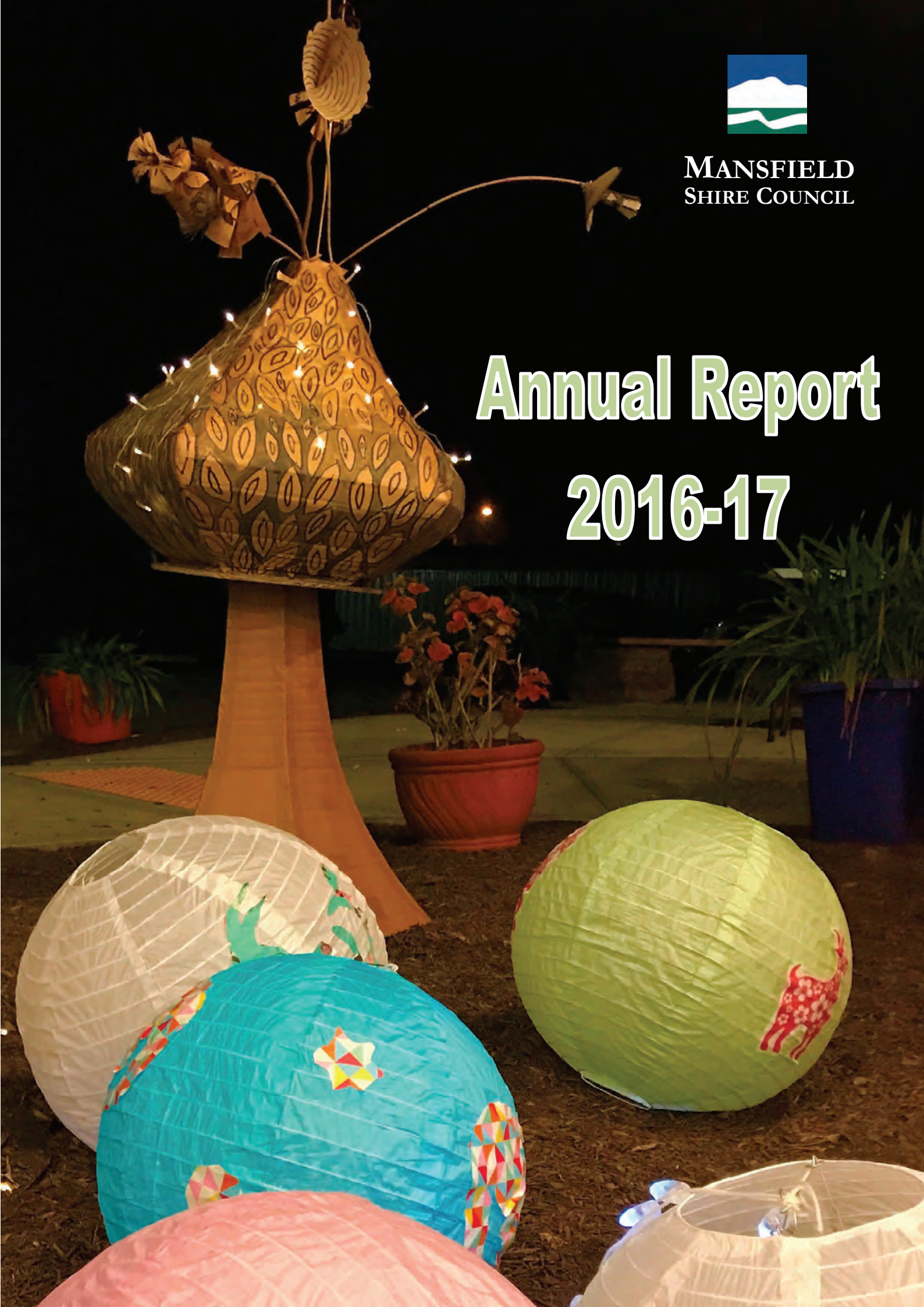




MANSFIELD  
SHIRE COUNCIL

# Annual Report 2016-17





# about this Annual Report

Our report documents Mansfield Shire Council's performance during 2016-17 against the Council Plan and the 2016-17 Budget. This is the final year of reporting against the 2013-17 Council Plan.

Our Council Plan has five Themes which guide our growth and development of our municipality:

- Driving Organisational Performance and Resource Management
- Good Governance
- A Growing Economy
- Improving Our Built and Natural Environment
- Empowered and Self Sufficient Communities

Our report highlights achievements and challenges in key operational areas, provides comprehensive corporate governance information as well as detailed audited financial statements.

Transparent reporting and accountability are core values of Mansfield Shire Council, and a rigorous assessment of Council's performance ensures these values are upheld.

## 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.

## Where to get a copy

Display copies of this 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 and may be obtained by contacting Council's Customer Service Unit on (03) 5775 8555. We encourage our readers to view a copy online from our website - [www.mansfield.vic.gov.au](http://www.mansfield.vic.gov.au)

## Feedback

The content of the Annual Report is reviewed each year and is guided by local government best practice in reporting and local government requirements.

Your feedback is invited via email: [council@mansfield.vic.gov.au](mailto:council@mansfield.vic.gov.au) or by letter to:

The Chief Executive Officer  
Private Bag 1000  
Mansfield Vic 3724



# table of Contents

A Shire that is recognised for its balanced economic, social and environmental development.



About this annual report	2
Table of contents	3
Our aim and guiding principles	4
About our Shire	5
The year in review	6
Events and highlights	8
Services provided to our community	10
Our Shire profile	12
A message from our Mayor	14
Chief Executive Officer's message	15
Our Councillors	16
A summary of our finances	19
Major projects	22
Our organisation	25
Connecting with our community	34
Awards and recognition	36
Sustainability report	38
Community satisfaction	41

Corporate planning and reporting	42
Council Plan Performance Reporting	
<i>Theme 1: Driving Organisational Performance and Resource Management</i>	44
<i>Theme 2: Good Governance</i>	54
<i>Theme 3: A Growing Economy</i>	60
<i>Theme 4: Improving Our Built and Natural Environment</i>	66
<i>Theme 5: Empowered and Self Sufficient Communities</i>	80
Our governance system	89
Democratic governance	90
Corporate governance	95
Financial Reporting	114
Acronyms and Definitions	176
Contacting Council	177

## 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.

# our Aim and Guiding Principles

## 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.



# about our Shire

Mansfield Shire is home to the dramatic landscapes of Victoria's High Country. Visitors and locals agree you can really sense the personality of the place – it's about lifestyle, farming, all things outdoors and a "can do" attitude.



Less than two hours north east of Melbourne, our municipality covers 3,843 square kilometres. Our Shire is home to Mt Buller and Mt Stirling Alpine Resorts (managed by the Mt Buller Mt Stirling Alpine Resort Management Board), the Alpine National Park, and the second largest in-land waterway in Australia - Lake Eildon.

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

The alpine resort areas of Mt Buller and Mt Stirling are wholly surrounded but excluded from our municipal district. A significant proportion of the municipality is Crown land.

Five major river systems, the Delatite, Howqua, Jamieson, Big and Goulburn, have their headwaters in the Shire and all flow into Lake Eildon.

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*).

The Australian Bureau of Statistics (ABS) data for 2016 shows our Shire's population at 8,605, an increase of 663 (8.35%) persons since 2011 data figure of 7,942 persons. This figure is expected to grow to 10,000 persons by 2031.

Mansfield, as the major service centre for the Shire, is central to many unique towns and villages. The development of our Shire owes much to our small towns such as:

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

# the Year in Review

Key Result Area	Achievements	Challenges
<p><b>Driving Organisational Performance and Resource Management</b></p> <p><i>For more information see page 44</i></p>	<ul style="list-style-type: none"> <li>Employee satisfaction survey conducted with 68% participation rate.</li> <li>Appointment of a Risk and Occupational Health and Safety Officer.</li> <li>Development and adoption of the 2017-21 Mansfield Shire Council Plan and Strategic Resource Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of adequate resources for our Shire's ever increasing population.</li> <li>The need to maintain or increase service delivery within the confines of rate-capping.</li> </ul>
<p><b>Good Governance</b></p> <p><i>For more information see page 54</i></p>	<ul style="list-style-type: none"> <li>Establishment of a new Community Local Law—Meeting Procedures &amp; Common Seal.</li> <li>Extensive consultation with resident and non resident ratepayers to inform the 2017-21 Council Plan and 2017-18 budget.</li> <li>Successful conduct of the Council Election and induction of the new Council with five briefing sessions held by Council staff and external providers.</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to delivery current services in an increasingly constrained fiscal environment.</li> <li>Ensuring adequate resources are in place to respond to ever increasing State imposed reporting and governance requirements.</li> </ul>
<p><b>A Growing Economy</b></p> <p><i>For more information see page 60</i></p>	<ul style="list-style-type: none"> <li>Progressing the Mansfield Paddock to Plate Agri-Tourism Alliance Growth Plan.</li> <li>Climate Smart Agricultural Development Program tool developed and launched.</li> <li>MMBRTA transition to Mansfield Visitor Services.</li> </ul>	<ul style="list-style-type: none"> <li>Securing competitive government grants with limited resources.</li> <li>Progressing Lake Eildon Recreational Boating Facilities Improvement Plan key recommendations.</li> </ul>
<p><b>Improving Our Built and Natural Environment</b></p> <p><i>For more information see page 66</i></p>	<ul style="list-style-type: none"> <li>Completion of the first major review of Mansfield Planning Scheme in over 10 years.</li> <li>Successful 'Carry In Carry Out' program achieved following withdrawal of peak holiday period waste facilities.</li> <li>Inspection program of 'high risk' sites identified by Domestic Wastewater Management Plan commenced.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing staff turnover in statutory planning area impacts on business continuity and decision making time frames.</li> <li>Establishing a compliance framework to audit development approval outcomes.</li> </ul>
<p><b>Empowered and Self Sufficient Communities</b></p> <p><i>For more information see page 80</i></p>	<ul style="list-style-type: none"> <li>Completion of the Mansfield Youth Hub/ Skate Park.</li> <li>Support for communities through grant applications and project management support to deliver projects listed in their community plans including Merton Hall Refurbishment, Jamieson Hall Renovations and Bonnie Doon 'Stroll Down Memory Lane'.</li> <li>Erril Street Rejuvenation Activation project.</li> </ul>	<ul style="list-style-type: none"> <li>Changing State and Commonwealth landscape from a Policy and funding perspective.</li> <li>An ageing population increases pressures for home based services and primary care services.</li> </ul>



## The Year ahead

- Develop and implement a management action plan to address the key themes arising out of the employee satisfaction survey.
- Development of Council's Human Resources Strategy.
- Development of 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.

### Overall performance of Council

	Mansfield Shire	Small Rural Shires	Statewide
2016-17*	64	58	59

\*Results are an indexed mean; highest score is 100.

- Review of Community Local Law No. 1 (General Provisions)
- Develop a community vision in partnership with the community to help articulate long term goals for our Shire.
- Continue to advocate for funding and service models that meet the health and wellbeing of local communities.

### Advocacy (lobbying on behalf of the community)

	Mansfield Shire	Small Rural Shires	Statewide
2016-17	59	55	54

- Finalise Paddock to Plate Growth Plan and support enactment of key recommendations for economic profile and Economic Development Strategy.
- Support and develop major community events that complement destination strengths for business and community outcomes.
- Capitalise on local outcomes from regional projects including Ned Kelly Alive and North East Victoria Cycling Optimisation (NEVCO).

### Tourism development

	Mansfield Shire	Small Rural Shires	Statewide
2016-17	75	67	63

- Planning Scheme amendments to introduce Domestic Wastewater Management Plan related changes and additional heritage controls.
- Budget bid for new planning software to give greater on line planning application interaction for applicants and other interested parties.
- Pursuit of government grant funding to create, design and develop guidelines for gateway approaches to Mansfield township.

### Appearance of public areas

	Mansfield Shire	Small Rural Shires	Statewide
2016-17	81	74	71

- Development and implementation of an Active Ageing Strategy.
- Development of a youth strategy and action plan, focussing on developing partnerships and collaborative approaches to deliver responsive and co-ordinated services.
- Assist our clients where relevant to transfer into the National Disability Insurance Scheme.

### Community decisions

	Mansfield Shire	Small Rural Shires	Statewide
2016-17	60	55	54

# events and highlights

## July, August, September

Mansfield Library transitioned to Council in a shared services arrangement with Benalla, Wangaratta and Alpine Shires.

A civic reception was held for home-town girl, Catherine Skinner OAM, in honour of her gold medal win at the 2016 Rio Olympics. An open invitation was accepted by our community and schools across the Shire to acknowledge Catherine's remarkable achievement in the trap shooting discipline. The reception was held at the Mansfield Recreation Reserve where Catherine was presented by the Mayor with a symbolic key to the Shire.



A community education program was introduced with the aim of reducing the amount of waste generated by some sections of the camping community. The 'Carry In, Carry Out' initiative was introduced to educate our visitors about the importance of taking their waste with them when they left our municipality. New signage was erected in popular locations across the Shire, and Council's Resource Recovery Centre operated at extended hours over peak holiday seasons to encourage campers to dispose of their waste thoughtfully.

Mansfield township was awash with brooms, brushes and buckets as part of the 'Polish the Town for Spring' week-long campaign. This annual event is a joint initiative between Council and the Mansfield District Business Association.

## October, November, December

The Victorian Council elections, held on 22 October 2016, saw two returning and three new Councillors elected to the Mansfield Shire (see page 16 for more information). Cr Paul Volkering was elected Mayor of Mansfield Shire for a 12 month period.



Council worked closely with local primary schools to encourage families to take part in this year's Walk to School month. This is the fourth consecutive year that Council has supported this initiative. A grant of \$6,000 from VicHealth allowed Council to provide prizes for outstanding efforts by students.

The 33rd Mansfield High Country Festival was held over 12 days during October 2016. Over 25 community groups worked together to create a significant themed, high quality event featuring heritage, art exhibitions, performance, music, bush markets a grand parade, the Melbourne Cup Day picnic event and food and wine events.

Mansfield once again played host to Targa High Country, Australia's only mainland tarmac rally event. This was the seventh consecutive year that our Shire has enjoyed the roar of engines racing around our municipality.

New seating and tables, reflecting our Shire's high country theme, were installed at the Mansfield Botanic Park and along the main street median strip during December 2016.



## January, February, March

Mansfield's new Skate Park was officially opened on 18 February 2017. Over \$330,000 funding was received from the State and Commonwealth governments, with the Mansfield Community Fund contributing \$75,000 and Council contributing an additional \$100,000 for this facility. The facility is much more than a skate park - it is a safe place for youth to meet, learn, skate and socialise.



During March 2017, the Mansfield Library hosted 'Tech Savvy for Seniors' - a series of free introductory computer, tablet and smart phone classes. The two hour sessions were designed to give older people the opportunity to develop skills to use technology for socialising, accessing important services or conducting personal business.

Successful advocacy by Council saw the State government provide \$90,000 funding for a new all-ages development area at the Mansfield Tennis Club. The total cost of the project is approximately \$150,000 with Council contributing \$18,000. The fully enclosed area will consist of one full size tennis court, multi-lined with four Hot Shot courts and complemented by an adjoining hit up wall. Construction will commence in mid 2017.

A series of local business workshops, commencing in February 2017, were presented by our Economic Development team in partnership with Small Business Victoria. The workshops, covering a range of topics including cash flow, pricing for profit, business planning, marketing and social media, provided business owners and operators the opportunity to develop and hone their skills. Each session was designed to provide insights, answer questions and inform.

During February and March 2017, we used a number of means to consult with our community to gain input into the development of our new Council Plan, Strategic Resource Plan and 2017-18 Budget. Community workshops and information sessions were held at various locations across our Shire, and an online survey was provided to obtain valuable feedback from over 200 community members.

## April, May, June

A new trivia game was launched in April 2017 to test how ready our community is when faced with an emergency situation. A successful trivia night was held with local community groups, and questions were posed about readiness, response and recovery across a range of emergencies such as flood, fire, storm and extreme heat. The game was developed by Council through a grant provided from the State Government.

In May 2017 Mansfield's youth were given the opportunity to participate in an initiative to write and produce a radio-read song complete with a music video. MusoMagic was held in partnership with Strathbogie and Benalla councils and saw 30 young people participate in the two day workshop, designed to unite, engage, motivate and empower the group to create a song that reflects their shared themes and values.



The new look Erril Street was officially opened on 17 June 2017. Funded by the Department of Justice's Public Safety Infrastructure Program, the Erril Street Rejuvenation Activation Project was designed to improve natural surveillance and connectivity through activating the space and creating a precinct the community can use and be proud of. Works included reconstructing the entrance to High Street, creation of new footpaths and traffic control elements, landscaping, improved lighting and public art.

The Mansfield Library offered the world to our community during May and June 2017. The Mansfield Armchair Travel Series showcased the adventures of local residents' travel exploits through a series of talks and presentations. Participants enjoyed pygmy elephants and orangutans, horse riding through the forts, havelis and arevalli foothills of Rajasthan and exploring the Dolomite mountains. All from the comfort of their armchairs!

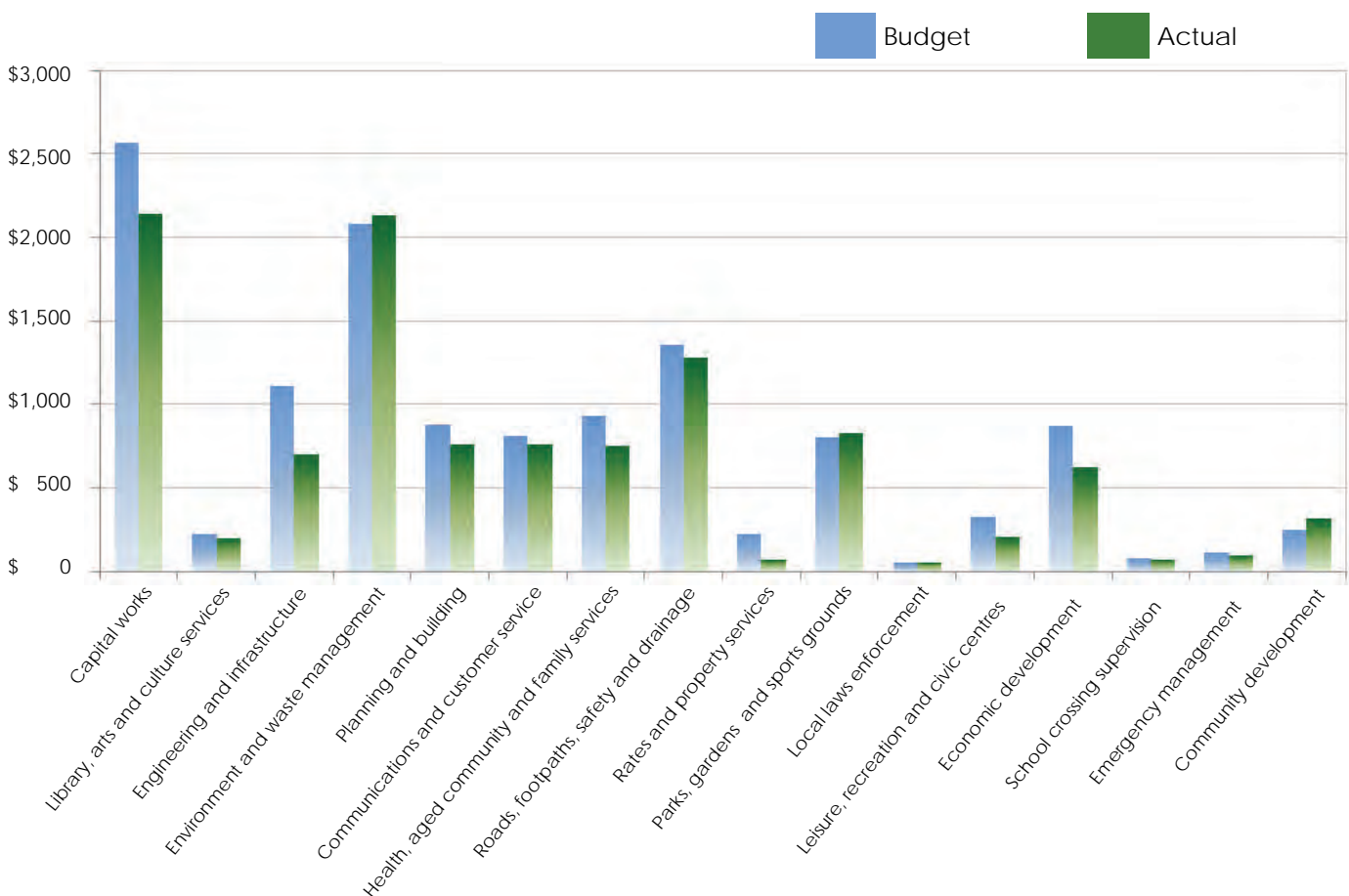
# services provided to Our Community

Our services cover a broad range of areas include 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.

It cost \$17.9 million to operate the Mansfield Shire in 2016-17, funded by \$12.7 million in rates and charges revenue, \$7.9 million in grants revenue and \$5.7 million in other revenue (see snapshot to the right of this page).

The surplus of revenue over expenditure contributes to Council's capital works program (see pages 22 and 71 for details) of which \$4.3 million was spent in 2016-17. Grant money that Council receives enables a wide range of services to be delivered to the community.

