's overall direction	61%	49%	56%	56	51
Community satisfaction rating for making community decisions	59%	53%	56%	53	54
Community satisfaction rating for sealed local roads	58%	60%	57%	52	54

The Survey also discusses individual service area results, and these can be viewed online from Council's website - www.mansfield.vic.gov.au

Across most core and individual service measures, performance was either stable or exhibited a slight decline compared to the 2015 results, however the Overall Performance index score (61) shows an improvement on the 2015 result (60) and is significantly higher than the average for small rural councils (57). It is also slightly higher than the statewide average of 59.

There were no significant declines in core performance areas in 2016, and two of the core performance areas showed significant improvement, namely Overall Council Direction (an increase of 7 points) and Consultation and Engagement (an increase of 5 points).

Customer Service continues to be the core performance area where Council has performed most strongly.

The 400 residents surveyed consider all services explored to be important, with the following comprising their top five:

- Appearance of Public Areas
- Elderly Support Services
- Tourism Development
- Family Support Services
- Customer Service

This year's results show that Mansfield Shire Council again performed well above small rural shires and the statewide average.

2015-16 performance snapshot

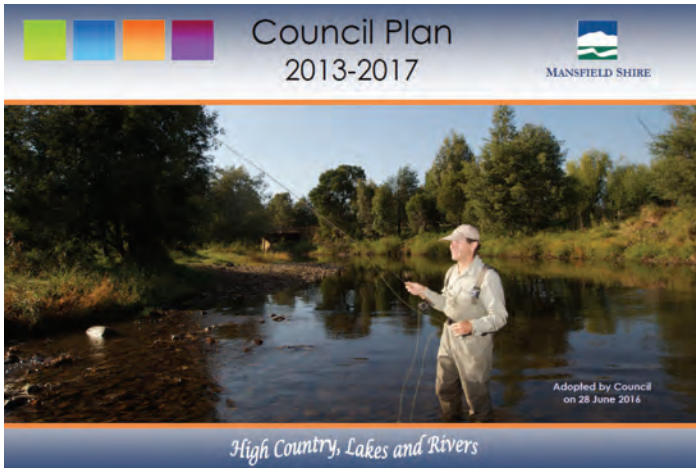
This Annual Report measures Council's performance against what we said we would do in our 2013-17 Council Plan. The Council Plan sets out the vision for Mansfield Shire as well as strategic objectives and actions for Council to follow each year. In particular, it provides the financial framework for delivering the services and programs that our community enjoys and expects from their local Council.

Goal	Performance		
<p>Theme 1: Driving Organisational Performance and Resource Management</p> <p>For more information see pages 38-43.</p>	<p>2015-16</p> <ul style="list-style-type: none"> ● 7 completed ● 5 on-track ● 0 delayed ● 0 deferred 	<p>2014-15</p> <ul style="list-style-type: none"> 3 completed 13 on-track 0 delayed 0 deferred 	<p>2013-14</p> <ul style="list-style-type: none"> 11 completed 8 on-track 0 delayed 0 deferred
<p>Theme 2: Good Governance</p> <p>For more information see pages 44-48.</p>	<p>2015-16</p> <ul style="list-style-type: none"> ● 4 completed ● 7 on-track ● 0 delayed ● 0 deferred 	<p>2014-15</p> <ul style="list-style-type: none"> 2 completed 6 on-track 1 delayed 0 deferred 	<p>2013-14</p> <ul style="list-style-type: none"> 2 completed 8 on-track 0 delayed 0 deferred
<p>Theme 3: A Growing Economy</p> <p>For more information see pages 49-52.</p>	<p>2015-16</p> <ul style="list-style-type: none"> ● 0 completed ● 3 on-track ● 0 delayed ● 1 deferred 	<p>2014-15</p> <ul style="list-style-type: none"> 5 completed 1 on-track 0 delayed 0 deferred 	<p>2013-14</p> <ul style="list-style-type: none"> 4 completed 4 on-track 0 delayed 0 deferred
<p>Theme 4: Improving Our Built and Natural Environment</p> <p>For more information see pages 53-58.</p>	<p>2015-16</p> <ul style="list-style-type: none"> ● 2 completed ● 9 on-track ● 1 delayed ● 1 deferred 	<p>2014-15</p> <ul style="list-style-type: none"> 6 completed 10 on-track 0 delayed 0 deferred 	<p>2013-14</p> <ul style="list-style-type: none"> 2 completed 14 on-track 0 delayed 0 deferred
<p>Theme 5: Empowered and Self Sufficient Communities</p> <p>For more information see page 59-64.</p>	<p>2015-16</p> <ul style="list-style-type: none"> ● 7 completed ● 1 on-track ● 0 delayed ● 0 deferred 	<p>2014-15</p> <ul style="list-style-type: none"> 5 completed 8 on-track 0 delayed 0 deferred 	<p>2013-14</p> <ul style="list-style-type: none"> 4 completed 5 on-track 0 delayed 0 deferred

Listed in the Council Plan and referred to throughout this Annual Report are the key Themes and results that are used to measure our performance over the four year period. The following table summarises our performance during 2015-16 against our Themes. A more detailed report on our performance starts on page 38.

Challenges	The Year Ahead
<ul style="list-style-type: none"> • Provision of adequate resources for our Shire's ever increasing population. • The need to maintain or increase service delivery with the constraints of rate capping. 	<ul style="list-style-type: none"> • Update and refine operational policy to ensure transparent processes and decision making. • Move Development Services processes from reliance on hard copy files to electronic methods to increase work place efficiencies.
<ul style="list-style-type: none"> • Increasing reporting requests by Government places more demand on our limited resources. • The potential for significant changes to Council's structure and operations due to the Statement Government's desire to create a new Local Government Act. 	<ul style="list-style-type: none"> • The transition to the new Council. • Establishment of a new 2018-22 Council Plan. • Review of Council's Community Local Law No. 1.
<ul style="list-style-type: none"> • Supporting the economy to grow and thrive in a sustainable way for business that improves amenity for residents and experiences for visitors with less resource. • Securing competitive government grants to leverage ratepayer dollars with limited resources to develop applications and matching dollars. 	<ul style="list-style-type: none"> • Develop a growth plan for the Mansfield Shire Paddock to Plate Agri-Tourism Alliance. • Support and develop major community events that complement destination strengths for business and community outcomes.
<ul style="list-style-type: none"> • Continuing to progressively implement the actions contained in the Domestic Wastewater Management Plan. • Delivering a developing compliance capability to promote community confidence that Council-issued development approvals are being responsibly implemented by permit holders. 	<ul style="list-style-type: none"> • Construction and delivery of the Mansfield Community Youth Hub. • Development of place-based policies/guidelines for strategic planning tasks identified in Planning Scheme review. • Safety upgrades for Eildon-Jamieson Road.
<ul style="list-style-type: none"> • An ageing population increases pressures for home based services and primary care services. • Transition to the National Disability Insurance Scheme (NDIS) which commences roll out in Mansfield Shire from October 2017. 	<ul style="list-style-type: none"> • Incorporation of a direct library service delivery. • Ensuring a smooth transition to the NDIS.

How we performed against our Council Plan



Under the *Local Government Act 1989*, all Victorian councils are required to prepare and adopt a Council Plan by 30 June. The Plan is reviewed annually.

Mansfield’s Council Plan 2013-17 establishes Council’s planning framework to the community for a four year period, from 1 July 2013 to 30 June 2017. We are required to report against the Council Plan in terms of the actions undertaken during the year, towards realising the various Themes and achieving the Goals related to each Theme. It underpins and guides our work and actions and establishes the direction and priorities for the organisation.

Progress against the Plan is measured quarterly in quarterly progress reports which can be viewed on our website as soon as they have been received at the relevant Council meeting. In addition to quarterly reporting, we report on our progress annually in the Annual Report.

In this way we can achieve accountability and transparency. The community can measure and note our achievements, our successes and any difficulties we might experience.

The following section of this report contains a series of Themes, Goals, Actions and Responses that relate to Council’s operations during 2015-16. Each response presents the achievements and challenges we experienced in delivering our objectives. It sets out Council’s future plans and provides a series of ‘fast facts’ relating to that Theme.

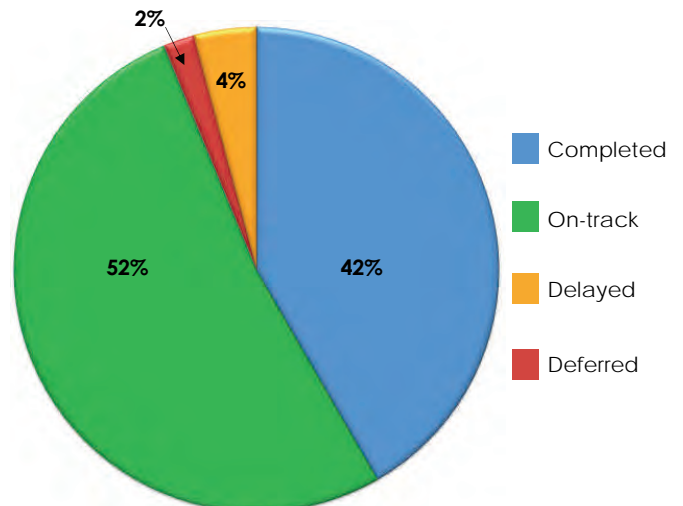
The performance of each Theme presented in this Annual Report is benchmarked against the Council Plan and the triple bottom line* results for the Theme. This provides a measure of how effective we are in achieving our goals and budgeting efficiently, and highlights where there is room for improvement. This strategic approach is designed to ensure Council continues to provide the best possible service for everyone in the municipality in future years.

**triple bottom line refers to the economic, social and environmental indicators that Council uses to monitor the wellbeing of the community.*

The following pages reflect the progress of our key work during 2015-16. Each action is linked to the Themes and Goals set out in the 2013-17 Mansfield Shire Council Plan. The progress at the end of the financial year is represented as follows:

- Completed
- On-track
- Delayed
- Deferred

As indicated in the following diagram, from an overall performance perspective the past year saw significant progress made, with 20 out of 48 strategies either completed or well underway, and 25 out of 48 on track or exceeding their target.



Theme 1

Driving Organisational Performance and Resource Management

The Council will focus on looking for ways to improve the efficiency and effectiveness of all that we do. This can be achieved with the support of sound resource management.

About this Theme: This theme considers the way Council, as an organisation, operates to deliver services to our community. We pursue excellence by demonstrating sound decision making through transparency and accountability. Our organisation is professionally led and managed, and our operations maximise benefits for our community.

A stable and motivated workforce is one of the keys to facing the demands of our rapidly growing Shire. We value our staff and they, in turn, are the driving force behind the delivery of our services. The wellbeing of our staff ensures retention and development whilst improving organisational performance.







*Parks and Garden staff member, Lauren McGinty,
at the Mansfield Botanic Park.*

How we performed against our Council Plan

The information below reflects the progress of our actions during 2015-16.

Council Plan Goal 1.1

An efficient and effective administration that delivers the Council Plan.

2015-16 Action	Progress
<p>1.1.1 Continuously review resources and service levels.</p> <p><i>Response</i> Complete. Updates of service profiles were considered in conjunction with the 2016-17 budget.</p>	<p>Completed</p> 
<p>1.1.2 Implement a business planning framework and staff performance and development system that creates linkages between the Council Plan, Department priorities and corporate performance measures.</p> <p><i>Response</i> On Track. A new business planning framework will be in place by June 2017.</p>	<p>On track</p> 
<p>1.1.3 Deliver a quarterly performance reporting system which tracks the delivery of the Council Plan, departmental business plan actions and corporate performance measures, and complies with new Statement Government requirements.</p> <p><i>Response</i> On track. Currently under development.</p>	<p>On track</p> 
<p>1.1.4 Address requirements of new State rate capping Policy.</p> <p><i>Response</i> Complete. The current budget and forward financial plan reflect rate capping limitations.</p>	<p>Completed</p> 

Council Plan Goal 1.2



We are an employer of choice that attracts high performing, highly skilled and motivated staff.

2015-16 Action	Progress
<p>1.2.1 Implement the recommendations from the Mansfield Shire organisational culture initiative around our values, internal processes and professional development.</p> <p><i>Response</i> Completed in 2014-15 financial year. A training needs analysis was completed and training has been delivered in all areas. The organisation's values are currently referred to in performance reviews and recruitment processes.</p>	<p>Completed</p> 
<p>1.2.2 Develop and implement programs that ensure Council becomes an employer that attracts high performing, highly skilled and motivated staff.</p> <p><i>Response</i> On track. Stage 2 of the program is scheduled for completion in early 2016-17.</p>	<p>On track</p> 

How we performed against our Council Plan



Council Plan Goal 1.2 continued

We are an employer of choice that attracts high performing, highly skilled and motivated staff.

2015-16 Action	Progress
<p>1.2.3 Finalise new Enterprise Agreement.</p> <p><i>Response</i> Complete. Mansfield Shire Enterprise Agreement was signed off by Fair Work Australia on 28 June 2016 and will become operational in early July 2016.</p>	<p>Completed</p> 
<p>1.2.4 Review existing and develop new employment policies based on the needs of the organisation's legislative requirements and best practice arrangements elsewhere.</p> <p><i>Response</i> On track. Council's Disciplinary Policy and Performance Management Policy are awaiting final approval prior to be implemented. The Working in Isolation and Staff Conflict of Interest Policies are currently under development.</p>	<p>On track</p> 

Council Plan Goal 1.3






Council will prudently and successfully improve its financial position.

2015-16 Action	Progress
<p>1.3.1 Prepare and implement a long term financial plan which is based on service plans, agreed service standards, adequately funds the asset renewal gap and sets realistic targets around rate increases, liquidity and the use of loans to fund projects.</p> <p><i>Response</i> On track. Current software includes a long term financial planning module, however Council plan to conduct service planning through an external contractor which will link to and include a long term financial plan. This is budgeted for in 2016-17.</p>	<p>On track</p> 
<p>1.3.2 Identify program areas where cost shifting from Federal and State Governments has occurred in recent years to review whether or not Council should continue to fund these functions and/or lobby for contributions to cover our costs, noting dependencies that affect Council.</p> <p><i>Response</i> Completed in 2014-15 financial year.</p> <ul style="list-style-type: none"> • Resolution achieved in relation to Financial Counselling. • Media undertaken in relation to Country Roads and Bridges program and a motion was presented to the Municipal Association of Victoria conference, sponsored by Mitchell Shire with support of councils in the region. 	<p>Completed</p> 

How we performed against our Council Plan

Council Plan Goal 1.4


Council has well informed and effective asset management systems.

2015-16 Action	Progress
<p>1.4.1 Refine the assessment of our asset renewal gap through development of Asset Management Plans and Registers.</p> <p><i>Response</i> Complete. Officers continue to refine and update Council's Asset Management System. Significant improvements to the accuracy of asset data was achieved in relation to bridges. Innovative approaches are continuing to increase productivity in relation to asset assessment and maintenance via the utilisation of GPS/GIS technology.</p>	<p>Completed</p> 
<p>1.4.2 Implement the findings of our Asset Renewal Gap Analysis.</p> <p><i>Response</i> Complete. The condition rate for Council assets are stored and updated on a regular basis via Council's Asset Management System.</p>	<p>Completed</p> 
<p>1.4.3 Review, refine and implement all asset management plans.</p> <p><i>Response</i> Completed in 2014-15 financial year. For the 2015-16 financial year, the resheet and reseal program has been identified and a grading plan for unsealed roads is complete.</p>	<p>Completed</p> 
<p>1.4.4 Implement the recommendations of the roads and bridges asset audit to support the reduction of Council's asset renewal gap.</p> <p><i>Response</i> Complete. An holistic review/update of Council's bridge asset database was undertaken and was input to the CAPEX program for the 2015-16 financial year and future years.</p>	<p>Completed</p> 
<p>1.4.5 Complete and assess results of an audit of Council's land assets to identify opportunities for rationalisation where the whole of life maintenance costs exceeds the community benefit.</p> <p><i>Response</i> On track. Collation of all Council assets and development of a project dashboard is currently underway to encompass the various pieces of work that will form this complete review.</p>	<p>On track</p> 

How we performed against our Council Plan

Council Plan Goal 1.5

Our services are cost effective and show continuous improvement.

2015-16 Action	Progress
<p>1.5.1 Expand the utilisation of geographical information services (GIS) databases to streamline approval processes, improve asset management and achieve efficiency gains in plant utilisation.</p> <p><i>Response</i> Completed in 2014-15 financial year. Work to improve spatial accuracy, information content and coverage of asset registers will continue beyond the life of this current Council Plan. Mapping of other assets and ongoing work enhancing of links between depot activity, AssetAsyst and GIS will also continue. Road and building asset mapping, together with footpath, bridge and major culvert mapped was completed in 2014-15. Maintenance of these programs will continue into future years.</p>	<p>On track</p> 
<p>1.5.2 Develop and implement a transitional action plan to upgrade Council's financial management software to best practice standards.</p> <p><i>Response</i> Completed in 2014-15 financial year. Council will continue to implement software upgrades to improve systems and productivity. Software was purchased for human resources (HR21) and payroll (Chris21) functions during 2014-15, and were implemented during 2015-16.</p>	<p>Completed</p> 

Fast facts and core activities

Fast Facts

- Responsible Areas: Executive Services, Finance and Information Services, Human Resources; Engineering and Works.
- 7,473 rate notices sent (this figure does not include Mt Buller). This figure does not include instalment rate notices which are distributed quarterly.
- 740 land information certificates issued.
- All relevant staff are covered by Council's Enterprise Agreement or employment contracts.
- Council's Municipal Building Surveyor service was brought back in house in a partnership agreement with Strathbogie Shire.
- Council's Local Laws Ranger Service was brought back in house as way of minimising cost to the organisation.

Core Activities

- Assist employees develop their skills, leadership qualities and careers.
- Ensure that we all work in a safe, respectful and supportive workplace.
- Provide industrial advice, recruitment and selection services and other specialist human resources advice in the areas of equal employment opportunity, performance management and employee assistance.
- Provide specialist advice and support to manage workplace safety and employee wellbeing.
- Provide expert advice and assistance to manage business enterprise risks, disaster recovery and business continuity planning.
- Develop and implement the annual planning cycle for the Council Plan and Budget.
- Produce the annual Budget and Long Term Financial Strategy.
- Provide external grant application support for significant project funding opportunities.
- Undertake continuous improvement and review services related to audit, process improvement and benchmarking.
- Co-ordinate improvement to service delivery to the community and within Council through the use of technology.
- Ensure effectiveness and reliability of computing and communication systems.
- Manage Council's corporate information.
- Co-ordinate the Audit and Risk Advisory Committee and external audit services.
- Manage procurement and conduct of all public tenders, financial accounting, accounts payable and receivable and payroll services.
- Manage rates and property services, including Council databases and communication of rate payment options available to residents.

Theme 2

Good Governance

Council will do all that it can to represent its community to the best of its ability, and to act at all times with integrity and openness.

About this Theme: This theme considers the way by which our organisation is held accountable. In Local Government terms governance encompasses the accountability to the community and the elected representatives by Council members and staff. We are required to work towards transparency, equitability, legal compliance, efficiency, participation, responsiveness and consensus.

Good governance is critical to forming and maintaining both internal and external relationships that are positive for all parties.

Council fulfils its governance responsibilities by remaining vigilant regarding emerging directions and trends, seeking opportunities where issues of relevance to the community and to the organisation are identified. We promote and support ongoing improvement in Council governance practices through the development and implementation of good governance frameworks.





Successful State government funding will allow our Youth Services team to deliver the Pumped Up FreeZA project over the next three years.

How we performed against our Council Plan

The information below reflects the progress of our actions during 2015-16.



Council Plan Goal 2.1

Council is a successful advocate on issues that impact on our community.

2015-16 Action	Progress
<p>2.1.1 Lobby to influence policy changes and funding decisions of the new State Government and during the lead up to the 2016 Federal election, making use of other agencies where appropriate.</p> <p><i>Response</i> On track. Refinement of a priority listing has occurred with the final list expected to be completed during first quarter of 2016-17.</p>	<p>On track</p> 
<p>2.1.2 Actively represent Mansfield's interests through Councillors and senior management involvement in key forums and membership of key associations/peak bodies.</p> <p><i>Response</i> On track. Councillors and staff are involved in a range of forums and continue to represent Mansfield Shire's interests where appropriate, particularly around changes to the <i>Local Government Act 1989</i> and the cumulative impacts of rate capping.</p>	<p>On track</p> 

Council Plan Goal 2.2




Council has productive partnerships with key organisations and decision makers.

2015-16 Action	Progress
<p>2.2.1 Continue to advocate for improvements to telecommunication infrastructure and lobby relevant authorities which will assist community and business.</p> <p><i>Response</i> On track. As a result of significant funding from the Mobile Phone Blackspot Program in 2014-15, seven base stations will be constructed across the municipality over a three year period. Confirmation of Round Two funding applications from State government is yet to be received.</p>	<p>On track</p> 
<p>2.2.2 Work with CFA, Police, Ambulance Victoria and SES to understand future priorities and support them in achieving their goals.</p> <p><i>Response</i> On track. During 2015-16 a number of meetings were held with agencies to understand perspectives. Ongoing meeting involvement is scheduled with agencies with involvement extending to the Department of Land, Environment, Land, Water and the Planning External Bushfire Reference Group with 3 further meetings scheduled.</p>	<p>On track</p> 
<p>2.2.3 Maximise the use of partnerships (eg, Youth Partnership, Better Communities For Children Leadership Network, Active Mansfield, Primary Care Partnership, Asset Management) in achieving outcomes for our community.</p> <p><i>Response</i> On track. During 2015-16 we have been creating and developing partnerships with a range of stakeholders. All staff are encouraged to work with community to plan, develop and deliver important projects and ideas. The Mansfield Youth Hub is a prime example of maximising the use of partnerships in the development of a concept, through to the design and delivery.</p>	<p>On track</p> 

How we performed against our Council Plan

Council Plan Goal 2.3



A well governed Shire supported by effective communication with our community.

2015-16 Action	Progress
<p>2.3.1 Conduct a series of community forums and Council meetings across our communities, including the non-resident meeting in Melbourne.</p> <p><i>Response</i> On track. An information session was held in Melbourne for non-resident ratepayers in May 2016. Numerous local community information and planning sessions have been held during 2015-16. Community engagement was undertaken in relation to the Mansfield Planning Scheme Review. Council meetings were held as per the advertised schedule.</p>	<p>On track</p> 
<p>2.3.2 Develop and implement guidelines to ensure there is effective and consistent engagement between Council, Council staff and the community on matters of policy.</p> <p><i>Response</i> On track. A number of policies were established and/or reviewed during 2015-16 to ensure consistent engagement including:</p> <ul style="list-style-type: none"> • Mansfield Shire Customer Service Policy • Mansfield Shire Customer Service Charter • Mansfield Shire Complaint Resolution Policy • Mansfield Shire Waste Management Services Policy • Mansfield Shire Council Records Disposal Policy <p>Council's Community Engagement Policy is currently under review and is expected to be finalised during the first quarter of 2016-17.</p> <p>Social media continues to be utilised to engage with the community, with excellent results. Emergency Management 'dark' pages for social media have been established and are regularly reviewed. These 'dark' pages will become live in the event of emergency and will provide the community with appropriate advice in relation to the incident.</p>	<p>On track</p> 
<p>2.3.3 Redevelop Council's website to enhance the quality of information, its useability and interactive functions, including the introduction of services such as on line payments and permit application registers.</p> <p><i>Response</i> On track.</p> <ul style="list-style-type: none"> • Council's new website is still in development stages due to Council's competing priorities and limited resources. • BPAY and online payments will commence during July 2016. This includes payments for rates, debtors, animal registrations and infringements. • Invoices can now be received via BPAYView and Australia Post's My Digital Mailbox. 	<p>On track</p> 

How we performed against our Council Plan


Council Plan Goal 2.3 continued

A well governed Shire supported by effective communication with our community.

2015-16 Action	Progress
<p>2.3.4 Deliver an annual Good Governance program to Council and Council staff to ensure there is awareness of responsibilities under key legislation and Codes of Conduct.</p> <p><i>Response</i> Complete. A governance checklist has been completed. A work plan will be developed from this once an internal auditor has been appointed and consultation has taken place.</p>	<p>Completed</p> 
<p>2.3.5 Provide support to the Finance and Audit and Risk Advisory Committees in providing independent oversight of Council's financial management and risk functions.</p> <p><i>Response</i> On track. Council has tendered for the appointment of an internal auditor. The Audit and Risk Advisory Committee will review tenders in July 2016 and make recommendation for the appointment. A new community representative will commence on the Committee in August 2016. Support will continue to be provided to the Committee.</p>	<p>On track</p> 

Council Plan Goal 2.4

Council's project management system ensures all major projects and infrastructure works are delivered on time and within budget.

2015-16 Action	Progress
<p>2.4.1 Develop an integrated project management system to ensure sound business cases justify why the project is needed, construction costs are accurately calculated and whole of life maintenance/running costs are identified so that informed decisions can be made as to whether a major project should be approved.</p> <p><i>Response</i> On track. A review of project management procedures and tracking will be developed in 2016-17 to augment the Project Initiation Form developed for all capital works in 2014-15.</p>	<p>On track</p> 

Fast facts and core activities

Fast Facts

- Responsible Areas: Executive Services, Finance and Information Services, Engineering and Works.
- 3 Freedom of Information requests were received.
- 100% of Council meeting minutes were available within seven days of the meeting.
- 18 Council and Special Council meetings were held.
- 4 Audit and Risk Advisory Committee meetings were held.
- 7 new citizens were declared at 3 citizenship ceremonies.
- 28 Policies, Strategies and Plans were reviewed and implemented.

Core Activities

- Provide administrative support to Councillors and Council, and Committee meetings.
- Co-ordinate business papers for all Council and Committee meetings.
- Maintain statutory registers, authorisations and delegations.
- Co-ordinate citizenship ceremonies and civic events.
- Administer the conduct of Council elections.
- Manage Freedom of Information, Information Privacy, Protected Disclosures and internal ombudsman responsibilities.
- Provide governance advice and guidance on legal and regulatory matters.
- Conduct performance reporting, including the Quarterly Performance Report, Council Plan and Annual Report.
- Development and review of the Council Plan.
- Oversight and coordination of Council policies, strategies, plans and procedures to ensure legislative compliance.

Theme 3

A Growing Economy

Council plays an important role in building our economic opportunities and 'brands' and in creating a business friendly environment. While tourism is a key part of our economy, our farming and service sectors are areas where an increased recognition and focus will mean that our economy is broadened and strengthened. Such growth needs to be shared across the whole of the Shire.

About this Theme: This theme considers the way in which Council support and lead the sustainable growth of the Shire's economy through effective partnerships with industry, business, government and our community. A sustainable local economy is critical for quality of life. No organisation – public or private – is better positioned than Council to have a long term overall view for the public good.

While tourism remains a key sector of the economy with subsequent yield reaching into most pockets and cash registers; our farming and service sectors are significant contributors. Council's focus is on supporting a broad based economy across the whole of the Shire in industries that are compatible with our destination attributes.

We work toward supporting new and existing local business development, promoting investment in local communities, providing services for tourism and advocating on behalf of industry sectors and the broader business community. As outlined in our Economic Development Strategy 2013-17, we facilitate, advocate, initiate and implement a range of strategies and initiatives that contribute to Mansfield Shire's sustainability and lifestyle amenity.




The popular Mansfield Bushmarket.

How we performed against our Council Plan

The information below reflect the progress of our actions during 2015-16.


Council Plan Goal 3.1

Our economic base is prosperous and diverse.

2015-16 Action	Progress
<p>3.1.1 Implement the 2013 Economic Development Strategy Review Action Plan as amended:</p> <ul style="list-style-type: none"> • Review the Mansfield Mt Buller-The High Country brand • Progress a determination on Council owned industrial land (at Lakins Road, Mansfield) in relation to supply of industrial land • Advocate for and support 'green season' nature based tourism • Strengthen relationships and maximise opportunities through ongoing involvement with key government agencies, peak bodies and business clusters • Create a Mansfield Shire food, wine and produce collective 'entity' and assist in development and promotion of product <p><i>Response</i> On track.</p> <ul style="list-style-type: none"> • Mansfield Mt Buller Regional Tourism Association is currently undertaking a strategic review. This will precede and inform brand review • Officers are currently undertaking evaluation of quotes received to complete the Mansfield Shire Cultural Heritage Management Plan • Advocacy for and support for green season nature based tourism via government submissions, meetings, partnerships and programs including Visiting Journalist Program is ongoing • Relationships and involvement with peak bodies and key agencies is ongoing • Food Source Victoria Committee support for Mansfield Food Alliance and proposal is now with the relevant Minister for decision 	<p>On track</p> 

Council Plan Goal 3.2


Mansfield offers a competitive operating environment for business.

2015-16 Action	Progress
<p>3.2.1 Identify opportunities to focus economic development in outlying communities.</p> <p><i>Response</i> On track. Council provided ongoing support for a range of events in outlying communities, such as the Lake Eildon Festival, small business workshops and a range of visiting journalists.</p> <p>Officers have drafted a priority projects document which will form the basis of discussion with Deputy Secretary on the Regional Partnerships program.</p>	<p>On track</p> 

How we performed against our Council Plan



Council Plan Goal 3.3

Mansfield attracts niche businesses that build on our strengths and complement our community values.

2015-16 Action	Progress
<p>3.3.1 Undertake further research to identify the business needs and market opportunities within the Mansfield Shire and to ensure that potential businesses are well informed and able to build on Mansfield's strengths.</p> <p><i>Response</i> On track. The 'Mansfield Shire Business Monitor' was distributed in August 2015 with the aim tracking of individual participating businesses, sectors and trends and identify opportunities and gaps in the destination offer of the region. The Monitor is managed by Council and populated by business. Results from the Business Monitor were presented at the recent Business 2 Business Forum, held in June 2016.</p>	<p>On track</p> 

Council Plan Goal 3.4

Mansfield is a vital setting for Arts, Culture and Heritage.

2015-16 Action	Progress
<p>3.4.1 Review the Arts, Culture & Heritage Plan in partnership with key community groups and funding agencies.</p> <p><i>Response</i> Deferred. Initial inter-departmental discussions have commenced to review and complete the Plan.</p>	<p>Deferred</p> 
<p>3.4.2 Prepare a thematic history of Mansfield in accordance with Guidelines of Funding received from State Government.</p> <p><i>Response</i> Completed in 2014-15 financial year. Amendment C35 documents were approved by the Minister for Planning to introduce certain buildings referenced in the Stage One Mansfield Heritage Survey into the Mansfield Planning Scheme.</p>	<p>Completed</p> 

Fast facts and core activities

Fast Facts

- Responsible Areas: Tourism and Economic Development, Development Services.
- Mansfield Shire is one of the most spectacular geographic regions in Australia. We boast major river systems, lakes, mountains, alpine resorts, vast tracts of what is referred to as High Country and broad and productive valleys where agriculture and rural living integrate. Such a spectacular region and a welcoming community attract more than a million overnight stays by visitors per annum. Access to natural attractions, the health of all things environment and built facilities all play a critical role in making the region attractive and commercially viable.
- Council is just one agency responsible for economic growth within our municipality. We work closely with State and Federal Government to effectively manage and develop the region for the benefit of community and business.
- It is estimated that Mansfield Shire has an employment base of 3,743 and an industry output of \$823m. The impact of tourism as an economic driver is estimated as 20% of total industry output and 25% of total employment (*RDA Australia - Hume Economic Profile report*).
- From an economic view point, Mansfield Shire is demonstrating growth in all industry sectors and attracting a diverse range of lifestyle and business investments. Mansfield Shire has the highest growth rate of a small rural municipality in Victoria, with the projected resident population (Department of Planning and Community Development - April 2013) is as follows:

Year:	2016	2021	2026	2031
Estimated growth:	8,409	8,983	9,575	10,011

- Our economy is underpinned by tourism, farming and lifestyle living.

Core Activities

- Support new and existing local business development.
- Provide services for tourism.
- Promote investment in local communities.
- Advocate on behalf of industry sectors.
- Develop and implement economic development strategies.
- Assist existing business sectors to grow and develop.
- Attract new, value-adding investments to the municipality.
- Increase local employment opportunities through job growth.
- Support and provide business training to enhance the practical business skills of business employers and employees.
- Assist with the development of new commercially based products and services.
- Identify funding sources that could support the delivery of priorities within the Council Plan.
- Liaise with existing business sectors to establish current and future needs and directions.
- Proactively support media coverage of the region.

Theme 4

Improving Our Built and Natural Environment

A major drawcard for new residents and new investors is the unique character and liveability of our Shire. Achieving the balance between maintaining this character and allowing the Shire to grow and develop is a constant challenge for Council. Considering what development will happen and where it will happen is one of our core functions, as is providing the infrastructure to support the people who come to live, work and visit our Shire.

About this Theme: This theme considers the way in which we implement strategies for the development and ongoing renewal of our physical assets. We aim to ensure that we develop and maintain our assets, activities and processes to guarantee our communities have safe and usable facilities, while at the same time providing long-term sustainability, amenity and public safety.

Council works to ensure that development within our Shire complies with relevant legislation and is assessed against potential environmental impacts. We work hard within the realms of our responsibilities to protect and improve Mansfield Shire's natural environment with the aim to facilitate growth within our municipality.







Traffic calming works undertaken in Ailsa Street, Mansfield.

How we performed against our Council Plan

The information below reflects the progress of our actions during 2015-16.

Council Plan Goal 4.1




Our businesses, residents, ratepayers and visitors act responsibly and proactively to protect and enhance the environmental features we value.

2015-16 Action	Progress
<p>4.1.1 Implement the key actions of Council's Environment Strategy as identified by the Environment Advisory Committee.</p> <p><i>Response</i> On track. The Mansfield Shire Environment Advisory Committee continues to support priority programs from Council's Environment Strategy. Membership of the Committee has been renewed after an update to the Committee Charter and now includes two youth representatives from the Mansfield Secondary College.</p>	<p>On track</p> 
<p>4.1.2 Continue to advocate for meaningful resourcing for weed control, making use of the Pest Plants and Animals Plan as resource.</p> <p><i>Response</i> On track. Roadside weed spraying works were completed in the Howes Creek Road, Dry Creek Road and Howqua areas. Discussions with the Department of Economic Development, Jobs, Transport and Resources have been undertaken to discuss future support and funding opportunities for the roadside weed spraying program. A Regional Weeds Forum was held at the Mansfield municipal office in June 2016. More advocacy work is required in order to meet obligations under the <i>Catchment and Land Protection Act 1994</i>.</p>	<p>On track</p> 
<p>4.1.3 Review and implement the Waste Management Strategy.</p> <p><i>Response</i> Deferred. Work will commence on reviewing Council's Waste Management Service Policy during the first quarter of 2016-17. It will be implemented during the 2016-17 financial year.</p>	<p>Deferred</p> 
<p>4.1.4 Support community education programs for new residents in relation to responsible and effective land management practices.</p> <p><i>Response</i> On track. Advice to community members has continued on a range of environmental issues such as land management, revegetation and weed control. Council provided support for a new resident's program facilitated by Up2Us Landcare Alliance.</p>	<p>On track</p> 

How we performed against our Council Plan


Council Plan Goal 4.2

Our Planning Scheme encourages land use and development that supports economic growth whilst maintaining characteristics of our Shire valued by the community.

2015-16 Action	Progress
<p>4.2.1 Progressively implement the actions contained in the Mansfield Shire Council Domestic Wastewater Management Plan project in partnership with local water corporations and the Department of Environment, Land, Water and Planning.</p> <p><i>Response</i> On track. Further work is required to finalise amendment documentation. Caretaker period may delay its public exhibition until the new Council is elected. Scoping brief for septic site inspection program and associated documentation is complete in readiness for commencement in 2016-17 financial year.</p>	<p>On track</p> 
<p>4.2.2 Adopt and complete and implement the Mansfield Township Structure Plan to manage future land use and development.</p> <p><i>Response</i> On track. Amendment C37 seeks to include the Structure Plan's initiatives and priorities into the Mansfield Planning Scheme to guide future planning decisions. The Amendment was circulated for public comment during December 2015 and an independent Planning Panel was appointed by the Minister for Planning to hear from submitters in June 2016.</p>	<p>On track</p> 
<p>4.2.3 Complete review the Mansfield Planning Scheme including preparation and exhibition of an appropriate Amendment and develop strategic planning work program from the Review recommendations .</p> <p><i>Response</i> On track. Council considered public submissions at its April Ordinary meeting which were subsequently referred to independent Panel hearing in June 2016.</p>	<p>On track</p> 

Council Plan Goal 4.3




Mansfield has the infrastructure required to support economic and population growth.

2015-16 Action	Progress
<p>4.3.1 Review the fixed infrastructure managed by Council to identify service gaps that need to be addressed to meet current and future needs.</p> <p><i>Response:</i> Completed. Asset Management Plans and Strategies have been developed to document the requirements and service levels for fixed infrastructure. These identify gaps between desired and forecast service levels and existing service levels.</p>	<p>Complete</p> 
<p>4.3.2 Prepare a Shire-wide drainage strategy and progressively implement Mansfield township's Drainage Strategy.</p> <p><i>Response</i> Deferred. No major works have been undertaken during 2015-16 due to funding constraints.</p>	<p>Deferred</p> 

How we performed against our Council Plan



Council Plan Goal 4.3 continued

Mansfield has the infrastructure required to support economic and population growth.

2015-16 Action	Progress
<p>4.3.3 Develop an understanding of gaps in our housing stock (ie, seasonal housing demands and rental accommodation) which are impeding economic growth.</p> <p><i>Response</i> Deferred. This project has been deferred and will be informed by the 2016 Census results.</p>	<p>Deferred</p> 
<p>4.3.4 Implement programs that communicate infrastructure maintenance and service standards to the community, particularly new residents, as a means of managing their expectations as to what Council can reasonably provide.</p> <p><i>Response</i> On track. New service standards and infrastructure maintenance plans are currently under development. Infrastructure maintenance plans are set up for integration with GIS .</p>	<p>On track</p> 
<p>4.3.5 Identify roads which are Council's arterial road priorities in order to lobby State and Federal Government for funding, including Jamieson Licola and Mansfield Woods Point Roads.</p> <p><i>Response</i> Completed. A Transportation Strategy has been developed that identifies key arterial road projects and prioritises them according to a clear ranking procedure.</p>	<p>Completed</p> 

Council Plan Goal 4.4

Council has strong partnerships with land and water management agencies.

2015-16 Action	Progress
<p>4.4.1 Work in partnership with Goulburn-Murray Water and other lead agencies to deliver the key priorities of the Lake Eildon Land and On-Water Management Plan through participation in the Implementation Committee.</p> <p><i>Response</i> On track.</p> <ul style="list-style-type: none"> • Bonnie Doon Ward Councillor currently chairs this Committee • Implementation Committee meetings are held quarterly • Priority actions identified, discussed and agreed by the Implementation Committee 	<p>On track</p> 
<p>4.4.2 Progressively implement recommendations of the Lake Eildon Recreation Boating Facilities Improvement Plan.</p> <p><i>Response</i> On track. The Plan was endorsed by Council in July 2015.</p>	<p>On track</p> 

Fast facts and core activities

Fast Facts

- Responsible Areas: Development Services, Engineering and Works, Tourism and Economic Development.

	2015-16	2014-15	2013-14
• Value of Council buildings	\$23.8m	\$22,67m	\$20.2m
• Value of Council land	12.7m	11.8m*	\$13.9m
• Length of sealed roads	244km	237km	231kms
• Length of unsealed roads	584km	584km	588kms
• Length of roads re-sheeted	21.1km	22.5km	20kms
• Length of roads resealed	13.5km	4.5km	4.5kms
• Number of Special Charge Schemes implemented	3	2	2
• Permits issued for works within a Road Reserve	57	59	59
• Number of significant tenders prepared	25	24	24
• Number of contracts awarded	26	22	22
• Number of properties receiving kerbside waste collection	6,026	5,778	5,778
• Number of properties receiving recycling collection	6,022	5,771	5,771
• Amount of tonnes of waste to landfill	2,437	2,443	2,443
• Amount of tones of recycling collected	1,259	971	971
• Number of planning applications lodged	237	241	241

* The value of Council land dropped due to a shift of classification of land improvement assets to infrastructure assets.

Fast facts and core activities

Core Activities

- Develop and manage the approved Engineering and Works Infrastructure Capital Works Program ensuring value for money.
- Provide project management services and technical advice on Council's projects.
- Incorporate environmentally sustainable design principles into building and engineering projects.
- Maintain the Shire's infrastructure including buildings, footpaths and roads, shopping centres, drains, street furniture and signs.
- Investigate and develop solutions to drainage issues.
- Administer and develop Council's asset management system.
- Develop and update the ongoing renewal program for road assets.
- Facilitate and promote occupational health and safety compliance on all environment and infrastructure worksites.
- Co-ordinate the review of asset management plans and their integration with Council's long term financial plan.
- Management of Crown Land reserves.
- Plan, manage, develop and promote facilities consistent with the needs of the community.
- Undertake programmed risk and condition inspections of Council's road assets.
- Promote sustainability within built and natural environments in Mansfield Shire.
- Develop and implement policies and strategies that set direction in environmental management, public space improvements, conservation of natural resources and sustainable development.
- Undertake landscape and design to promote the use, function and enjoyment of public spaces.
- Build the capacity of Council to integrate environmental and sustainability issues into our buildings and public space improvements, daily operations and decision-making processes.
- Provide horticultural and arboricultural management and maintenance services for street and park trees.
- Manage waste services including Mansfield Resource Recovery Centre, kerbside bin based waste and recycling collections and hard waste collection service.
- Manage and maintain assets including playgrounds, barbeques, drinking fountains, park furniture, bins, fences and signage.
- Advocate for and prepare land use policy and standards within the context of Victorian state policy.
- Promote sustainable design and development and heritage conservation.
- Assess building permit applications, conduct mandatory inspections and issue occupancy permits/final certificates for buildings and structures.
- Manage and review the Municipal Strategic Statement.
- Conduct property safety inspections including fire safety audits on high risk buildings and pool and spa safety barrier compliance inspections to ensure a safer built environment.
- Administer and enforce the *Building Act 1993* and Regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety.
- Process and issue permits relating to traders, street furniture, keeping of domestic animals, commercial waste bins, installation and use of septic systems and residential parking.
- Manage school crossing supervision and access to disabled parking.
- Process and assess planning applications in accordance with the *Planning and Environment Act 1987*, the Mansfield Planning Scheme and Council policies.
- Assess applications under the *Subdivision Act 1988*.

Theme 5

Empowered and Self Sufficient Communities

Council's role is to assist our community in achieving their goals. Although we are here to serve our communities, it is a partnership; Council cannot do everything alone. One of our major assets are our smaller towns; each has its own character, identity and aspirations. By building on each town's Community Plan, Council will be able to work with local communities to deliver responsive services, facilities and activities that are flexible enough to respond to resident's changing needs.

About this Theme: This theme considers the way in which Council promotes self sufficiency, strength and positive community development in the Mansfield Shire. Health, happiness and security are central to community wellbeing, and we provide a number of programs and services to ensure our communities are connected, inclusive and resilient.







How we performed against our Council Plan

The information below reflects the progress of our actions during 2015-16.