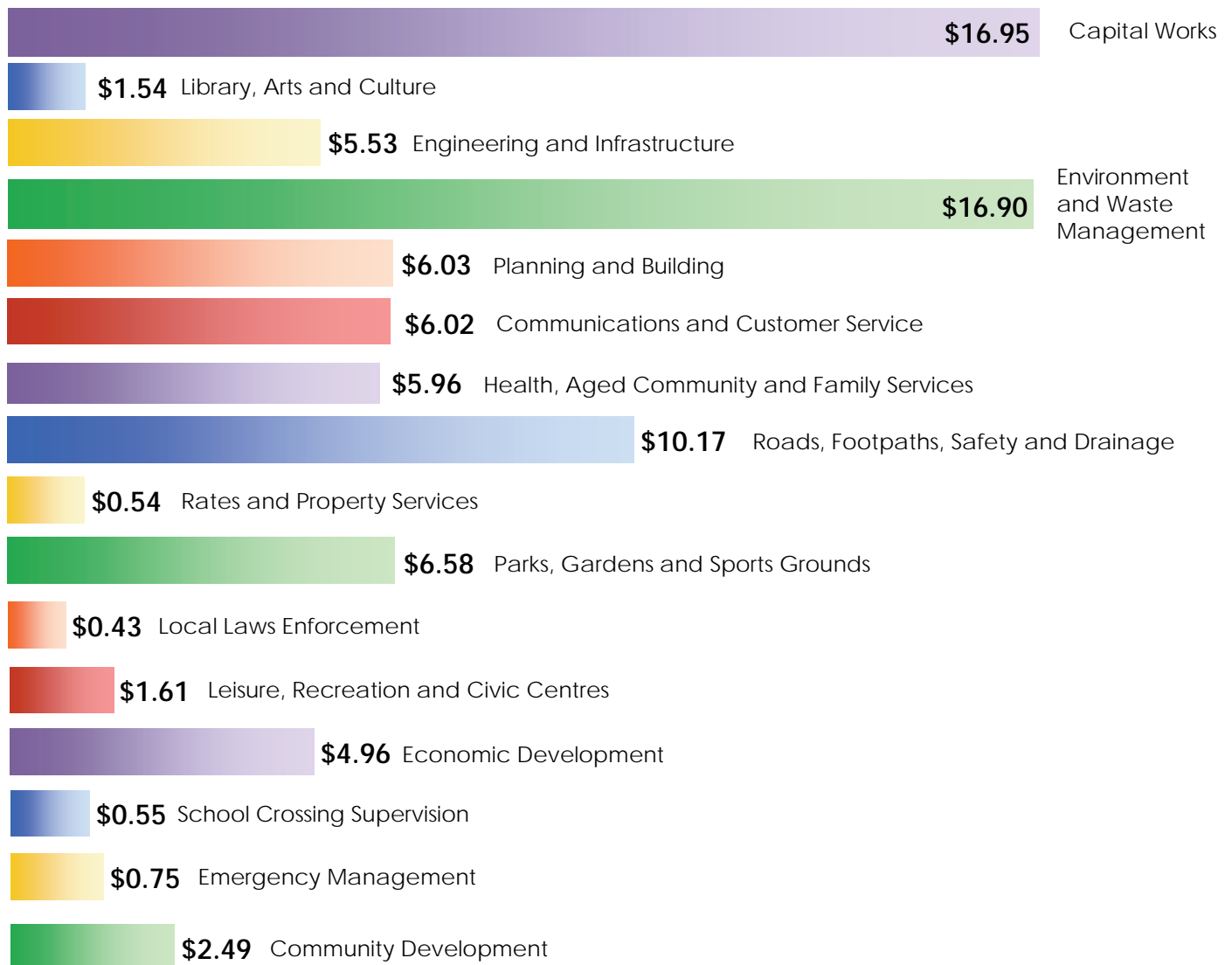
A snapshot of the services provided by Council, and their associated costs, is shown in the graph below:



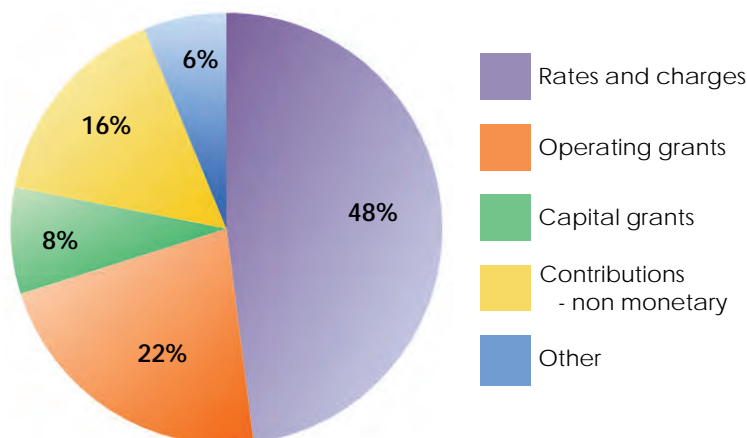


# every \$100 of rates was spent on:

A breakdown of the \$17.9 million in expenditure for 2016-17 shows the cost of services provided per \$100 of rate income received. The figures do not include depreciation.



# how we generate our income



## Operating Expenditure: \$17.9 million

Income	\$'000	%
Rates and Charges	12,659	48
Operating Grants	5,837	22
Capital Grants	2,096	8
Contributions - non monetary	4,141	16
Other	1,644	6
<b>Total</b>	<b>26,377</b>	<b>100</b>

# our Shire Profile

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.

Mansfield Shire covers 3,843 square kilometres and is home to Mt Buller and Mt Stirling Alpine Resorts (managed by the Mt Buller Mt Stirling Alpine 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 15 distinct communities: Ancona, Barjarg, Bonnie Doon, Goughs Bay, Howqua, Jamieson, Kevington, Macs Cove, Maindample, Mansfield township, 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

The Shire of Mansfield 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 the Shire in 1919 when part of the Howqua Shire was added to the Shire of Mansfield. This brought mining areas and large forest areas to our municipality.

The Shire of Mansfield 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 Shire, as it is now known, was proclaimed.



High St, Mansfield, North Side, looking East

High Street, Mansfield, circa 1918

## Our people

We have 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 8,605 in 2016, based on the Australian Bureau of Statistics 2016 data.

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 10,000 by 2031.



## Employment

It is estimated that Mansfield Shire has an employment base of 3,743 and an industry output of \$823m. The major industry sectors with our Shire are:

- Agriculture, forestry and fishing
- Construction
- Accommodation and food services
- Rental, hiring and real estate services.

It is estimated that Mansfield Shire has an employment base of 3,816 and an industry output of over \$8m. 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*).

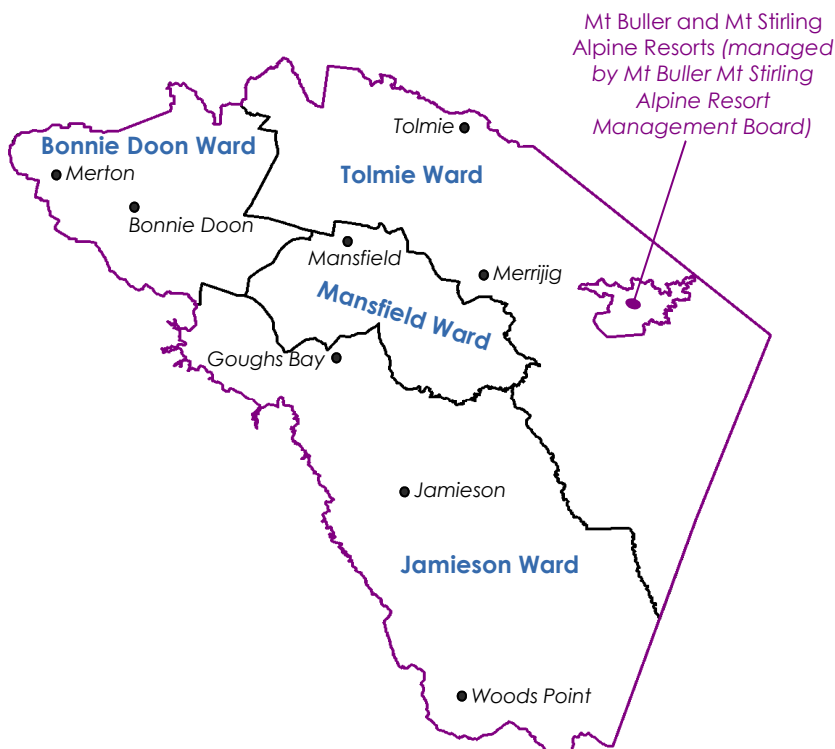
## Our economy

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.

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

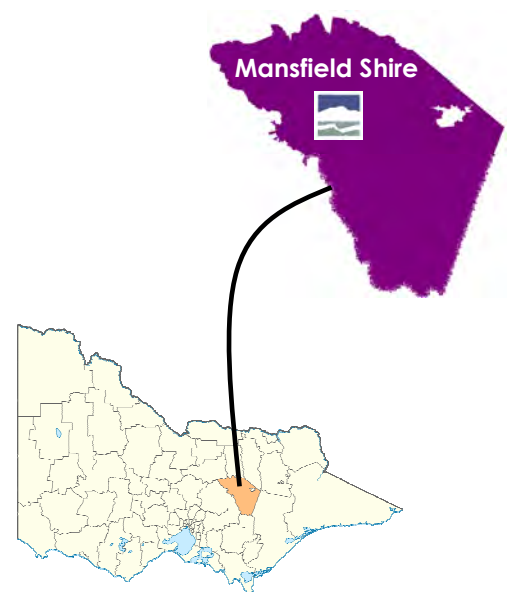
## Our location



## Additional Shire statistics

Area	3,843km <sup>2</sup>
Mansfield Shire population	8,605*
State forest and national park	2,194km <sup>2</sup>
Total length of sealed road network	244km
Total length of unsealed road network	584km
Average persons per household	2.3*
Estimated number of dwellings	5,654*
Rates and charges revenue	\$12,659m
Operating revenue (including grants revenue)	\$16.2m
Operating expenditure	\$17.9m
Annual average population growth rate	1.4%
Property Assessments	7,580
Non-rateable Property Assessments	176
Pension Rebates on Property Rates	912
Number of ratepayers on Mansfield Shire Voter's Roll	10,889

Source - \*2016 Australian Bureau of Statistics



# a message from Our Mayor



I am delighted to present this first Annual Report of the new Mansfield Shire Council, elected on 22 October 2016.

Together with Councillors Peter Olver and Harry Westendorp as newly elected Councillors, I joined Councillors Marg Attley and Paul Sladdin in a swearing in ceremony for this new Council on 26 October 2016. Since that time, we have been on a steep learning curve which I am pleased to say has been very rewarding.

During my time as Mayor, it has become crystal clear that local government operates in a complex and heavily regulated environment where, in many ways, we are not the masters of our own destiny.

Not only does State and Federal legislation frame everything we do, these other levels of government also have a significant impact on the income we can independently raise and the funds we receive through grants.

This new Council has been sworn in at a time when funding cuts, cost shifting and rate capping is starting to really impact on our capacity to keep our existing services running at their current levels. While this is a significant challenge, it is one that this Council is determined to address in a considered and strategic way.

Each Councillor has a passionate belief in serving this Shire and their respective communities to the best of their ability, and the breadth of skills and experience within the team is impressive. We are all cognisant of the importance of the role we play in shaping the future of this community and in ensuring the ongoing financial sustainability of this organisation.

Despite the testing financial times in which we find ourselves, this organisation continues to achieve good outcomes. The Council was pleased to see the community satisfaction survey results improving on last year in most areas. Importantly, confidence in Council decision making and advocacy efforts on the community's behalf is high. Councillors are determined to ensure this upward trend continues.

An important objective of this new Council is to increase community participation in decision making. The community conversations held earlier this year to inform the development of the 2017-18 budget and the new 2017-21 Council Plan highlights our commitment to working together with our community in an open and constructive way.

As part of our new Council Plan we are keen to reach out to our respective communities and to strengthen their understanding of the key role local councils play and the importance of community involvement at that level.

Council is currently dealing with a number of issues that have the potential to impact the Shire financially, and as a result we are faced with the need to reduce costs and identify potential savings. A range of prudential measures and savings will be identified during the coming year, and this will ensure Mansfield Shire continues to be sustainable now and into the future.

On behalf of my fellow Councillors, I would like to thank Mansfield Shire CEO, Alex Green, and his staff for their ongoing commitment and support as we worked through a tough few months. The staff of the Shire are to be recognised for their service to the community and to improving what we do and how we do it.

The past eight months of working with the administration and the community means that the new Council has a very solid base on which to face the challenges ahead and help drive the organisation forward. We look forward to working with our government partners and the community in the year ahead.

**Cr Paul Volkering**  
Mayor

# our CEO's Message



It is with pleasure that I present the 2016-17 Mansfield Shire Annual Report on behalf of Mansfield Shire Council.

This report outlines the achievements of the organisation over the past financial year and measures our performance against a number of indicators, including the delivery of the initiatives for year four of the 2013-17 Council Plan.

The independently audited financial report articulates Council's financial position. It is becoming clear that the cumulative impacts of rate capping are starting to significantly impact on our long term financial position.

This year has seen significant changes within the organisation's management team and the swearing in of a new Council. On behalf of staff, I would like to thank our departing managers and former Councillors Russell Bate, Ellen Hogan and Ray Robinson for their contributions over the past few years to this organisation and the community.

While there are significant challenges that we, as an organisation and community must face as a result of an increasingly worsening financial position due to reductions in Federal and State funding and rate capping, it is also a time to be excited and to seize the initiative in terms of working together to secure Mansfield Shire's future.

I am confident that our new management team, Council and the community can work together constructively to navigate our way to a positive and sustainable future. This will, of course, require some

frank and difficult discussions about what services we can provide and the standards at which they are provided. Community expectations are ever increasing, however our ability as an organisation to fulfil these growing demands is becoming more and more difficult due to a lack of funds.

Conversations with the community around future service and expenditure cuts commenced during the preparation of the 2017-18 budget, with meetings being held in Jamieson, Merrijig, Bonnie Doon and Mansfield during March.

We also undertook a community survey to inform our budget development, with over 120 responses. Together, nearly 200 residents provided Council with feedback on their expenditure priorities and where service cuts could be considered. This was a great result and provided invaluable feedback to help shape the new 2017-21 Council Plan as well as the 2017-18 budget.

I am also pleased to see that the community satisfaction ratings with many of our services and functions continued to improve in the 2017 results released in May this year. In the majority of areas our results were high in comparison to other small rural council and Statewide averages.

Our biennial staff satisfaction survey also reinforced the great strength of this organisation, which is locally based staff that are highly motivated to making Mansfield a great place to live, work and play. Again, there are areas for improvement, which will be attended to in 2017-18.

All of this means that we have a solid base on which discussions around securing our long term financial sustainability can take place.

On behalf of the management team and all Council staff, we take the opportunity, through this Annual Report, to reflect on how far we have come this year. The hard work ahead of us in the near future will ensure we are able to shape a sustainable future for this organisational and this community.

A handwritten signature in blue ink, appearing to read 'A. Green', written over a light blue horizontal line.

**Alex Green**  
Chief Executive Officer



# our Councillors

Our Council was democratically elected on 22 October 2016 and derives its role, powers and functions primarily from the *Local Government Act 1989*. Council's role is to ensure '...the peace, order and good governance...' (s3A) of our municipality. This broadly covers a range of legislative and functional activities including strategic planning, advocacy, representation, policy development and law making.

Five Councillors were elected on 22 October 2016 and their term of office expires in 2020 when Council elections will again be held. All wards are single Councillor wards with the exception of the Mansfield ward, which is represented by two Councillors.

Council sets the overall direction for our municipality through long-term planning and has responsibility for setting the strategic direction for the municipality, identifying service standards and monitoring performance across the organisation. Setting the vision, and then ensuring that it is achieved, is one of Council's most important roles.

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

For additional information on the role and powers of Council, please refer to the Governance section of this report on page 89.

## CR PAUL VOLKERING

Mayor  
Mansfield Ward

Cr Paul Volkering and his wife Fiona live in Mansfield.

Born and raised in Mansfield, Paul was the Principal of Mansfield Primary School for the past five years prior to being elected to Council.



Prior to this, for the past 20 years, he has been a Principal in public schools across Victoria, graduating from Melbourne University. He has also studied further and travelled overseas to study and observe other education systems.

Paul is passionate about Mansfield Shire's future, recognising its rich heritage and history.

### Delegation to committees of Council

- Mansfield Shire Audit and Risk Advisory Committee
- Mansfield Parks and Precincts Advisory Committee

### Representing Council on other committees and groups

- Mansfield Shire Australia Day Committee
- Hume Regional Local Government Network
- Municipal Association of Victoria

*First elected:* 2016

*Mobile:* 0429-507 140

*Email:* paul.volkering@mansfield.vic.gov.au

## Retiring Councillors in 2016

2012-16 Councillors, Russell Bate (Jamieson Ward), Ellen Hogan (Mansfield Ward) and Ray Robinson (Mansfield Ward), retired from Council duties on 21 October 2016 as a result of the Victorian council elections.

We thank them for their support and community leadership during their 2012-16 term.



Ellen Hogan  
Mansfield Ward  
*did not renominate*



Ray Robinson  
Mansfield Ward  
*did not renominate*



Russell Bate  
Jamieson Ward  
*did not renominate*

## CR PETER OLVER

Deputy Mayor  
Mansfield Ward

Cr Peter Olver and his wife Linda live in Mansfield.

Prior to being elected to Council, Peter was employed by NERTracks Local Learning and Employment Network (LLEN) as a Partnership Broker working in the Mansfield Community.

Peter grew up in Mansfield and attended the Mansfield Secondary College. After qualifying as a Mechanical Engineer in Melbourne he worked both there and in Canberra as an Engineer. Some years later, after more tertiary study, he and Linda moved to Mansfield to have a family and raise their four children.

He taught for many years as a teacher at Mansfield Secondary College as well as owning several businesses and a cattle farm.

He has always been passionate about social justice and consequently has been involved in many associated community groups.

### Representing Council on other committees and groups

- Mansfield Shire Australia Day Committee
- Municipal Emergency Management Planning Committee
- Municipal Fire Management Planning Committee
- North East Local Government Waste Forum (a Committee of the North East Waste and Resource Recovery Group)

*First elected:* 2016

*Mobile:* 0429-109 453

*Email:* [peter.olver@mansfield.vic.gov.au](mailto:peter.olver@mansfield.vic.gov.au)



## CR MARG ATTLEY

Tolmie Ward

Cr Marg Attley and her husband Rolf live in Tolmie.

Since Marg's election to Council in 2005 she has held the role of Mayor twice. This enabled her to work across all communities in the Shire, be responsive to their needs and advocate and collaborate with all levels of Government.

Marg is a trained Primary Teacher and mediator. She has also worked as a Project Manager on projects for young people.

Having strong commitment to for social justice and inclusive communities, Marg is the President of the Victorian Local Governance Association and the President of the Victorian Local Government Women's Association (North East Branch). Both these roles allow her to represent the issues of rural councils.

### Delegation to committees of Council

- Mansfield Shire Environment Advisory Committee

### Representing Council on other committees and groups

- Mansfield Shire Australia Day Committee
- Goulburn Broken Greenhouse Alliance
- Municipal Emergency Management Planning Committee
- Municipal Fire Management Planning Committee

*First elected:* 2005

*Re-elected:* 2008, 2012 and 2016

*Mobile:* 0428-698 046

*Email:* [marg.attley@mansfield.vic.gov.au](mailto:marg.attley@mansfield.vic.gov.au)



## CR PAUL SLADDIN

Bonnie Doon Ward

Cr Paul Sladdin and his wife Rowena live in Bonnie Doon.

Paul's background and qualifications lie in community education and community development. He is currently the Networker for the Goulburn North East Association of Community Centres.

Paul has been involved in numerous local community and sporting groups and is a current member of the Bonnie Doon CFA and Bonnie Doon Community Group.

He is actively involved the Men's Shed movement, being a past President of the Victorian Men's Shed Association and currently Vice President of the Australian Men's Shed Association.

### Delegation to committees of Council

- Mansfield Sport and Recreation Advisory Committee

### Representing Council on other committees and groups

- Lake Eildon Land and On-Water Management Plan Implementation Committee

*First elected:* 2012

*Re-elected:* 2012 and 2016

*Mobile:* 0428-900 573

*Email:* paul.sladdin@mansfield.vic.gov.au



## CR HARRY WESTENDORP

Jamieson Ward

Cr Harry Westendorp and his wife Anna-Marie live in Mansfield.

Harry completed most of his primary education in Bonnie Doon in the 1950s before his family moved closer to Melbourne. He returned to Mansfield in 2001.

During his career, Harry spent more than 45 years in large and small businesses in technical, sales and executive roles, managing teams of up to 45 staff and gaining broad experience in operational areas. He has governance experience through serving on Boards, including Director and Chairman of a school board for 12 years; Director of CRC for Southern Hemisphere Meteorology; Chairman of Church Councils for multiple tenures; and is currently Deputy Board Chairman of Reformed Theological College in Geelong.

### Delegation to committees of Council

- Mansfield Shire Audit and Risk Advisory Committee

### Representing Council on other committees and groups

- Mansfield Mt Buller Regional Tourism Association
- Victorian Local Governance Association

*First elected:* 2016

*Mobile:* 0428-975 279

*Email:* harry.westendorp@mansfield.vic.gov.au





# a summary of our Finances

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 175). 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](http://www.knowyourcouncil.vic.gov.au). The data includes financial and service performance indicators together with a Governance and Management checklist (see pages 96 and 97).

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.

At 30 June 2017 Council's cash levels have increased significantly compared to the prior year. This is primarily due to \$1.4m in grant funding that was prepaid by the Victoria Grants Commission (VGC) early (in June 2017) for expenditure in the 2017-18 financial year, together with some delays in the delivery of budgeted capital projects and grant funded projects. A total of \$1m has been carried over to the 2017-18 financial year to complete these projects.

Council's level of debt continues to decrease as borrowings are paid down. No new loans have been taken out during the year, and there are no loan drawings budgeted over the next 4 year period of the Strategic Resource Plan. Council are cognisant that low debt ratios could potentially allow for borrowings in the future if required, to fund essential capital projects.

Council achieved an operating surplus of \$8.5 million for the year. Of this, \$4.1 million relates to developer infrastructure assets (non-cash) contributed to council by property developers, as required by planning permissions. These assets are typically car parks, open space, footpaths or roads. As with all infrastructure assets, these will require additional maintenance costs over future years to ensure they remain in optimal condition for community use.

The cash surplus for the year was \$2.9 million, of which \$1.4 million relates to the early VGC funding prepaid and \$1 million is carried forward for completion of projects budgeted in 2016-17 but delayed and incomplete by the end of the financial year.

The following trend graphs show the actual figures for 2016-17 and the budgeted figures for 2017-18 through to 2020-21, consistent with the financial performance indicators. Refer to the audited Performance Statement to review the full range of financial indicators (pages 161-176).

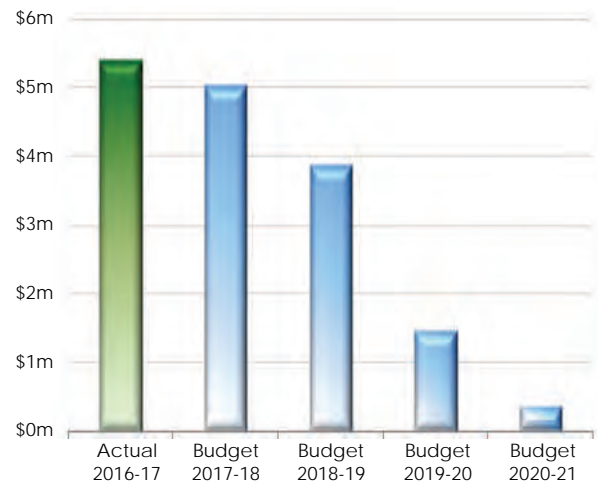
# a summary of our finances

## 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 the Cemetery Trust, developer contributions, carried forward capital works and unspent conditional grants.