Council Plan Goal 5.1


Our communities are connected, inclusive, healthy and resilient.

2015-16 Action	Progress
<p>5.1.1 Support, empower, understand and build resilience which is incorporated into the Community Planning process, including review and evaluation models.</p> <p><i>Response</i> Complete.</p> <ul style="list-style-type: none"> • Gadhaba Local Indigenous Network's flagpole project (undertaken in partnership with Council) was nominated for the Victoria Local Governance Association Community Hart Awards • The Community Resilience Leadership Program has been profiled in the Emergency Management Victoria (EMV) and the Monash University Disaster Resilience Initiative (MUDRI) compendium of case studies reflecting Victorian Community-based Resilience Building Activities • Transfer of Mansfield Library Services to Council is nearing completion. The Mansfield Library will report directly to Council in the first quarter of 2016-17 • Community consultation was undertaken for the 'Go Local Go Fresh Project' • The Mansfield Multicultural Group was re-established during 2015-16 • Successful Mansfield Do It Festival held in March 2016 	<p>Completed</p> 
<p>5.1.2 Identify and address gaps in the community planning and engagement process.</p> <p><i>Response</i> Completed in 2014-15 financial year.</p> <ul style="list-style-type: none"> • Council's Community Engagement Policy and processes is currently being developed • Community Planning approach moving to developing resilient communities • Community Engagement Framework - Community Wellbeing Operational Plan 2015-16 action, feeding into overarching organisation strategy 	<p>Completed</p> 
<p>5.1.3 Assist communities in the implementation of community plans through the provision of advice, advocacy, consultation and information on funding options as per Council's Community Development Charter.</p> <p><i>Response</i> On track. Council officers continue to support communities in the implementation of their community plans. Support ranges from facilitation of workshops, as well as writing funding applications and project management for large and small community projects.</p>	<p>On track</p> 
<p>5.1.4 Prepare Council's Municipal Public Health and Wellbeing Plan 2013-17 in consultation with the community.</p> <p><i>Response</i> Complete. Implementation Report prepared by the Mansfield Primary Care Partnership gives an overview of the implementation of the Mansfield Shire's Municipal Public Health and Wellbeing Plan 2013-17. Regional networks and partnerships are currently being used to strengthen advocacy for increased funding to services for older people.</p>	<p>Completed</p> 

How we performed against our Council Plan



Council Plan Goal 5.2

Mansfield's community is supported by responsive, equitable and accessible services.

2015-16 Action	Progress
<p>5.2.1 Adopt and commence implementation of a Sport and Recreation Strategy.</p> <p><i>Response</i> Complete.</p> <ul style="list-style-type: none"> • The Sport and Recreation Advisory Committee continue to meet bi-monthly • An application for \$30,000 to the Planning Category of the Community Facilities program for the development of a Sport and Recreation Master Plan was successful. Work will commence during the first quarter of 2016-17 on this project • The Mansfield Swimming Pool received excellent attendance figures for the 2015-16 season • Repairs were undertaken on the Mansfield and Bonnie Doon Netball Courts • The Mansfield Youth Hub detailed specifications are finalised and construction for the facility is currently out for tender • The Sport and Recreation Officer continues to work with clubs and individuals to promote sport and recreation within the Mansfield Shire and is currently investigating the need and funding opportunities for additional recreation infrastructure • For the fourth straight year, Council has been successful in securing funding from VicHealth to continue the Walk to School program within the Shire 	<p>Completed</p> 
<p>5.2.2 Complete transition to new youth space – a hub for youth activities.</p> <p><i>Response</i> Complete. Café Connect officially opened at its new Erril Street location in February 2016.</p>	<p>Completed</p> 

Council Plan Goal 5.3


Our community is able to prepare for an effectively manage natural disasters.

2015-16 Action	Progress
<p>5.3.1 Implement the recommendations of the Municipal Fire Management Plan in partnership with the Country Fire Authority, Department of Sustainability and Environment and local communities.</p> <p><i>Response</i> On track. A meeting with the above agencies was held in June 2016 with further meetings planned. Involvement has been extended to include the Department of Environment, Land, Water and Planning's External Bushfire Reference Group.</p>	<p>On track</p> 
<p>5.3.2 Work with Emergency Service Agencies and the Municipal Association of Victoria in engaging with local communities to implement the State approach to the revised Emergency Management arrangements.</p> <p><i>Response</i> Complete. A meeting with Strathbogie Shire Council resulted in a decision not to renew a hosting or partnering arrangement. Separated funding arrangement will sought. The 'Red Bucket' community engagement project commenced during 2015-16.</p>	<p>Completed</p> 

How we performed against our Council Plan



Council Plan Goal 5.3 continued

Our community is able to prepare for an effectively manage natural disasters.

2015-16 Action	Progress
<p>5.3.3 Implement the findings of the Bushfire Mitigation Study in partnership with the Country Fire Authority and Department of Environment, Land, Water and Planning to support small townships located in high bushfire prone areas to manage, and respond to, bushfire risk.</p> <p><i>Response</i> Completed in 2015-15 financial year. All municipal emergency management plan arrangements have been updated. Community engagement activities increased to recognise shared responsibilities and the benefit of having engaged communities that are more self-reliant.</p>	<p>Completed</p> 

Council Plan Goal 5.4

We capitalise on the capabilities and talents of locals to achieve community aspirations.

2015-16 Action	Progress
<p>5.4.1 Increase the use of advisory committees and other such mechanisms that draw upon the capabilities and experience of individuals within the community to help shape and improve Council operations.</p> <p><i>Response</i> Complete.</p> <ul style="list-style-type: none"> • The Mansfield Shire Sport and Recreation Committee continue to meet bi-monthly • The Mansfield Shire Audit and Risk Advisory Committee includes of three skill based community representatives with knowledge and experience in financial matters • The Mansfield Parks and Precincts Advisory Committee and Mansfield Shire Environment Advisory Committee continue to utilise community representatives with skills appropriate to the respective committees 	<p>Completed</p> 
<p>5.4.2 Develop the concept of "Skills Bank" which identifies residents with diverse skills who could assist the Council and community.</p> <p><i>Response</i> Completed in 2014-15 financial year. Council currently utilises existing volunteers and mentors through projects such as L2P, Café Connect and the Youth Engagement Program.</p>	<p>Completed</p> 

Fast facts and core activities

Fast Facts

- Responsible Areas: Community Services, Development Services, Tourism and Economic Development.
- 70 new babies born and seen by Maternal and Child Health Service.
- 604 children enrolled with Maternal and Child Health Service.
- 975 Maternal and Child Health consultations.
- Approximately 5,000 Meals on Wheels provided.
- 3,799 community volunteer hours provided.
- \$11,124 in value of community volunteer hours provided.
- 669 clients receiving Home and Community Care services.
- 1,460 customer requests for Home and Community Care services.
- 12 Community Grants provided by Council at a value of \$38,061.
- 284 premises inspected by Environmental Health Officers.
- 3 Environmental Health offences registered - infringements issued.
- 231 immunisations administered to school students.
- 183 Fire Direction Notices issued.
- 4 Permits to Burn issued.
- Over 7,500 Fire Season Update pamphlets mailed to rateable property owners.
- 74 septic system 'Permit to Install' permits issued.

Fast facts and core activities

Core Activities

- Provide financial counselling and other family services.
- Provide individual, group support and information provision to young people and their families.
- Provide in-home support services including home, personal and respite care, food services (Meals on Wheels), community transport and property maintenance for older residents and those with a disability.
- Manage the Community Matching Fund grants program.
- Facilitate community connectedness, strengthen community capacity and respond to identified needs through the delivery of a range of programs, partnerships and networking opportunities for Mansfield Shire's community.
- Encourage active participation in the life of the community by promoting, supporting and resourcing volunteering within the Mansfield Shire.
- Provide Maternal and Child Health and Enhanced Maternal and Child Health services.
- Develop programs for young people and offer support and case management to vulnerable/at risk young people.
- Co-ordinate health services including immunisation and environmental health.
- Undertake strategic development with a focus on positive ageing and disability.
- Partnering and collaborating with community to deliver cultural activities, eg, Gadhaba Local Indigenous Network.
- Provide planned activities to residents who have been assessed as eligible, to assist, maintain and develop skills which will promote independence by providing group activities outside the home.
- Facilitate provision of respite/support for carers.
- Provide a comprehensive range of services, programs, activities/outings that give practical and emotional support, and opportunities of social interaction for older people and people with disabilities.
- Work closely with local community groups, sporting clubs and other service providers in the areas of access and inclusion, community resilience, community planning, community group training, administration of Council's grants program, sport and recreation, and community-Council partnership projects.
- Facilitate Council's emergency management functions.
- Undertake strategic development with a focus on positive ageing and disability.
- Partnering and collaborating with community to deliver cultural activities, eg, Gadhaba Local Indigenous Network.
- Provide planned activities to residents who have been assessed as eligible, to assist, maintain and develop skills which will promote independence by providing group activities outside the home.
- Facilitate provision of respite/support for carers.
- Provide a comprehensive range of services, programs, activities/outings that give practical and emotional support, and opportunities of social interaction for older people and people with disabilities.
- Work closely with local community groups, sporting clubs and other service providers in the areas of access and inclusion, community resilience, community planning, community group training, administration of Council's grants program, sport and recreation, and community-Council partnership projects.
- Facilitate Council's emergency management functions.



Corporate Governance

Democracy in Mansfield

Democratic governance in Mansfield Shire is supported by policies and protocols associated with both the functions of Council and of Council officers.

Local Government is the third tier of Government in Australia after Federal and State, and it is also regarded as the closest level of government to the community. Working in partnership with Federal and State governments and other agencies, Mansfield Shire Council plays a vital role in providing over 100 services and programs to the community, and also in advocating on behalf of local residents on a wide range of issues.

Mansfield is one of 79 councils in Victoria operating in accordance with the *Local Government Act 1989* which sets out its authority, powers, duties, functions and the process for Council elections. Victorian councils provide services, programs and facilities for their communities.

The role of the Council

Mansfield Shire Council, as a statutory body, is one of 79 Victorian councils that derives its role, powers and functions primarily from the *Local Government Act 1989*.

Under the Act:

1. A council is elected to provide leadership for the good governance of the municipal district and the local community.
2. The role of a council includes:
 - a. Acting as a representative government by taking into account the diverse needs of the local community in decision making;
 - b. Providing leadership by establishing strategic objectives and monitoring their achievement;
 - c. Maintaining the viability of the Council by ensuring that resources are managed in a responsible and accountable manner;
 - d. Advocating the interests of the local community to other communities and governments;
 - e. Acting as a responsible partner in government by taking into account the needs of other communities; and
 - f. Fostering community cohesion and encouraging active participation in community life

Council performs this role by setting the strategic direction of the municipality, establishing and guiding policies, setting service delivery standards and monitoring the performance of the organisation on behalf of our community.

Mansfield Shire 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 communities priorities. The community has many opportunities to provide input into Council's decision making processes including community consultation, public forums and the ability to make submissions on a number of projects strategies and initiatives.

To operate effectively as the local government body, Council must have strong relationships with other tiers of government, neighbouring councils and organisations such as water authorities.

Council's formal decision making processes are conducted through Council meetings. Council delegates the majority of its decision making to Council staff. These delegations are exercised in accordance with adopted Council policies. During 2015-16 Council adopted a number of significant policies, strategies and plans, including:

- Budget 2016-17
- Council Plan 2013-17
- Mansfield Shire Councillor Code of Conduct and Councillor Charter 2016
- Community Local Law No. 2 - Meeting Procedures and Common Seal 2016
- Election Period Policy
- Risk Management Strategy 2013-17
- Environment Priority Plan 2013-17
- Complaint Resolution Policy and Procedures

A full list of Council Policies, Strategies and Plans adopted during 2015-16 can be found on page 77.

Our governance system

Governance is the way by which councils are held accountable. It requires councils to operate within the spirit and intent of relevant legislation, and encompasses accountability to the community and elected representatives by Council members and staff. Council achieves this by supporting open and transparent decision making processes, establishing effective planning frameworks and monitoring the efficiency and effectiveness of operations.

Good governance incorporates the key principles of leadership, integrity, participation, engagement, accountability, transparency (openness) and responsiveness. We are required to work towards transparency, equitability, legal compliance, efficiency, participation, responsiveness and consensus.

The Mansfield Shire Councillors Code of Conduct and Charter 2016, endorsed by Council on 28 June 16, provides advice on appropriate Councillor behaviour, conflicts of interest and procedures for resolving disputes between Councillors. The Code and Charter is well supported by our Staff Code of Conduct which was developed by Council to encourage and assist Council officers, contractors, representatives and volunteers to undertake their work with honesty and integrity.

It is part of Council's commitment to accountable governance and ensuring that the right systems, processes, skills and behaviours are in place. Good governance involves two types of governance:

- Democratic governance (elected Councillors and the authority they have to make decisions)
- Corporate governance (the way in which Council is run and the framework in which its systems and processes operate)

Council Wards

Mansfield Shire has four Council Wards - Bonnie Doon, Jamieson, Mansfield and Tolmie.

Each Ward is represented by one Councillor, apart from the Mansfield Ward, which is represented by two. Our Councillors were elected for a four year term on 27 October 2012.

Our Councillors work together with the community, the Mansfield Shire Chief Executive Officer and Council administration to set Mansfield's strategic direction. They make important decisions regarding the whole municipality and in doing so, they consider the views of, and consult with, the community. Refer to Our Councillors section on page 24 for more details.

Mayor's role

Each year Council elects a Mayor for a 12 month term who will:

- Lead by example, inspire and support the team of Councillors, ensuring the Code of Conduct is upheld at all times
- Be Council's spokesperson
- Chair Council meetings, encourage Councillors to participate and work together, and enhance good governance
- Promote civic pride and goodwill
- Support and engage the community
- Advocate to other levels of government on key issues on behalf of the community
- Work with the CEO to ensure Council achieves its objectives

Cr Marg Attley, served as Mayor until 25 November 2015 at which time Cr Paul Sladdin was elected Mayor for a term not later than 22 October 2016.

Council's current Deputy Mayor is Cr Marg Attley.

Democratic governance

Decision making

Council decisions are made in the following ways:

1. By resolution at Ordinary and Special meetings of Council.
2. By Council officers under delegated authority

Most decisions of an operational nature have been delegated to officers through the Chief Executive Officer (CEO). This system recognises the CEO's responsibility under the *Local Government Act 1989* in managing the day-to-day operations of the organisation.

Council Meetings

Council conducts its business in open and publicly advertised meetings. Ordinary Council meetings are usually held on the third Tuesday of each month at 5.00pm at the municipal office. Four meetings per year are held in outlying towns. All Council meetings are open to the public, and agendas are available from Council's website from the preceding Friday at www.mansfield.vic.gov.au/aboutcouncil/councilmeetings/council-agendas-and-minutes.

Councillors sitting formally as Council are accountable for all decisions taken at Council level. The Council can only make decisions when it is sitting as Council. Outside of the Council meeting, individual Councillors have no decision making authority.

Council provides the opportunity for members of the public to ask questions on issues in which Council has a direct interest or responsibility. Question time is held toward the end of each Council meeting.

Meetings are conducted in accordance with the meetings procedure provisions of the Community Local Law No. 2 (Meeting Procedures and Common Seal) 2016.

Council reports are prepared to provide independent expert advice and recommendations to assist Council in making decisions.

In 2015-16 there were 12 Ordinary meetings of Council held.

Special Council Meetings

Special Council meetings are called when an urgent item requires a Council resolution for which the item cannot wait until the next Ordinary Council meeting. The dates for these Special meetings are advertised in accordance with the *Local Government Act 1989*.

In 2015-16 there were six Special meetings of Council held.

Council meetings held in 2015-16

Ordinary meetings of Council	Special Meetings of Council
21 July 2015	1 July 2015 (2 meetings)
18 August 2015	25 November 2015
15 September 2015	26 April 2016
20 October 2015	28 June 2016 (2 meetings)
17 November 2015	
15 December 2015	
19 January 2016	
16 February 2016	
15 March 2016	
19 April 2016	
17 May 2016	
28 June 2016	

Councillor attendance at meetings held in 2015-16

Councillor	Ordinary meetings of Council	Special meetings of Council
Cr Marg Attley	12	6
Cr Russell Bate	7	1
Cr Ellen Hogan	12	4
Cr Paul Sladdin	11	6
Cr Ray Robinson	7	4

Assemblies of Councillors

In addition to the formal meetings of Council, a number of Assembly of Councillors meetings were held during 2015-16.

Under section 76AA of the *Local Government Act 1989* an Assembly of Councillors is defined as a planned or scheduled meeting, comprising at least three Councillors and one member of Council staff, that consider matters that are intended or likely to be:

- The subject of a decision of the Council; or
- Subject to the exercise of a function; duty or power of a Council that has been delegated to a person or committee [s.76AA]

An Assembly of Councillors does not include a meeting of the Council, a special committee of the Council, or any club, association, peak body, political party of other organisations.

A written record of assemblies is presented to the Ordinary Meeting of Council as soon as practicable after the Assembly of Councillors.

Councillor Briefings

In addition to regular Council meetings, Briefings are held to inform Councillors and discuss important issues. These sessions provide Councillors and Council officers with an opportunity to discuss issues in detail, seek further information and allow questions and concerns to be addressed in an open environment.

Councillor Briefings are not a decision-making session. They allow Councillors to explore options and better understand the matters in question. Council decisions can only be made during Council meetings.

Councillor Committees

Councillors participate in a number of internal and external committees throughout the year. These committee meetings provide a valuable opportunity for communicating with residents, other Councils and agencies and other levels of Government.

Conflict of interest

In accordance with Part 4 of the *Local Government Act 1989*, Councillors are required to disclose any direct or indirect conflicts of interest in relation to any item to be discussed at Council meetings or Assembly of Councillors meetings. Conflict of Interest provisions also extend to Council officers and Council contractors.

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires Councillors to act in the public interest. When a Council delegates its powers to a Council officer or committee, the officer or committee must act in the public interest. A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it.

Declaration of a conflict of interest is a standard agenda item for all Council meetings.

A declaration by a Councillor or officer precludes them from being involved in discussion, debate or voting on an item if a conflict of interest exists.

During 2015-16, nine conflicts of interest were declared at Council meetings:

Conflict of Interest	Councillor	Officer	Total
Direct interest (section 77B)	5	0	5
Indirect interest because of conflicting duties (section 78B)	3	0	3

Councillor Support and Remuneration

Support is offered in the form of a Council vehicle and mobile telephone for the Mayor. Information and communication technology is available to all Councillors.

Remuneration paid to Councillors is governed by the State Government, which categorises councils according to their size and revenue base. Mansfield Shire Council is a 'Category 1' council.

The Minister for Local Government reviewed the limits and ranges of Mayoral and Councillor allowances on 1 December 2015 and determined that the recommended maximum of \$57,812 be provided for the Mayor and \$19,350 for Councillors. An additional allowance for superannuation is also provided to all Councillors.

Councillors expressed their disappointment with the Minister's decision to increase the allowances at this time given no opportunity was provided for the Mayor and Councillors to refuse the adjustment.

The following table sets out the allowances paid to Councillors for the reporting period:

Councillor	Allowance (including superannuation guarantee)	Travel and meeting expenses	Total
Cr Marg Attley*	\$34,141	\$3,014	\$37,155
Cr Russell Bate	\$21,015	-	\$21,015
Cr Ellen Hogan	\$21,015	\$436	\$21,451
Cr Ray Robinson	\$21,015	-	\$21,015
Cr Paul Sladdin**	\$49,663	\$378	\$50,041
Total	\$146,849	\$3,828	\$150,677

*Cr Marg Attley held the office of Mayor until 25 November 2015. During this time a Mayoral vehicle was provided for business use.

**Cr Paul Sladdin was elected Mayor on 25 November 2015. From this time, a Mayoral vehicle was provided for business use.

Reimbursement of Councillors Expenses

Council is required to reimburse a Councillor for expenses incurred in the performance of his/her duties (section 75 of the *Local Government Act 1989*). Council is also required to adopt and maintain a policy in relation to the reimbursement of expenses for Councillors.

The Mansfield Shire Councillor Expenses and Resources Guidelines serves to provide clear expectations in relation to out of pocket expenses and support for Councillors. It aims to ensure accountability and transparency in relation to expenses claimable by Councillors.

Reimbursement of expenses is available for all Councillors for training, registration fees for conferences and functions, communication and computer equipment, meeting room/office, travel and child care.

Corporate governance

Chief Executive Officer (CEO) and delegation of powers

Mansfield's CEO, Alex Green, is the only member of staff directly appointed by, and responsible to, the Council. The CEO is responsible for implementing Council decisions, ensuring Council achieves its Council Plan objectives and managing the day-to-day operations of the organisation. The CEO has delegated powers which include the awarding of contracts to the value of \$200,000 and goods and services to the value of \$150,000 in accordance with Council's Procurement Policy and Guidelines.

Executive Management performance and remuneration

Executive Management performance plans (key performance indicators) are reviewed annually by the CEO. The established aims, objectives and targets in these performance plans flow on to annual service delivery and performance appraisals for all employees.

In accordance with section 12 of the Local Government (General) Regulations 2015, remuneration of all Executive Management (Senior Officers) is available for public inspection upon request. As at 30 June 2016 the Mansfield Shire Council had 7 Senior Officers. The total remuneration for Senior Officers during the 2015-16 financial year was \$1,038,685 compared with \$1,016,618 for 2014-15.

A Senior Officer is an officer of Council who has management responsibilities and reports directly to the CEO.

Local Laws

Council has in place the following two Local Laws:

- No. 1 Community Local Law Part 5 of the *Local Government Act 1989* and Part 3 of the *Domestic Animals Act 1994* - Adopted by Council December 2008
- No. 2 Community Local Law (Meeting Procedures and Common Seal) 2016 - Adopted by Council April 2016

Citizenship ceremonies

During 2015-16 seven people received Australian Citizenship in three separate ceremonies organised by Council, one of which was held at the Mansfield municipal office.

The Mansfield Shire Mayor attended all three ceremonies (including special Australia Day ceremonies held in Mansfield and in Tolmie) to confer citizenship on the new citizens. Australia Day Ambassador, Mr Huss Mustafa OAM, assisted with the Australia Day ceremony in Mansfield. Families and friends of our new citizens were invited to the ceremonies to join the celebrations.

Citizenship ceremonies are co-ordinated by Council's Executive Assistant on behalf of the Department of Immigration and Citizenship, and in liaison with the Australian Electoral Commission, which co-ordinates the electoral enrolment process for new citizens.



Susan Lee, Maree King and Roger King became proud Australians at their Citizenship Ceremony held in Mansfield on Australia Day 2016.

Business Planning

Under the *Local Government Act 1989* Council is required to prepare a 4 year Council Plan within the first few months of a Council Election.

The current Mansfield Shire Council Plan 2013-17 was developed in consultation with community and staff and adopted in June 2013. It must, in accordance with the *Local Government Act 1989*, be reviewed annually. The reviewed 2013-17 Council Plan was adopted at the 28 June 2016 Special meeting of Council.

The Council Plan is not only the key document that guides Council's allocation of resources and provision of services, but it also expresses the broader community's aspirations and goals. It sets out the vision and mission of Council and sets the strategic direction for all that Councillors and Council staff do. Importantly, the Plan outlines the strategies that are to be employed together with a strategic resource plan that ensures the vision and mission are achieved.

The Plan steers Council by way of the following five themes:

1. Driving Organisational Performance and Resource Management
2. Good Governance
3. A Growing Economy
4. Improving Our Built and Natural Environment
5. Empowered and Self Sufficient Communities

These Themes are designed to ensure that the Vision and Mission of the overall Council Plan are achieved and our performance tracked along the way.

Performance Reporting

This Annual Report is an important performance reporting tool to measure the progress of the initiatives identified in the Council Plan. Council's performance during 2015-16 is outlined on pages 33 to 64.

In addition to this, quarterly progress reports tracking the delivery of these actions are placed on the Council meeting Agenda.

Every Council Plan action identifies an officer responsible for the overall delivery of the project or initiative.

Accordingly, these key actions are included in the annual performance objectives of the Chief Executive Officer and each Department manager to ensure that the organisation stays on track in terms of delivering the Council Plan.

Audit and risk committee

In accordance with section 139 of the *Local Government Act 1989*, a Council must establish an audit committee. Council's Audit and Risk Committee is an advisory committee established under Council's Audit and Risk Charter.

Mansfield Shire has in place a strong Audit and Risk Advisory Committee, whose 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 key objectives of the Audit and Risk Advisory Committee are:

- Effective recognition, identification and management of risk
- Improved credibility and objectivity of internal and external financial reports
- Compliance with relevant laws and regulations
- The effectiveness of an annual audit program

The Audit and Risk Advisory Committee meet four times a year. The Chief Executive Officer and Finance and Information Services Manager attend all meetings. Other management representatives attend as required to present reports. An open invitation is provided to Council's external auditor to attend all meetings.

Membership and attendance during 2015-16:

Name	Role	Period	Attendance
Independent members			
Mr Robert Beekman	Independent Member	1/7/15 - 23/11/15	2 of 2 meetings
Ms Barbara Taylor	Independent Member	23/02/16 - 30/6/16	2 of 2 meetings
Ms Dannielle MacKenzie	Independent Member	1/7/14 - 30/6/16	4 of 4 meetings
Ms Janene Ridley	Independent Member	25/8/15 - 30/6/16	4 of 4 meetings
Councillor members			
Cr Russell Bate	Councillor and Internal Member	1/7/15 - 30/6/16	4 of 4 meetings
Cr Paul Sladdin	Mayor and Internal Member	1/7/15 - 30/6/16	4 of 4 meetings

The Committee operates on a staggered rotation to ensure continuity of membership. Community representatives are appointed initially for a period of one, two and three years, and thereafter appointed for a period of three years.

Councillors, members and Council officers are required to declare any conflict of interest at the commencement of every meeting.

Recommendations from each Audit and Risk Advisory Committee meeting are subsequently reported to and considered by Council.

Minutes of these meetings are made available to the Councillors and members of the general public.

During 2015-16 the Committee dealt with the following issues:

- Review and endorsement of the Financial and Performance Statements and Performance Reporting Framework
- Review of Internal Audit Plan
- Fraud Prevention and Control Procedures
- Recreational Facilities Audit 2015-16
- Monitoring of the Risk Register developments
- Monitoring of insurance and potential litigation claims
- Monitoring and review of Council policies

Internal Audit

Council completed an open tender process to engage an independent auditor in mid 2016. Mr Bradley Ead from AFS and Associates Pty Ltd was engaged through a three year contract as a result of this process.

Our Integrated Family Services team undertook an internal audit as part of the mandatory requirements for registration for community-based child and family services provision.

Our Governance Co-ordinator also performed an audit of the Local Laws team's compliance with the Information Protection Agreement with VicRoads.

External Audit

Council is externally audited by the Victorian Auditor-General's Office (VAGO). VAGO undertake yearly audits of our financial and performance statements to ensure the fair presentation of annual financial statements and compliance with legislative and other requirements.

VAGO may appoint a representative to conduct the annual external audit. For the 2015-16 financial year the annual external audit of Council's Financial and Performance Statements, was conducted by LD Assurance. LD Assurance attended the May and August 2016 Audit and Risk Advisory Committee meeting to present the Independent Audit Report and external audit management letter. Management responses are also provided to the Audit and Risk Advisory Committee.

Ethics

Codes of Conduct

Council is committed to high standards of integrity, transparency, professionalism and accountability. The Staff Code of Conduct reflects this commitment. All employees, including contractors, representatives and volunteers, are required to carry out their duties with efficiency, integrity and impartiality, and to strive to ensure that a high and consistent standard of service is delivered to the people of the Mansfield community and within Council. Our Staff Code of Conduct provides guidance to our employees when performing their duties.

Similarly, the Councillors' Code of Conduct and Councillor Charter provides advice on appropriate Councillor behaviour, conflicts of interest and procedures for resolving disputes between Councillors. This Code is well supported by our Staff Code of Conduct.

Gifts, Benefits and Hospitality Register

Council maintains a Gifts, Benefits and Hospitality Register which, in conjunction with the Mansfield Shire Council Gifts Benefits and Hospitality Policy 2015, clearly outlines to employees Council's expectations in relation to the receipt of gifts, favours and services to ensure a high standard of integrity and accountability is maintained at all times.

Fraud

Council's Fraud Prevention Policy is designed to protect public money and assets and to protect the integrity, security and reputation of the Council, its management and employees and the services it provides to the community. It aims to minimise risks related to fraud and corruption and the associated risks of significant fines or non-monitory sanctions for compliance with laws and regulations.

Policy implementation is facilitated by the Audit and Risk Advisory Committee in consultation with the Chief Executive Officer.

No fines or non-monetary sanctions for non-compliance with laws and regulations were received by Council.

Risk management

Council is committed to proactively managing all risk related to its operations. This commitment includes the provision and management of the amenity enjoyed by all ratepayers, residents and visitors to the region.

Council aims to achieve this by:

- Assessing the level of risk
- Recognising relevant stakeholders
- Identifying a defined risk mitigation process
- Monitor and review all risk dealings

Identified Risks are recorded in Council's Risk Register. The Register details the risk, a description, analysis, planning and tracking and control, as well as the current status. Council's Risk Register is continually updated with new risks and changes to existing risks.

Council's current Risk Management Strategy, together with the Risk Management Policy, provides a systematic approach to identifying, analysing and mitigating risks. It identifies areas for audit including, but not limited to, business continuity management and procurement policy compliance. It also addresses items such as:

- Risk management culture and branding
- Communication and training
- Best practice in risk management
- Responsibilities of and to internal and external stakeholders
- Risk registers and risk management software development
- The Council planning cycle, budget cycle and annual audit cycle
- A performance measurement system to determine the effectiveness of the framework

The Strategy is scheduled for review during early 2016-17.

Council, in conjunction with the Audit and Risk Advisory Committee, has developed a review program. Ongoing reviews of policies, internal controls and standards against the Risk Management Strategy are reported to the Audit and Risk Advisory Committee on a quarterly basis.

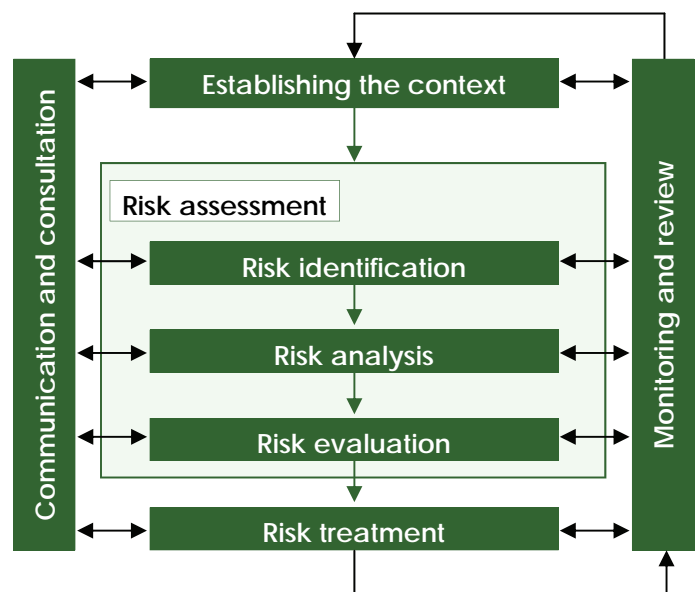
We are committed to a continuous process of review of risk across all areas of operation. In conjunction with the Audit and Risk Advisory Committee a review program has developed.

Council has made progress towards meeting the target completion dates for organisation-wide risk assessments, however with the resignation of Council's Risk Officer, our progress toward meeting these targets has been delayed. It is anticipated these will be completed by mid 2017.

In December 2015 Council endorsed the Mansfield Shire Risk Management Strategy 2014-17. The Strategy outlines Council's systematic method used to identify, analyse, evaluate, treat, monitor and communicate key risks associated with Council responsibilities in order to minimise unexpected losses and maximise opportunities. Council's Risk Management Framework is currently under development and will be completed by mid 2016.

Ongoing reviews of policies, internal controls and standards against the Risk Management Strategy are reported to the Audit and Risk Advisory Committee on a quarterly basis.

Under the Australian and New Zealand Standard, a risk management process follows a systematic application of policy, procedures and practices to the tasks of context identification, analysis, evaluation, treatment, monitoring and communication. The following diagram illustrates how Council addresses potential risks through this process.



Continuous service improvement

The *Local Government Act 1989* requires councils to comply with six Best Value principles and to report to the community at least once a year on how they have achieved this.

These principles are based on:

- Specific quality and cost standards for every Council service
- Responsiveness to community needs
- Accessibility and appropriately targeted services
- Continuous improvement
- Regular community consultation on all services and activities
- Frequent community reporting

Rather than treat Best Value as a separate compliance obligation, Council has adopted a 'whole of organisation' approach to embedding the six Best Value principles into all Council operations. These principles are also linked strongly to our Council Plan Themes and Strategic Planning process.

Council has responded to the Best Value Principles in a number of ways, for example :

- Community consultation through regular meetings with our outlying communities

- The establishment of a Customer Service Charter that sets out our service standards and explains what our customers can do if they believe service has not been delivered to our set standards
- Inviting feedback on plans and initiatives such as the closing of local roads to through traffic, draft Footpath Strategy, draft Transportation Strategy, 2015-16 Budget
- Comparative figures throughout this Annual Report
- Regular reporting through Council's Facebook page
- Reporting to the community through Council's weekly column in the local newspaper, 'Mansfield Matters'

In addition to this "whole of Council" approach, Council has undertaken continuous improvement by way of:

- Regular communication via Council's social media Facebook page in an effort to continually engage with our community
- Continuation of streamlining Council's organisational policies and procedures

To ensure ongoing value for money, tendering for major services and works is undertaken in line with Council Policy to ensure that our community receives the best value for the services we provide.

Customer Service Charter

We are committed to providing our customers with consistently professional, friendly and high-quality service that meet the needs and expectations of our community.

In April 2016 we launched our Customer Service Charter as a way of demonstrating our commitment to delivering the best customer service for all customers at all times. The Charter was developed to further build and enhance relationships and partnerships with our community and customers, and enables a system of continuous improvement to our levels of customer service.

Our Customer Service Charter can be viewed via our website at www.mansfield.vic.gov.au



Policies, strategies and plans

The following policies, strategies and plans were endorsed by Council during 2015-16 and demonstrate that Council has responded to the Best Value Principles:

Document	Date Adopted/Endorsed
Purchasing Card Policy and Procedures review	1 July 2015
Public Spaces Trading Policy review	21 July 2015
Financial Hardship, Rate and Debtor Relief Policy review	21 July 2015
Lake Eildon Recreational Boating Facilities Improvement Plan	21 July 2015
Mansfield Shire Environment Priority Plan	15 September 2015
Statutory Planning Applications - Referral to Council Policy	20 October 2015
Mansfield Shire Annual Report 2014-15	20 October 2015
Privacy and Data Protection Policy and Procedures review	17 November 2015
Gifts, Benefits and Hospitality Policy	15 December 2015
Fraud Prevention and Control Policy review	15 December 2015
Procurement Policy review	15 December 2015
Waste Management Services Policy review	15 December 2015
Community Group Loan Guarantee Policy and Procedures	15 December 2015
Risk Management Strategy 2013-17	15 December 2015
Election (Caretaker) Period Policy - General Election Policy	16 February 2016
Records Disposal Policy and Procedures review	7 March 2016
Complaint Resolution Policy and Procedures	16 March 2016
Customer Service Charter and Policy review	19 April 2016
Protected Disclosure Policy and Procedures review	19 April 2016
Mansfield Shire Community Local Law No. 2 - Meeting Procedures and Common Seal 2016	19 April 2016
Volunteering Policy	17 May 2016
Retentions, Deposits, Bonds and Securities Policy review	1 June 2016
Firearms Storage and Use Policy	1 June 2016
Emergency Resilience Policy	1 June 2016
Vehicle Fleet Policy and Procedures review	28 June 2016
Mansfield Shire Council Plan 2013-17	28 June 2016
Mansfield Shire Budget 2016-17	28 June 2016
Mansfield Shire Councillor Code of Conduct and Councillor Charter 2016	28 June 2016

Statutory information

Charter of Human Rights

The Victorian Charter of *Human Rights and Responsibilities Act 2006* is a law that protects the human rights of all people in Victoria.

The Charter requires all public authorities and their employees to act compatibly with human rights in the delivery of services and when making decisions.

Mansfield Shire Council recognises and respects that everyone has the same human rights entitlement to allow them to participate in and contribute to society and our community. We recognise that all persons have equal rights in the provision of, and access to, Council services and facilities. We also recognise that, at times, such rights may be limited, insofar as to strike a balance between individual rights and the protection of public interest.

The Human Rights Charter complements other laws such as Equal Opportunity legislation and protects basic rights such as freedom of speech, freedom from forced work and freedom from degrading treatment which previously had no legal protection. The Charter sets out a list of twenty rights that assist all people to live with freedom, respect equality and dignity.

Some of the initiatives undertaken in 2015-16 in relation to our Equal Opportunity and Human Rights Policy include:

- Campaigning and marching for White Ribbon Day and continuing to advocate for and end to violence against women
- Involvement in Naidoc Week celebrations
- Over 50 young people from Yooralla Mansfield, Dame Pattie Menzies Centre in Alexandra, Goulburn Options, Seymour and Mansfield Secondary College took part in the Council co-ordinated 'Get Fit and Active Sports Days – Winter Challenge' through the Rural Access Program
- An assessment and subsequent endorsement of the Mansfield Shire Community Local Law No 2 - Meetings Procedures and Common Seal was undertaken against the Charter to ensure its principles were upheld and reinforced by the Local Law

Disability Act Victoria 2006

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.

The Act requires each Council to develop a Disability Action Plan and report annually on its implementation. Council's Disability Action Plan is incorporated into its Access and Inclusion Plan.

Council's Access and Inclusion Plan 2011 provides a set of principles, goals and responsibilities that outline the way in which Council commits to work in order to remove barriers for those with a disability. Similarly, 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.

Carer's Recognition Act 2012

Council has taken all practicable measures to comply with its responsibilities as outlined in the *Carers Recognition Act 2012* by:

- Promoting the principles of the Act to the people (and families) in a caring relationship
- Informing staff of the requirements of the Act at staff meetings
- Clearly defining the carer role and relationship to all staff including Community Care Workers
- Involving carers in all review processes with the clients, as well as seeking their specific feedback
- Reviewing necessary policies and practice guides to include the recognition of the carer and the care relationship

Domestic Animals Management Plan

The *Domestic Animals Act 1994* requires that councils must prepare a Domestic Animal Management Plan at four yearly intervals. This Plan is prepared in accordance with the requirements and responsibilities under the *Domestic Animals Act 1994*, *Impounding of Livestock Act 1994*, Council's Community Local Law and relevant policies. Accordingly, Council's Domestic Animal Management Plan 2012-16 continues to guide Council in its requirements and responsibilities in relation to domestic animal management.

The Plan identifies strategies and actions to implement the vision, aims and objectives for animal management and contains recommendations for a wide range of actions to be undertaken by Council in a programmed approach.

Road Management Act 2004

Council, as a road authority, is required under Section 22 of this Act to publish a copy or summary of any direction received from the Minister in its annual report. No directions were received from the Minister in 2015-16.

Food Act 1984

In 2015-16 Council received no written direction from the Minister of Health in relation to any matters concerning the administration of the *Food Act 1984*.

Legislation that impacts Council

Council has responsibilities under a wide range of Victorian and Commonwealth legislation. Some of the key Acts and Regulations that affect Council are as follows:

- *Building Act 1993*
- *Environment Protection Act 1970*
- *Freedom of Information Act 1982*
- *Infringements Act 2006*
- *Local Government Act 1989*
- *Occupational Health and Safety Act 2004*
- *Planning and Environment Act 1987*
- *Privacy and Data Protection Act 2014*
- *Protected Disclosure Act 2012*
- *Public Health and Wellbeing Act 2008*
- *Road Safety Act 1986*
- *Subdivision Act 1968*
- *Valuation of Land Act 1960*

Documents available for public inspection

In accordance with the *Local Government Act 1989* and Regulation 12 'Documents to be made available for public inspection' in the Local Government (General) Regulations 2015, Council is required to have the following list of documents available for public inspection:

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than 3 days) undertaken in an official capacity by Councillors or any other member of Council staff in the previous 12 months, including the names of the Councillors or members of Council staff and the date, destination, purpose and total cost to the Council of the overseas or interstate travel, including accommodation costs
- Agendas for and minutes of ordinary and special meetings held in the previous 12 months kept under section 93 of the Act except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act
- Minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months except if the minutes relate to parts of meetings which have been closed to members of the public under section 89 of the Act
- A register of delegations kept under sections 87 and 98 of the Act, including the dates on which the last reviews under sections 86(6) and 98(6) of the Act took place
- Details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease;
- A register of authorised officers appointed under section 224 of the Act
- A list of donations and grants made by the Council during the financial year including the names of persons or bodies which have received a donation or grant and the amount of each donation or grant

In accordance with section 222 of the *Local Government Act 1989* inspection of these documents can be arranged by contacting our Customer Service staff on (03) 5775 8555 or visiting the Mansfield municipal office, 33 Highett Street, Mansfield, during business hours.

Information management

Information Privacy

Council's Information Privacy and Data Protection Policy and Information Security Policy are based on principles outlined in the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*, and governs Council's approach to managing personal information. The Policies state that personal information is only used and disclosed for Council purposes or where required or allowed by other laws. The information is held securely and is protected from inappropriate disclosure. Council reviewed its Privacy and Data Protection Policy on 17 November 2015.

Enquiries about access to personal information should be addressed to: Privacy Officer, Mansfield Shire Council, Private Bag 1000, Mansfield Vic 3724.

Council believes the responsible handling of personal information is a key aspect of democratic governance and we are strongly committed to protecting an individual's right to privacy.

During 2015-16 no complaints in relation to the mishandling of personal information were received by Council.

Freedom of Information

The *Freedom of Information Act 1982* grants the community the right to access certain Council documents. This general right of access is only limited by exceptions and exemptions, which have been prescribed to protect essential public interests and the private and business affairs of people about whom Council holds information.

The Act has four principles:

1. The public has the right of access to information
2. Local governments are required to publish information on the documents they hold
3. People may request that inaccurate, incomplete, out-of-date or misleading information in their personal records be amended
4. People may appeal against a decision not to give access to the information or not to amend a personal record

Certain documents or parts of documents kept by Council are exempt from disclosure under Part IV of the *Freedom of Information Act 1982* when they fit into one of the following exemption categories:

- Some internal working documents
- Law enforcement documents
- Documents considered by the Council at a closed meeting including any deliberations or decisions (section 38a)
- Documents covered by legal professional privilege, such as legal advice
- Documents containing personal information about other people
- Documents containing information provided to an agency in confidence
- Documents containing information provided to an agency by a business where disclosure would cause unreasonable disadvantage
- Documents covered by secrecy provisions in other legislation

Certain documents, depending on their content, are regularly transferred to the Public Records Office of Victoria, or destroyed, in accordance with the *Public Records Act 1973*.