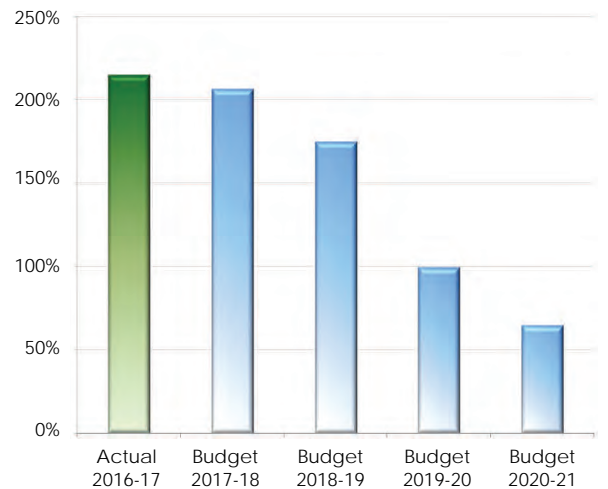
The projected figures for 2017-18 to 2020-21 based on current forecast income and expenditure levels (including capital works programs) indicate that unrestricted cash assets will decline substantially. In the current, rate capped environment Council will need to significantly reduce expenditure (operating, capital, or both) and possibly also increase income to remain financially viable beyond 5 years. Expenditure reductions may include a reduction in services, or levels of service provided to the community, and a reduction in the level of new capital projects completed. Revenue increases could be achieved either by way of a rate variation, increased government grant funding or other entrepreneurial means.

During 2017-18 Council will continue to manage the cash reserves in a financially responsible manner with the purpose of delivering services that benefit the community, while refining the long term financial plan to address and reduce the forecast decline in cash.



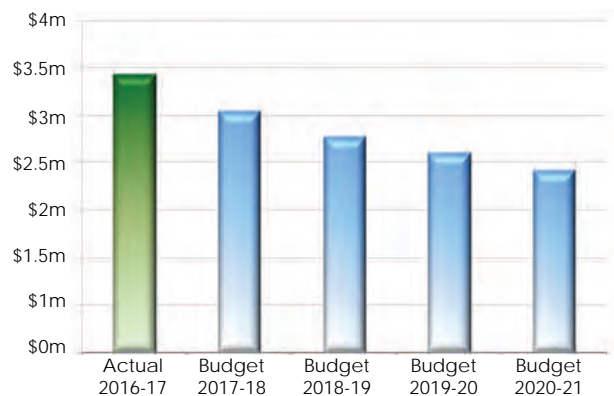
## Working Capital (liquidity)

Council's Working Capital Ratio is 215%. Future years are expected to decrease as cash declines due to restraints on income. The forecast indicates that, at the current income and expenditure levels, the target range of 115% - 150% is unable to be met by 2020. Council will continue to refine the long term financial plan to identify solutions enabling Council's sustained liquidity.



## Loan Liability Levels

Debt levels are decreasing as Council continues to repay current loan facilities. No new loans are forecast in Council's Strategic Resource Plan 2017-18 to 2020-21.



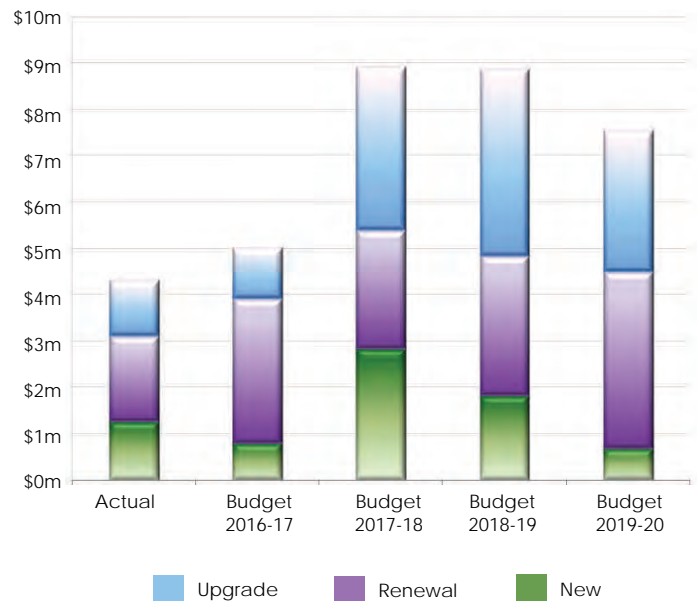
# a summary of our finances

## Capital Expenditure

Council's routine capital works program was delivered in 2016-17, continuing to deliver on the challenge of renewing and improving community assets. Additional significant projects completed or commenced during the year included the 'Rampage' Skate Park, the Additional Playing Fields on Malcolm Street, and the Erril Street Rejuvenation Activation Project. Total capital works spend was \$1.2 million less than budgeted, due to delays in the completion of some works and deferral of some projects.

Assumptions in relation to major capital funding sources have been made in future years, however it is possible that future year's capital expenditure will reduce as assumed funding may not come to fruition. Where capital grant funding is not received the allocated capital project will not proceed.

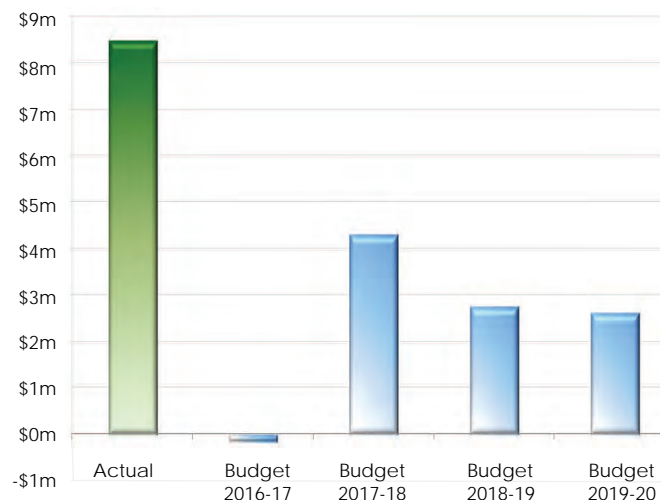
Council continues to focus on renewal of assets. Council's future budgets forecast a closing renewal gap over the 4 year period of the Strategic Resource Plan.



## Operating Surplus/(Deficit)

The operating surplus of \$8.4 million exceeded budget by \$6.1 million. The result was primarily due to prepaid VGC grants of \$1.4 million and donated assets (non-cash) of \$4.1 million.

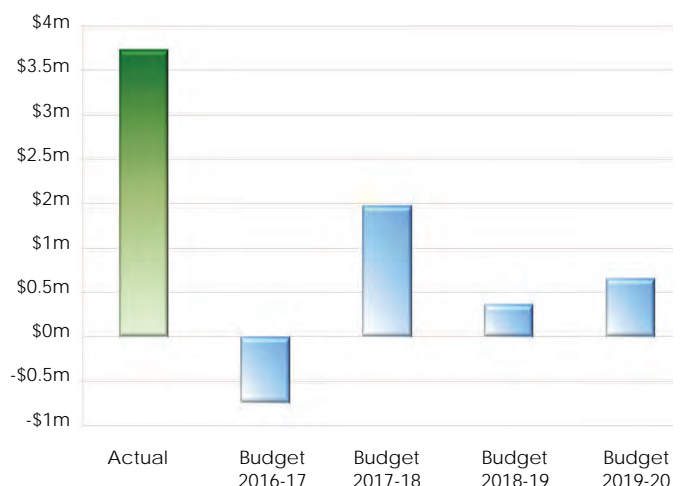
Under the accounting standards, grant funds are treated as income in the year in which the funds were received. This can and does result in large swings in the operating result where grant funds received in one year are spent in the following year. In these instances the grant funding is not matched to the expenditure of those funds in the respective financial years. The 2017-18 budget reflects the "loss" of the VGC funds received early in 2016-17. The timing of future grant payments will impact on the ability of Council to meet budgeted surpluses.



## 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 non-recurrent capital grant income, capital contributions and contributions of non-monetary assets.

The underlying surplus for 2016-17 is inflated by the early receipt of the VGC funding, which also drives the budgeted underlying deficit in 2017-18. The timing of future grant payments will impact on the ability of Council to meet the forecast underlying surplus/(deficit) over the year period of the Strategic Resource Plan 2017-2021.





# major Projects

We are committed to delivering major capital works projects. Effective delivery of capital projects is essential for achieving Council's objectives of providing safe, accessible and appropriate infrastructure that meets the changing lifestyles of our community.

Our Capital Works Program assists in improving the amenity and quality of community assets in our municipality. The Capital Works Program sees the development, management and monitoring of asset works and operational projects.

During 2016-17 capital projects worth over \$4.3 million were undertaken. Following is a summary of some of the key projects delivered.

See page 71 for a breakdown of capital expenditure within the renewal, upgrade and new programs. More information on Council's Capital Works and Expenditure can be found within the Financial Statements commencing on page 115.

## Key Projects

PROJECT	COST (\$'000)
Road reseals	365
Road resheets	378
Black spot projects	334
Dead Horse Lane bridge construction	773
Bridge expansion joints	89
Erril Street rejuvenation activation project	233
Jamieson Hall renovation	7
Municipal office refurbishment	75
Mansfield toilet block refurbishment	18
Ogilvies Road reconstruction	416
Mt Buller/Greenvale Road intersection	43
High Street footpath crossing	20
High Street path renewal (Elvins Street to Links Road)	32
Mansfield Skate park construction	459
Mansfield memorial gates refurbishment	21
High Street picnic tables	10
Recreation Reserve entrance	15

## A snapshot of some of the key community projects delivered

### **Black spot safety projects - \$334,000**

Safety fencing, warning signage and linemarking to sections of the Eildon-Jamieson Road, Hutchinsons Road and Sonnberg Drive were installed as part of the Black Spot Safety project. The works undertaken have improved driver safety and discipline.



### **Memorial Gates refurbishment - \$21,000**

Water ingress and rising damp was accelerated the deterioration of the Memorial Gates surfaces. The existing paint was stripped back, surfaces were patched, crack sealed, primed and painted with weather durable coating. The wrought iron gates themselves were removed, straightened and recoated.

### **Ogilvies Road reconstruction - \$416,000**

A 3.5km section of Ogilvies Road in Mansfield was reconstructed as part of the Federal government's 'Roads to Recovery' program. The project included removal of a defective base, cement treatment, reforming of drains, and the installation and sealing of new pavement.



### **Dead Horse Lane Bridge Heavy Vehicle Bypass - \$772,000**

The Dead Horse Lane Bridge is a 24m span reinforced concrete structure that replaced a frequently submerged low level crossing on a poor alignment. The new bridge forms an essential component of the Heavy Vehicle Bypass.



*Top: Eildon-Jamieson Road safety installation; Mansfield Memorial Gates  
Above: A Dead Horse Lane Bridge Heavy Vehicle Bypass.*

# major projects

## **Erril Street rejuvenation activation project - \$233,000**

Key elements of project include the provision of traffic islands, bollard lighting landscaping and artworks. The aim was to provide greater separation between parked cars, through traffic and pedestrians and to improve traffic movement and visual amenity

## **High Street footpath crossing - \$20,000**

The installation of a new footpath now connects pedestrians of Apollo Street and Kitchen Street through to the High Street median.



## **Mansfield Skate Park - \$459,000**

Council contributed \$100,000 in addition to the State and Federal Government's funding of over \$330,000 for a new skate park/youth hub for Mansfield. The Mansfield Community Fund also contributed \$75,000 for this facility together with several generous donations from the community. The facility is well equipped to host high level events, while at the same time providing a safe place for Mansfield's youth to socialise.



*Top: Erril Street Rejuvenation and Activation project  
Above: Mansfield Skate Park under construction.*



# our Organisation

## Role of the CEO and the administration

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

EMT is formally accountable to the CEO. Its role is to provide advice and reports to Council to assist decision making, implement Council decisions and to oversee the delivery of services. EMT is supported by officers and staff and has responsibility for ensuring policies and directions set by Council are adhered to.

For additional information see the Corporate Governance section on page 95.

## Our Executive Management Team

**Alex Green**  
**Chief Executive Officer**  
*Master of Business Administration,  
Bachelor of Science*

Alex commenced with Mansfield Shire Council 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.



**The Mansfield Shire Council Executive Management Team**

L-R: Sharon Scott, Michael Bismire, Melanie Hotton, Alex Green (seated), Neil Ogilvie, Mandy Kynnersley

# our organisation

## **Michael Bismire**

### **Development Services Manager**

*Master of Business Administration, Bachelor of Town and Regional Planning*

Michael commenced with Council in October 2013 after eight 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.



## **Melanie Hotton**

### **Community Services Manager**

*Currently undertaking a Bachelor of Community Services*

Melanie commenced with Council in June 2016. Prior to this she worked for the Victorian State Government developing and implementing social policy. Her prior roles included Regional Executive Director with the Department of Housing for the Northern Territory Government and Community Manager with Nakheel - a property arm of the Dubai Government.



## **Mandy Kynnersley**

### **Finance Manager**

*Chartered Accountant, Bachelor of Business (Accounting)*

Mandy commenced with Council in January 2017 after a 6 year break from the workforce to raise her young children. She has held previous management roles at the Mt Buller and Mt Stirling Alpine Resort Management Board and PricewaterhouseCoopers.



## **Neil Ogilvie**

### **Engineering Manager**

*Bachelor of Engineering (Civil)*

*Currently undertaking a Masters in Applied Engineering Practice*

Neil Ogilvie commenced with Council in January 2017 after 3 years as Director of Engineering with Temora Council in New South Wales. Prior to this he worked consulting to the Queensland Government Department of Transport and Main Roads and has also worked with BC Hydro in British Columbia, Canada and PNR Railworks also in Canada.



## **Sharon Scott**

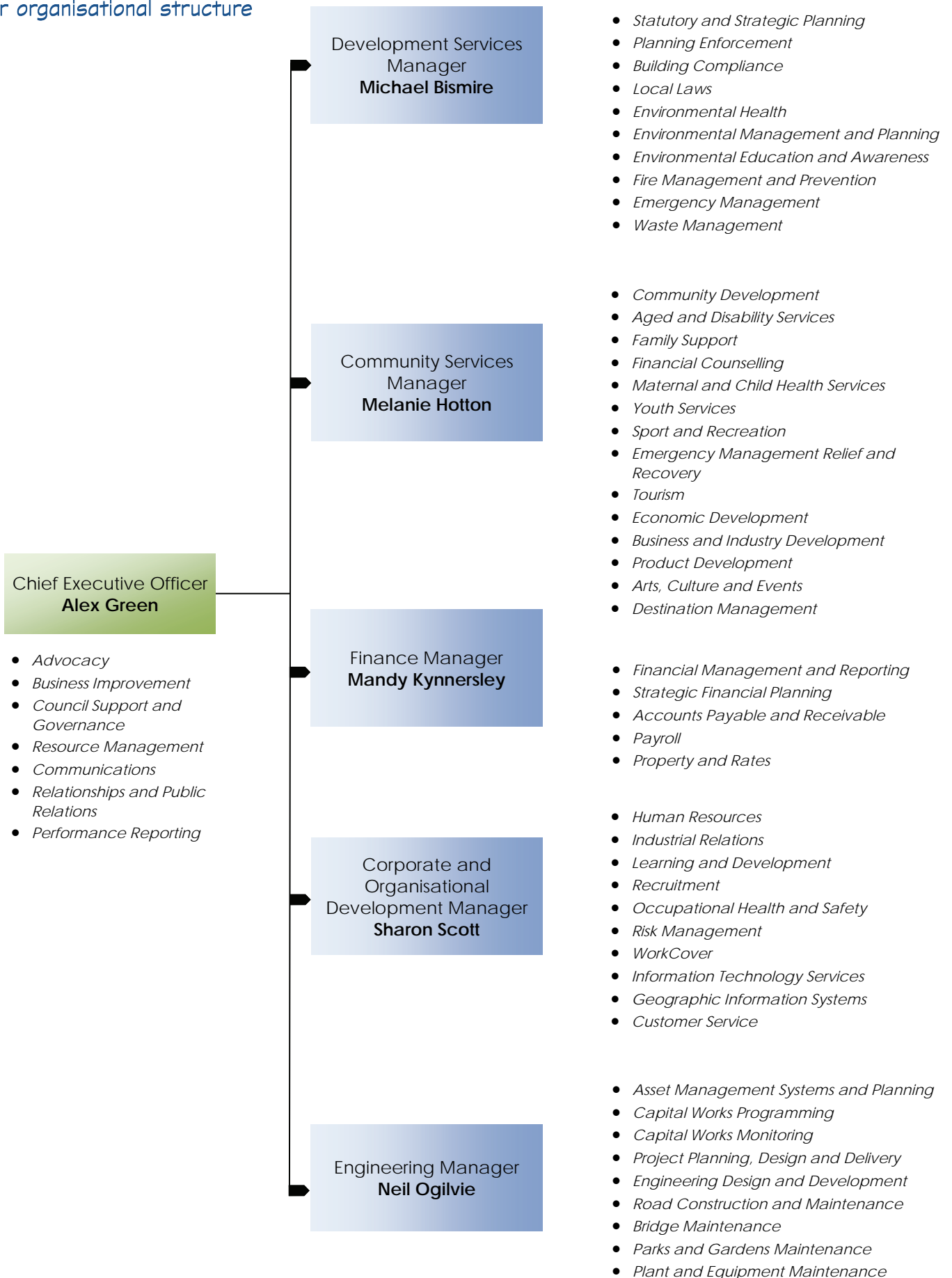
### **Corporate and Organisational Development Manager**

*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.



## Our organisational structure





# our organisation

We value our staff and they in turn are the driving force behind the delivery of our services and achievements of our Council Plan strategies. Our employees are the foundation of our success, and our organisational reputation is determined by our employee's behaviours. A stable and motivated workforce is one of the keys to facing the demands of our rapidly growing Shire.

There was a slight increase in the number of equivalent full time (EFT) staff, from 93.05 in 2016 to 95.24 in 2016-17. This figure is made up of permanent full time, permanent part time and casual staff. This figure also includes funded positions.

## Valuing our employees

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

Council focuses 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.

We aim to ensure the most efficient and equitable use of the development of the skills and talents of all staff within the organisation.

We are fully committed to the principles of equal employment opportunity 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.

## Equal Employment Opportunity (EEO)

Our commitment to Equal Opportunity is covered in our Enterprise Agreement 2016 and through Council's Equal Opportunity and Human Rights Policy, Bullying and Harassment Policy and Council's Staff Code of Conduct.

We commit to compliance with EEO and anti-discrimination legislation and to promoting equality of opportunity and the elimination of discrimination in employment policies and practices. Our EEO Policies ensure there is no discrimination relating to the characteristics listed in the *Equal Opportunity Act 2010*.

We are committed to ensuring an inclusive workplace culture that values diversity and ensures that the workplace is free from bullying, harassment and other forms of unacceptable workplace behaviour.

There were no EEO/discrimination related complaints raised during 2016-17. Compliance with EEO requirements is monitored by the Corporate and Organisational Development Department.

A staff profile by gender is provided on page 33.

## 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 is due to expire on 7 November 2018.

Council offers a range of benefits to its 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

## 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%

We continue to include psychometric assessments for all new positions as part of the recruitment process. These assessments assist greatly in identifying positive workplace behaviours that fit within the culture we endeavour to promote.

## Appreciating our staff

- We celebrate the achievements of our employees with our ongoing Service Awards Program. This year special mentions were made of 3 employees with the following significant years of service to our community.
  - 4 employees for 5 years of service
  - 2 employees for 10 years of service
  - 1 employee for 15 years of service
  - 1 employee for 25 years of service
  - 1 employee for 30 years of service
- An initiative introduced during 2016-17 was the Staff Rewards and Recognition Program, designed to recognise individual employees and teams for their exceptional contribution to Council. By highlighting such behaviours and activities not only benefits the organisation, but showcases our employees as role models. Three types of Awards are available that include movie tickets, dinners for two or a gift card. In its first year, five employees received an award for going above and beyond in the performance of their duties.
- We take 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.



*Service awards are presented twice a year to our staff.*

## 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:

- Management skills for the new manager
- Occupational Health & Safety
- Mental health first aid
- Backhoe and Loader training
- Load restraint training
- Food labelling
- Aged care and NDIS
- Certificate IV in animal management
- Introduction to Local Government

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.

# our organisation

## 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 2016-17, as part of our continued commitment to our staff, Council continued providing its Discrimination and Harassment Contact Officer initiative, where trained staff provide employees with complaint resolution information and impartial support regarding any concerns they may have about inappropriate workplace behaviour. Three staff volunteer their time to assist us to meet our workplace obligations.

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

## 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.

The CEO ensures staff are kept informed on key Council and community issues through monthly all staff briefing sessions.

## Staff consultative committee

Council has an active Staff Consultative Committee which met 5 times during 2016-17. Committee members have the opportunity to provide input into draft policy documents, raise issues and discuss areas of common interest.





## Our Volunteers

Volunteers play a key role in community service provision. We acknowledge and thank our volunteers for their wonderful contribution to 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 2016, and an afternoon tea was held during National Volunteers Week in May 2017 where their great work was acknowledged by Council's CEO. At this event, each volunteer was presented with a Certificate of Appreciation for their dedicated service.

In 2016-17 over 157 registered volunteers provided \$98,320 contribution to the community (3,392 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 nearly 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 2016-17.

Other volunteering activities during 2016-17 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.