Accessing records

Council's Freedom of Information Officer responds to requests for access to documents held by Council. Applicants seeking access to documents are required under the Act to be addressed to: Freedom of Information (FOI) Officer, Mansfield Shire Council, Private Bag 1000, Mansfield Vic 3724.

The request must specify the document(s) required or if unable to do so, give sufficient detail to enable the relevant document to be located, the form of access required and include details of the applicant's contact details.

Applications must be accompanied by the prescribed fee of \$27.90 (effective from 1 July 2016).

Alternatively, a request can be made using Council's FOI Application Form, available from Council's website: www.mansfield.vic.gov.au/councilservices/governance/freedom-of-information-act

Documents available for inspection

A range of documents and publications may be downloaded from our website, www.mansfield.vic.gov.au. These documents include newsletters, policies, plans and projects. If there are other documents currently not available via Council's website that members of the public would like to inspect, they should contact (03) 5775 8555.

Freedom of Information Appeals

Applicants may appeal against a decision made in response to requests for access to documents and amendment of records, or against the cost levied for allowing access to documents. Information about the appropriate process of appeal will be conveyed to the applicant in the initial decision letter. Applicants should consult Part IV of the Act for further information about appeal rights.

Freedom of Information (FOI) Requests

The *Freedom of Information Act 1982* provides the opportunity for public access to Council documents. The information provided below pertains to the number of requests received during 2015-16.

FOI Requests to Council	2013-14	2014-15	2015-16
Total Number of requests received	5	6	3
Number of requests transferred to another Agency	1	2	1
Requests where access was granted in full	1	5	1
Requests where access was granted in part	3	1	0
Request where access was denied in full	0	0	1
Number of requests withdrawn or not proceeded with	0	0	0
Number of requests not proceeded with	0	0	0
Number of requests where no documentation was available	0	0	1
Number of requests still under consideration	0	0	0
Number of Appeals lodged at VCAT	0	0	0

Protected Disclosure

We recognise the value of transparent and accountable administration and management practices, and support disclosures that reveal corruption, mismanagement or conduct involving a substantial risk to public health and safety or the environment. Such conduct can be reported to our Protected Disclosure Officer on (03) 5775 8555.

Council has implemented its Protected Disclosure Policy to establish a system to facilitate the making of disclosures of improper conduct or detrimental action by Mansfield Shire Council or

its employees. The procedure for making a disclosure can be found on Council's website at: www.mansfield.vic.gov.au/councilservices/governance/protected-disclosure-act

Alternatively, disclosures may be made to the Independent Broad-based Anti-Corruption Commission (IBAC) on 1300 735 135. Under this Act, all disclosures about Councillors should be directed to IBAC.

The *Protected Disclosure Act 2012* requires reporting against the criteria below. No Protected Disclosures were received in 2015-16.

Protected Disclosure Reporting Criteria	2013-14	2014-15	2015-16
Disclosures made to the public body during the year	0	0	0
Disclosures referred during the year by the public body to IBAC for determination as to whether they are protected disclosure complaints	0	0	0

Asset management and our responsibilities

Council is responsible for an extensive range of infrastructure assets such as buildings, roads, bridges, parks, recreational facilities and drainage.

Asset Management Strategy

We implement asset management plans for a number of key asset types, which provide a formalised approach to asset management and defines the principles and methodology upon which the long-term Capital Works Program is developed. Asset management plans ensure that Council continues to meet its financial and service obligations in the ongoing management and maintenance of its infrastructure assets.

There is a significant amount of cost involved in delivery of services to the community involving assets ranging from roads and bridges to recreation areas. Council understands that cost effective utilisation of its budget sourced from ratepayers, governments departments and service users is more important than ever.

Asset management has long been seen as the management of infrastructure with little consideration of the service the infrastructure is supporting.

We are developing a suite of documents under the adopted Asset Management Policy to direct asset management practices, identify required expenditure to keep services at an acceptable standard and plan for the future.

Council reviews performance of operations and maintenance related to the management of assets and compliance against Council-adopted Asset Management Plans, in particular roads and road related areas currently based on Council's Municipal Road Management Plan.

Asset Management Systems

Council utilises the AssetAsyst software package to track road, footpath and building assets. AssetAsyst provides both a register of these assets as well as supporting inspection and defect tracking and management against these assets.

Bridge asset registers are maintained with the Moloney Asset Management System. Stormwater drainage is maintained within Council's Geographic Information System.

Assets are mapped within the Council's Geographic Information System to aid Council officers to easily identify location of assets.

Assets Under Management

Roads

Council is the formal road management authority for 244km of sealed roads, 584km of unsealed roads and 89km of footpaths within the Shire. These have a replacement value of \$75.5m. Council inspects these roads and footpaths, and rectifies issues according to the standards set out in the its Road Management Plan.

Frequency of inspection is dependent on the class of road, but is normally between two and four times per year. This includes one night inspection.

We conduct condition inspections of our roads and footpaths on a three year cycle to assist in identifying roads in need of renewal work such as reconstruction, resealing and resheeting.

Annual resealing and resheeting work on roads in the poorest condition is undertaken to bring them back to standard. Appropriate identification of these roads is important for effective use of ratepayer funds. We also undertake regular maintenance work over the year on all roads. This maintenance includes grading, clearing of drains, rectification of potholes and other road defects, replacement of signs and clearing of vegetation. The maintenance work is a combination of planned work and in response to issues identified through inspections and through reports from the public.

Bridges

Council maintains 35 road bridges, intended to support vehicle traffic. These cross creeks and rivers in the Shire, and have a replacement value of \$8.5m. The bridges fall into three broad construction types:

- primarily timber decking and pylons with steel structural members
- steel decking and structural members with concrete pylons
- all-concrete construction

These structures correspond to three main eras of bridge construction in the Shire: pre-1940s, 1950s to 1960s construction and 1990s onwards. Replacement for bridges are now planned as either all-concrete construction or as culverts where possible.

Council maintains a further 20 foot bridges, including bridges on the Great Victorian Rail Trail. These have a replacement value of \$5.6m, although this figure is distorted by the Bonnie Doon Rail Trail bridge, which has a replacement value of over \$3m - a legacy of its history as a rail bridge, coupled with its sheer size.

Culverts and floodways

81 major culverts, 10 flood-ways and a substantial number of smaller culverts under roadways are also maintained by Council.

Maintenance program

Our maintenance program is intended to prolong the lifespan of bridges and to ensure that they remain serviceable for the appropriate traffic.



Mansfield Playground in Highett Street.

We inspect all bridges and major culverts on an annual basis, identifying maintenance and repair work. The majority of work required is for replacement and repair of signage, clearing of intruding vegetation and ensuring water flow.

A program of remediation of expansion joints and approaches on a number of the bridges to protect the substructures from weathering and water ingress is undertaken. When more significant defects have been identified, a structural assessment is undertaken by qualified bridge engineers and appropriate repair undertaken.

Council's stormwater drainage system serves Mansfield, Jamieson, Bonnie Doon, Sawmill Settlement and parts of Merrijig around Changue Road and Alpine Ridge. It comprises over 1,850 pipe connections, with approximately 39km of pipe. These pipes are connected to over 1,900 pits. The network is continually growing as new developments take place. The replacement value of the network is \$14.1m.

Inspection and cleaning operations are undertaken on all pits within the drainage network. This helps to ensure that the drainage effectively carries stormwater, and that necessary repairs are identified early.

Council manages a range of buildings including community facilities, offices and the Shire depot. All buildings are inspected annually, with some community-focussed buildings receiving bi-annual inspections. The inspections are to identify maintenance, safety and risk issues. Any work resulting from the inspections is scheduled according to priority or listed for consideration in the capital works program.

We manage and maintains parks, reserves and playgrounds around the Shire, as well as garden beds in some street areas and around Council buildings. Weekly inspections are undertaken on playgrounds to identify safety issues, and to determine required preventative maintenance. Parks, reserves and gardens are not formally inspected, however, maintenance work is undertaken on these facilities all year round and issues are identified as they arise.

Crown Land Reserves

Crown land reserves provide for the effective management of Crown land for various public purposes. Crown Land is a community resource managed by a variety of government agencies at state and local level. Council is the designated manager for a range of reserves within the Shire, enabling it to provide all residents, ratepayers and visitors with access to a range of recreational, social and cultural activities, as well as support for Council activities.

Council is directly responsible for the management and maintenance of a number of Crown land reserves across the municipality, including (but not limited to):

- Dry Creek Road Reserve
- Jamieson Tennis Courts
- Jamieson Public Purposes Reserve - Perkins Street river frontage
- Jamieson Recreation Reserve
- Lords Ground, Mansfield
- Maindample Recreation Reserve
- Mansfield Railway Station
- Mansfield Mechanics Institute and Old Library Building
- Great Victorian Rail Trail - Merton to Mansfield
- Woods Point Conservation Reserve

Council Owned Buildings and Facilities

Council owns major buildings or complexes and public amenity buildings throughout the Shire with an overall value of \$23,812,331. These include:

- Bonnie Doon Community Centre
- Former Bonnie Doon Public Library
- High Country Visitor Information and Interpretive Centre, Mansfield
- Jamieson Memorial Hall
- Mansfield Botanic Park
- Mansfield Café Connect
- Mansfield Community Centre
- Mansfield Family and Children's Centre
- Mansfield Historical Society
- Mansfield Library
- Mansfield Old Infant Welfare Centre
- Mansfield Pre-School
- Mansfield Recreation Reserve
- Mansfield Resource Recovery Centre
- Mansfield Trans-shipment Yards
- Mansfield Shire Municipal Depot
- Mansfield Shire Municipal Office
- Mansfield Sporting Complex
- Mansfield State Emergency Services (SES) Building
- Mansfield Swimming Pool



Jamieson Memorial Hall.

Governance and management checklist

The Minister for Local Government under the authority of the *Local Government Regulations (Planning and Reporting) Act 2014* requires every council to present the following checklist:

Governance and Management Items	Assessment	Yes/No
1. Community Engagement Policy (<i>outlining Council's commitment to engaging with the community on matters of public interest</i>)	Individual departments have their own guidelines on community engagement processes, however we will be developing a Council policy during 2017-18.	<input checked="" type="checkbox"/>
2. Community Engagement Guidelines (<i>to assist staff to determine when and how to engage with the community</i>)	Individual departments have their own guidelines as to what types of engagement are to be utilised.	<input checked="" type="checkbox"/>
3. Strategic Resource Plan (<i>under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years</i>)	Adopted in accordance with section 126 of the Act. Date of adoption: 28 June 2016	<input checked="" type="checkbox"/>
4. Annual Budget (<i>under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 2 months and the funding and other resources required</i>)	Adopted in accordance with section 130 of the Act. Date of adoption: 28 June 2016	<input checked="" type="checkbox"/>
5. Asset Management Plans (<i>that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years</i>)	Road Management Plan Date of adoption: 17 March 2016 Draft plans for other assets have been developed but have not yet been adopted by Council.	<input checked="" type="checkbox"/>
6. Rating Strategy (<i>setting out the rating structure of Council to levy rates and charges</i>)	Current Strategy in operation. Date of operation of current Strategy: 16 June 2015	<input checked="" type="checkbox"/>
7. Risk Policy (<i>outlining Council's commitment and approach to minimising the risks to Council's operations</i>)	Current Policy in operation. Date of operation of current Policy: 16 June 2014	<input checked="" type="checkbox"/>
8. Fraud Policy (<i>outlining Council's commitment and approach to minimising the risk of fraud</i>)	Current Policy in operation. Date of operation of current Policy: 15 December 2015	<input checked="" type="checkbox"/>
9. Municipal Emergency Management Plan (<i>under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery</i>)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> . Date of preparation: 19 May 2015	<input checked="" type="checkbox"/>
10. Procurement Policy (<i>under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works</i>)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> . Date of approval: 15 December 2015	<input checked="" type="checkbox"/>
11. Business Continuity Plan (<i>setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster</i>)	No plan The draft of the Plan is nearing completion.	<input checked="" type="checkbox"/>

Governance and Management Items	Assessment	Yes/ No
12. Disaster Recovery Plan (<i>setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster</i>)	Current Plan in operation. Date of operation of current plan: 16 November 2015	<input checked="" type="checkbox"/>
13. Risk Management Framework (<i>outlining Council's approach to managing risks to the Council's operations</i>)	Current Framework in operation. Date of operation of current framework: 15 December 2015	<input checked="" type="checkbox"/>
14. Audit Committee (<i>advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements</i>)	Committee established in accordance with section 139 of the Act. Date of establishment: 15 April 2003 2015-16 meetings: 25/8/15, 23/11/15, 22/2/16, 23/5/16	<input checked="" type="checkbox"/>
15. Internal Audit (<i>independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls</i>)	A tender process to facilitate the appointment of an internal auditor was undertaken in June 2016.	<input checked="" type="checkbox"/>
16. Performance Reporting Framework (<i>a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act</i>)	Current Framework in operation. 16 February 2016	<input checked="" type="checkbox"/>
17. Council Plan reporting (<i>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</i>)	Current Plan adopted by Council 28 June 2016.	<input checked="" type="checkbox"/>
18. Financial Reporting (<i>quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure</i>)	Statements presented on a quarterly basis to Council in accordance with section 138 (1) of the Act—27/7/15, 16/2/16, 17/5/16	<input checked="" type="checkbox"/>
19. Risk Reporting (<i>six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies</i>)	Reports prepared and presented quarterly to the Audit and Risk Advisory Committee.	<input checked="" type="checkbox"/>
20. Performance Reporting (<i>six-monthly reports of indicators measuring results against financial and non-financial performance, including the performance indicators referred to in section 131 of the Act</i>)	16 February 2016	<input checked="" type="checkbox"/>

Governance and Management Items	Assessment	Yes/ No
21. Annual Report (<i>annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements</i>)	Endorsed by Council in accordance with section 134 of the Act. Date of endorsement: 20 October 2015	<input checked="" type="checkbox"/>
22. Councillor Code of Conduct (<i>Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors</i>)	Reviewed and adopted by Council in accordance with section 76C of the Act. Date of endorsement: 28 June 2016	<input checked="" type="checkbox"/>
23. Delegations (<i>a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegate</i>)	Reviewed in accordance with section 98(6) of the Act. Dates of review: Council to CEO - 19 January 2016 Council to Council Staff -19 January 2016 CEO to Council staff - 20 January 2016 Instrument of Appointment and Authorisation - 6 June 2016	<input checked="" type="checkbox"/>
24. Meeting Procedures (<i>a local law governing the conduct of meetings of Council and special committees</i>)	Meeting procedures local law made in accordance with section 91(1) of the Act. Date local law made: 19 April 2016	<input checked="" type="checkbox"/>

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



Signature of Chief Executive Officer:
(Alex Green)

Date: 30 June 2016



Signature of Mayor:
(Cr Paul Sladdin)

Date: 30 June 2016

Community consultation and representation

Council has a program of consultation that occurs through a variety of mechanisms, including Councillor representation on a range of committees.

The *Local Government Act 1989* acknowledges the need for Special Committees (in accordance with section 86 of the Act) and Advisory Committees, made up of Councillors, Council staff and other persons. Each December at a Special meeting of Council, Councillors are appointed as Council representatives on a range of committees and networks. Council has no Special Committees.

Mansfield Shire has four Advisory Committees, as listed below:

Committee	Councillor	Meeting Frequency	Purpose/Comments
Audit and Risk	Mayor and Cr Russell Bate	Quarterly	To review financial and risk management systems and assist Council to carry out its corporate governance responsibilities. It has an independent member as the Chair. The Chief Executive Officer and Finance and Information Services Manager are a non-voting members.
Environment	Cr Ellen Hogan	Bimonthly	To advise upon and facilitate the improvement and expansion of Council's environmental management and sustainable development programs and policies to ensure Council is undertaking and promoting environmental conservation and sustainable resource use practices.
Mansfield Sport and Recreation	Cr Marg Attley	Bimonthly	To advise Council on strategic matters pertaining to the development, use and maintenance of the two Crown Reserves - Mansfield Recreation Reserve and the Lords Reserve.
Mansfield Parks and Precincts	Cr Ellen Hogan	Bimonthly	To advise Council on strategic matters pertaining to the development, use and maintenance of public use land in Mansfield township and corridors extending from Mansfield.

Council representation on other committees

In addition to the previously listed Advisory Committees, Councillors represent the Council on the following other committees and groups:

Active Mansfield Network	Mansfield Mt Buller Regional Tourism Association
Australia Day Committee	Mansfield Telecommunications Advocacy Group
Café Connect Management Committee	Municipal Association of Victoria
High Country Councils' Coalition	Municipal Emergency Management Planning Committee
High Country Library Corporation	Municipal Fire Management Planning Committee
Hume Regional Local Government Network	NETracks LLEN (Local Learning and Employment Network)
Lake Eildon Land and On Water Management Plan Implementation Committee	Victorian Local Governance Association

Community grants and Council memberships

Community Matching Fund - Grants to Community Groups

To assist the community undertake cultural, recreational, environmental and community support projects and activities, Council provides grants to not-for-profit community groups under its Community Matching Fund (CMF).

In 2015-16, \$38,061 was allocated to 12 organisations across the Shire to assist community groups with a variety of projects, ranging from minor maintenance to sporting clubs to supporting community events.

Community Matching Fund	\$ Amount
Mansfield Tennis Association	5,500
Mansfield Community Men's Shed	1,407
Mansfield Bowls Club Inc.	5,500
Country Women's Association (Mansfield Branch)	5,500
Bonnie Doon Community Group Inc.	2,302
1st Mansfield Scout Group (Scouts Victoria)	1,546

Community Matching Fund	\$ Amount
Barjarg Community Support Group	5,500
Glenroy-Merrijig Rural Fire Brigade	2,545
Merton Recreation and Memorial Hall Reserves Inc.	5,500
Friends of the Bonnie Doon Churches	900
Mansfield Kindergarden	1,004
Mansfield Senior Citizens	857
TOTAL	38,061

Council memberships

Council is a member in a number of forums including the following key memberships:

Organisation	\$ Amount
Cemeteries and Crematoria Association	350
Association for Children with a Disability	50
Council Aborigiculture Victoria Inc	60
Environment Health Professionals Australia	350
Institute of Public Works Engineering Australia Ltd	275
Local Government Professionals Inc	1,260
Mansfield Mt Buller Regional Tourism Board	2,000
Meals on Wheels Victoria	80
Municipal Association of Victoria	21,410
Municipal Association of Victoria Technology Group	487
Municipal Association of Victoria - Spatial Capability Program	1,100

Organisation	\$ Amount
Municipal Association of Victoria - Electronic Content Management Step Program	3,500
Municipal Works Operations Association	77
North East Authorised Council Officers Association	200
Personnel Development Project Inc. (NERDS)	1,920
Play Australia	321
Revenue Management Association	190
School Crossings Victoria Inc	95
Victorian Local Governance Association	3,025
Rural Housing Network	10
Volunteering Victoria	65
TOTAL	36,825

Customer service management

Council places a strong focus on customer service and responding to the needs of the community in a timely, efficient and courteous manner.

Council's Customer Service Charter, adopted in April 2016, demonstrates Council's commitment to deliver the best customer service for all customers at all times, and in doing so, recognise our preparedness for ongoing accountability and continuous improvement.

In March this year we established Council's Complaint Resolution Policy, designed to facilitate a fair and equitable resolution of all Mansfield Shire customer complaints. A resolution process is provided to those making a complaint and it also informs our customers of the avenues of appeal/redress available to them if they are not satisfied with the outcome, decision or action in relation to their complaint.

Our Customer Service Officers assist with:

- All first contact telephone calls and counter enquiries
- All payments
- Rate enquiries
- Animal registrations
- Disabled Parking permits
- Permit applications for Local Laws, Building and Planning
- VicRoads Agency, providing Learner Driver Licensing testing and renewal of licences

Members of the public are welcome to visit the municipal office during business hours. If a member of the public wishes to speak with a Councillor or Council officer, it is advisable to telephone in advance and make an appointment.

Our service commitment

Our customers should expect nothing less than the best possible service every time they deal with our Councillors or a member of Council staff.

As part of our commitment to our customers, stakeholders, ratepayers, residents and visitors, we are committed to the provision of timely, efficient, and consistent service that meet our customers' expectations.

Mansfield Shire Council can be contacted on weekdays between 8.15am and 5.00pm on (03) 5775 8555, except on public holidays. An on-call duty officer can be contacted outside of these times on the same number.

Council has an information kiosk located in the reception of the municipal office that allows users to view Council documents electronically and also provides access to Council's internet site. The kiosk frees up Customer Service Officers to enable them to provide more efficient service delivery.

Our customers assist by:

- Letting us know if they cannot keep an appointment
- Having relevant information ready when making an enquiry (such as invoice details, date of service required)
- Providing suggestions to improve Council's services and facilities

Council is committed to working in partnership with our customers and community to deliver excellent service through dedication, innovation and continuous improvement. Our staff provide friendly, prompt and professional customer service each time we are contacted.

We place great emphasis on the efficient handling of complaints we may receive, however residents who feel they have not been effectively responded to can escalate the issue by requesting to speak to the manager of the relevant department.

Council handles personal information in accordance with privacy laws and will use that information only for the purposes of handling any enquiry or complaint unless the resident gives express permission for it to be used for other Council purposes.

Occupational health and safety

For Mansfield Shire Council to successfully manage its Occupational Health and Safety (OHS) outcomes, it requires strong structural foundations to be in place, as well as commitment at senior management levels. This includes a strong understanding of our legal obligations, an effective OHS Committee structure, supportive processes and policies, a clear strategy and effective reporting mechanisms.

Employee Health and Safety

The health and wellbeing of our employees is a key focus for Council. We are currently governed by the *Victorian Occupational Health and Safety Act 2004*, and we also continue to develop our own health and safety management systems.