*Long time volunteers, Alan and Mary O'Leary, were among 12 people selected from across Victoria to have their stories and profile featured in the Department of Health and Human Services' 2016 Victorian Seniors Festival program.*

*At left:  
Our Customer Service Officers and Library staff ensure they are up to date with the latest accessibility tools for communicating with our community members.*

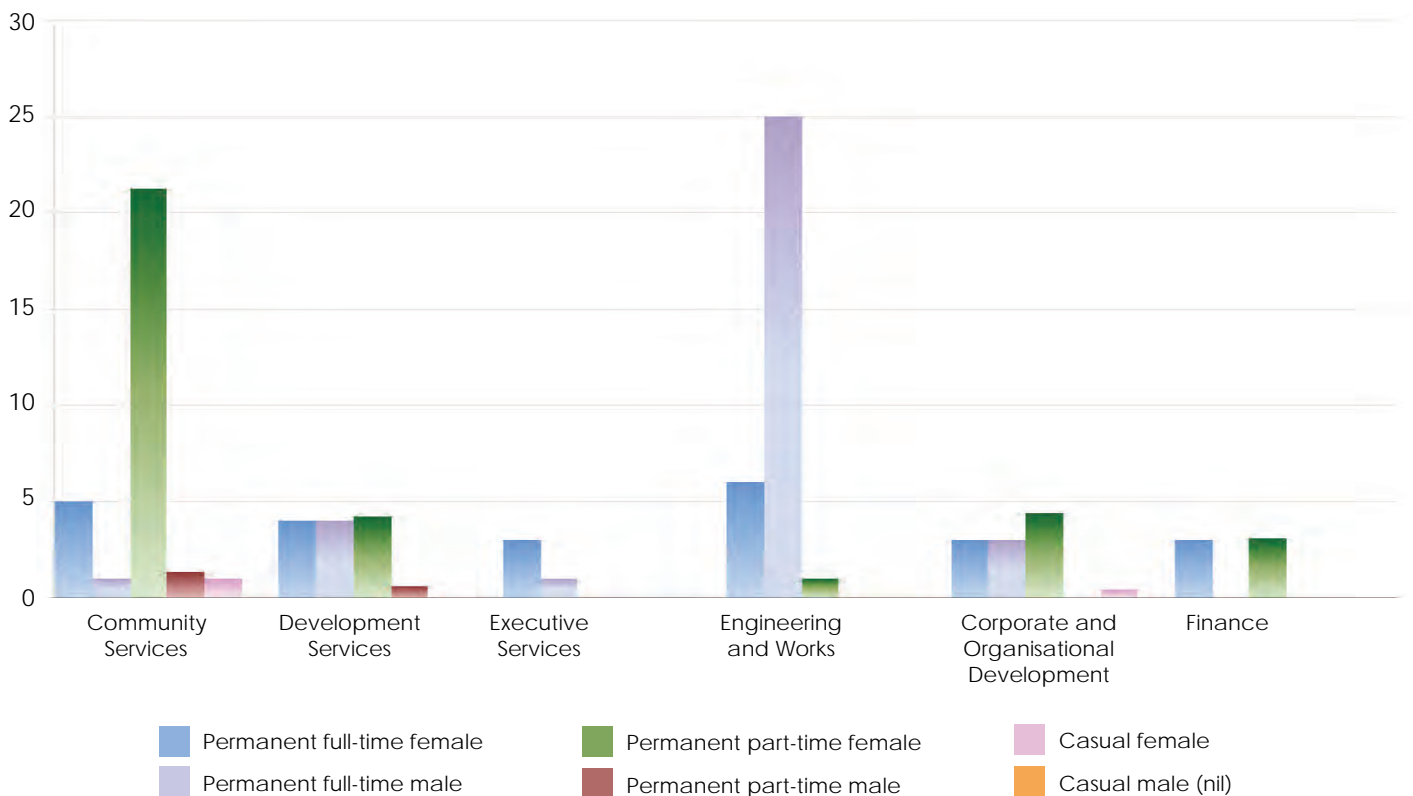
# our organisation

At the end of June 2017, we employed 95.24 effective full time staff in a diverse range of positions. This figure comprises 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 following charts.

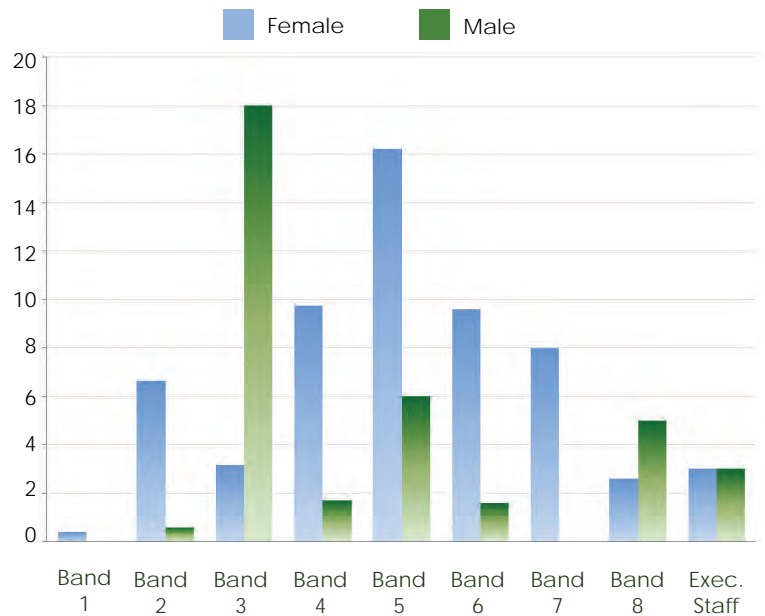
## Our workforce by employment type, gender and organisational structure

Employee type/gender	Community Services EFT	Development Services EFT	Executive Services EFT	Engineering and Works EFT	Corporate and Organisat'l Development EFT	Finance EFT	Total
Permanent full-time - female	5.0	4.0	3.0	6.0	3.0	3.0	24.0
Permanent full-time - male	1.0	4.0	1.0	25.0	3.0	0.0	34.0
Permanent part-time - female	21.24	4.2	0.0	1.0	4.4	3.1	33.94
Permanent part-time - male	1.32	0.6	0.0	0.0	0.0	0.0	1.92
Casual - female	0.98	0.0	0.0	0.0	0.4	0.0	1.38
Casual - male	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>29.54</b>	<b>12.8</b>	<b>4.0</b>	<b>32.0</b>	<b>10.8</b>	<b>6.1</b>	<b>95.24</b>



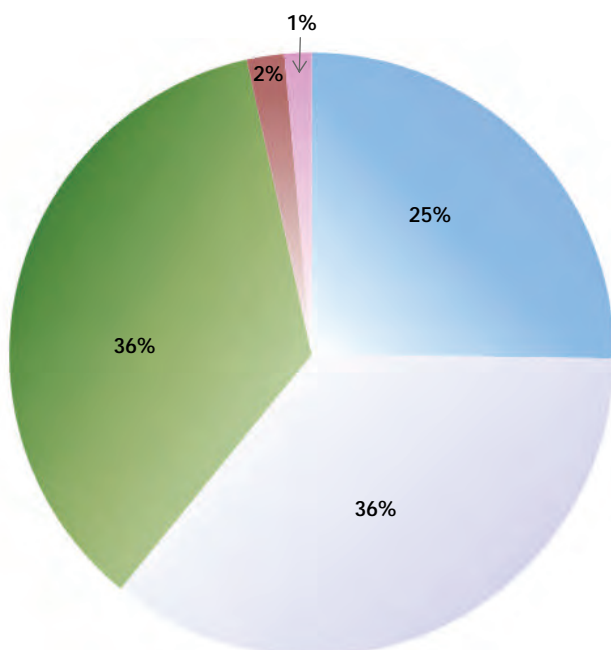
### Staff (eff) by employment classification and gender

Employment classification	Female staff	Male staff	Total staff
Band 1	0.4	0.0	0.4
Band 2	6.63	0.6	7.23
Band 3	3.15	18.0	21.15
Band 4	9.73	1.72	11.45
Band 5	16.23	6.0	22.23
Band 6	9.6	1.6	11.2
Band 7	7.98	0.0	7.98
Band 8	2.6	5.0	7.6
Executive staff	3.0	3.0	6.0
<b>Total</b>	<b>59.32</b>	<b>35.92</b>	<b>95.24</b>



### Staff (eff) by gender split: number of male and female staff

	2014-15	2015-16	2016-17
Male	32	31	36
Female	61	62	59
<b>Total</b>	<b>93</b>	<b>93</b>	<b>95</b>



Our banding profile is consistent with comparable rural councils.

- Bands 1, 2 and 3 are predominantly our outdoor and community care workers
- Bands 4 and 5 are general administrative staff
- Bands 6 and 7 consist of technical specialists, team leaders and co-ordinators
- Band 8 consists of highly specialised, technical experts who may also have a supervisory role

- Permanent full-time female
- Permanent part-time female
- Casual female
- Permanent full-time male
- Permanent part-time male
- Casual male (nil)

# connecting with our Community

Community feedback is extremely important to us as it ensures our long term plans and strategies will continue to build a sustainable future for our community. We believe genuine consultation on key issues and engagement with our community leads to Council outcomes that are more reflective of the community's aspirations and improve the quality, accountability and transparency of those decisions.

## Engaging with our communities

We consult to inform our long term plans and strategies and ensure our programs and services are responsive to the diverse needs of our community. During 2016-17 we sought feedback on Council's budget, Council Plan, key strategies, policies and other master plans through a range of channels including community meetings, community planning sessions, surveys and written submissions.

Our Community Development unit works closely with local community groups, sporting clubs and other service providers in the areas of access and inclusion, community planning, community training, administration of Council's grants program (Community Matching Fund), sport and recreation and community-Council partnership projects.

## Advocacy

Our partnership with our community to achieve agreed goals that benefit the whole of our community, both now and into the future, is taken very seriously. We take on a strong advocacy role on behalf of the community where desired services or infrastructure are beyond our capacity or authority to provide.

We continually engage in partnerships with other significant bodies to ensure benefits to our community. During 2016-17 we engaged with numerous agencies, government departments, State and Federal ministers, community groups, private enterprise on a broad range of topics, including:

- Communicating the growing adverse impacts of rate capping on this small rural council
- The need for increased State Government funding for school crossing supervisors
- Proactive water level management for Lake Eildon

that recognises its recreational value.

## Communication

Our community receive regular and open communication through various channels including:

- social media platforms
- Website
- weekly column in the local newspaper, 'Mansfield Matters', where we advertise appropriate Council related business such as tenders, employment, upcoming events, opportunities for feedback
- monthly radio broadcasts.

During 2016-17 we issued 83 media releases to local and regional media outlets.

## Customer Service

We place a strong emphasis on customer service and responding to the needs of our community in a timely, efficient and courteous manner.

Our Customer Service Policy and Charter ensures that we provide delivery of the best customer service for all customers at all times. By doing so ensures we recognise our Council's preparedness for ongoing accountability and continuous improvement to achieve this.

Our team of Customer Service Officers operate from the municipal office and provide a professional service to all of our customers.

## Business support

We continue to build connections with local businesses and help increase their capacity through development and support services.

During 2016-17 activities included:

- Business forums
- Formal Government inquiries in support of businesses
- Projects to improve and increase our Shire's destination offer
- Projects specific to industry sector promotion
- Major and community events.



## Community festivals and events

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

**The Mansfield High Country Festival** celebrated its 32nd year with a series of diverse events held over a 12 day period in October. Over 25 community groups worked together to create a significant themed, high quality event that featured heritage, art exhibitions, performance, music, bush markets, a grand parade, the Melbourne Cup Day picnic race meeting and food and wine events. It provided an opportunity for young people to be heard, artists and musicians to showcase original work, for community groups to celebrate together and to welcome friends and visitors to the region. It is a wonderful platform to educate and highlight little known elements of the High Country traditional lifestyles.

Mansfield once again played host to **Targa High Country**, Australia's only mainland tarmac rally event. This was the seventh successive year that Mansfield Shire has enjoyed the roar of engines racing around our municipality. This event this year, held from 4-6 November, attracted more than 2,000 visitors to our area and is televised to a national and international television audience. Council has secured this event until at least 2021, confirming that our region is a drawcard for many national events.

In conjunction with the official opening of the Erril Street Rejuvenation Activation Project (see page 67 for more details), Council supported, for the second year running, the **Mansfield Lantern Festival**. Held during Winter Solstice (mid June 2017), the festival is family friendly, providing arts, crafts, workshops, music, food stalls and a grand parade of beautiful lanterns, many hand made by the number of children and adults who took part.

Lake Eildon came alive on the banks surrounding Bonnie Doon for the official opening of the water sport season in late November. In its second year, **The Lake Eildon Festival** was an actioned packed weekend with on-water demonstrations by some big name riders like world champion Harley Clifford, Tony Lacconi and the Lake Mulwala Ski Team. Bonnie Doon Hotel hosted the Sports Boat Expo, featuring the best wakeboard and waterski boats. The 12 metre atomic drop water slide, food stalls and music were a hit for families attending. Night skiing saw high-energy water stunts and striking visual elements prior to the spectacular fireworks display on the lake. Hailed as an overwhelming success, the Festival will be a much anticipated event in the 2017 Spring calendar.

In October 2016, Mansfield Shire, along with much of Victoria, hosted a variety of events for the **Victorian Seniors Festival**. Aimed at the over 60s, many of our community members took part in a range of activities including:

- Hydrotherapy and swimming at Mansfield Aquatic Centre
- A day of croquet at the Mansfield Lords' Reserve
- Garden tour at Dame Nelly Melba Gardens
- Creative cooking classes at the Buckland Centre
- Art, craft and music afternoon at Bindaree Centre
- Vintage car jaunt
- 'Get the most from your gadgets' sessions at Café Connect E-café.

**Australia Day** celebrations in Mansfield included the traditional Australia Day breakfast attended by more than 300 people. Winners of Mansfield Shire's 2017 Australia Day Awards were acknowledged (see page 36 for more details). Two Australia Day citizenship ceremonies were also held during the Mansfield township celebrations (see page 56 for more details).



*The official launch of the Erril Street Rejuvenation Activation Project was the perfect location for the Mansfield Lantern Festival.*

# awards and Recognition

Each year Council presents the Mansfield Shire Australia Day Awards as part of Mansfield's Australia Day celebrations. These awards reward community service at a local level, and are administered through a nomination and assessment program.

In 2016-17 the awards were presented in four categories:

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

## Citizen of the Year

### Monica Sketcher

Monica's commitment, enthusiasm and effort towards the promotion of musical arts in Mansfield is outstanding. She has established the Mansfield and District (MAD) Orchestra, MAD Minors and MAD Kids. More recently she established the MAD Strings, which provide an outlet for all members of our community to participate in and experience music.

Her contribution to the Mansfield Musical and Dramatic Society is acknowledged as being vital in ensuring the success of the Society's productions that are enjoyed by locals and visitors.



## Young Citizen of the Year

### Tim Hume

The list Tim's achievements Tim is quite astounding for one so young. His contribution to life at the Mansfield Secondary College and the leadership and assistance provided to fellow students throughout his school years set a fine example to those following on from him.

During the 2015 school year, Tim was the School Captain for Mansfield Secondary College. In this role he attended School Council meetings representing the views of students, actively contributed to the governing board of the school and spoke on behalf of the school at the Mansfield Anzac Day ceremony.

Tim successfully competed in the Australian Science Olympiad in the science and mathematic fields, and this success saw him represent Australia in the Earth and Environmental Science section at the World Science Olympics where he received a gold medal.

From a field of 740 applicants Australia-wide, Tim received the prestigious Tuckwell Scholarship for the Australian National University.

Tim's accomplishments are truly commendable and are testament to the fact that with the right attitude and hard work, there are no barriers to obtaining an outstanding rural based State education.





## Senior Citizen of the Year

### George and Rita D'arcy

George and Rita were jointly honoured with this Award due to their united love and support for Mansfield for over 40 years. During this time they have immersed themselves in all facets and levels of Mansfield community life including:

- Working with St Vincent De Paul Society
- Life membership status of the Mansfield Historical Society
- Involvement in the Mansfield University of the Third Age (U3A) including a number of stints as President
- Significant tourism related events
- Foundation members of Mens and Ladies Probuss

George has also held the roles of:

- Chairman of the Mansfield Mountain Country Festival
- Chairman of the St Vincent de Paul Society.

Rita has published a number of books including 'The Mansfield Valley - 150 Years of History', 'Mansfield at Last', 'Reflections in the Lamplight', 'Beolite's Country Devil's River' and 'The Rabbit - Mansfield and Beyond'.



## Community Event of the Year

### Mansfield Race Club Committee for the Catanach Plate - Melbourne Cup Picnic Races

The Cup Day Picnic Races has become a highly regarded fixture on Mansfield's events calendar and continues to grow attracting a large cross section of the community.

This event provides something for everyone from the very young to the very old and is a wonderful day out for all those that attend. The media coverage that is generated promotes our area and helps to place the event on many people's 'must do' list for next year.

This year the Mansfield Picnic Race Day event was patronised by over 2,500 persons and attracted many race day patrons from outside of the Mansfield, thus showcasing our town and providing a huge economic boost to business operators at all levels.





# sustainability Report

Sustainability reporting has been integrated as part of the Council's Annual report since 2009. It seeks to identify and report on topics that reflect significant elements of our environmental, social (human needs) and economic impacts. We are committed to the sustainability of our municipality and to continued education and advocacy for sustainable living practices amongst our residents.

In 2016-17 we focussed not only on the environmental aspect of sustainability, but also on the broader social, cultural, economic and organisational impact our actions have today and on future generations.

## Social

As an organisation, we embrace responsibility for the impact of our activities not just on our employees, but also on our communities, stakeholders, consumers and all other members of the public sphere. We proactively promote the public interest by encouraging community growth and development, and we deliberately include public interest into our decision making processes.

### Community Partnerships

We work closely with local community groups, sporting clubs and other service providers in the areas of sport and recreation, access and inclusion, community planning and training, administration of Council's grants program and community-Council partnership projects.

Council's Community Development Charter guides Council's interaction with community and communities' interaction with Council. To support communities to build their skills and capacity to roll out their projects, Council ran a number of initiatives including:

- Business forums
- Grant writing workshops
- Small Business Victoria's 'Business Bus' visit
- Continuation of the Council's Community Matching Fund program.

### Planning and support for our 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.

We have 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.

The Eril Street Rejuvenation Activation Project, launched in June 2017, and the Mansfield Skate Park, officially opened in February 2017, engendered social sustainability by providing important frameworks for delivering services and supporting the Mansfield Shire community. The projects were developed amongst a broad range of local and community service providers to collectively implement safe and open spaces for our community to enjoy.



### Policy commitment

Our suite of policies and guidelines underpin our dedication to Occupational Health and Safety, Health and Wellbeing, Human Rights, Equal Employment Opportunity, Staff Code of Conduct, Acceptable Workplace behaviour and options for raising and resolving workplace grievances.

Our objectives are to ensure we are transparent in relation to our social responsibilities, encourage work/life balance, safety, health and wellbeing and provide a strong message that unacceptable workplace behaviour will not be tolerated.

## Environmental

Council has made efforts to protect our environment, to maintain environmental systems and put processes in place to ensure that it may be enjoyed by current and future generations. Environmental policies and strategies such as native vegetation removal, the Mansfield Roadside Weed and Pest Animal Control Plan, Roadside Conservation Management Plan, emergency management plans and domestic wastewater management plan have provided guidelines for long term strategic planning.

### *Mansfield Shire Environment Advisory Committee*

Comprising members of the community, industry and Council officers, the Mansfield Shire Environment Advisory Committee advises upon and facilitates the improvement and expansion of our environmental management and sustainable development programs and policies. This Committee ensures we undertake and promote environmental conservation and sustainable resource use practices so that the natural and rural assets that provide the economic basis of our Shire can be enjoyed and utilised by future generations.

## Biodiversity

Council hosted roadside conservation training for 47 staff from Mansfield, Murrindindi, Strathbogie and Benalla Shires. The training, held during October 2016, provided a practical approach to ensure that Council works achieve the objectives of the Mansfield Shire Roadside Conservation Management Plan. The training focussed on approaches to roadside works that reduce weeds spreading and ensure that high conservation roadsides are protected. The Roadside Conservation training was funded through the Mansfield Shire participation in the Goulburn Broken Local Government Biodiversity Reference Group.

## Industry best practice

Environmental Officer, Statutory Planners and Engineering team worked to ensure that public open space landscaping work in new subdivision development meet industry best practice for residents in Mansfield Shire. Recent development approvals in the Mansfield Shire have required developers to implement Water Sensitive Urban Design techniques such as vegetated swale drains and bio-retention systems that clean storm water runoff before it is discharged into local waterways. Improved landscaping of public open space areas is also being implemented with new subdivision developments.

## Waste Management

A community education program was introduced in July 2016 with the aim of reducing the amount of waste generated by the camping community. The 'Carry In, Carry Out' initiative was introduced to educate our visitors about the importance of taking their waste with them when they left our municipality. New signage was erected in popular locations across the Shire, and Council's Resource Recovery Centre operated at extended hours over peak holiday seasons to encourage campers to dispose of their waste thoughtfully.



In March 2017, as part of 'Clean Up Australia Day', an opportunity was provided to our local businesses and community to recycle their electronic waste such as computer products and televisions. Our Waste Management team collected 5.5 tonnes of e-waste diverted from landfill for recycling at Sims Recycling Solutions for processing.

## Partnerships

We continue to participate in the Goulburn Broken Greenhouse Alliance and in partnership with GBGA a Climate Smart agriculture tool was developed to provide information to land managers on agricultural opportunities presented under different climate change scenarios.

As part of the broader environmental program the Council supported work implemented by local community groups such as Up2Us Landcare Alliance and Fords Creek Landcare Group. Events such a tree planting along Fords Creek and Clean Up Australia Day were successful due to the commitment and work of local community groups.

# sustainability report

## Economic

Council is chartered with the responsibility to determine how ratepayers' money is spent. We must identify the more desirable allocation of funds to ensure appropriate levels of service provision and ongoing development of community infrastructure. Services must be provided in a way that ensures users receive best value for their investment.

## Tourism

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 horse riding, 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.

## Events

We continue to support and promote many major and smaller events within our Shire. Targa High Country is enjoying its 7th consecutive year in our municipality and draws national visitation to our region. The Lake Eildon Festival at Bonnie Doon - the official opening of the Summer watercraft season - sees large numbers flocking to the lake's shores. The High Country Festival is currently in its 33rd year and continues to be a favourite on the Spring events calendar.



## Economic Development Strategy

Council's Economic Development Strategy 2013-17 aims to enhance the economic performance of the municipality. The Strategy provides a strategic view on initiatives and partnerships that have the potential to make significant improvements to the sustainability of our economy and destination as a result of a comprehensive consultation process with industry sectors and interested parties from within and beyond the local community.

## Business development

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.

A range of economic development initiatives were progressed in the 2016-17 year to support our economic sustainability including:

- Development of Mansfield Paddock to Plate Agri-Tourism Growth Plan
- Profitable Small Producers industry development
- Buller Briefing - a look at the changing nature of the day visitor
- Continuity of Visitor Servicing post MMBRTA with a focus on industry development
- Active participation in North East Victoria Cycling Optimisation Program
- Active participation in Lake Eildon Land & On Water Implementation Group.

## Procurement

With a focus on sustainable development it is important that Council works with its suppliers and encourages the reduction of social and environmental impacts. We reviewed and updated our Procurement Policy in December 2016 to not only reflect changing attitudes, but also to demonstrate accountability to ratepayers, provide guidance on ethical behaviour in public sector purchasing, demonstrate the application of elements of best practice in purchasing and increase the probability of obtaining the right outcome when purchasing goods and services. Our Procurement Policy can be found on Council's website.

## Human Resources

Council strives to be an employer of choice. Recruitment, retention and development of staff are essential for the organisation to provide quality outcomes to our community. Work life balance and flexible working practices are encouraged to promote healthy lifestyles and retain valued employees. As at 30 June 2017 Council employed 95 effective full-time staff comprising, full-time, part-time and casual staff. This figures also includes temporary full-time and part-time funded positions.

## Monitoring Financial Performance

We have a sound process in place to monitor and review our financial performance. Bi-monthly finance reports are presented to the Council for review and discussion. Additional details of our financial performance for 2016-17 can be found in the Financial Reporting section commencing on page 115.



# community Satisfaction

Each year an annual Community Satisfaction Survey is conducted by the State Government on behalf of Participating councils. The survey is designed to measure satisfaction from the community with Local Government performance, and provide insights into how communities view the performance of their local council.

This year's survey was undertaken in February and March 2017 by JWS Research on behalf of the Department of Environment, Land, Water and Planning. Of the 79 councils throughout Victoria, 67 participated in the survey.

The survey is considered to be statistically valid as it ensures that the sample of the 400 respondents surveyed by telephone reflects the demographic composition of the municipality. Mansfield Shire has participated every year since the Shire was proclaimed in 2002-03.

The survey is a valuable form of consultation and the results provide a tool to inform planning and drive improvements across all areas of Council.

## Comparative performance statistics

The following table compares our performance with councils of similar size and the state-wide average. The source of the data is the Local Government Community Satisfaction Survey. Results are an indexed mean; highest score is 100.

Performance Measures	Mansfield Shire Council Score 2014-15	Mansfield Shire Council Score 2015-16	Mansfield Shire Council Score 2016-17	Small Rural Shires Score 2016-17	Statewide Score 2016-17
Community satisfaction rating for Council's overall performance	60%	61%	<b>64%</b>	58%	59%
Community satisfaction rating for Council's community consultation	54%	59%	<b>61%</b>	55%	55%
Community satisfaction rating for Council's advocacy (lobbying on behalf of the community)	58%	55%	<b>59%</b>	55%	54%
Community satisfaction rating for Council's customer service performance	70%	56%	<b>60%</b>	55%	54%
Community satisfaction rating for Council's overall direction	49%	57%	<b>59%</b>	50%	53%
Community satisfaction rating for making community decisions	53%	71%	<b>70%</b>	69%	69%
Community satisfaction rating for sealed local roads	60%	56%	<b>55%</b>	52%	53%

# corporate planning and Reporting

Council's short, medium and long term plans are influenced by community feedback, research and government policy.

Our planning and reporting framework ensures our strategies and financial resources are aligned to deliver the Council Plan 2013–17.

Our ongoing monitoring and reporting of performance through monthly, quarterly, and annual reports ensures we are accountable, transparent and comply with legislation.

## Council Plan

All Victorian councils are required to prepare and adopt a Council Plan by 30 June in accordance with the *Local Government Act 1989*. 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. This is the final year of this Plan before a new Plan is established as a result of the Victorian General Elections held on 22 October 2016.

Our Council Plan goes beyond the legislative framework of the *Local Government Act 1989* to ensure emerging issues and community priorities are strategically addressed. It outlines our vision and strategic plan for the Council term, underpins and guides our work and actions and establishes the direction and priorities for the organisation. Progress against the Plan is measured quarterly and annually in quarterly progress reports and the Annual Report.

Theme	Strategic Objectives
<b>Theme 1:</b> Driving Organisational Performance and Resource Management	<ul style="list-style-type: none"> <li>- An efficient and effective administration that delivers the Council Plan.</li> <li>- We are an employer that attracts high performing, highly skilled and motivated staff.</li> <li>- Council will prudently and successfully improve its financial position.</li> <li>- Council has well informed and effective asset management systems.</li> <li>- Our services are cost effective and show continuous improvement.</li> </ul>
<b>Theme 2:</b> Good Governance	<ul style="list-style-type: none"> <li>- Council is a successful advocate on issues that impact on our community.</li> <li>- Council has productive partnerships with key organisations and decision makers.</li> <li>- A well governed Shire supported by effective communication with our community.</li> <li>- Council's project management system ensures all major projects and infrastructure works are delivered on time and within budget.</li> </ul>
<b>Theme 3:</b> A Growing Economy	<ul style="list-style-type: none"> <li>- Our economic base is prosperous and diverse.</li> <li>- Mansfield offers a competitive operating environment for business.</li> <li>- Mansfield is a vital setting for Arts, Culture and Heritage.</li> </ul>
<b>Theme 4:</b> Improving Our Built and Natural Environment	<ul style="list-style-type: none"> <li>- Our businesses, residents, ratepayers and visitors act responsibly and proactively to protect and enhance the environmental features we value.</li> <li>- Our Planning Scheme encourages land use and development that supports economic growth whilst maintaining characteristics of our Shire valued by our community.</li> <li>- Mansfield has the infrastructure required to support economic and population growth.</li> <li>- Council has strong partnerships with land and water management agencies.</li> </ul>
<b>Theme 5:</b> Empowered and Self Sufficient Communities	<ul style="list-style-type: none"> <li>- Our communities are connected, inclusive, healthy and resilient.</li> <li>- Mansfield's community is supported by responsive, equitable and accessible services.</li> <li>- Our community is able to prepare for and effectively manage natural disasters.</li> <li>- We capitalise on the capabilities and talents of locals to achieve community aspirations.</li> </ul>

## Measuring our performance




The following section of this report contains a series of themes, goals, actions and responses that relate to Council's operations during 2016-17. Each response presents the achievements and challenges we experienced in delivering our objectives. It sets Council's plan for 2016-17 and provides a series of 'fast facts' relating to that outcome.

Our performance is reported against each theme in four ways:

1. Results of strategic indicators in the Council Plan
2. Progress of major initiatives in the Budget
3. Performance of services funded in the Budget
4. Results of prescribed service performance indicators and measures.

### How we performed against the Council Plan

The following pages reflect the progress of our key work during 2016-17. 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
-  Ongoing
-  Delayed
-  Deferred



## Local Government Performance Reporting Framework

The Victorian Government introduced the Local Government Performance Reporting Framework (LGPRF) in 2014 to ensure that all councils measure and report their performance on a range of services in a consistent way. Legislation was enacted to support the framework, with the *Local Government Amendment (Performance Reporting and Accountability) Act 2014* and the *Local Government (Planning and Reporting) Regulations 2014*. This is the third year of reporting against the framework. The Regulations require that once available, a three year rolling comparison of data will occur in the annual report, with schedules 1-3 of the Regulations requiring a specific reporting format.

Broadly, the framework consists of service indicators, which appear in the report of operations (performance) section of the report (commencing on page 44), a governance and management checklist, shown in the Corporate Governance section (see pages 96 and 97) and a range of financial, service and sustainability indicators that form the audited Performance Statement (commencing on page 161).

Our report of operations mirrors the structure of our Council Plan 2013-2017, and the LGPRF service results have been allocated relevant to the services provided under each Theme. The State Government 'Know Your Council' website was launched in November 2015, making comparative results with like-sized councils available online.





# council plan performance reporting

## Theme 1

### Driving Organisational Performance and Resource Management

Our aim for this Theme of our 2013-17 Council Plan is to focus on looking for ways to improve the efficiency and effectiveness of all that we do.

#### Strategies

Five strategies contribute to achieving this goal:

1. An efficient and effective administration that delivers the Council Plan.
2. We are an employer that attracts high performing, highly skilled and motivated staff.
3. Council will prudently and successfully improve its financial position.
4. Council has well informed and effective asset management systems.
5. Our services are cost effective and show continuous improvement.

Results against targets for the 2016-17 goals linked to the above strategies can be viewed on page 48.

#### Services

The following services/activities contribute to achieve the strategies and goals for this Theme:

- Governance
- Human resources
- Finance
- Strategic partnerships
- Resource management (maintaining the assets we use to deliver services to the community).
- Geographical information services management



## Highlights

### Staff surveyed to gauge level of employment satisfaction

All Council staff were given the opportunity to take part in a confidential employee satisfaction survey, facilitated by Insync Surveys Pty Ltd, during March and April 2017. The aim of the survey was to gain an understanding of the organisational areas staff believed were performing well, and areas that could be improved upon.

Of the 127 staff invited to take part in the survey, the 68% response rate highlighted the level of engagement and commitment to Council by staff.

A report, due in mid 2017, based on the results will form the basis upon which the leadership of the organisation can act to improve employee alignment, engagement and ultimately, performance.

### Maintaining our major plant assets

Our major plant is routinely replaced to ensure safe, reliable and efficient equipment is available to undertake our asset maintenance and reconstruction responsibilities. The following major plant items were purchased during 2016-17:

14 tonne Hino Tipper x 2	\$232,324
Kubota outfront mower <i>This mower was bought as a demonstration model with 800 hours recorded, saving an estimated \$8,000</i>	\$23,700
Replacement chainsaws, brushcutters and hand-mowers	\$12,421
<b>Total</b>	<b>\$268,445</b>



One of two new tippers purchased during 2016-17

### Service realignments

Two Departmental restructures took place during 2016-17 which saw the realignment of staff from the Information Services Unit and Customer Service Unit now reporting to the Corporate and Organisational Development Department.

With the resignation of the Tourism and Economic Development Manager in November 2016, Council determined to realign existing Departmental staff to the Community Services Department.

These realignments will assist us in being able to assess and review processes whilst at the same time improving on our knowledge management.

### Management appointments

During 2016-17 we were delighted to welcome two new managers to our organisation.

Mandy Kynnersley commenced with us as Finance Manager in January 2017 as a result of the resignation of Finance and Information Services Manager, Cheryl Nickels-Beattie, in September 2016. Mandy held previous management roles at the Mt Buller and Mt Stirling Alpine Resort Management Board and PricewaterhouseCoopers.

Neil Ogilvie joined us in January 2017 as Engineering Manager as a result of the resignation of Engineering and Works Manager, Amer Tawfik in November 2016. Neil held previous management roles with the Queensland and New South Wales Governments.

### Long term financial planning

It is important to ensure financial sustainability over the long term through effective planning. Council employed FP Solutions to assist in the preparation of a long term financial plan for Mansfield Shire.

This plan provides estimates based on key assumptions about the future that were relevant at the time of adoption of the 2017-21 Council Plan.



### Council welcomes Mansfield Library staff

On 1 July 2017 we welcomed the Mansfield Library staff to our organisation as a result of the dis-establishment of the High Country Library Corporation.

Council now employs the Library staff directly and shares central services such as the Library management system, book stock procurement and collection management with Benalla Rural City, Wangaratta City and Alpine Shires.

The Mansfield Library has always been a highly valued facility in our Shire, offering not just story times and activities for children, but also special programs for adults such as the Armchair Travel Series and talks by visiting authors.

No changes were made to the hours of operation, staff or service as a result of the transition, ensuring that the service provides 'business as usual'.

### Accessibility training

In a collaborative partnership with East Hume Regional Community Services, our Customer Service team and Library staff took part in Communication Accessibility training in July 2017.

The purpose of the training was to up-skill our staff who engage with community members who may have complex communication needs including speech impairments, hearing loss, low literacy levels and non-English speaking backgrounds.

Our Shire has an ageing population and the number of community members who have complex communication needs including speech impairments and hearing loss is continually growing. Communication is an important function of our community, not just for the inclusion of our local residents but also to deliver quality services to our many visitors.



Leila and Martin Robinson are well on their way to achieving the Mansfield Library's program of '1,000 books before school'.



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## Challenges

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- Managing delivery within budget and to meet customer expectations has meant that close monitoring and co-ordination of effective service delivery has been at the forefront of work.
- Conflicting priorities and projects, specialist skills, increased demand for mobility and managing system integrations has been an concern for our Information Services Unit.
- Our Shire's population is ageing, increasing pressures for home based services and primary care services. This is a real challenge given the tightening of public health sector funding.

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## The year ahead

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- A suite of documents under our adopted Asset Management Policy to direct asset management practices is currently being developed to identify required expenditure to keep services at an acceptable standard. This will enable us to better plan for the future needs of our community.
- As a result of the Employee Satisfaction Survey, undertaken in March and April 2017, our leadership team will act to improve employee alignment, engagement and ultimately, performance.
- A number of Occupational Health and Safety initiatives will be implemented for induction and onboarding of staff, contractors and volunteers by way of an online induction program.
- Our Corporate and Organisational Development Department will develop a Human Resource Strategy that identifies current and future human resources needs for our organisation to achieve its goals. An ageing workforce population and growing demands for qualified workers has underscored the importance this Strategy.

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## Core activities

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- 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 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.
- 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.

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## Fast facts

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- Responsible Areas: Executive Services, Finance, Corporate and Organisational Development; Engineering and Works.
- 7,455 rate notices sent (this figure does not include Mt Buller or instalment rate notices which are distributed quarterly).
- 843 land information certificates issued.
- Council's Enterprise Agreement was endorsed on 4 July 2016. All relevant staff are covered by this Agreement or employment contracts.
- Council continues to utilise a partnership agreement with Strathbogie Shire for Municipal Building Surveyor services. This continues to provide cost savings to the Council.



## Progress against our 2016-17 commitments

The information below reflects the progress of our actions during 2016-17.

2016-17 Action	Progress
<b>Goal 1.1: An efficient and effective administration that delivers the Council Plan.</b>	
<p><b>1.1.1</b> Continuously review resources and service levels.</p> <p><i>Updates of service profiles were considered in conjunction with the 2016-17 budget.</i></p>	Completed
<p><b>1.1.2</b> 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>A business plan template has been created and distributed to the Executive Management Team. Discussions with staff will take place to develop each departmental business plan, ensuring they include relevant 2017-21 Council Plan actions and key performance indicators.</i></p>	Completed
<p><b>1.1.3</b> 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>With the introduction of a new performance reporting system (OMNI), the Executive Management Team received training on the use of the software in October 2016.</i></p>	Completed
<p><b>1.1.4</b> Address requirements of new State rate capping Policy.</p> <p><i>The current budget and forward financial plan reflect rate capping limitations.</i></p>	Completed
<b>Goal 1.2: We are an employer of choice that attracts high performing, highly skilled and motivated staff.</b>	
<p><b>1.2.1</b> Develop and implement programs that ensure Council becomes an employer that attracts high performing, highly skilled and motivated staff.</p> <p><i>We continue to run health and wellbeing programs that support our staff. We have also changed our approach to recruitment by incorporating psychometric assessments as one of the tools to assist in our selection process. An Employee Engagement survey is currently underway to gauge areas of the business that is in need of improvement.</i></p>	Completed
<p><b>1.2.2</b> 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>This is ongoing. The Working Alone and Remote Operations Policy was reviewed in November 2016. The following Policies are currently under review and nearing completion:</i></p> <ul style="list-style-type: none"> <li>• Performance Management</li> <li>• Training Policy</li> <li>• Child Safe Standards</li> </ul>	Ongoing
<b>Goal 1.3: Council will prudently and successfully improve its financial position.</b>	
<p><b>1.3.1</b> 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>Council commenced the Long Term Financial Plan process in February 2017 to coincide with budget deliberations for 2017-18 and beyond. The Plan guided Councillors through their consultation with the community around Council's financial sustainability outlook, the requirement to fund the asset renewal gap, and consideration of the possibilities for further income increases (ie, via a rate cap variation) and further service reviews to identify a combination of service reductions or efficiency gains. The Long Term Financial Plan is a living document that will continue to be revised every year to remain current and relevant.</i></p>	Completed

## Progress against our 2016-17 commitments

The information below reflects the progress of our actions during 2016-17.

2016-17 Action	Progress
<b>Goal 1.4: Council has well informed and effective asset management systems.</b>	
<p><b>1.4.1</b> Refine the assessment of our asset renewal gap through development of Asset Management Plans and Registers.</p> <p><i>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.</i></p>	<p>Completed</p>
<p><b>1.4.2</b> Implement the findings of our Asset Renewal Gap Analysis. The renewal gap covers the following categories:</p> <ul style="list-style-type: none"> <li>• Sealed roads - urban - reseal</li> <li>• Sealed roads - rural - reseal</li> <li>• Sealed roads - urban - road reconstruction</li> <li>• Sealed roads - rural road reconstruction</li> <li>• Unsealed roads - rural - resheet</li> <li>• Footpath</li> <li>• Kerb and channel</li> </ul> <p><i>The condition rate for Council assets are stored and updated on a regular basis via Council's Asset Management System.</i></p>	<p>Completed</p>
<p><b>1.4.3</b> Implement the recommendations of the roads and bridges asset audit to support the reduction of Council's asset renewal gap.</p> <p><b>Completed in 2014-15 financial year.</b> <i>For the 2016-17 financial year, the resheet and reseal program has been identified and a grading plan for unsealed roads is complete.</i></p>	<p>Completed</p>
<p><b>1.4.4</b> Complete and assess results of an audit of Council's land assets which identifies opportunities for rationalisation where the whole of life maintenance costs exceeds the community benefit.</p> <p><i>Engineering team are currently undertaking a detailed review of Council owned and managed assets. This is supported by Council's Asset Accounting Policy on how Council is best placed to manage, renew or rationalise assets into the future.</i></p>	<p>Completed</p>
<b>Goal 1.5: Our services are cost effective and show continuous improvement.</b>	
<p><b>1.5.1</b> 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><b>Completed in 2014-15 financial year.</b> <i>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.</i></p>	<p>Completed</p>
<p><b>1.5.2</b> Develop and implement a transitional action plan to upgrade Council's software systems to best practice standards.</p> <p><b>Completed in 2014-15 financial year.</b> <i>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.</i></p>	<p>Completed</p>



## Local Government Performance Reporting Framework

As noted on page 43, the following Governance indicators form part of the new reporting requirements for all Victorian councils. This is the third year reporting against the framework allowing for a comparison to be made against results for 2015-16. The reporting format is prescribed in schedule 2 of the Local Government (Planning and Reporting) Regulations 2014.

Service / Indicator / measure	2015-16	2016-17	Material Variations and Comments
<b>Financial Performance Measures</b>			
<b>Efficiency</b>			
<b>Revenue Level</b>			
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,416.16	<b>\$1,507.14</b>	
<b>Expenditure Level</b>			
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,508.77	<b>\$2,369.34</b>	
<b>Workforce turnover</b>			
<i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	10.12%	<b>10.88%</b>	There have been a number of changes within the senior management team, along with some staff seeking career opportunities within larger councils or taking time out from work to travel overseas.
<b>Obligations</b>			
<b>Asset Renewal</b>			
<i>Asset renewal compared to depreciation</i> [Asset renewal expense/Asset depreciation] x100	30.17%	<b>61.23%</b>	A strategic focus on asset renewal has redirected capital spend toward renewal projects.
<b>Loans and borrowings</b>			
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings/Rate revenue] x100	27.63%	<b>23.30%</b>	Council continues to pay down debt and no new borrowings have been drawn. Conversely, rate income is increasing due to supplementary assessments and the allowable rate cap.
<b>Loans and borrowings repayments compared to rates</b>			
<i>[Interest bearing loans and borrowings/Rate revenue]x100</i>	6.78%	<b>4.82%</b>	Council continue to pay down debt (and no new borrowings have been drawn), therefore repayments are reducing. Conversely rate income is increasing due to supplementary assessments and the allowable rate cap.
<b>Indebtedness</b>			
<i>[Non-current liabilities compared to own source revenue</i> Non-current liabilities/Own source revenue] x100	24.24%	<b>20.28%</b>	Council continues to pay down debt and no new borrowings have been drawn, reducing non-current liabilities. Conversely rate income (own source) is increasing due to supplementary assessments and the allowable rate cap.

## Local Government Performance Reporting Framework

Service / Indicator / measure	2015-16	2016-17	Material Variations and Comments
<b>Financial Performance Measures (cont.)</b>			
<b>Liquidity</b>			
<b>Working Capital</b> <i>Current assets compared to current liabilities</i> [Current assets/Current liabilities] x100	163.27%	<b>214.95%</b>	50% of the 2017-18 Financial Assistance Grants allocation was received late in 2016-17, increasing cash by approximately \$1.4m, while current liabilities have remained fairly consistent.
<b>Unrestricted cash</b> <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash/Current liabilities] x100	84.80%	<b>117.07%</b>	50% of the 2017-18 Financial Assistance Grants allocation was received late in 2016-17, increasing unrestricted cash by approximately \$1.4m.
<b>Operating Position</b>			
<b>Adjusted underlying result</b> <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/Adjusted underlying revenue] x100	-5.58%	<b>15.33%</b>	50% of the 2017-18 Financial Assistance Grants (FAGs) allocation was received in 2016-17, increasing profit significantly in 16-17. In addition, 50% of the 2015-16 Financial Assistance Grants allocation was received in 2014-15, reducing prior year income significantly. If the FAGs timing variances are corrected the outcomes are 2% (2016), 9% (2017) and 5% (2018). The corrected increase from 2016 to 2017 relates to asset revaluations of \$500k in 2016 (nil in 2017).
<b>Stability</b>			
<b>Rates concentration</b> <i>Rates compared to adjusted underlying revenue</i> [Rate revenue/Adjusted underlying revenue] x 100	68.42%	<b>59.91%</b>	Adjusted underlying revenue has increased significantly (18%) in 2016-17 due to a change in Financial Assistance Grants income (50% of the 2015-16 Financial Assistance Grants allocation was received in 2014-15, reducing prior year income significantly. and 50% of the 2017-18 allocation was received in 2016-17, increasing 16-17 income). Conversely, rates have only increased by 3.8% (the rate cap of 2.5% plus supplementary assessments).
<b>Rates effort</b> <i>Rates compared to property values</i> [Rate revenue/Capital improved value of rateable properties in the municipality] x 100	0.43%	<b>0.41%</b>	



## Local Government Performance Reporting Framework

Service / Indicator / measure	2015-16	2016-17	Material Variations and Comments
<b>Animal Management</b>			
<b>Timeliness</b> <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests/Number of animal management requests]	1.50	<b>1.50</b>	
<b>Service Standard</b> <i>Animals reclaimed</i> [Number of animals reclaimed/Number of animals collected] x100	97.52%	<b>63.45%</b>	Of the 290 registrable animals collected, 184 registered animals were reclaimed by their owners and 60 registrable animals were euthanized due to ill health and behavioural issues (52 animals were from a single property).
<b>Service Cost</b> <i>Cost of animal management service</i> [Direct cost of the animal management service/ Number of registered animals]	\$53.48	<b>\$54.42</b>	
<b>Health and Safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	8.00	<b>3.00</b>	Where a group of charges is brought against a single defendant, the group is counted as one prosecution. There were 3 defendants prosecuted for a total of 21 charges during the year.
<b>Food Safety</b>			
<b>Timeliness</b> <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints/Number of food complaints]	1.00	<b>1.92</b>	From 1 July 2016, 'Time taken to action food complaints' was reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.
<b>Service standard</b> <i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	97.73%	<b>100%</b>	

## Local Government Performance Reporting Framework

Service / Indicator / measure	2015-16	2016-17	Material Variations and Comments
<b>Food Safety (cont.)</b>			
<b>Service cost</b> <i>Cost of food safety service</i> [Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984]	\$355.43	<b>\$345.62</b>	
<b>Critical and major non-compliance outcome notifications</b> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	92.31%	<b>96.00%</b>	From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.
<b>Home and Community Care (HACC)</b>			
<b>Timeliness</b> <i>Time taken to commence HACC service</i> [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	5.00	Reporting ceased on 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Service Standard</b> <i>Compliance with Community Care Common Standards</i> [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	77.78%	Reporting ceased on 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Service Cost</b> <i>Cost of domestic care service</i> [Cost of the domestic care service/Hours of domestic care service provided]	\$54.58	Reporting ceased on 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Service Cost</b> <i>Cost of personal care service</i> [Cost of the personal care service/Hours of personal care service provided]	\$54.58	Reporting ceased on 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Service Cost</b> <i>Cost of respite care service</i> [Cost of the respite care service/Hours of respite care service provided]	\$54.48	Reporting ceased on 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Participation</b> <i>Participation in HACC service</i> [Number of people that received a HACC service/ Municipal target population for HACC services] x100	34.34%	Reporting ceased on 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Participation in HACC service by CALD people</b> [Number of CALD people who receive a HACC service/Municipal target population in relation to CALD people for HACC services] x100	27.78%	Reporting ceased on 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs



# council plan performance reporting

## Theme 2

### Good Governance

Our aim for this Theme of our 2013-17 Council Plan is to do all we can to represent our community to the best of our ability, and to act at all times with integrity and openness.