We promote a workplace environment that is safe and without risk to employees' health through the proactive management of health and safety systems and an effective return to work process.

Occupational Health and Safety (OHS) Committee

OHS committees are vital for workplace safety. Council's OHS Committee comprises seven staff representatives and three managers. The Committee meet bi-monthly and will take, upon request, any issue that a member of staff raises with them.

The main objectives of this Committee are:

- To create an active interest in health and safety in the workplace amongst all employees and contractors
- To facilitate co-operation between management, employees and contractor's through consultation in instigating, developing and carrying out measures designed to ensure the health and safety of all employees, contractor's and visitors who work in or use Council's facilities
- To formulate, review and disseminate to employees and contractor's the standards, rules and procedures relating to health and safety, which are to be carried out or complied with at the workplace

- To monitor occupational health and safety initiatives across the organisation
- To examine accident reports and to suggest way to prevent recurrence
- To provide a forum for the formulation and discussion on health and safety policies and procedures
- To provide a forum for consultation on proposed changes that may affect the health and safety of employees, contractors and visitors in the workplace
- To advise on safe working practices on new and existing machines and processes
- To advise on the wearing, correct use, maintenance and replacement of protective clothing and equipment (where appropriate)
- To monitor the results of inspections of all areas of the plant and workplaces
- To advise on safety training and education

In line with Council's strong focus on workplace health, safety and wellbeing, a number of initiatives were undertaken during 2015-16 in an attempt to reduce workplace injuries, including:

- Ergonomic assessments of 67 staff were undertaken to assess personal posture and workstation setup across three locations
- Council engaged Road Safe Goulburn Valley to provide education to staff through their 'Looking After Your Mates' initiative. This is an interactive presentation that aims to identify strategies to reduce the incidence of driving under the influence of drugs and alcohol in local communities
- Manual handling risk assessments
- Continuation of the Employee Assistance Program (for employees experiencing personal or work related difficulties)
- Employee health checks and flu shots

A photograph of a race car pit stop. In the foreground, two white balloons with black and white checkered patterns are tied to a black pole. The balloons are positioned in front of a blue race car. A man in a white t-shirt and sunglasses is leaning over the car, and another man in a dark jacket is standing next to him. The background is a blurred outdoor setting with trees and other people. A semi-transparent purple box is overlaid on the left side of the image, containing the text "Our finances".

Our finances

Understanding the Financial Report

Council's Financial Report shows how Council performed financially during the 2015-16 financial year and the overall position at the end of the financial year (30 June 2016).

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.

Council is committed to accountability. It is in this context that this "plain English guide" has been developed to assist readers understand and analyse the financial report. Further, Council has set out a glossary with a view to assist readers who may not be familiar with reading financial statements.

What is contained in the Annual Financial Statements?

The Financial Statements are made up of two main sections, namely; the main statements and the notes. There are five main statements and 35 notes. These statements and notes are prepared by Council staff, examined by Council's Audit and Risk Advisory Committee and by Council. They are then audited by the Victorian Auditor-General.

The five main Statements are included in the first few pages of the report;

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.

Comprehensive Income Statement

The Comprehensive Income Statement is sometimes referred to as a "Profit and Loss Statement", and shows:

- The sources of Council's revenue under various income headings
- The expenditure incurred in running the 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 value is the value of the assets used up during the year

Surplus and (deficit) are equivalent to the profit or (loss) of Council for the year. A surplus means that the revenue was greater than the expense.

Balance Sheet

This Statement is a one page summary which is a snapshot of the financial situation as at 30 June. It shows what the Council owns as assets and what it owes as liabilities. The bottom line of this Statement is net assets. This is the net worth of Council which has been built up since its deamalgamation from the former Delatite Shire in 2002.

The assets and liabilities are separated into current and non-current. Generally, 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:

1. Current and non-current assets

- Cash and cash equivalents include cash and investments, i.e., cash held in the bank and in petty cash, and the value of Council's investments
- Trade and other receivables are monies owed to Council by ratepayers and others
- Prepayments are expenses that Council has paid in advance of the service delivery
- Inventories are stocks held for sale or consumption in Council's services

- Investments in associates accounted for using the equity method represent Council's share of investment in joint venture entities
 - Property, plant and equipment, infrastructure is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc., which has been built up by Council over the years
2. *Current and non-current liabilities*
Trade and other payables are those to whom Council owes money as at 30 June.
- 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 of owing to employees
 - Interest-bearing loans and borrowings are borrowings of Council
3. *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 at 30 June.
4. *Equity*
Total equity always equals net assets. It is made up of the following components:
- Accumulated surplus which is the value of all net assets accumulated over time
 - The use of monies from Council's reserves and transfers to Council's reserves

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

Statement of Cash Flows

The Statement of Cash Flows summarises Council's cash payments and cash receipts for the year. It is presented according to a very specific Accounting Standard and needs some care in analysis. 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:

1. *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 of assets.

2. *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.

3. *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.

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 accounts

The notes are a very important and informative section of the report. The Australian Accounting Standards are not prescriptive in a lot of issues. Therefore, 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 in note 1.

Apart from the accounting policies, 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 main Statements.

Where Council wishes to disclose other information which cannot be incorporated into the main statements, this is 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
- Financial performance indicators

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.

What is the Performance Statement?

The Performance Statement reports on the Council's progress for the financial year against the Strategic Performance Indicators adopted as part of the annual budget. They include financial and non-financial data.

Our external auditors review the evidence and accuracy of the results.

Statements by Principal Accounting Officer and Councillors

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

The Certification of 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 Statements. The opinion covers statutory and professional requirements as well as addressing the fairness aspects of the financial statements.

Auditor: Auditor-General
Level 24
35 Collins Street
Melbourne Vic 3000

Solicitors: Mal Ryan and Glen
P.O. Box 136
Mansfield Vic 3724

Maddocks
140 William Street
Melbourne Vic 3000

Bank: National Australia Bank
45 Reid Street
Wangaratta Vic 3677

Financial statements

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Comprehensive Income Statement

for the year ended 30 June 2016

	Note	2016 \$'000	2015 \$'000
Income			
Rates and charges	3	12,146	11,640
Statutory fees and fines	4	216	207
User fees	5	756	721
Grants - operating	6	2,826	5,856
Grants - capital	6	1,476	2,380
Contributions - monetary	7	282	406
Contributions - non monetary	7	2,428	124
Net gain on disposal of property, infrastructure, plant and equipment	8	6	-
Share of net profits/(losses) of associates and joint ventures	16	(55)	13
Other income	9	483	483
Total income		20,564	21,830
Expenses			
Employee costs	10	8,042	7,906
Materials and services	11	6,760	7,259
Bad and doubtful debts	12	8	1
Depreciation and amortisation	13	2,877	2,886
Finance costs	14	266	252
Asset Revaluation Expense	21	509	-
Net loss on disposal of property, infrastructure, plant and equipment	8	-	14
Other expenses	15	281	294
Total expenses		18,743	18,612
Surplus/(deficit) for the year		1,821	3,218
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	26	(4,586)	844
Share of other comprehensive income of High Country Library Corporation accounted for by the equity method	16	(23)	(2)
Total comprehensive result		(2,788)	4,060

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

Balance Sheet

for the year ended 30 June 2016

	Note	2016 \$'000	2015 \$'000
Assets			
Current assets			
Cash and cash equivalents	17	4,992	6,108
Trade and other receivables	18	1,172	847
Inventories	19	66	45
Other assets	20	216	363
Total current assets		6,446	7,363
Non-current assets			
Trade and other receivables	18	160	78
Investments in regional library corporation	16	163	241
Property, infrastructure, plant and equipment	21	110,349	112,653
Total non-current assets		110,672	112,972
Total assets		117,118	120,335
Liabilities			
Current liabilities			
Trade and other payables	22	1,029	956
Trust funds and deposits	23	651	693
Provisions	24	1,861	1,897
Interest-bearing loans and borrowings	25	407	522
Total current liabilities		3,948	4,068
Non-current liabilities			
Provisions	24	336	199
Interest-bearing loans and borrowings	25	2,949	3,395
Total non-current liabilities		3,285	3,594
Total liabilities		7,233	7,662
Net assets		109,885	112,673
Equity			
Accumulated surplus		39,512	37,674
Reserves	26	70,373	74,999
Total Equity		109,885	112,673

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

Statement of Changes in Equity

for the year ended 30 June 2016

2016	Note	Accumulated		Revaluation	Other
		Total \$'000	Surplus \$'000	Reserve \$'000	Reserves \$'000
Balance at beginning of the financial year		112,673	37,674	74,742	257
Surplus/(deficit) for the year		1,821	1,821	-	-
Share of other comprehensive income of High Country Library Corporation accounted for using the equity method		(23)	(23)		
Net asset revaluation increment/(decrement)	26(a)	(4,586)	-	(4,586)	-
Transfers to other reserves	26(b)	-	(41)	-	41
Transfers from other reserves	26(b)	-	81	-	(81)
Balance at end of the financial year		109,885	39,512	70,156	217

2015		Accumulated		Revaluation	Other
		Total \$'000	Surplus \$'000	Reserve \$'000	Reserves \$'000
Balance at beginning of the financial year		108,414	34,134	73,897	383
Correction in previous years assets	21	198	198	-	-
Adjusted Balance at beginning of the financial year		108,612	34,332	73,897	383
Surplus/(deficit) for the year		3,218	3,218	-	-
Share of other comprehensive income of High Country Library Corporation accounted for using the equity method		(2)	(2)		
Net asset revaluation increment/(decrement)	26(a)	845	-	845	-
Transfers to other reserves	26(b)	-	(43)	-	43
Transfers from other reserves	26(b)	-	169	-	(169)
Balance at end of the financial year		112,673	37,674	74,742	257

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

Statement of Cash Flows

for the year ended 30 June 2016

	Note	2016 Inflows/ (Outflows) \$'000	2015 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		11,965	11,627
Statutory fees and fines		216	207
User fees		788	522
Grants - operating		2,878	5,833
Grants - capital		1,476	2,380
Contributions - monetary		286	402
Interest		181	173
Other receipts		293	278
Net GST refund		860	185
Employee costs		(8,333)	(7,902)
Materials and services		(7,193)	(8,002)
Trust funds and deposits		(42)	-
Other payments		(294)	(296)
Net cash provided by/(used in) operating activities	27	3,081	5,407
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(3,432)	(5,308)
Proceeds from sale of property, infrastructure, plant and equipment		59	68
Financial Assets		-	1,044
Net cash provided by/(used in) investing activities		(3,373)	(4,196)
Cash flows from financing activities			
Finance costs		(263)	(248)
Proceeds from borrowings		-	835
Repayment of borrowings		(561)	(443)
Net cash provided by/(used in) financing activities		(824)	144
Net increase (decrease) in cash and cash equivalents		(1,116)	1,355
Cash and cash equivalents at the beginning of the financial year		6,108	4,753
Cash and cash equivalents at the end of the financial year	28	4,992	6,108
Financing arrangements	28	346	300
Restrictions on cash assets	17	651	693

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

Statement of Capital Works

for the year ended 30 June 2016

	Note	2016 \$'000	2015 \$'000
Property			
Land		-	-
Total land		-	-
Buildings		318	444
Total buildings		318	444
Total property		318	444
Plant and equipment			
Plant, machinery and equipment		187	628
Fixtures, fittings and furniture		9	37
Computers and telecommunications		192	85
Total plant and equipment		388	750
Infrastructure			
Roads		2,189	3,685
Bridges		143	111
Footpaths and cycleways		40	97
Drainage		107	148
Recreational, leisure and community facilities		107	362
Off street car parks		-	72
Total infrastructure		2,586	4,475
Total capital works expenditure		3,292	5,669
Represented by:			
New asset expenditure		541	1,212
Asset renewal expenditure		868	1,145
Asset expansion expenditure		-	-
Asset upgrade expenditure		1,883	3,312
Total capital works expenditure		3,292	5,669

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

Introduction

The Mansfield Shire was established by an Order of the Governor in Council on 28 October 2002 and is a body corporate. The 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, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

NOTE 1 Significant Accounting Policies

(a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 1 (e))
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 1 (k))
- the determination of employee provisions (refer to note 1 (p))
- the determination of landfill provisions (refer to note 1 (q))

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

(b) Changes in accounting policies

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

(c) Accounting for investments in associates

Associates

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

(d) Revenue recognition

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

Rates and Charges

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

Statutory fees and fines

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

User fees

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

NOTE 1 Significant Accounting Policies continued

Grants

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

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

Contributions

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

Sale of property, infrastructure, plant and equipment

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

Interest

Interest is recognised as it is earned.

Other Income

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

(e) Fair value measurement

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

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

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

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

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

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

(f) Cash and cash equivalents

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

(g) Trade and other receivables

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

NOTE 1 Significant Accounting Policies continued

(h) Other financial assets

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

(i) Inventories

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

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

(j) Recognition and measurement of property, plant and equipment, infrastructure, intangibles

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

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

In accordance with Council's policy, the threshold limits detailed in Note 1 (l) have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the amount for which the assets could be exchanged between. 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 on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 21, Property, infrastructure, plant and equipment, and infrastructure.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 3 years. The valuation is performed either by experienced council officers or independent experts.

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

Land under roads

Land under roads is valued at deemed cost. Deemed cost is based on Council valuations at the date of acquired using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services.

Council does not recognise land under roads that it controlled prior to 30 June 2008 that period in its financial report.

NOTE 1 Significant Accounting Policies continued

(k) Depreciation and amortisation of property, infrastructure, plant and equipment and intangibles

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

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

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

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

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

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$'000
Property		
land	-	-
land under roads	-	-
land improvements	20 years	5
Buildings		
buildings	80 years	5
building improvements	80 years	5
Plant and Equipment		
plant, machinery and equipment	5-10 years	1
fixtures, fittings and furniture	2-10 years	1
computers and telecommunications	2-10 years	1
Infrastructure		
road pavements	30-100 years	5
seals and asphalt	15-25 years	5
road formation (95% residual) and earthworks	100 years	5
road kerb, channel and minor culverts	40-80 years	5
bridges deck	130 years	2
bridges substructure	130 years	2
bridges other	130 years	2
footpaths and cycleways	15-100 years	2
drainage	100 years	2

(l) Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

(m) Impairment of assets

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

(n) Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 23).

NOTE 1 Significant Accounting Policies continued**(o) Borrowings**

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

Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date, excluding borrowings associated with superannuation, is used to determine the borrowing costs to be capitalised.

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

(p) Employee costs and benefits

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

Wages and salaries and annual leave

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

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

Long service leave

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

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

The components of this current liability are measured at:

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

Classification of employee costs

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

(q) Landfill rehabilitation provision

Council is obligated to restore Monkey Gully Road site to a particular standard. 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.

NOTE 1 Significant Accounting Policies continued

(r) Leases

Finance leases

Leases of assets where substantially all the risks and rewards incidental to ownership of the asset, are transferred to the Council are classified as finance leases. Finance leases are capitalised, recording an asset and a liability at the lower of the fair value of the asset and the present value of the minimum lease payments, including any guaranteed residual value. Lease payments are allocated between the reduction of the lease liability and the interest expense. Leased assets are depreciated on a straight line basis over their estimated useful lives to the Council where it is likely that the Council will obtain ownership of the asset or over the term of the lease, whichever is the shorter. Leased assets are currently being amortised over a 5 year period.

Operating leases

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

(s) Goods and Services Tax (GST)

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

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

(t) Contingent assets and contingent liabilities and commitments

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

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

(u) Pending accounting standards

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

(v) Rounding

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

NOTE 2 Budget comparison

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or \$50,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 24 June 2015. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

a) Income and Expenditure

	Budget 2016 \$'000	Actual 2016 \$'000	Variance 2016 \$'000	Ref
Income				
Rates and charges	12,077	12,146	69	1
Statutory fees and fines	247	216	(31)	2
User fees	743	756	13	
Grants - operating	4,269	2,826	(1,443)	3
Grants - capital	2,750	1,476	(1,274)	4
Contributions - monetary	335	282	(53)	5
Contributions - non monetary	-	2,428	2,428	6
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	25	6	(19)	7
Share of net profits/(losses) of associates and joint ventures	-	(55)	(55)	8
Other income	213	483	270	9
Total income	<u>20,659</u>	<u>20,564</u>	<u>(95)</u>	
Expenses				
Employee costs	8,152	8,042	110	10
Materials and services	6,251	6,760	(509)	11
Bad and doubtful debts	-	8	(8)	
Depreciation and amortisation	3,000	2,877	123	12
Finance costs	219	266	(47)	13
Asset Revaluation Expense	-	509	(509)	14
Other expenses	299	281	18	
Total expenses	<u>17,921</u>	<u>18,743</u>	<u>(822)</u>	
Surplus/(deficit) for the year	<u>2,738</u>	<u>1,821</u>	<u>(917)</u>	

NOTE 2 Budget comparison continued

(i) Explanation of material variations

Ref	Item	Explanation
1	Rates & Charges	Supplementary Rates valuations were higher than budgeted.
2	Statutory fees and fines	\$32k Admission Charges were budgeted as Statutory fees and fines. Actuals were included as User Fees.
3	Grants - operating	50% (\$1,395k) of Vicotrian Grants Commission payment was made in advance on 30 June 2015 and treated as income on that date.
4	Grants - capital	Country Roads and Bridges was budgeted for \$1m & Blackspot funding of \$235k, however were not received.
5	Contributions - monetary	New Street special charge scheme was delayed until 2016-17 budget.
6	Contributions - non monetary	Infrastructure assets were donated to Council as a result of subdivisions occurring throughout the township. This was not budgeted.
7	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	Fewer assets were sold than budgeted.
8	Share of net profits/(losses) of associates and joint ventures	Council has an 11% share in the High Country Library. No budget was set for this based on history it usually breaks even.
9	Other income	Reimbursements of \$128k were budgeted to offset against materials. Interest income \$34k over budget. \$66k Income from saleyards clearing sale was not budgeted.
10	Employee costs	Some staff vacancies were held during 2015-16 predominately in Engineering & Works areas.
11	Materials and services	Reimbursements of \$122k was budgeted to offset against materials and services, however reported separately as income in Financial Statements. Landfill provision increased by \$250k. Carry forward projects totalling \$368k from 2014-15 were not included in original budget, eg: Merton Hall & MERP.
12	Depreciation	Capital works have been underbudget in the last two years, therefore depreciation budgets have been overstated.
13	Finance Costs	Interest on Loans was underbudgeted for 2015-16
14	Asset Revaluation Expense	Downward revaluation of recreational, leisure and community facilities has been taken direct to the income statement, as no reserve exists for this asset class. No budget was set for revaluation of assets.

NOTE 2 Budget comparison continued

b) Capital Works

	Budget 2016 \$'000	Actual 2016 \$'000	Variance 2016 \$'000	Ref
Property				
Land	-	-	-	
Total Land	-	-	-	
Buildings	619	318	(301)	1
Total Buildings	619	318	(301)	
Total Property	619	318	(301)	
Plant and Equipment				
Plant, machinery and equipment	321	187	(134)	2
Fixtures, fittings and furniture	15	9	(6)	
Computers and telecommunications	66	192	126	3
Total Plant and Equipment	402	388	(14)	
Infrastructure				
Roads	3,205	2,189	(1,016)	4
Bridges	800	143	(657)	5
Footpaths and cycleways	95	40	(55)	6
Drainage	115	107	(8)	
Recreational, leisure and community facilities	420	107	(313)	7
Waste management	30	-	(30)	8
Off street car parks	-	-	-	
Total Infrastructure	4,665	2,586	(2,079)	
Total Capital Works Expenditure	5,686	3,292	(2,394)	
Represented by:				
New asset expenditure	165	541	376	
Asset renewal expenditure	1,806	868	(938)	
Asset expansion expenditure	-	-	-	
Asset upgrade expenditure	3,715	1,883	(1,832)	
Total Capital Works Expenditure	5,686	3,292	(2,394)	

NOTE 2 Budget comparison continued

(i) Explanation of material variations

Ref	Item	Explanation
1	Buildings	Work on the Mansfield Station Goods Shed \$42k will be completed in 2016-17. Swimming pool \$110k, public toilets \$50k and small town projects \$75k did not proceed due to grants not being secured.
2	Plant, machinery and equipment	Weighbridge budgeted \$150k, however project is awaiting further investigations.
3	Computers and telecommunications	\$148k for software systems was not included in original budget, however related to a carry forward from prior year (2014-15).
4	Roads	\$235k blackspot funding was not received resulting in reduced road safety improvements. Special charge schemes were \$110k under budget with project being delayed until 2016-17. \$1m was budgeted for Country Roads and Bridges Income. This income was not received, therefore associated road projects were removed from the scope of the works to the value of \$442k.
5	Bridges	\$1m Country Roads and Bridges income was not received reducing the scope of bridge work by \$565. Further bridge work to the value of \$42k was not completed and will be carried forward to 2016-17.
6	Footpaths and cycleways	Full scope of works was not completed due to weather and will be completed in 2016-17.
7	Recreational, leisure and community facilities	Skate park project has been delayed until 2016-17 (\$330k carried forward).
8	Waste management	Paps Tip Rehabilitation work was incorrectly budgeted in capital, should have been operating expense.

NOTE 3 Rate 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 2015-16 was \$2,825 million (2014-15 \$2,819 million). The 2015-16 residential rate in the Capital Improved dollar was 0.002822 (2014-15, 0.002730).

	2016	2015
	\$'000	\$'000
Rural Residential	2,508	2,508
Residential	2,664	2,664
Vacant Land	221	221
Commercial	606	606
Farmland	1,482	1,482
Cultural and recreational	9	9
Municipal charge	1,863	1,863
Supplementary rates and rate adjustments	-	-
Service rates and charges (Waste)	2,637	2,637
Waste management charge (levy)	156	156
Total rates and charges	12,146	12,146

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2015, and the valuation was first applied in the rating year commencing 1 July 2015.