#### **Strategies**

Four strategies contribute to achieving this goal:

1. Council is a successful advocate on issues that impact on our community.
2. Council has productive partnerships with key organisations and decision makers.
3. A well governed Shire supported by effective communication with our community.
4. Council's project management system ensures all major projects and infrastructure works are delivered on time and within budget.

Results against targets for the 2016-17 goals linked to the above strategies can be viewed on page 57.

#### **Services**

The following services/activities contribute to achieve the strategies and goals for this Theme:

- Governance
- Advocacy
- Information technology
- Local Laws (ensuring adequacy and currency of laws)
- Human resources
- Strategic partnerships
- Finance
- Resource management (maintaining the assets we use to deliver services to the community)



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## Highlights

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### **A new Council**

As a result of the Victorian Council Elections, held on 22 October 2016, our Shire welcomed three new Councillors and two returning Councillors, making up the fifth Mansfield Shire Council.

Our new Councillors, Peter Olver, Paul Volkering, and Harry Westendorp, together with returning Councillors, Marg Attley and Paul Sladdin, were sworn in at a Special meeting of Council held on 26 October 2016. Please refer to page 16 for more information on our Councillors.

### **Councillor code of conduct and Councillor charter**

In accordance with the *Local Government Act 1989*, Council reviewed and adopted its Code of Conduct and Charter at a Special meeting of Council on 21 February 2017.

The Councillor Code of Conduct and Councillor Charter 2017 codifies what standards of behaviour and ethics all Councillors need to adhere to, the various mechanisms in place at State and local level to deal with complaints about alleged misconduct.

Council has exceeded the requirements specified by the Act by incorporating a Councillor Charter which describes in detail the requisite standards for decision making, communication and key governance roles across the organisation.

It is an expression of intent about how our Councillors will achieve the highest levels of good governance are met, maintaining public confidence in the integrity of Mansfield Shire Council.

### **Reviewed community local law**

On 19 April 2017 Council adopted its new Community Local Law Number 2 - Meeting Procedures and Common Seal, replacing the former local law which lapsed on 15 April 2017.

Local Law Number 2 provides a mechanism to facilitate the good government of Council through its formal meeting procedures. It promotes and encourages community participation in decision making and regulates the conduct of meetings. In addition, it provides for the administration of Council's powers and functions and provides generally for the peace, order and good government of the municipal district.

### **Adoption of 2017-21 Council Plan**

After considerable community consultation, Council adopted its new 2017-21 Council Plan on 27 June 2017. The Plan was informed by collaborating with our community through a variety of means such as 'community conversation' sessions at Bonnie Doon, Merrijig, Mansfield, Tolmie and metropolitan Melbourne. A key component of the Council Plan is the Strategic Resource Plan which outlines how financial and human resources will be allocated over the four years from 2017 to 2021 to deliver the Plan.



### **Community satisfaction**

Results from the 2017 annual Community Satisfaction Survey of Mansfield Shire residents showed that satisfaction with Council's performance and services has increased on last year's results. Of particular note is the fact that our results are well above the statewide average.

The top three ranked services by the community were appearance of public areas, elderly support services and arts centres and libraries.

These results affirm that the Council and organisation are on the right track, however there is still more work to do to improve our ratings in some areas such as planning permits, parking and unsealed roads.



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## Challenges

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- Ensuring ongoing financial viability of the organisation and delivering current services in a rates constrained environment.
- Resourcing ever increasing legislative requirements in relation to governance and performance reporting.

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## The year ahead

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- Review Council's Risk Management framework for potential key fraud and corruption gaps.
- Continue to utilise social media and online tools to inform and hear from our community.
- Responding to the significant changes the new Local Government Act will make in relation to day to day operations and decision making.
- Review of Council's Community Local Law No. 1 (General Provisions).

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## Core activities

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- 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.

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## Fast facts

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- 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.
- 6 new citizens were declared at 2 citizenship ceremonies.
- 18 Policies, Strategies and Plans were reviewed and implemented.

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## Citizenship Ceremonies

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During 2016-17 six 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, who co-ordinate the electoral enrolment process for new citizens.



*New Australian citizen, Sarah Jane Lieber, at the Mansfield Australia Day Citizenship Ceremony.*



## Progress against our 2016-17 commitments

The information below reflects the progress of our actions during 2016-17.

2016-17 Action	Progress
<b>Goal 2.1 Council is a successful advocate on issues that impact on our community.</b>	
<p><b>2.1.1</b> 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>Advocacy in the lead up to the Federal election is complete. Advocacy efforts will continue on matters of interest to the Mansfield Community.</i></p>	Completed
<p><b>2.1.2</b> Actively represent Mansfield's interests through Councillors and senior management involvement in key forums and membership of key associations/peak bodies.</p> <p><i>Participation in key forums and peak bodies will continue.</i></p>	Completed
<b>Goal 2.2: Council has productive partnerships with key organisations and decision makers.</b>	
<p><b>2.2.1</b> Continue to advocate for improvements to telecommunication infrastructure and lobby relevant authorities which will assist community and business.</p> <p><i>Round Two of the Blackspot Telecommunications funding included funding for Kevington tower. Advocacy in this area will expand to digital connections in the new Council Plan.</i></p>	Completed
<p><b>2.2.2</b> Work with CFA, Police, Ambulance Victoria and SES to understand future priorities and support them in achieving their goals.</p> <p><i>Advocacy with these agencies for a combined emergency services precinct has been unsuccessful. Advocacy to the SES is continuing to modernise arrangements and see funding support to recognise the State role this body plays.</i></p>	Completed
<p><b>2.2.3</b> Maximise the use of partnerships (ie, Youth Partnership, Better Communities for Children Leadership Network, Active Mansfield, Primary Care Partnership, Asset Management) in achieving outcomes for our community.</p> <p><i>Community meetings and an online survey gathering input to inform the development of the new budget and Council Plan have provided meaningful ways to seek community views.</i></p>	Ongoing



## Progress against our 2016-17 commitments

The information below reflects the progress of our actions during 2016-17.

2016-17 Action	Progress
<b>Goal 2.3: A well governed Shire supported by effective communication with our community.</b>	
<p><b>2.3.1</b> Conduct a series of community forums and Council meetings across our communities, including the non-resident meeting in Melbourne.</p> <ul style="list-style-type: none"> <li>• <i>Four 'Community Conversations' sessions were held across the municipality through February and March 2017 to inform the delivery of the 2017-8 budget, the Strategic Resource Plan and new Council Plan. These sessions were attended by approximately 50 people.</i></li> <li>• <i>A non-resident ratepayers' meeting was held in metropolitan Melbourne in May 2017, with approximately 60 people in attendance.</i></li> <li>• <i>A community survey was conducted in relation to the new 2017-21 Council Plan and 2017-18 Budget, with just under 130 responses.</i></li> </ul>	<b>Completed</b>
<p><b>2.3.2</b> Develop and implement guidelines to ensure there is effective and consistent engagement between Council, Shire staff and the community on matters of policy.</p>	<b>Ongoing</b>
<p><b>2.3.3</b> 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>Initial investigation is being undertaken. No budget has been allocated in the 2017-18 year, but the project remains within the Council Plan for 2017-2020.</i></p>	<b>Deferred</b>
<p><b>2.3.4</b> Development and delivery of a robust Councillor Induction Program following the election of a new Council in the 2016 General Election.</p> <p><i>A successful induction program was delivered to the new Council, with five briefing sessions held by Council staff and external providers.</i></p>	<b>Completed</b>
<b>Goal 2.4 Council's project management system ensures all major projects and infrastructure works are delivered on time and within budget.</b>	
<p><b>2.4.1</b> Develop a project scoping system to ensure that key data about a project is available prior to commencement, to a degree consistent with the complexity of the project.</p> <p><i>A review of project management procedures and tracking has taken place and a risk based project management system has been developed. The system will be applied to projects in the 2017-18 financial year.</i></p>	<b>Completed</b>



## Local Government Performance Reporting Framework

As noted on page 43, the following Governance indicators form part of the new reporting requirements for all Victorian councils. This is the third year reporting against the framework allowing for a comparison to be made against results for 2015-16. The reporting format is prescribed in schedule 2 of the Local Government (Planning and Reporting) Regulations 2014.

Service / Indicator / measure	2015-16	2016-17	Material Variations and Comments
<b>Governance</b>			
<p><b>Transparency</b>  <i>Council decisions made a meeting closed to the public</i>            [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors ] x100</p>	8.68%	<b>11.70%</b>	This figure has increased slightly due to several reports being considered in relation to the same confidential manner, however this figure is well within the tolerance range. Council aims to minimise the number of reports considered in closed meetings.
<p><b>Consultation and engagement</b>  <i>Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement</i></p>	59	<b>61</b>	Satisfaction with our engagement programs continues to steadily increase and is well above the State average and that of like councils. (This result is per the Local Government Community Satisfaction Survey 2017.)
<p><b>Attendance</b>  <i>Councillor attendance at council meetings</i>            [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100</p>	74.74%	<b>96.67%</b>	There has been a concerted effort by the new Councillors to plan absences around Council meeting dates to maximise participation at meetings.
<p><b>Service cost</b>  <i>Cost of governance</i>            [Direct cost of the governance service / Number of Councillors elected at the last Council general election]</p>	\$40,443	<b>\$45,330</b>	The Governance Coordinator role has increased time spent on governance activities during 2016-17. This role has been increased to full time in 2017-18 recognising the importance of this role in Council.
<p><b>Satisfaction</b>  <i>Satisfaction with Council decisions</i>            [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</p>	56	<b>60</b>	Satisfaction with Council decisions continues to increase, with our result being higher than the State average and that for like councils. An increased focus on community meetings and consultation is driving these results. (This result is per the Local Government Community Satisfaction Survey 2017.)

# council plan performance reporting

## Theme 3

### A Growing Economy

This Theme for our 2013-17 Council Plan confirms that 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.

#### Strategies

Three strategies contribute to achieving this goal:

1. Our economic base is prosperous and diverse.
2. Mansfield offers a competitive operating environment for business.
3. Mansfield is a vital setting for Arts, Culture and Heritage.

Results against targets for the 2016-17 goals linked to the above strategies can be viewed on page 65.

#### Services

The following services/activities contribute to achieve the strategies and goals for this Theme:

- Economic development
- Tourism
- Land use and planning
- Infrastructure (planning for future growth needs - improving access to services)
- Arts, culture and heritage (Mansfield Station Precinct)



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## Highlights

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### **Climate Smart agricultural development project**

The results of the Climate Smart Agricultural Development project were launched in December 2016.

Climate Smart Ag takes the key inputs of temperature, rainfall and topography, combines it with 'groundtruthing' with local farmers and provides interpretive maps about how land productivity will vary in the future. The information will assist to increase agricultural productivity and incomes while adapting and building resilience to climate change. The climate change outlook was researched for 17 agricultural commodities including pastures, cropping, forestry, vegetables and fruit.

A publicly available spatial modelling tool was produced and it will assist landholders plan for their land's future production and inform Council's strategic planning processes.

The 'storybook' and mapping is available at [www.gbga.com.au/story-map---climate-smart-ag.html](http://www.gbga.com.au/story-map---climate-smart-ag.html)

The Climate Smart Ag project will be a significant tool for Mansfield particularly as our shire's outlook for the future is very positive.

It will be of incredible value to our existing farmers but will also help inform our numerous small lot landholders who we know are looking to use their land productively.

Mansfield's agriculture sector is a significant contributor not just on an economic front but it also underpins our rural amenity which is key to our desirability and population growth.

The Climate Smart Ag tools will help Council and landholders make good decisions to increase the productivity of our land, which is great for the environment and will enhance the region's significance in the food production and agri-tourism space.

### **Industry development program**

The highlight of Council's industry development program was the Profitable Small Producers evening and day workshops that saw over 140 people engage with professional facilitators on climate smart agriculture, food technology and marketing and branding. 110 people attended the evening that was catered by High Country Food Co., showcasing local produce. Those with underutilised land, established food producers and those looking to start up or expand all found the evening and workshops valuable. The opportunity was co-funded by Department of Industry and Science and Mansfield Shire Council.

The Business to Business B2B program was launched in mid 2016 and continued throughout the year. Local business people across a range of sectors speak about their business journey with many insights to be gleaned by the attendees. The B2Bs have been popular and successful not just because there are learnings but also for the opportunity to network, share ideas, ask questions and feast on the delicious food served up by our local caterers who take the opportunity to showcase their style.

Additional industry development opportunities throughout the year included forums and workshops facilitated by Council and delivered by Small Business Victoria and Tourism North East.





### **Mansfield Shire paddock to plate agri tourism alliance**

In early 2016, a number of our Shire's small producers identified the need for a practical and collaborative approach to growing the agri-food and agri-tourism sectors across the municipality. As a result, in August 2016, Council received State government funding of \$30,000 to appoint a consultant to develop a growth plan for the Mansfield Shire Paddock to Plate Agri Tourism Alliance.

The plan will encourage the activation of investment in niche and gourmet production by way of support, guidance and expertise developed within the Alliance collective.

With both tourism and agriculture being among the key economic drivers for Mansfield Shire, this alliance provides a unique opportunity to grow these sectors through the development of an agri-tourism offer. This, in turn, will increase the economic return for both individual business and the local economy.

### **Lake Eildon product audit**

To help inform our product development program and with the assistance of Tourism North East, a product audit was commenced for Lake Eildon. The aim is to determine the number, nature and type of tourism businesses around the lake, to identify gaps for the visitor experience aligned with our growth market and then develop strategies to encourage new products and experiences. Lake Eildon is a key destination driver for our visitors and yet there is little direct business activation around the lake. The product audit will help inform future business and infrastructure opportunities.

### **Buller briefing**

In recognition of the changing demographic and visitation patterns of the snow visitor, Council organised an industry development opportunity for local businesses involved in the supply chain of products and services, to discuss the challenges and identify opportunities. Officers of the Mt Buller Mt Stirling Alpine Resort Management provided the data and shared their strategies to deal with increasing number of snow play visitors who are typically arriving later in the day and are new to the mountain and snow experience. Many of them are international visitors or new Australians. The workshop was one in a series of industry development opportunities over the course of the year designed to provide local business with the information and skills they need to thrive in a growing and changing economy.

### **Parliamentary inquiry into the control of invasive animals on Crown land**

In mid 2016, council made a submission to the State Government's Inquiry into the Control of Invasive Animals on Crown Land, in support of residents, ratepayers and visitors who value the sustainability of our destination and have concerns over the negative impacts of invasive animals.

At Council's invitation, The Environment, Natural Resources and Regional Development Committee held a public hearing day in Mansfield, providing the opportunity for representatives of Council, Mountain Cattlemen's Association, and members of the farming and tourism sectors including hunters to speak directly with the parliamentary members of the Committee.

Council's recommendations to the Inquiry involved consideration to develop programs that control the numbers of invasive animals on public land in the Mansfield Shire in a strategic and co-ordinated way. These programs would enable input from all land managers and key stakeholders with a view to minimise negative impacts on our mainstream tourism markets, lifestyle property owners and farmers while optimising the potential to support the niche markets that come from hunting species such as deer.

A copy of the full report was tabled in Parliament in late June 2017, with a government response expected later in the year.



*Wild deer have been identified as one of the main pest animals within Mansfield Shire (photo courtesy Alpine Observer).*



### Visitor services

The transition from Mansfield Mt Buller Regional Tourism Association to Mansfield Visitor Services meant major changes to the way booking and information services are managed.

In a sector that is increasingly being delivered online, Council ensured continuity of service for the visitor and for business with a focus on the whole of the visitor purchase cycle.

Tourism North East was engaged to manage the website content and numerous industry development workshops and meetings were held to ensure business had the opportunity to understand the changes, their choices and how best to benefit from the destination and regional tourism efforts.

A particular focus has been on ensuring events and businesses have Australian Tourism Data Warehouse listings to maximise the marketing potential of the online space.

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### Challenges

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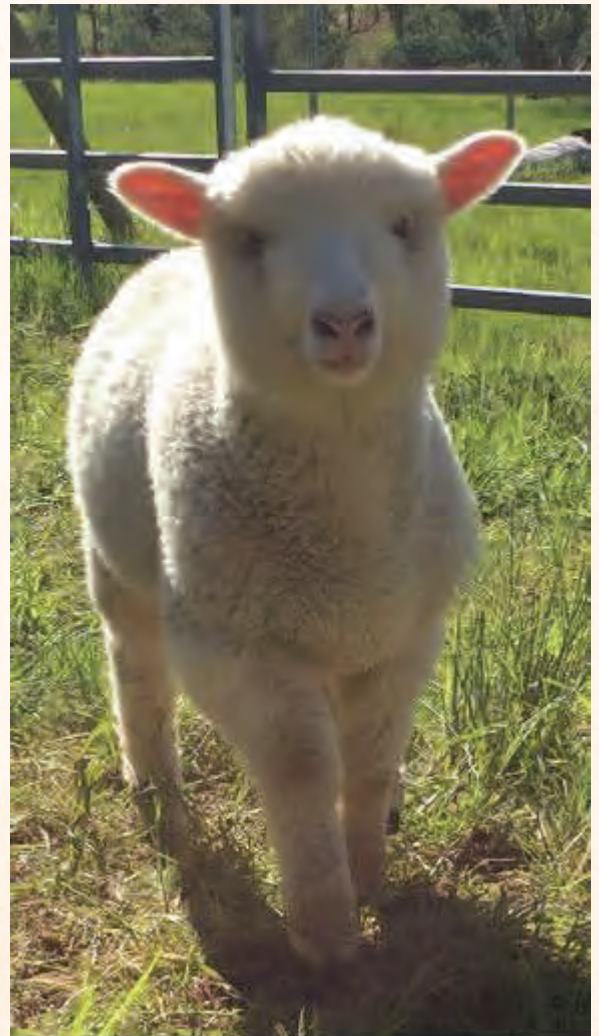
- Considerable workload produced to transition the MMBRTA to Mansfield Visitor Services and ensure ongoing provision of services and information flow for business.
- Securing competitive government grants with limited resources.
- Progressing Lake Eildon Recreational Boating Facilities Improvement Plan key recommendations.
- A significant reduction in staff in the Tourism and Economic Development Department created additional pressure in delivering the considerable outcomes achieved against the annual work program.

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### The year ahead

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- Finalise Mansfield Paddock to Plate Agri-Tourism Alliance Growth Plan and support enactment of key recommendations to develop the sector.
- Produce a revised Economic Profile and develop a new Economic Development Strategy.
- Capitalise on local outcomes from regional projects including North East Cycling Optimisation Project (NEVCO) and 'Ned Kelly Alive'.
- Support Development Services in delivery of a Station Precinct Masterplan.
- Support and develop major community events that complement destination strengths for business and community outcomes.



*Promoting agri-tourism by supporting the development of the Paddock to Plate Agri-Tourism Alliance Growth Plan.*



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### Core activities

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- 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.

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### Fast facts

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- 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*)
- New birth notifications received by the Maternal and Child Health Service 86
- Children enrolled with Maternal and Child Health Service 349
- Maternal and Child Health consultations 989



## Progress against our 2016-17 commitments

The information below reflects the progress of our actions during 2016-17.

2016-17 Action	Progress
<p><b>Goal 3.1 Our economic base is prosperous and diverse.</b></p>	
<p><b>3.1.1</b> Implement the 2013 Economic Development Strategy Review Action Plan as amended:</p> <ul style="list-style-type: none"> <li>• Review the Mansfield Mt Buller-The High Country brand.</li> <li>• Progress a determination on Council owned industrial land (at Lakins Road, Mansfield) in relation to supply of industrial land.</li> <li>• Strengthen relationships and maximise opportunities through ongoing involvement with key government agencies, peak bodies and business clusters.</li> <li>• Create a Mansfield Shire food, wine and produce collective 'entity' and assist in development and promotion of product.</li> </ul> <p><i>Key projects and programs such as the Mansfield Integrated Cycle Facility, Lake Eildon Recreational Boating Facilities Improvement Plan and the Mansfield Station Precinct, were progressed and are on track. Some initiatives on hold for consideration by new Council and subject to future budget considerations.</i></p>	<p>Ongoing</p>
<p><b>Goal 3.2 Mansfield offers a competitive operating environment for business.</b></p>	
<p><b>3.2.1</b> Identify opportunities to focus economic development in outlying communities.</p> <p><i>Support of events such as the Lake Eildon Festival, High Country Festival and Jamieson Autumn Festival. Industry development continues together with ongoing promotion of the Great Victorian Rail Trail.</i></p>	<p>Ongoing</p>
<p><b>3.2.2</b> Undertake further research to identify the business needs and market opportunities within the Shire and to ensure that potential businesses are well informed and able to build on Mansfield's strengths by:</p> <ul style="list-style-type: none"> <li>• Developing a 'Business Monitor' where data is populated by business and compiled by Council to inform business needs and possible market opportunities.</li> <li>• Updating the Mansfield Shire economic profile when the 2016 census data is released.</li> </ul> <p><i>A report from Annual Business Survey was presented to Council during the 3rd quarter. The Mansfield Shire Economic Profile is to be updated after the release of the 2016 census figures.</i></p>	<p>Ongoing</p>
<p><b>Goal 3.3 Mansfield is a vital setting for Arts, Culture and Heritage.</b></p>	
<p><b>3.3.1</b> Review the Arts, Culture &amp; Heritage Plan in partnership with key community groups and funding agencies in conjunction with a detailed strategic master plan for the Mansfield Station Precinct.</p> <p><i>The review of this Plan is on hold and will be reconsidered in the first review of the 2017-21 Council Plan.</i></p>	<p>Deferred</p>

## Local Government Performance Reporting Framework

As noted on page 43, Governance indicators form part of the new reporting requirements for all Victorian councils.

Some performance reporting areas were optional, and as a result, detailed figures for the Economic Development area were not provided.

# council plan performance reporting

## Theme 4

### Improving Our Built and Natural Environment

This Theme for our 2013-17 Council Plan confirms that Council is 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.

#### Strategies

Four strategies contribute to achieving this goal:

1. Our businesses, residents, ratepayers and visitors act responsibly and proactively to protect and enhance the environmental features we value.
2. Our Planning Scheme encourages land use and development that supports economic growth whilst maintaining characteristics of our Shire valued by our community.
3. Mansfield has the infrastructure required to support economic and population growth.
4. Council has strong partnerships with land and water management agencies.

Results against targets for the 2016-17 goals linked to the above strategies can be viewed on page 74.

#### Services

The following services/activities contribute to achieve the strategies and goals for this Theme:

- Environmental sustainability
  - Waste management
  - Water management
- Land use and planning
- Infrastructure (planning for the built and natural environment)
  - Roads
  - Footpaths
  - Bridges
  - Buildings
  - Parks and gardens
  - Drainage
- Facilities management
- Sport and recreation activities
- Events
- Emergency management
- Community education
- Strategic partnerships



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## Highlights

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### **Erril Street rejuvenation activation project**

As a result of \$203,805 funding received from the Department of Justice's Public Safety Infrastructure Program, Erril Street, in Mansfield's central business district, was transformed to include elements such as improved lighting, footpaths, landscaping, street furniture, public art installations, signage and recreation infrastructure.

In addition the funding provided, Council contributed \$28,000 to assist with the project, which improves natural surveillance and connectivity.

Completed in June 2017, the key elements of the design included reconstructing the High Street crossover to improve vehicle access and to provide a more defined entrance, removing temporary speed humps and formalising the footpath with raised pedestrian crossings.

Lit bollards associated with the footpath network and spaces encourage passive recreation in the area.

Council worked with the Arts Council of Mansfield to incorporate public art into the precinct to further improve its aesthetics. A large mural was created on the eastern wall by some of Mansfield's youth in partnership with professional artist, A.J. Tan.

The project was a successful collaboration between a number of organisations in our community, including Council, contractors, adjacent businesses and community groups.

To celebrate the project's completion, an official launch was held in June 2017.



*A small section of the Erril Street mural.*



### Sawpit Gully bridge strengthening

Works to strengthen the Sawpit Gully Bridge were completed in early July 2017. The increase in strength comes from the installation of duplicate steel beams and relieving piers as well as concrete abutment. The 20 tonne load limit is sufficient to allow garbage truck access and for emergency vehicles such as CFA tankers.

Works included the installation of expansion joints, completion of abutment works and sealing of the bridge approaches.



### A facelift for Ogilvies Road

During March 2017 a 3.5km section of Ogilvies Road in Mansfield was reconstructed at a cost of \$416,000.

The project, part funded by the Federal Government's 'Roads to Recovery' program included removal of defective base, cement treatment, reforming of drains, and the installation and sealing of new pavement. The road surface had deteriorated due to base failure, resulting in numerous areas of potholes and rutting. The road was also closed to heavy vehicles due to the state of the pavement.



### Gravel trial on Buttercup Road

A small project that had a big impact was a gravel trial on Buttercup Road during February 2017.

The first of its kind to be undertaken in our Shire, the trial looked at which combination of materials performed best under heavy traffic conditions. Different materials along sections of the Road were tested to see how they responded under prolonged traffic.

Results of the trial are due in mid to late 2017, however, cost savings could amount to \$70,000, with potential longer term savings even greater.

### C37 Planning Scheme Amendment

Following a lengthy planning scheme amendment process over the past two years, the Mansfield Shire Council C37 Planning Amendment was approved by the Minister for Planning in December 2016. The Amendment now incorporates many new changes into our Shire's Planning Scheme.

Among these are settlement, environment, economic development, tourism, rural living and land development in rural areas - all important issues that require clear and effective direction.

This Amendment is significant for our Shire as a whole as it is the first review to be undertaken in ten years and now brings the Scheme up to date with current direction and community sentiment at a local level.

### Carry In, Carry Out

In August 2016, our Waste Management team introduced a new initiative that sees our visitors asked to take their rubbish home with them when they leave our municipality.

The 'Carry In, Carry Out' program is designed to educate local campers to adopt responsible waste management practices by ensuring any waste created by their activities, is taken with them when they head home.

Part of this initiative also included the installation of fixed signage promoting the message as well as providing extended hours at our Resource Recovery Centre during busy holiday periods.

The 'Carry In Carry Out' approach to camper waste management is supported in many locations Australia wide. This initiative aligns Mansfield Shire with other areas, ensuring a consistent approach to responsible waste management.



### Dead Horse Lane bridge construction

In March 2017, works commenced on replacing the low-level bridge crossing over Ford Creek along Dead Horse Lane. The project was jointly funded by the Federal Government and cost \$772,000 to complete.

A new reinforced concrete bridge with a span of approximately 24m was constructed on a different alignment to the existing bridge. Construction will lead to the completion of a partial bypass road in 2017-18, allowing large trucks to sidestep the town centre.

Civil works on the bridge construction also included:

- new road approaches
- sprayed bitumen road surfacing
- drainage
- retaining walls
- rock beaching and creek reinstatement
- signage,
- line marking
- guard rail installation

Bridge works necessitated road closures, and all vehicle access was detoured via other routes.

The new bridge will be officially open to traffic in early July 2017.



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## Challenges

- Deterioration of the main netball court at the Mansfield Recreation Reserve caused engineering problems due to the moisture content of the under slab being too high. Although the court was still usable during the season, there were problems with the structure.

Our Engineering team worked with the contractor towards a resolution, and after extensive operations to monitor the internal slab moisture, upgraded the new court to international standards in partnership with the Goulburn Valley Netball League and Mansfield Football and Netball Club.

- The closure of Council's free green waste service took effect in July 2016 as a result of increasing costs of managing the site. The original intent of the service, rolled out in 2009, was to provide residents with a 'one-off' opportunity to clean up around their properties leading into the fire season. Residents now take their green waste to our Resource Recovery Centre who are equipped to appropriately manage the waste.

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## The year ahead

- The 2017-2018 Capital Works Program will again focus on asset renewal. Council is planning to invest approximately \$444,000 in rural and urban road resealing and \$412,000 in rural road resheeting.
- The replacement of the Howqua Track culvert #1 is scheduled to take place in late 2017 and will provide a safer road environment through the renewal of the failing structure.
- Construction of the Mansfield Heavy Vehicle Bypass will continue, with the Withers Lane major culvert to be installed in July 2017 and the construction of Withers Lane and Dead Horse Lane planned to commence in January 2018. This project represents nearly \$900,000 of local and federal funding.



## Core activities

- Develop and manage the approved Engineering and Works Infrastructure Capital Works Program
- Maintain the Shire's infrastructure including buildings, footpaths and roads, shopping centres, drains, street furniture and signs.
- Investigate and develop solutions to drainage issues.
- Develop and update the ongoing renewal program for road assets.
- Management of Crown Land reserves.
- Plan, manage, develop and promote facilities consistent with the needs of the community.
- Promote sustainability within built and natural environments in Mansfield Shire.
- 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
- Manage and maintain Council assets
- Advocate for and prepare land use policy and standards within the context of Victorian state policy.
- Assess building permit applications, conduct mandatory inspections and issue occupancy permits/final certificates for buildings and structures.
- Administer and enforce the *Building Act 1993* and Regulations including investigation of illegal and dangerous buildings to ensure public and occupant safety.
- Process and assess planning applications in accordance with the *Planning and Environment Act 1987*, the Mansfield Planning Scheme and Council policies.

## Fast facts

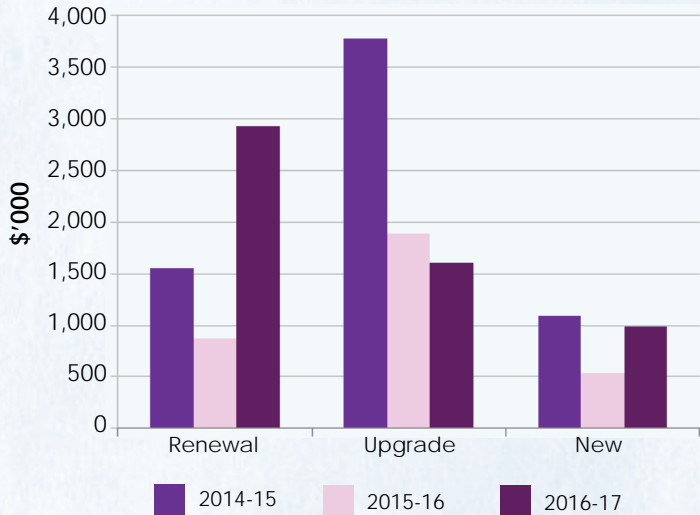
• Value of Council buildings	\$12.1m
• Value of Council land	\$14.5m
• Length of sealed roads	244km
• Length of unsealed roads	584km
• Length of footpaths	89km
• Road bridges maintained	36
• Foot bridges maintained	11
• Number of properties receiving kerbside waste collection	6,144
• Number of properties receiving kerbside recycling collection	6,142
• Number of new planning applications received	187
• Number of amended planning permits received	17
• Number of new planning permits issued	163
• Number of amended planning permits issued	*18
• Number of building applications received	264
• \$ value of building works	\$36.7m
• Number of assessments of existing septic installations	150
• Number of septic system 'Permit to Install' permits issued	75
• Fire Season Update pamphlets mailed to rateable property owners	over 7,500
• Permits to Burn issued	4
• Number of environmental health offences registered	4
• Number of environmental health infringements issued	Nil

\*includes amended planning permit lodged in 2015-16



**Capital works**

Year	Renewal \$'000s	Upgrade \$'000s	New \$'000s	Total \$'000s
2014-15	1,549	3,773	1,089	<b>6,412</b>
2015-16	868	1,883	541	<b>3,292</b>
2016-17	1,840	1,195	1,287	<b>4,322</b>



**Road network renewal**

Unsealed Roads: 584km  
Sealed roads: 244km

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

Council's capital renewal program was significantly enhanced by a doubling of federal grant support through the Roads to Recovery funding stream. Further funding was obtained through the federal government 'Bridges Renewal Program' that provides significant funding for individual projects, which in this year's case was the Dead Horse Lane Bridge.



**Above (L-R):** Construction of Dead Horse Lane Bridge  
Ogilvies Road under construction



### Building and planning

Our infrastructure supports the development of new residential subdivisions and provides connectivity to the agricultural sector. Sustainable and affordable demands for new residential dwellings are a key factor in providing employment in the area. Council has adopted practical and sustainable design and construction standards to ensure end users are provided with a suitable and desirable product. This is achieved by maintaining affordable costs for developers by a review process of proposed designs and construction observation by Council staff at key milestones.

By 30 June 2017 Council recorded a near record for building permits and costs for new dwellings over the past financial year, surpassing the previous year's figure by almost \$1.5m.

The level of planning applications received stimulate our already vibrant economy, and this in turn makes our region attractive for businesses and people seeking a work-life balance.

### Planning application activity

Applications received	
New permit application	187
Amended permit application	17
Combined permit application	0
<b>Total</b>	<b>204</b>

Final outcomes	
New permit issued	163
Amended permit issued	18*
Combined permit issued	0
No permit issued	20
<b>Total</b>	<b>201</b>

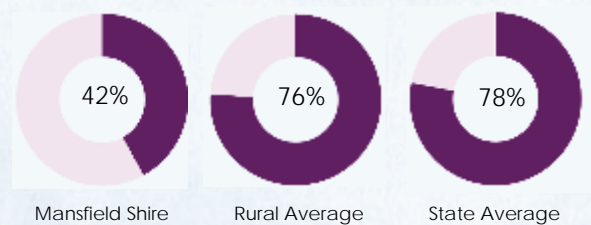
\*includes amended planning permit lodged in 2015-16

### Building applications

Dollar value of building works		
2014-15	2015-16	2016-17
\$35,709,246	\$36,719,571	<b>\$38,126,336</b>

Number of Building Applications Received		
2014-15	2015-16	2016-17
279	264	<b>285</b>

### Percentage of planning applications decided within the 60-day statutory timeframe



Over 200 applications were received by the Planning unit during 2016-17 with 163 planning permits issued. The average fee for each application received was \$1,004. The total fees for applications received during 2016-17 was \$204,808.

Planning applications comprised a range of the usual dwellings, sheds, amendments to plans and subdivisions. The Planning unit has approximately 180 enquires a month which are not necessarily related to current applications. Questions of all types are typically received by telephone, email and via counter enquiries.



Mansfield's growing population supports continued strong building activity.



**Waste management**

Our Waste Management unit's main focus is on reducing the volume of waste going to landfill, educating our community to develop waste wise practices and further development of reuse and recycling options. We work closely with North East Regional Waste and Resource Recovery Group (NERWRRG) on strategies to achieve significant waste reductions in consultation with our stakeholders and the community. Whilst Council provides waste services and education on effective waste management processes, our community plays a vital role in assisting Council with reducing the amount of waste that is sent to landfill.

Our currently kerbside collection service providers are Transpacific Cleanaway for kerbside collections, Benalla Rural City for the acceptance and disposal of landfill, and Endeavour Foundation for the acceptance and sorting of recyclable materials.

Together with our current waste collection contractor, Transpacific Cleanaway, we are committed to providing a reliable waste and recycling collection service for all residents and ratepayers. We provide a weekly domestic garbage collection to 6,144 properties within the municipality, and householders have a choice of 3 bin sizes - 80, 140 and 240 litres - with easy to recognise red lids.

The kerbside recycling service, collected from our 240 litre mobile recycle bins on a fortnightly basis, accepts the full range of plastic containers from numbers 1 to 7 along with paper, aluminium and steel cans. During 2016-17 we provided the kerbside recycle collection service 6,142 properties.

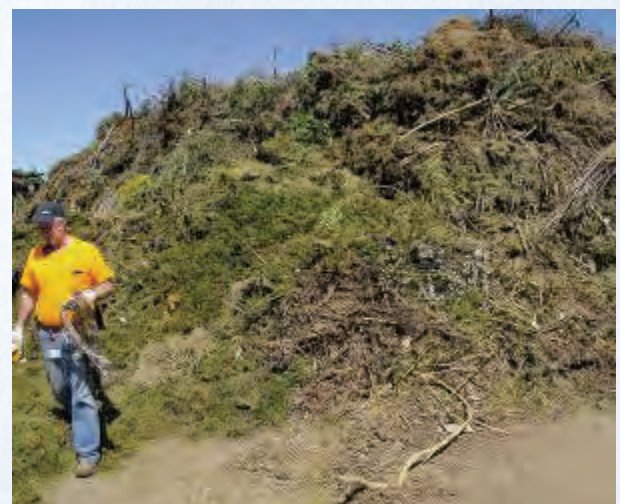
Waste/Recycling	2014-15	2015-16	2016-17
Number of properties receiving kerbside waste collection	5,867	6,026	<b>6,144</b>
Number of properties receiving recycling collection	5,859	6,022	<b>6,142</b>
Tonnes of waste to landfill	2,459	3,758	<b>4,039</b>
Tonnes of recycling collected	1,180	1,264	<b>1,277</b>



5.5 tonnes of e-waste was collected during March 2017 as part of the 'Clean Up Australia Day' initiative.



Waste Management Officer, Rebecca Kirley, and CEO, Alex Green, admire the new 'Carry in Carry Out' signage.



Our free green waste service closed to allow for treatment at our Resource Recovery Centre who are better equipped to manage the waste.



## Progress against our 2016-17 commitments

The information below reflects the progress of our actions during 2016-17.

2016-17 Action	Progress
<p><b>Goal 4.1: Our businesses, residents, ratepayers and visitors act responsibly and proactively to protect and enhance the environmental features we value.</b></p>	
<p><b>4.1.1</b> Implement the key actions of Council's Environment Strategy as identified by the Environment Advisory Committee and adopted by Council. Priority actions identified in the Mansfield Shire Council Environment Priority Action Plan 2013-17, endorsed in September 2015, include:</p> <ul style="list-style-type: none"> <li>• Implement biodiversity initiatives.</li> <li>• Implement Great Victorian Rail Trail management initiatives.</li> <li>• Develop a project management checklist.</li> <li>• <i>Budget allocation not provided for Rail Trail projects.</i></li> <li>• <i>Biodiversity initiatives continue to be implemented.</i></li> <li>• <i>Project checklist prepared and made available for Council engineering projects.</i></li> </ul>	Ongoing
<p><b>4.1.2</b> Continue to advocate for meaningful resourcing for weed control, making use of the Pest, Plants and Animals Plan as resource including working with partner organisations such as Landcare groups and other agencies to improve efficiencies in resourcing weed control across the Shire.</p> <ul style="list-style-type: none"> <li>• <i>The Roadside weed and pest control plan was successfully implemented with project funding expended accordingly.</i></li> <li>• <i>Two regional weeds forums were hosted by Mansfield Shire to ensure efficiency in weed control programs across state agencies.</i></li> </ul>	Completed
<p><b>4.1.3</b> Develop and implement the Waste Management Strategy.</p> <p><i>No budget allocation was made in 2016-17 with strategy development deferred to 2017-2018.</i></p>	Deferred
<p><b>4.1.4</b> Support community education programs for new residents in relation to responsible and effective land management practices by compiling a range of information for new residents around:</p> <ul style="list-style-type: none"> <li>• Weed identification and control.</li> <li>• Native vegetation.</li> <li>• Landcare and environmental groups.</li> <li>• Local environmental and agricultural services.</li> <li>• Local bushland reserves.</li> <li>• Sustainable gardening.</li> <li>• Bushfire preparedness, management and responsibilities.</li> <li>• Legislative responsibilities for rural landholders.</li> <li>• Sustainable agriculture and land management.</li> <li>• A formal request to Up2Us Landcare Alliance will be made to publish a copy of the Mansfield Sustainable Land Management booklet on Council's website.</li> <li>• <i>Information on land management practices has been provided to new residents on an 'as needs' basis.</i></li> <li>• <i>Advice has been regularly given on native vegetation controls and Council's Environment Officer has actively engaged with Up 2Landcare Alliance and its constituent member groups eg, Fords Creek Landcare Group</i></li> <li>• <i>Mansfield Sustainable Land Management Booklet prepared by Up2Us</i></li> <li>• <i>Landcare Alliance has been placed on Council's website</i></li> </ul>	Completed



## Progress against our 2016-17 commitments

The information below reflects the progress of our actions during 2016-17.

2016-17 Action	Progress
<p><b>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.</b></p>	
<p><b>4.2.1</b> 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. Actions for 2016-17 include:</p> <ul style="list-style-type: none"> <li>• Commence septic inspections for high risk sites.</li> <li>• Map additional high risk sites at sub-catchment level.</li> <li>• Create online access to high, medium and low risk site land capability assessment templates.</li> <li>• Finalise Planning Scheme Amendment to revise existing Environmental Significant Overlays (ESOs), introduce new ESO and incorporate reference to DWMP in the Local Policy section of the Scheme.</li> </ul> <p>• 150 'high risk' sites were inspected during the year with follow up required for some sites.</p> <p>• A soil expert was engaged to undertake mapping of all remaining high risk localities with completion expected early in 2017-18.</p> <p>• Complete DWMP-related information including assessment templates to assist land capability consultants is now available on Council's website.</p> <p>• Exhibition of Amendment C36, which revises existing Environmental Significance Overlays and incorporates reference to the DWMP into the Mansfield Planning Scheme, concluded in June 2017.</p>	<p>Ongoing</p>
<p><b>4.2.2</b> Implement recommendations of the Mansfield Township Structure Plan to manage future land use and development.</p> <p><i>The Structure Plan was incorporated into the Mansfield Planning Scheme following gazettal of Amendment C37 in December 2016.</i></p>	<p>Ongoing</p>
<p><b>4.2.3</b> Complete review of the Mansfield Planning Scheme including finalisation of Amendment C37 and development of a strategic planning work program from the Review recommendations.</p> <p><i>Amendment C37 which involved the first review of the Mansfield Planning Scheme in over a decade received Ministerial approval with gazettal in December 2016</i></p>	<p>Completed</p>
<p><b>4.2.4</b> Acknowledging the community view expressed in a petition received in summer (2013-14), Council will investigate the planning options available to mitigate against the proven health/obesity rate impacts of ultra-processed food outlets.</p> <p><i>Reference to this was incorporated into the Mansfield Planning Scheme following gazettal of Amendment C37 in December 2016.</i></p>	<p>Ongoing</p>

## Progress against our 2016-17 commitments

The information below reflects the progress of our actions during 2016-17.

2016-17 Action	Progress
<b>Goal 4.3: Mansfield has the infrastructure required to support economic and population growth.</b>	
<p><b>4.3.1</b> 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>An asset gap analysis is currently being undertaken, and prioritising projects in the capital works program will take place. The Mansfield Shire Road and Footpath Strategy has been refined to meet current needs. New condition assessments will be undertaken during the 2017 calendar year.</i></p>	Ongoing
<p><b>4.3.2</b> Prepare a Shire-wide drainage strategy, and progressively implement Mansfield township's Drainage Strategy. The focus for 2016-17 will be on the Mansfield Drainage Strategy and sourcing funding for its implementation.</p> <p><i>Council is currently investigating sources of funding to undertake the township drainage strategy. A budget submission will be made for 2017-18 to engage consultants as there is currently no funding available within 17-18 budget for consultants.</i></p>	Ongoing
<p><b>4.3.3</b> 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>Council utilises various media streams including social media, Council website, local paper, letter drop and rates notices to communicate maintenance and services standards. Both general and site/program specific information is distributed to assist with managing community expectation. Examples of this include numerous media releases, onsite signage social media updates relating to the skate park construction and launch and the Erril Street Rejuvenation Activation Project and launch.</i></p>	Completed
<p><b>4.3.4</b> 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>Will be considered in the development of the 2017-21 Council Plan.</i></p>	Ongoing
<b>Goal 4.4: Council has strong partnerships with land and water management agencies.</b>	
<p><b>4.4.1</b> 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>Ongoing participation in the Implementation Committee. Meetings held with Goulburn Murray Water to identify partnership projects for best visitor and local economy outcomes.</i></p>	Ongoing
<p><b>4.4.2</b> Progressively implement recommendations of the Lake Eildon Recreational Boating Facilities Improvement Plan. Source funding to develop detailed designs and business investment prospectus for identified priority locations.</p> <p><i>Meetings held with Goulburn Murray Water regarding leveraging Council's \$35k for best visitor and local economy outcomes, with the focus on Bonnie Doon and Goughs Bay. Funding is available via Fisheries Victoria to advance Lake Eildon Recreational Boating Facilities Improvement Plan (LERBFIP) outcomes - to be sourced by GMW in co-ordination with the Implementation Group.</i></p>	Ongoing



## Local Government Performance Reporting Framework

As noted on page 43, the following Governance indicators form part of the new reporting requirements for all Victorian councils. This is the third year reporting against the framework allowing for a comparison to be made against results for 2015-16. The reporting format is prescribed in schedule 2 of the Local Government (Planning and Reporting) Regulations 2014.