NOTE 4 Statutory fees and fines

Infringements and costs	31	25
Land information certificates	40	33
Permits	145	149
Total statutory fees and fines	216	207

NOTE 5 User fees

Agency fees	87	100
Registration fees	160	147
Building services fees	88	44
Other fees and charges	421	430
Total user fees	756	721

Notes to the Financial Statements

for the year ended 30 June 2016

NOTE 6 Grants

Grants were received in respect of the following:

	2016 \$'000	2015 \$'000
Summary of grants		
Commonwealth funded grants	2,752	4,672
State funded grants	1,550	3,564
Total	<u>4,302</u>	<u>8,236</u>
Operating Grants		
Recurrent - Commonwealth Government		
Home help/linkages - DVA	63	24
Victoria Grants Commission - General	951	2,805
Victoria Grants Commission - Local Roads	443	1,390
Recurrent - State Government		
Adult day care	104	101
Home help/linkages	407	443
Family & Children	220	146
Community health	-	-
Community support	17	15
Bushfire protection & restoration	13	13
Maternal and child health	131	132
Environmental health	12	24
Property & valuations	8	74
Community safety	-	-
Other	10	12
Total recurrent operating grants	<u>2,379</u>	<u>5,188</u>
Non-recurrent - State Government		
Tourism & Economic Development projects	32	15
Aged Care	34	-
Community support	184	127
Emergency Management	-	244
Environment	21	20
Family and children	122	147
Fire Services Property Levy	46	44
Other	8	71
Total non-recurrent operating grants	<u>447</u>	<u>668</u>
Total operating grants	<u>2,826</u>	<u>5,856</u>
Capital Grants		
Recurrent - Commonwealth Government		
Roads to recovery	1,295	453
Total recurrent capital grants	<u>1,295</u>	<u>453</u>
Non-recurrent - State Government		
Buildings	-	75
Country roads and bridges	-	1,000
Roads	-	185
Recreation	147	632
Other	34	35
Total non-recurrent capital grants	<u>181</u>	<u>1,927</u>
Total capital grants	<u>1,476</u>	<u>2,380</u>
Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	527	1,536
Received during the financial year and remained unspent at balance date	225	420
Received in prior years and spent during the financial year	(457)	(1,429)
Balance at year end	<u>295</u>	<u>527</u>

Notes to the Financial Statements

for the year ended 30 June 2016

NOTE 7	Contributions	2016	2015
		\$'000	\$'000
	Monetary	282	406
	Non-monetary	2,428	124
	Total contributions	2,710	530
	<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
	Land under roads	733	18
	Roads	301	106
	Footpaths & cycleways	664	-
	Drainage	173	-
		557	124
NOTE 8	Net gain/(loss) on disposal of property, infrastructure, plant and equipment		
	Proceeds of sale	59	68
	Write down value of assets disposed	(53)	(82)
	Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	6	(14)
NOTE 9	Other income		
	Interest	147	155
	Interest on rates	35	45
	Rent	87	50
	Other	214	233
	Total other income	483	483
NOTE 10(a)	Employee costs		
	Wages and salaries	6,520	6,293
	Contract and Agency Staff	52	20
	WorkCover Premium	108	149
	Annual leave and long service leave	660	767
	Superannuation	638	630
	Fringe benefits tax	64	47
	Total employee costs	8,042	7,906
NOTE 10(b)	Superannuation		
	Superannuation		
	Council made contributions to the following funds:		
	Defined benefit fund		
	Employer contributions to Local Authorities Superannuation Fund (Vision Super)	31	46
	Employer contributions - other funds	-	-
		31	46
	Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date.	-	-
	Employer contributions payable to other Superannuation Funds	-	-
		-	-
	Accumulation funds		
	Employer contributions to Local Authorities Superannuation Fund (Vision Super)	341	301
	Employer contributions payable to other Superannuation Funds	266	282
		607	583
	Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date.		33
	Employer contributions payable to other Superannuation Funds		27
		-	60

Notes to the Financial Statements

for the year ended 30 June 2016

NOTE 11	Materials and services	2016	2015
		\$'000	\$'000
	Contract Payments	2,103	1,985
	Store Issues	275	261
	Repairs & Maintenance	117	111
	Advertising & Promotion	82	45
	Insurance	185	183
	Legal Expenses	40	43
	Consultants	216	518
	Memberships & Subscriptions	57	59
	Debt Collection Expenses	58	36
	Printing, Copying & Stationery	49	52
	Software Maintenance & Support	223	190
	Staff Training & Professional Development	103	110
	Waste Disposal Costs	533	626
	Utilities	314	303
	Community Contributions	392	409
	Fuel	131	142
	Cleaning Expenses	139	178
	Other Materials & Services		
	Community Services	346	396
	Development Services	492	446
	Economic Development	186	293
	Engineering & Works	516	556
	Administration & Governance	203	317
	Total materials and services	<u>6,760</u>	<u>7,259</u>
NOTE 12	Bad and doubtful debts		
	Other debtors	<u>8</u>	<u>1</u>
	Total bad and doubtful debts	<u>8</u>	<u>1</u>
NOTE 13	Depreciation and amortisation		
	Property	294	285
	Plant and equipment	443	402
	Infrastructure	<u>2,140</u>	<u>2,199</u>
	Total depreciation and amortisation	<u>2,877</u>	<u>2,886</u>

Refer to note 21 for a more detailed breakdown of depreciation and amortisation charges.

Notes to the Financial Statements

for the year ended 30 June 2016

NOTE 14	Finance costs	2016	2015
		\$'000	\$'000
	Interest - Borrowings	203	194
	Bank charges	63	58
	Total finance costs	266	252
NOTE 15	Other expenses		
	Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquitals	30	33
	Auditors' remuneration - Internal Auditors	-	6
	Councillors' allowances	149	144
	Operating lease rentals	102	111
	Total other expenses	281	294
NOTE 16	Investment in associates, joint arrangements and subsidiaries		
	Investments in associates		
	Investments in associates accounted for by the equity method are:		
	High Country Library Corporation	163	241
	Background		
	High Country Library Corporation was established on the 8th August 1996. The Mansfield Shire Council's share of assets and liabilities committed to this corporation is 11%. They are included in the balance sheet as a non-current investment, and are represented as follows:		
	Council's share of accumulated surplus/(deficit)		
	Council's share of accumulated surplus(deficit) at start of year	154	141
	Share of profit (loss) for the year	(53)	13
	Share of adjustments direct to equity	(2)	-
	Distributions for the year	-	-
	Council's share of accumulated surplus(deficit) at end of year	99	154
	Council's share of asset revaluation reserves		
	Council's share of reserves at start of year	24	27
	Transfers (to) from reserves	(23)	(3)
	Council's share of reserves at end of year	1	24
	Movement in carrying value of High Country Library Corporation		
	Carrying value of investment at start of year	241	230
	Share of surplus(deficit) for year	(55)	14
	Share of asset revaluation	(23)	(3)
	Distributions received	-	-
	Carrying value of investment at end of year	163	241

The above information is based on a draft set of accounts prepared by the High Country Library. At the time in preparing these accounts, the audit of their accounts was not yet complete.

Notes to the Financial Statements

for the year ended 30 June 2016

NOTE 17	Cash and cash equivalents	2016	2015
		\$'000	\$'000
	Cash on hand	1	1
	Cash at bank	1,285	3,020
	Term deposits	<u>3,706</u>	<u>3,087</u>
		<u>4,992</u>	<u>6,108</u>
	Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
	- Trust funds and deposits (Note 23)	<u>651</u>	<u>693</u>
	Total restricted funds	<u>651</u>	<u>693</u>
	Total unrestricted cash and cash equivalents	<u>4,341</u>	<u>5,415</u>
	Intended allocations		
	Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
	- Cash held to fund carried forward capital works	481	172
	- Unexpended grants (Note 6)	295	527
	- Reserve funds (Note 26)	<u>217</u>	<u>257</u>
	Total funds subject to intended allocations	<u>993</u>	<u>956</u>
NOTE 18	Trade and other receivables		
	Current		
	Rates debtors	544	371
	Other debtors	514	362
	Net GST Receivable	127	127
	Provision for doubtful debts - other debtors	<u>(13)</u>	<u>(13)</u>
	Total current trade and other receivables	<u>1,172</u>	<u>847</u>
	Non-current		
	Other debtors	<u>160</u>	<u>78</u>
	Total non-current trade and other receivables	<u>160</u>	<u>78</u>
	Total trade and other receivables	<u>1,332</u>	<u>925</u>
	a) Ageing of Receivables		
	At balance date other debtors representing financial assets were past due but not impaired. These amounts relate to a number of independent customers for whom there is no recent history of default. The ageing of the Council's trade & other receivables (excluding statutory receivables) was:		
	Current (not yet due)	414	281
	Past due by up to 30 days	75	33
	Past due between 31 and 180 days	97	22
	Past due between 181 and 365 days	60	72
	Past due by more than 1 year	<u>29</u>	<u>20</u>
	Total trade & other receivables	<u>675</u>	<u>428</u>
	b) Movement in provisions for doubtful debts		
	Balance at the beginning of the year	13	15
	New Provisions recognised during the year	7	7
	Amounts already provided for and written off as uncollectible	(6)	-
	Amounts provided for but recovered during the year	<u>(1)</u>	<u>(9)</u>
	Balance at end of year	<u>13</u>	<u>13</u>
NOTE 19	Inventories		
	Inventories held for distribution	<u>66</u>	<u>45</u>
	Total inventories	<u>66</u>	<u>45</u>
NOTE 20	Other assets		
	Prepayments	196	154
	Accrued income - Interest	10	11
	Accrued income - Other	<u>10</u>	<u>198</u>
	Total other assets	<u>216</u>	<u>363</u>

Notes to the Financial Statements

for the year ended 30 June 2016

NOTE 21 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2016	Accumulated Depreciation	WDV 30 June 2016	At Fair Value 30 June 2015	Accumulated Depreciation	WDV 30 June 2015
Land	14,217	-	14,217	11,801	-	11,801
Buildings	23,662	11,440	12,222	23,206	11,143	12,063
Plant and Equipment	5,275	2,771	2,504	5,026	2,415	2,611
Infrastructure	121,943	40,645	81,298	124,669	38,508	86,161
Work in progress	108	-	108	17	-	17
	165,205	54,856	110,349	164,719	52,066	112,653

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
Buildings	-	23	-	-	23
Plant and Equipment	-	-	-	-	-
Infrastructure	17	85	17	-	85
Total	17	108	17	-	108

Land and Buildings

	Land specialised	Land non specialised	Land under roads	Total Land	Buildings specialised	Buildings non specialised	Total Buildings	Work In Progress	Total Property
Opening Balance 1 July 2015	1,672	9,652	478	11,802	2,336	9,529	11,865	-	23,667
Correction of prior year assets				-	-	198	198	-	198
Adjusted Written down Value	1,672	9,652	478	11,802	2,336	9,727	12,063	-	23,865
Adjusted fair value 1 July 2015	1,672	9,651	478	11,801	4,982	18,224	23,206	-	35,007
Accumulated depreciation at 1 July 2015	-	-	-	-	(2,646)	(8,497)	(11,143)	-	(11,143)
	1,672	9,651	478	11,801	2,336	9,727	12,063	-	23,864

Movements in fair value

Acquisition of assets at fair value	-	-	-	-	-	295	295	23	318
Contributed assets	-	733	301	1,034	-	-	-	-	1,034
Revaluation increments/decrements	94	717	-	811	(217)	318	101	-	912
Fair value of assets disposed	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	(41)	571	41	571		60	60	-	631
	53	2,021	342	2,416	(217)	673	456	23	2,895

Movements in accumulated depreciation

Depreciation and amortisation	-	-	-	-	(62)	(232)	(294)	-	(294)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	(3)	(3)	-	(3)
	-	-	-	-	(62)	(235)	(297)	-	(297)

At fair value 30 June 2016	1,725	11,672	820	14,217	4,765	18,897	23,662	23	37,902
Accumulated depreciation at 30 June 2015	-	-	-	-	(2,708)	(8,732)	(11,440)	-	(11,440)
	1,725	11,672	820	14,217	2,057	10,165	12,222	23	26,462

NOTE 21 Property, infrastructure, plant and equipment continued

Plant and Equipment	Plant, machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Total plant and equipment
Opening Balance 1 July 2015	2,294	149	168	2,611
Correction of prior year assets	-	-	-	-
Adjusted Written down Value	2,294	149	168	2,611
At fair value 1 July 2015	3,940	339	747	5,026
Accumulated depreciation at 1 July 2015	(1,646)	(190)	(579)	(2,415)
	2,294	149	168	2,611
Movements in fair value				
Acquisition of assets at fair value	187	9	192	388
Contributed assets	-	-	-	-
Revaluation increments/decrements	-	-	-	-
Fair value of assets disposed	(139)	0	0	(139)
Impairment losses recognised in operating result	-	-	-	-
	48	9	192	249
Movements in accumulated depreciation				
Depreciation and amortisation	(348)	(28)	(67)	(443)
Accumulated depreciation of disposals	87	0	0	87
Impairment losses recognised in operating result	-	-	-	-
Transfers	-	-	-	-
	(261)	(28)	(67)	(356)
At fair value 30 June 2016	3,988	348	939	5,275
Accumulated depreciation at 30 June 2016	(1,907)	(218)	(646)	(2,771)
	2,081	130	293	2,504

Notes to the Financial Statements

for the year ended 30 June 2016

NOTE 21 Property, infrastructure, plant and equipment continued

Infrastructure	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational, Leisure and Community	Off street Carparks	Other Infrastructure	Work In Progress	Total Infrastructure
Opening Balance 1 July 2015	57,645	10,889	3,890	9,331	3,804	602	-	17	86,178
Correction of prior year assets	-	-	-	-	-	-	-	-	-
Adjusted Written down Value	57,645	10,889	3,890	9,331	3,804	602	-	17	86,178
At fair value 1 July 2015	82,447	17,943	5,527	13,550	4,385	817	-	17	124,686
Accumulated depreciation at 1 July 2015	(24,802)	(7,054)	(1,637)	(4,219)	(581)	(215)	-	-	(38,508)
	57,645	10,889	3,890	9,331	3,804	602	-	17	86,178
Movements in fair value									
Acquisition of assets at fair value	2,125	143	40	107	87	-	-	85	2,587
Contributed assets	664	-	172	557	-	-	-	-	1,393
Revaluation increments/ decrements	(5,668)	-	17	-	(509)	153	-	-	(6,007)
Fair value of assets disposed	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
Transfers	(57)	-	-	-	(631)	74	-	(17)	(631)
	(2,936)	143	229	664	(1,053)	227	-	68	(2,658)
Movements in accumulated depreciation									
Depreciation and amortisation	(1,491)	(170)	(100)	(146)	(188)	(45)	-	-	(2,140)
Accumulated depreciation of disposals	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-
	1	-	-	-	3	(1)	-	-	3
	(1,490)	(170)	(100)	(146)	(185)	(46)	-	-	(2,137)
At fair value 30 June 2016	79,511	18,086	5,756	14,214	3,332	1,044	-	85	122,028
Accumulated depreciation at 30 June 2016	(26,292)	(7,224)	(1,737)	(4,365)	(766)	(261)	-	-	(40,645)
	53,219	10,862	4,019	9,849	2,566	783	-	85	81,383

Revaluation increments / decrements were taken to the Reserve accounts (see Note 26), with the exception of \$509k relating to Recreational, Leisure and Community Facilities. The \$509k decrement was taken to the Income Statement as an expense due to no previous revaluation increment and therefore no reserve.

NOTE 21 Property, infrastructure, plant and equipment continued

Valuation of land and buildings

Council revaluations of land and buildings at 30 June 2016 were based upon a valuation of land and buildings undertaken by a qualified independent valuer, LG Valuation Services Pty Ltd. (Certified Practising Valuer) and valuer registration no.2013 on that date. The valuation of buildings is at fair value, based on current replacement cost less accumulated depreciation at the date of valuation. The valuation of land 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.

Land under roads is valued at deemed cost. Deemed cost is based on Council valuations at the date of acquired using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The

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.

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

	Level 1	Level 2	Level 3
Land	-	11,672	-
Specialised land	-	-	1,725
Land Under Roads	-	-	820
Buildings	-	10,165	2,057
Total	-	21,837	4,602

Valuation of infrastructure

Valuation of infrastructure assets was performed by Council Officers. The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

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

	Level 1	Level 2	Level 3
Roads	-	-	53,219
Bridges	-	-	10,862
Footpaths and cycleways	-	-	4,019
Drainage	-	-	9,849
Recreation, Leisure & Community	-	-	2,287
Carparks	-	-	1,062
Total	-	-	81,298

NOTE 21 Property, infrastructure, plant and equipment continued

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 75% for specialised land and between 85% and 95% for land under roads. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$18 and \$694 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from \$163 to \$2,850 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 40 years to 80 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure asses are determined on the basis of the current condition of the asset and vary from 15 years to 130 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

Land under roads	820	478
Parks and reserves	1,170	651
Swimming Pool	274	264
Resource Recovery	281	275
Total specialised land	<u>2,545</u>	<u>1,668</u>

Adjustments directly to Equity

Council has brought to account an additional asset inadvertently omitted during the prior recognition process . The asset omitted is for \$198,000 and has now been included in buildings.

Buildings	-	198
Total adjustments to Equity	-	<u>198</u>

Notes to the Financial Statements

for the year ended 30 June 2016

NOTE 22	Trade and other payables	2016 \$'000	2015 \$'000
	Trade payables	595	600
	Employee costs	76	218
	Accrued loan interest	17	20
	Accrued expenses	341	118
	Total trade and other payables	1,029	956

NOTE 23	Trust funds and deposits		
	Refundable building deposits	89	88
	Fire services levy	129	144
	Cemetery trusts	226	201
	Retention amounts	207	250
	Other trust accounts	-	10
	Total trust funds and deposits	651	693

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.

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

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

Notes to the Financial Statements

for the year ended 30 June 2016

NOTE 24 Provisions

	Landfill restoration \$ '000	Other (LSL & AL) \$ '000	Total \$ '000
2016			
Balance at beginning of the financial year	300	1,796	2,096
Additional provisions	280	659	939
Amounts used	(30)	(808)	(838)
Balance at the end of the financial year	<u>550</u>	<u>1,647</u>	<u>2,197</u>
2015			
Balance at beginning of the financial year	118	1,686	1,804
Additional provisions	182	767	949
Amounts used	-	(657)	(657)
Balance at the end of the financial year	<u>300</u>	<u>1,796</u>	<u>2,096</u>
		2016	2015
		\$'000	\$'000
(a) Employee provisions			
Current provisions expected to be wholly settled within 12 months			
Annual leave		461	542
Long service leave		119	125
		<u>580</u>	<u>667</u>
Current provisions expected to be wholly settled after 12 months			
Annual leave		-	-
Long service leave		860	930
		<u>860</u>	<u>930</u>
Total current employee provisions		<u>1,440</u>	<u>1,597</u>
Non-current			
Long service leave		207	199
Annual leave		-	-
Total non-current provisions		<u>207</u>	<u>199</u>
Aggregate carrying amount of employee provisions:			
Current		1,440	1,597
Non-current		207	199
Total aggregate carrying amount of employee provisions		<u>1,647</u>	<u>1,796</u>
(b) Land fill restoration			
Current		421	300
Non-current		129	-
		<u>550</u>	<u>300</u>
(c) Total Provisions			
Current		1,861	1,897
Non-current		336	199
Total Provisions		<u>2,197</u>	<u>2,096</u>

The following assumptions were adopted in measuring the present value of landfill rehabilitation:

Landfill capping works are expected to be completed during the 2016-17 financial year.

Current liability reflects fair value and has not been discounted for present value.

Non current liability relates to aftercare plan and monitoring of the site and Net Present Value calculation has been applied.

Notes to the Financial Statements

for the year ended 30 June 2016

NOTE 25	Interest-bearing loans and borrowings	2016 \$'000	2015 \$'000
	Current		
	Bank overdraft	-	-
	Borrowings - secured	304	397
	Finance leases	103	125
		<u>407</u>	<u>522</u>
	Non-current		
	Borrowings - secured	2,841	3,185
	Finance leases	108	210
		<u>2,949</u>	<u>3,395</u>
	Total	<u>3,356</u>	<u>3,917</u>
a) The maturity profile for Council's borrowings is:			
	Not later than one year	407	522
	Later than one year and not later than five years	1,018	1,067
	Later than five years	1,931	2,328
		<u>3,356</u>	<u>3,917</u>
b) Aggregate carrying amount of interest-bearing loans and borrowings:			
	Current	407	522
	Non-current	2,949	3,395
		<u>3,356</u>	<u>3,917</u>

Notes to the Financial Statements

for the year ended 30 June 2016

NOTE 26 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
(a) Asset revaluation reserves	\$'000	\$'000	\$'000
2016			
Property			
Land	8,382	811	9,193
Buildings	3,523	101	3,624
	11,905	912	12,817
Infrastructure			
Roads	57,473	(5,668)	51,805
Bridges	1,433	-	1,433
Footpaths and cycleways	-	17	17
Drainage	3,931	-	3,931
Recreational, leisure and community facilities	-	-	-
Off Street Carparks	-	153	153
	62,837	(5,498)	57,339
Total asset revaluation reserves	74,742	(4,586)	70,156
2015			
Property			
Land	8,382	-	8,382
Buildings	3,523	-	3,523
	11,905	-	11,905
Infrastructure			
Roads	57,473	-	57,473
Bridges	830	603	1,433
Footpaths and cycleways	-	-	-
Drainage	3,690	241	3,931
Recreational, leisure and community facilities	-	-	-
Off Street Carparks	-	-	-
	61,993	844	62,837
Total asset revaluation reserves	73,898	844	74,742

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

Notes to the Financial Statements

for the year ended 30 June 2016

NOTE 26 Reserves continued

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
(b) Other reserves				
2016				
Road construction Reserve	96	-	-	96
Footpath construction reserve	31	-	23	8
Car Parking Reserve	8	-	-	8
Open space Reserve	122	41	58	105
Total Other reserves	257	41	81	217
2015				
Road construction Reserve	193	-	97	96
Footpath construction reserve	9	22	-	31
Car Parking Reserve	80	-	72	8
Open space Reserve	101	21	-	122
Total Other reserves	383	43	169	257
			2016	2015
			\$'000	\$'000
(c) Total reserves				
Asset revaluation reserves			70,156	74,742
Other reserves			217	257
Total Reserves			70,373	74,999

Notes to the Financial Statements

for the year ended 30 June 2016

NOTE 27 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2016	2015
	\$'000	\$'000
Surplus/(deficit) for the year	1,821	3,218
Depreciation/amortisation	2,877	2,886
(Profit)/loss on disposal of property, infrastructure, plant and equipment	(6)	14
Impairment losses	-	-
Changes in equity in High Country Library Corporation	55	(13)
Contributions - Non-monetary assets	(2,428)	(124)
Asset Revaluation Expense	509	-
Finance costs	263	248
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(408)	138
(Increase)/decrease in inventories	(21)	12
(Increase)/decrease in other assets	147	(228)
Increase/(decrease) in trade and other payables	213	(1,036)
Increase/(decrease) in other liabilities	(42)	-
Increase/(decrease) in provisions	101	292
Net cash provided by/(used in) operating activities	<u>3,081</u>	<u>5,407</u>

NOTE 28 Financing arrangements

Bank overdraft	300	300
Credit Card	65	50
Used facilities	(19)	(12)
Unused facilities	<u>346</u>	<u>288</u>

There are no other unused financing arrangements.

NOTE 29 Commitments

The Council has entered into the following commitments:

2016	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
Operating					
Recycling	385	393	1,225	1,295	3,298
Waste collection	681	695	2,167	3,084	6,627
Waste Disposal	371	377	1,179	1,247	3,174
Mansfield Resource Recovery Centre	117	-	-	-	117
Cleaning contracts for council buildings	44	-	-	-	44
Election Costs	104	-	-	-	104
Total	1,702	1,465	4,571	5,626	13,364

Capital

Recreational Facilities	84	-	-	-	84
Roads	75	-	-	-	75
Buildings	29	-	-	-	29
Bridges	40	-	-	-	40
Total	228	-	-	-	228

The Council has entered into the following commitments:

2015	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
Operating					
Recycling	364	371	1,159	1,649	3,543
Waste collection	643	656	2,046	2,912	6,257
Waste Disposal	238	242	756	1,076	2,312
Mansfield Resource Recovery Centre	112	115	-	-	227
Cleaning contracts for council buildings	42	-	-	-	42
Recreation management	90	-	-	-	90
Total	1,489	1,384	3,961	5,637	12,471

Capital

Recreational Facilities	-	-	-	-	-
Roads	-	-	-	-	-
Drainage	-	-	-	-	-
Total	-	-	-	-	-

NOTE 30	Operating leases	2016	2015
		\$'000	\$'000
	(a) Operating lease commitments		
	At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
	Not later than one year	71	79
	Later than one year and not later than five years	62	93
	Later than five years	-	-
		133	172

NOTE 31 Superannuation

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

Accumulation

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

Defined Benefit

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

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

Funding arrangements

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

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

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

Vision Super has advised that the estimated VBI at June was 102%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2015 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2015 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2016, this rate was 9.5% of members' salaries (9.5% in 2014/2015). This rate will increase in line with any increase to the contribution rate. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

NOTE 31 Superannuation continued*Funding calls*

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

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

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

2015 Interim actuarial investigation surplus amounts

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

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

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2015. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses. Council was notified of the 30 June 2015 VBI during August 2015.

Future superannuation contributions

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2017 is \$26,926.

NOTE 32 Contingent liabilities and contingent assets**Contingent liabilities - Landfill**

Until 30 June 2007 Council operated a landfill at Monkey Gully Road, Mansfield which did not accept putrescible waste. Council has received a Hydro Geological Assessment Report from Coffey Environments Australia Pty Ltd. Council are obligated to restore the landfill site to EPA requirements as per the report. Council raised a provision for these works however during the project contingencies may arise.

Contingent liabilities - other

Fridays Lane bridge collapsed in 2011 after a significantly over-limit load was driven across the bridge. Council chose not to replace the bridge as alternative access is available. However, legal action has been commenced against Council demanding Fridays Lane bridge be replaced. Council is defending the action, and considers it has strong grounds for success. However, there is a chance that contingencies may arise from loss of the action and from the distribution of costs regardless of the outcome of the action.

Contingent assets

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

NOTE 33 Financial instruments

(a) Objectives and policies

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

(b) Market risk

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

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. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us 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 rate.

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

- diversification of investment product,
- monitoring of return on investment,
- 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 us to make a financial loss. Council have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk, Council:

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

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

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

We may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in note 33.

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

NOTE 33 Financial instruments continued

(d) Liquidity risk

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

To help reduce these risks Council:

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

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 33, 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 25.

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

e) Fair value

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

Fair value hierarchy

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

(f) Sensitivity disclosure analysis

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

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

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

NOTE 34 Related party transactions

(i) Responsible Persons

Names of persons holding the position of a Responsible Person at the Council at any time during the year are:

Councillors Mayor Paul Sladdin (26/11/2015 to 30/06/2016)
 Councillor Paul Sladdin (01/07/2015 to 25/11/2015)
 Councillor Marg Attley (26/11/2015 to 30/06/2016)
 Mayor Marg Attley (1/07/2015 to 25/11/2015)
 Councillor Russel Bate
 Councillor Ellen Hogan
 Councillor Ray Robinson

Chief Executive Officer Alex Green

(ii) Remuneration of Responsible Persons

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

	2016 Responsible Persons	2015 Responsible Persons
\$20,000 - \$29,999	3	3
\$30,000 - \$39,999	1	1
\$40,000 - \$49,999	2	1
\$190,000 - \$199,999	1	-
\$220,000 - \$229,999	-	1
	<u>7</u>	<u>6</u>

Total Remuneration for the reporting year for Responsible Persons included above amounted to:

395	377
-----	-----

(iii) Senior Officers Remuneration

A Senior Officer other than a Responsible Person, is an officer of Council who:

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

The number of Senior Officers other than the Responsible Persons, are shown below in their relevant income bands:

Income Range:	2016 Responsible Persons	2015 Responsible Persons
< \$130,000	1	2
\$130,000 - \$139,999	1	1
\$140,000 - \$149,999	2	1
\$150,000 - \$159,999	1	3
\$160,000 - \$169,999	2	-
	<u>7</u>	<u>7</u>

Total Remuneration for the reporting year for Senior Officers included above, amounted to:

920	885
-----	-----

NOTE 34 Related party transactions continued

(vi) Transactions with responsible persons

During the period Council entered into the following transactions with responsible person Mayor Cr Paul Sladdin under Council's normal business terms.

Creditor payments made to Mansfield Adult Continuing Education (Mayor Paul Sladdin was CEO of MACE until October 2015)

\$9,136 (inc. GST) Training & Room Hire - Various

\$686 (inc. GST) Community Matching Fund Contribution

\$220 (inc. GST) Advertising in Brochure

During the period Council entered into the following transactions with responsible person Cr Ray Robinson under Council's normal business terms.

Creditor payments made to Robbos Glass (owned by a family member of Cr Ray Robinson)

\$2,317 (inc. GST) replacement windows

Creditor payments made to Alpine Civil (Owned by a family member of Cr Ray Robinson)

\$1,559,624 (inc. GST) Infrastructure contract works - Various

NOTE 35 Events occurring after balance date

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

Certification of the Financial Statements

for the year ended 30 June 2016

In my opinion, the accompanying financial statements has been prepared in accordance with the *Local Government Act 1989*, the Local Government (Finance and Reporting) Regulations 2004, Australian Accounting Standards and other mandatory professional reporting requirements.



Belinda Langlands, CA
Principal Accounting Officer
13 September 2016

In our opinion the accompanying financial statements present fairly the financial transactions of Mansfield Shire Council for the year ended 30 June 2016 and the financial position of the Council as at that date.

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

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



Mayor Cr Paul Sladdin
Councillor
13 September 2016
Mansfield



Cr Russell Bate
Councillor
13 September 2016
Mansfield



Alex Green
Chief Executive Officer
13 September 2016
Mansfield

VAGO

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INDEPENDENT AUDITOR'S REPORT

To the Councillors, Mansfield Shire Council

The Financial Report

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

The Councillors' Responsibility for the Financial Report

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

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

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

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

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

Independent Auditor's Report (continued)


Independence

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

Opinion

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

MELBOURNE
20 September 2016


Andrew Greaves
Auditor-General

Introduction to the Performance Statement

The *Local Government Act 1989* requires a council's annual report to contain an audited performance statement. The performance statement contains information about the performance of the Council for the financial year and is a key section of our annual report that shows accountability to the community.

Sections 131, 132 and 133 of the *Local Government Act 1989* state:

- The performance statement must contain the prescribed indicators and measures of service performance outcome, financial performance and sustainable capacity and the results for each indicator;
- The performance statement must be submitted to the Auditor-General as soon as possible after the end of the financial year and certified in its final form by two Councillors, the Chief Executive Officer and the Principal Accounting Officer.
- The auditor must prepare a report on the performance statement to be included in the annual report.
- The annual report must be submitted to the Minister or Local Government within three months of the end of each financial year (30 September).

A summary of the results are outlined on the following pages.

Description of municipality

Less than two hours north east of Melbourne, Mansfield Shire is one of the most spectacular geographic regions in Australia. It boasts major river systems, lakes, mountains, alpine resorts, vast tracts of what is referred to as 'High Country', and broad and productive valleys where agriculture and rural living integrate.

Our municipality covers 3,843 square kilometres and is home to Mt Buller and Mt Stirling Alpine Resorts (managed by the Mt Buller Mt Stirling Resort Management Board), the Alpine National Park, and the second largest in-land waterway in Australia - Lake Eildon.

A significant proportion of our municipality is Crown land, and it is this natural environment that most defines our Shire.

Our residents enjoy a high quality lifestyle across 14 distinct outlying communities:

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

Each of these locations display their own unique identity with a keen sense of community and strong desire to nurture the environment common to all.

Mansfield Shire has been recognised as one of Victoria's fastest growing municipalities for more than a decade. The combination of lifestyle and proximity to Melbourne has seen the permanent population grow from 6,631 in 2001 to an estimated 8,325 in 2016. Over the same period, some 1,200 additional rateable properties have contributed to strong growth in our Shire.

The annual population growth has averaged approximately 2% since 2005, with the population forecast to grow to 9,595 by 2031.

The demands on Council to deliver essential infrastructure and community services will continue to increase in line with the needs of Mansfield Shire's growing and changing economy.

Tourism, agriculture and lifestyle underpin our Shire's strong economy, supported by a diverse range of commercial and service sectors.

Agriculture is one of the Shire's key economic drivers, contributing \$60.7m to the Shire's economy. Cattle and sheep grazing, along with seed production, are major industries within the Shire. Grape and tomato production are also significant as are many agriculture related service industries.

It is estimated that Mansfield Shire has an employment base of 3,743 and an industry output of \$823m. The impact of tourism as an economic driver is estimated as 20% of total industry output and 25% of total employment (*RDA Australia - Hume Economic Profile report*).

We work closely with State and Federal Government to effectively manage and develop the region for the benefit of community and business.

Sustainable capacity indicators

for the year ended 30 June 2016

Indicator/measure	Results		Material Variations
	2015	2016	
Population			
Expenses per head of municipal population [Total expenses / Municipal population]	\$2,263	\$2,288	No material variations
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$12,249	\$11,699	Decrease in valuation of assets during the 2015-16 year.
Population density per length of road [Municipal population / Kilometres of local roads]	10	10	No material variations
Own-source revenue			
Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$1,588	\$1,656	No material variations
Recurrent grants			
Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$687	\$447	50% of 2015-16 Grants Commission funding received in 2014-15
Disadvantage			
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]	6	6	No material variations

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

for the year ended 30 June 2016

Service/indicator/measure	Results		Material Variations
	2015	2016	
Aquatic facilities			
Utilisation			
Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	2	2.4	Term 1 School holidays fell early this year therefore the pool was still open during this time increasing its usage. Solar pool blankets also increased the usage of the pool.
Animal management			
Health and safety			
Animal management prosecutions [Number of successful animal management prosecutions]	0	8	During 2015 there were insufficient cases to prosecute due to the costs involved. Cases were collected and taken to court during the 2016 financial year.
Food safety			
Health and safety			
Critical and major non-compliance notifications [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	100%	92%	8% drop relates to 2 premises. Both have been subsequently followed up in the next reporting period.
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]	53	56	No material variations
Home and community care			
Participation			
Participation in HACC service [Number of people that received a HACC service / Municipal target population for HACC services] x100	41%	34%	There has been a steady decline in the number of requests for Meals on Wheels and Property Maintenance.
Participation			
Participation in HACC service by CALD people [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	27%	23%	Minor variation. Clients moved out of services for various reasons.
Libraries			
Participation			
Active library members [Number of active library members / Municipal population] x100	18%	18%	Due to the change in SWIFT reporting systems during the year, more accurate reporting is now available. 2014-15 figures have been updated to reflect this change.

Service performance indicators

for the year ended 30 June 2016

Service/indicator/measure	Results		Material Variations
	2015	2016	
Maternal and child health			
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	72%	72%	No material variations
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	80%	100%	The Commonwealth Government funded a 4 year campaign commencing in 2015 focusing on engagement with Aboriginal mothers and improving participation rates
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]	60	57	No material variations
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	0%	100%	One planning decision went to VCAT and outcome was in favour of Council
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	32%	34%	No material variations

Service/indicator/measure	Results		Material Variations
	2015	2016	
Definitions			
<i>"Aboriginal child" means a child who is an Aboriginal person</i>			
<i>"Aboriginal person" has the same meaning as in the Aboriginal Heritage Act 2006</i>			
<i>"active library member" means a member of a library who has borrowed a book from the library</i>			
<i>"annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act</i>			
<i>"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English</i>			
<i>"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</i>			
<i>"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</i>			
<i>"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth</i>			
<i>"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</i>			
<i>"food premises" has the same meaning as in the Food Act 1984</i>			
<i>"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth</i>			
<i>"HACC service" means home help, personal care or community respite provided under the HACC program</i>			
<i>"local road" means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004</i>			
<i>"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</i>			
<i>"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</i>			
<i>"population" means the resident population estimated by council</i>			
<i>"target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth</i>			
<i>"WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the Occupational Health and Safety Act 2004</i>			

Financial performance indicators

for the year ended 30 June 2016

Dimension/indicator/measure	Results		Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	
Efficiency							
Revenue level							
Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,358	\$1,416	\$1,459	\$1,496	\$1,533	\$1,572	No material variation. Reviewed 2015 data was originally \$740, however only included rates, not charges. No material variation.
Expenditure level							
Expenses per property assessment [Total expenses / Number of property assessments]	\$2,537	\$2,509	\$2,500	\$2,494	\$2,490	\$2,546	No material variation. Expenditure level is maintained over future 4 years. Number of assessments have been assumed to increase.
Workforce turnover							
Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	11%	10%	10%	10%	10%	10%	No material variation
Liquidity							
Working capital							
Current assets compared to current liabilities [Current assets / Current liabilities] x100	181%	163%	139%	134%	133%	134%	2015 was high due to the cashflow of 2015-16 grants in June 2015. Current Landfill Provision impacts on indicator. Budget assumes work is completed in 2016-17 year.
Unrestricted cash							
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	110%	85%	82%	75%	84%	85%	Current liability will reduce as loans are repaid. Cash balances also reduce due to constraints on income.

Financial performance indicators

for the year ended 30 June 2016

Dimension/indicator/measure	Results		Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	
Obligations							
Asset renewal							
Asset renewal compared to depreciation [Asset renewal expenses / Asset depreciation] x100	40%	30%	94%	89%	64%	59%	Focus on renewal by Council in the immediate future will reduce as grants are not predictable in later years
Loans and borrowings							
Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	34%	28%	27%	22%	20%	18%	The decreasing forecast trend reflects the scheduled repayment of debt over the four period. No new loans have been budgeted.
Loans and borrowings							
Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	6%	7%	4%	5%	4%	2%	The decreasing forecast trend reflects the scheduled repayment of debt over the four period. No new loans have been budgeted.
Indebtedness							
Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	28%	24%	24%	21%	19%	18%	The decreasing forecast reflects the reducing loan balances in comparison to the increasing rate revenue capped at 2.5%.
Operating position							
Adjusted underlying result							
Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	5%	-6%	5%	2%	2%	2%	The 2016 result predominately relates to the early receipt of grant income in the prior financial year. 2017 results reflect the continuation of cost containment measures. Later years reflect the reducing capital grant income and reliance on operating grants and rate revenue.

Financial performance indicators

for the year ended 30 June 2016

Dimension/indicator/measure	Results		Forecasts				Material Variations
	2015	2016	2017	2018	2019	2020	
Stability							
Rates concentration							
Rates compared to adjusted underlying revenue	60%	69%	61%	65%	66%	67%	The 2016 rates concentration has increased due to grant funding decreasing. This is a direct result of grants paid in advance in 2015. Future years increasing trend reflects increase in rate revenue @ 2.5% with no indexation on operating grant income.
[Rate revenue / Adjusted underlying revenue] x100							
Rates effort							
Rates compared to property values	0.4%	0.4%	0.3%	0.3%	0.3%	0.3%	No material variation
[Rate revenue / Capital improved value of rateable properties in the municipality] x100							

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.

1. Basis of preparation

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

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

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

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 28 June 2016 and which forms part of the Council Plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council.

Certification of the Performance Statement for the year ended 30 June 2016

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



.....
Belinda Langlands, CA
Principal Accounting Officer
Dated: 13 September 2016

In our opinion, the accompanying performance statement of the *Mansfield Shire Council* for the year ended 30 June 2016 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

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

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 2014 to certify this performance statement in its final form.



.....
Cr Paul Sladdin
Councillor
Dated: 13 September 2016



.....
Cr Russell Bate
Councillor
Dated: 13 September 2016



.....
Alex Green
Chief Executive Officer
Dated: 13 September 2016



Victorian Auditor-General's Office

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Website www.audit.vic.gov.au

INDEPENDENT AUDITOR'S REPORT

To the Councillors, Mansfield Shire Council

The Performance Statement

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

The Councillors' Responsibility for the Performance Statement

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

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the performance statement. The audit procedures selected depend on judgement, including the assessment of the risks of material misstatement of the performance statement, whether due to fraud or error. In making those risk assessments, consideration is given to the internal control relevant to the entity's preparation and fair presentation of the performance statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the overall presentation of the performance statement.

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

Independent Auditor's Report (continued)


Independence

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

Auditor's Opinion

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

MELBOURNE
20 September 2016


Andrew Greaves
Auditor-General



Acronyms and definitions

ABS	Australian Bureau of Statistics
AUD	Australian Dollar
CEO	Chief Executive Officer
CFA	Country Fire Authority
CHRIS21	Payroll software purchased by Council to improve systems and productivity.
CIV	Capital Improved Value
CMF	Community Matching Fund
CPI	Consumer Price Index
DELWP	Department of Environment, Land, Water and Planning
EA	Enterprise Agreement
EEO	Equal Employment Opportunity
EFT	Effective Full Time
EMT	Executive Management Team
EMV	Emergency Management Victoria
FOI	Freedom of Information
GIS	Geographic Information Systems
GST	Goods and Services Tax
HR21	Human Resources software purchased by Council to improve systems and productivity
IBAC	Independent Broad-based Anti-Corruption Commission
L2P	Learner 2 (to) Probationary - a program that mentors learner drivers to obtain their probationary driver's licence.
LSL	Long Service Leave
MUDRI	Monash University Disaster Resilience Initiative
NDIS	National Disability Insurance Scheme
NERDS	North East Regional Development Scheme
NETracks LLEN	North East Tracks Local Learning and Employee Network
OHS	Occupational Health and Safety
RDA	Regional Development Australia
SES	State Emergency Service
VAGO	Victorian Auditor-General's Office
VBI	Vested Benefit Index

Thank you and feedback invited

Thank you for reading the Mansfield Shire Council 2015-16 Annual Report. We hope that this document has given you a good understanding of the achievements of Council over the last 12 months. Your feedback is valued and can be posted to:

Mansfield Shire Council
Private Bag 1000
Mansfield Vic 3724

You may also telephone your feedback to our Customer Service Officers on (03) 5775 8555 or email Council at 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 **www.mansfield.vic.gov.au**

We also encourage you to subscribe to our Facebook page - **www.facebook.com/mansfieldshirecouncil** - where you will find the latest information on what is happening in our Shire.

Council contacts

Switchboard - (03) 5775 8555
Facsimile - (03) 5775 2677
Email - council@mansfield.vic.gov.au
Internet - www.mansfield.vic.gov.au
Facebook - www.facebook.com/mansfieldshirecouncil
National Relay Service (for hearing, speech or communication impairment) - 133 677

Municipal office location

33 Highett Street
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Postal address
Private Bag 1000
Mansfield Vic 3724

Where to obtain a copy of this Annual Report

Display copies of the 2015-16 Annual Report are available from the Mansfield municipal office.

In an effort to reduce the impact on the environment, limited copies of this document have been printed.

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

This Annual Report was compiled, produced and printed in-house by Mansfield Shire Council.

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



MANSFIELD SHIRE

High Country, Lakes and Rivers

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