Service / Indicator / measure	2015-16	2016-17	Material Variations and Comments
<b>Aquatic Facilities</b>			
<b>Service Standard</b> <i>Health inspections of aquatic facilities</i> [User satisfaction with how council has performed on provision of aquatic facilities]	1.00	<b>1.00</b>	
<b>Health and Safety</b> <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	0.00	<b>0.00</b>	There were no reportable safety incidents.
<b>Service cost</b> <i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$6.37	<b>\$7.18</b>	Fixed costs for the operation of the outdoor swimming pool increased by 2% in 2016-17, consistent with general inflation. However visitation decreased by 9%. The cost per visit statistic increased accordingly as there were less visitors to spread the fixed costs over.
<b>Utilisation</b> <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/Municipal population]	2.43	<b>2.09</b>	The 2016-17 season air temperatures were significantly cooler than the average, particularly during season shoulder periods, leading to decreased usage.
<b>Roads</b>			
<b>Satisfaction of use</b> <i>Sealed local road requests</i> [Number of sealed local road requests/Kilometres of sealed local roads] x100	28.16	<b>35.97</b>	The increase in the number of requests received from the community is uncontrollable by Council and we are unable to identify any key driver for this change, however this is reflective of increased service demands by the community.
<b>Condition</b> <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council/ Kilometres of sealed local roads] x100	96.02%	<b>84.92%</b>	These figures are from the Moloney Asset Management System. Road condition continues to deteriorate due to financial resource challenges, exacerbated by rate capping environment.
<b>Service Cost</b> <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction/ Square metres of sealed local roads reconstructed]	\$0.00	<b>\$37.30</b>	Roads reconstructed in 2016-17 included Malcolm Street and Ogilvies Road.

## Local Government Performance Reporting Framework

Service / Indicator / measure	2015-16	2016-17	Material Variations and Comments
<b>Roads (continued)</b>			
<i>Cost of sealed local road resealing</i> [Direct cost of sealed local road/Square metres of sealed local roads resealed]	\$3.66	<b>\$3.97</b>	The increase in the number of requests received from the community is uncontrollable by Council and we are unable to identify any key driver for this change, however this is reflective of increased service demands by the community.
<b>Satisfaction</b> <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads]	57.00	<b>59.00</b>	
<b>Statutory Planning</b>			
<b>Timeliness</b> <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	74.00	<b>84.00</b>	Up marginally from previous year but offset by an increase in percentage of applications decided within required time frames.
<b>Service Standard</b> <i>Planning applications decided within required time frames</i> [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	61.45%	<b>69.35%</b>	A full complement of statutory planners when compared to 2015-16 has enabled marginally better decision time frames.
<b>Service Cost</b> <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service/ Number of planning applications received]	\$1,541.49	<b>\$1,814.50</b>	Direct costs increased in 2016-17 by only 2%, however the number of planning applications received decreased by 13%. The majority of direct costs of statutory planning services are fixed costs (ie salary and wages) and as such do not correlate directly to the number of applications received. Therefore the decrease in applications received drives up the cost of the service per application.
<b>Decision making</b> <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside Council's decision in relation to a planning/Number of VCAT decisions in relation to planning applications] x100	100.00%	<b>100.00%</b>	



## Local Government Performance Reporting Framework

Service / Indicator / measure	2015-16	2016-17	Material Variations and Comments
<b>Waste Collection</b>			
<p><b>Satisfaction</b>  <b>Kerbside bin collection requests</b>                      [Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households] x1000</p>	118.65	<b>75.29</b>	The increase in collection requests in 2015-16 co-incident with the roll out of new bins. The reduction in collection requests in 2016-17 was to be expected as it relates directly to the finalisation of the new bin roll out program in 2015-16.
<p><b>Service standard</b>  <b>Kerbside collection bins missed</b>                      [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</p>	0.60	<b>0.23</b>	This reduction in reports is the result of improved service efficiencies where Council staff call collection drivers direct and/or the drivers return to service missed bins the same day as reported therefore work orders are not raised.
<p><b>Service cost</b>  <b>Cost of kerbside garbage bin collection service</b>                      [Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins]</p>	\$160.75	<b>\$171.84</b>	
<p><b>Service cost</b>  <b>Cost of kerbside recyclables collection service</b>                      [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]</p>	\$62.01	<b>\$77.31</b>	The amortisation cost of the kerbside bins was unable to be split between waste and recycle in 2015-16, and all charged to waste. This amount is now separated in 2016-17 to enable more accurate analysis leading to an increase of \$50k costed to recycling in 2016-17.
<p><b>Waste Diversion</b>  <b>Kerbside collection waste diverted from landfill</b>                      [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</p>	34.00%	<b>34.79%</b>	

# council plan performance reporting

## Theme 5

### Empowered and Resilient Communities

This Theme for our 2013-17 Council Plan confirms that 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.

#### Strategies

Four strategies contribute to achieving this goal:

1. Our communities are connected, inclusive, healthy and resilient.
2. Mansfield's community is supported by responsive, equitable and accessible services.
3. Our community is able to prepare for and effectively manage natural disasters.
4. We capitalise on the capabilities and talents of locals to achieve community aspirations.

Results against targets for the 2016-17 goals linked to the above strategies can be viewed on page 85.

#### Services

The following services/activities contribute to achieve the strategies and goals for this Theme:

- Local Laws (keeping our community safe)
- Emergency management
- Community development
- Community engagement
- Public health and wellbeing
  - Food inspections
  - Immunisations
- Sport and recreation
  - Active Mansfield
  - Mansfield skate park ('Ramp-age')
- Arts and culture
- Maternal and child health
- Family services
  - Family counselling
- Financial counselling
- Youth services
- Aged and disability care
  - Home care
  - Home maintenance
  - Meals on wheels



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## Highlights

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### A new look skatepark for our youth

In 2015, the youth of Mansfield established the Skatepark Action Group in 2015 and commenced conversations with Council to have a new skatepark/youth hub facility realised. The Group worked closely with Council through the extensive consultation, assessment and design process over a 2 year period.

As a result the Mansfield's new skatepark was officially opened by our Mayor, Cr Paul Volkering, in February 2017 in front of some 350 people. This new youth hub facility includes several unique elements and features, inspired by our Shire's local history and surroundings, such as:

- a snow plough blade quarter pipe
- a huge pad that is held up by an old chairlift cable spool
- shade shelters that are inspired by the old Mansfield railway precinct
- Frank the tank – an old water tank used in several snowboarding comps on Buller
- several boarding rails.

A community survey was undertaken during January 2017 to determine the name of our new skatepark, and the winning name, Rampage, was decided by a vote amongst our local community.

The construction of the new skatepark was made possible through a number of funding sources, such as the Federal Government's National Stronger Regions Fund (\$200,000), Sport and Recreation Victoria (\$100,000) and the Department of Health and Human Services (\$32,000). In addition, Council contributed \$100,000 towards the projects, and the Mansfield Community Fund committed \$75,000. Several generous donations from individuals in our community were also provided.

Not only is this facility well equipped to host high level events, it also provides a safe place for Mansfield's youth to meet, learn, and make friends.





### Everyone wins with Fire Ready trivia

Both the risk and reality of bushfire has long shaped the lives of our community. Many of our residents have a high to extreme risk of bushfire, and much of our community is made up of holiday homes, which leads to population surges over weekends and holidays, as well as large numbers of people who are unaware of the fire risk.

During 2016-17 our Emergency Management team worked extensively with the Country Fire Authority (CFA) and State Emergency Service to roll out fire safety programs, including scenario-based community exercises with community leaders and the current Red Bucket project, which saw 'plan and prepare' branded buckets full of fire safety information handed out to local residents.

In December 2016 we received a 'Local Initiative Program' grant from the CFA to develop a trivia game to further build emergency awareness and readiness in the community.

The game is based on Fire Ready' material, but also focusses on emergencies such as power outage, flood and storm. It was launched in April 2017 at a community trivia night, designed to be a fun and flexible activity that meets the needs of both residents and holiday makers.

### Refugee welcome zone

Council officially made a commitment in January 2017 to declare Mansfield Shire a Refugee Welcome Zone.

Invited by the Refugee Council of Australia, we joined a number of other councils across the country who have made a similar commitment.

There are no financial implication for our Shire, rather the wider community will welcome refugees, uphold their human rights and demonstrate compassion for their cultural and religious diversity.



Mayor Cr Paul Volkering (centre) helps hand out 'fire ready' red buckets.



Scenario-based exercises are held with our community members.

### A new facility for tennis players

The Mansfield Tennis Association has, for more than five years, been advocating for a facility at the Mansfield Tennis Club. In January 2017, as a result of Council lobbying the State government, \$90,000 funding was secured from Sport and Recreation Victoria's Community Sports Infrastructure Fund for the construction of a new all-ages development area.

This project, scheduled to commence during 2017-18, will provide a fully enclosed development area consisting of one full size tennis court, multi-lined with four hot shot courts, and complemented by an adjoining hit up wall.

The area will be a fully enclosed, child safe space for all ages, standards and abilities to enjoy.

Additional funding for this project has been provided by the Mansfield Tennis Association (\$21,000), Tennis Victoria (\$10,000) and the Mansfield Community Bank (\$5,000). Council will also contribute \$21,000.



### **Civic reception for Olympic gold medallist**

In September 2016, Council was delighted to host a civic reception for Olympic gold medallist, Catherine Skinner - a local girl who successfully competed in the Women's Trap shooting event at the 2016 Barcelona Olympics.

Over 1,200 school children and community members attended the reception, held at the Mansfield Recreation Reserve, to honour Catherine and her fantastic achievement.

During the celebrations, Catherine was presented with a key to the Shire, a symbolic gesture which symbolises the freedom of the recipient to enter and leave the Shire at will as a trusted friend or esteemed member of the community.



*Mansfield Shire's Golden Girl, Catherine Skinner*

### **Bridging the generation gap**

A new partnership was established in May 2017 between our Youth Engagement Program and Mansfield's Bindaree Retirement Centre.

This partnership has evolved into a fortnightly program that sees our young people and elderly residents meet up to participate in activities such as snooker and air-hockey at both the retirement centre and at Mansfield's E-café, Café Connect.

The initiative aims to provide Bindaree residents with opportunities to enjoy activities they may not otherwise have the chance to participate in, while at the same time allowing our young people to connect with the older generation in a fun and interactive environment.



*Friendly competition and lots of laughs over a friendly game of pool.*



## Core Activities

- 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
- 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
- Partnering and collaborating with community to deliver cultural activities, eg, Gadhaba Local Indigenous Network
- 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
- 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
- Provide financial counselling and other family services
- Undertake strategic development with a focus on positive ageing and disability.

## Fast facts

- Approximate number of Meals on Wheels provided 5,000
- Community volunteer hours provided 3,392
- Value of community volunteer hours provided \$98,320
- Number of Home and Community Care (HACC) clients 43
- Number of Commonwealth Home Support Program (CHSP) clients 293
- Customer requests for HACC services 1,460
- Community Grants provided by Council 12
- Value of Community Grants provided \$47,302
- Premises inspected by Environmental Number of immunisations administered to school students 358
- Total number of Planning Activity Group participants 69
- Total number of hours of participation in Planned Activities 1,171



Spring Club members, Iris Lawson and June Goodyear, show off their success at the Mansfield Show .  
(image Carolyn Garlick)



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## Challenges

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- Changing State and Commonwealth landscape, from a Policy and funding perspective, requires significant program redesign to ensure smooth and consistent delivery to the community.
- Mansfield has a growing population over the aged of 65, this has and will increase pressures for home based and primary care services. This will also impact the way in which community infrastructure and amenity is considered into the future.

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## The year ahead

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- As a result of State government funding , construction of the new Mansfield Tennis Hit up wall and Hot Shots Court will commence during 2017-18. The facility will provide a fully enclosed development area consisting of one full size tennis court, multi-lined with four hot shot courts, and complemented by an adjoining hit up wall (see page 82).
- Establish a database of physical activity opportunities for senior citizens, providing this information through a range of channels tailored to their preferred method of communication.
- Prepare and implement a new Municipal Public Health and Wellbeing Plan in partnership with key stakeholders across the Shire, and informed by collaborative community consultation.



*The construction of a new all-ages development area at the Mansfield Tennis club will be undertaken during 2017-18.  
(Photo courtesy Mansfield Tennis Association.)*



## Progress against our 2016-17 commitments

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

2016-17 Action	Progress
<b>Goal 5.1: Our communities are connected, inclusive, healthy and resilient.</b>	
<p><b>5.1.1</b> Evaluate current community planning framework with a focus on developing a whole of Shire approach to community planning.</p> <p><i>A series of community workshops have been held to identify and develop goals as aspirations for the Mansfield Shire. These will help inform the direction of the next Municipal Health and Wellbeing Plan and a community vision.</i></p>	Ongoing
<p><b>5.1.2</b> Develop an integrated Community Engagement Framework for whole of Council which is incorporated in planning and policy decision-making processes.</p> <p><i>Draft has been completed.</i></p>	Ongoing
<p><b>5.1.3</b> In consultation with the community, review and implement Council's Municipal Public Health and Wellbeing Plan 2013-17 incorporating Healthy Ageing policies. Actions for 2016-17 include:</p> <ul style="list-style-type: none"> <li>• Continue to implement priority actions through networks such as Mansfield Primary Care Partnership, Better Communities for Children Leadership Network, and Active Mansfield.</li> <li>• Develop an integrated Council framework for health and wellbeing policy development and implementation.</li> <li>• Commence scoping for the Mansfield Shire Municipal Public Health and Wellbeing Plan 2017-2021.</li> </ul> <p><i>Data collection is underway for information to inform the development of the new Municipal Health and Wellbeing Plan. Ongoing partnerships have continued with the Mansfield Primary Care Partnership, Better Communities for Children Leadership Network and Active Mansfield. A comprehensive review of these partnerships is being undertaken.</i></p>	Ongoing
<p><b>5.1.4</b> Develop a Business Plan for Café Connect operations following the move to the refurbished premises in Erril Street, Mansfield.</p> <p><i>This work will be incorporated into the Youth Strategy during 2017-18.</i></p>	Deferred
<b>Goal 5.2: Mansfield's community is supported by responsive, equitable and accessible services.</b>	
<p><b>5.2.1</b> Continue to implement priority actions in collaboration with the Sport and Recreation advisory Committee, including the development of a Sporting Facilities Masterplan (dependent upon receipt of external funding).</p> <p><i>External funding of \$30,000 was received from the Department of Sport and Recreation Victoria's 'Community Sports Infrastructure Fund' (Planning category) for the development of the Sports Facilities Master Plan. The tender has been awarded and the consultation process has commenced.</i></p>	Ongoing
<p><b>5.2.2</b> Transition the Aged and Disability Services from the Victorian Home and Community Care framework to the Commonwealth Home Support Program and revised Victorian funding model and National Disability Insurance Scheme as applicable to the Mansfield Shire community.</p> <p><i>We are well placed to transition our programs and funding allocation across to the new Commonwealth/State structure. There is an excessive amount of reporting required during this time as both Commonwealth and State assess what this split actually means for them in terms of funding and service commitments.</i></p>	Ongoing



## Progress against our 2016-17 commitments

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

2016-17 Action	Progress
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### Goal 5.3: Our community is able to prepare for and effectively manage natural disasters.

<p><b>5.3.1</b> 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>Council has continued to operate the Fire Management Committee, provided Shire-specific input into the State government's review of the Bushfire Management Overlay and Schedules, and, has participated in DELWP Planned Burns program review exercise for Strathbogie Ranges.</i></p>	Completed
<p><b>5.3.2</b> 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. Emergency Management priorities will be delivered through the Municipal Emergency Management Resource Program in accordance with funding guidelines.</p> <p><i>Council continued its engagement with relevant emergency services agencies through the Municipal Emergency Management Plan process, attendance at regional emergency management activities, submissions to Emergency Services Victoria and the Municipal Association of Victoria on revised emergency management arrangements, and in the development of innovative community education tools such as an Emergency Management trivia game and the Red Bucket initiative to deliver the 'Plan and Prepare' message.</i></p>	Completed

### Goal 5.4: We capitalise on the capabilities and talents of locals to achieve community aspirations.

<p><b>5.4.1</b> 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>Existing Advisory Committees continue to provide input into Council decisions.</i></p>	Ongoing
<p><b>5.4.2</b> Evaluate existing committees for Youth Services (including MYSPIN and Café Connect Committee of Management); recommend and implement evaluation outcomes following Council endorsement.</p> <p><i>A review of Youth Services is underway with the development of a new Youth Strategy to be developed and endorsed by Council.</i></p>	Deferred

## Local Government Performance Reporting Framework

As noted on page 43, the following Governance indicators form part of the new reporting requirements for all Victorian councils. This is the third year reporting against the framework allowing for a comparison to be made against results for 2015-16. The reporting format is prescribed in schedule 2 of the Local Government (Planning and Reporting) Regulations 2014.

Service / Indicator / measure	2015-16	2016-17	Material Variations and Comments
<b>Libraries</b>			
<b>Utilisation</b> <i>Library collection usage</i> [Number of library collection item loans/Number of library collection items]	2.93	<b>2.99</b>	A change in the library shared service arrangement saw the High Country Library Corporation liquidated and reformed as the High Country Library Network. The HCLN sees each of the partners bear the individual operational cost of running their facilities and allows the direct application of State Government grant funding which increases the gross cost of the library service but reduces the overall cost (net of grant funding) to each partner organisation.
<b>Resource standard</b> <i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years/Number of library collection items] x100	62.70%	<b>60.52%</b>	
<b>Service cost</b> <i>Cost of library service</i> [Direct cost of the library service/Number of visits]	\$4.38	<b>\$5.32</b>	
<b>Participation</b> <i>Active library members</i> [Number of active library members/Municipal population] x100	18.36%	<b>18.12%</b>	
<b>Maternal and Child Health (MCH)</b>			
<b>Satisfaction</b> <i>Participation in first MCH home visit</i> [Number of first MCH home visits/Number of birth notifications received] x100	102.70%	<b>98.84%</b>	
<b>Service Standard</b> <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received)/Number of birth notifications received] x100	98.65%	<b>98.84%</b>	
<b>Service Cost</b> <i>Cost of the MCH service</i> [Cost of the MCH service/Hours worked by MCH nurses]	\$66.78	<b>\$64.50</b>	
<b>Participation</b> <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year)/Number of children enrolled in the MCH service] x100	72.02%	<b>81.66%</b>	Campaign (using postcards) targeting children due for later KAS (Key Age & Stage) checks commenced - a good response from the campaign saw more children/families (than previously engaged) utilise MCH service for 2 year old and 3.5 year old checks.
<b>Participation</b> <i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least on (in the year)/Number of Aboriginal children enrolled in the MCH service] x100	100.0%	<b>100%</b>	



# our Governance System

Governance is the way by which councils are held accountable. It requires this Council to operate within the spirit and letter 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 2017, endorsed by Council on 21 February 2017, 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 and were sworn in at a Special meeting of Council on 26 October 2016.

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 16 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 Paul Sladdin served as Mayor until 21 October 2016. Cr Paul Volkering was elected Mayor at the Special (Statutory) meeting, held on 26 October 2017 for a term not later than 30 November 2017.

Council's current Deputy Mayor is Cr Peter Olver.

# democratic Governance

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 2016-17 Council adopted a number of significant policies, strategies and plans, including:

- Mansfield Shire Budget 2017-18
- Mansfield Shire Council Plan 2013-17
- Mansfield Shire Council Plan 2017-21
- Mansfield Shire Councillor Code of Conduct and Councillor Charter 2017

A full list of Council Policies, Strategies and Plans adopted during 2016-17 can be found on page 102.

## 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 15 December 2008
- No. 2 Community Local Law (Meeting Procedures and Common Seal) 2016 - Adopted by Council 18 April 2016



## 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](http://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.

The following table shows Councillor attendance at meetings held in 2016-17:

Councillor	Council Meetings Attended	Special Council Meetings Attended	Councillor Briefings Attended
Cr Paul Volkering (Mayor)*	8 of 8 meetings	6 of 6 meetings	22 of 22 briefings
Cr Peter Olver (Deputy Mayor)*	8 of 8 meetings	6 of 6 meetings	20 of 22 briefings
Cr Marg Attley**	12 of 12 meetings	6 of 6 meetings	28 of 29 briefings
Cr Paul Sladdin**	12 of 12 meetings	6 of 6 meetings	29 of 29 briefings
Cr Harry Westendorp*	7 of 8 meetings	5 of 6 meetings	19 of 22 briefings
<b>Outgoing Councillors - from 1 July 2016 to 22 October 2017</b>			
Cr Russell Bate	3 of 4 meetings	-	3 of 6 meetings
Cr Ellen Hogan	4 of 4 meetings	-	6 of 6 meetings
Cr Ray Robinson	4 of 4 meetings	-	6 of 6 meetings

\*New Councillor from 26 October 2016

\*\*Returning Councillor.

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.

During 2016-17 there were 12 Ordinary meetings of Council held, 4 of which were held in Bonnie Doon, Merrijig, Tolmie and Ancona respectively.

### 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 2016-17 there were six Special meetings of Council held.

### 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.

In 2016-17 there were 29 Councillor Briefings held.

# democratic governance

## Councillor Code of Conduct and Councillor Charter

The Councillor Code of Conduct and Councillor Charter is a statutory requirement under the *Local Government Act 1989*. The current Code and Charter, adopted by Council on 21 February 2017, was prepared to satisfy the statutory requirements of the Act. All Councillors have signed the Code document confirming their commitment to good governance.

The Code applies to each Councillor.

A copy of the Councillor Code of Conduct and Councillor Charter can be found on our website at <http://www.mansfield.vic.gov.au/aboutcouncil/councillorsandstaff/councillorcodeofconduct.aspx>

## 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 2016-17, twelve conflicts of interest were declared at Council meetings as follows:

Conflict of Interest	Councillor	Officer	Total
Direct interest (section 77B)	7	0	7
Indirect interest because of conflicting duties (section 78B)	6	0	6

## Assemblies of Councillors

In addition to the formal meetings of Council, a number of Assembly of Councillors meetings were held during 2016-17.

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 or 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 representation on 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. Refer to page 110 to for a list of Councillor representation on internal and external committees.



## 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 24 November 2016 and determined that the recommended maximum of \$59,257 be provided for the Mayor and \$19,834 for Councillors. This allowance is supplemented by additional payment equivalent to a 9.5% superannuation contribution. This means the total allowances for the Mayor was \$63,304 per annum and \$21,188 for Councillors, as per the Council resolution of 26 October 2016.

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

Councillor	Travel and meeting expenses
Cr Marg Attley (from 1 July 2016 to 30 June 2017)	\$4,536.36
Cr Peter Olver (from 26 October 2016 to 30 June 2017)	\$1,831.40
Cr Harry Westendorp (from 26 October 2016 to 30 June 2017)	\$291.06
Cr Paul Sladdin* (from 1 July 2016 to 30 June 2017)	\$71.07
Cr Paul Volkering** (from 26 October 2016 to 30 June 2017)	-
Cr Russell Bate (from 1 July 2016 to 21 October 2017)	-
Cr Ellen Hogan (from 1 July 2016 to 21 October 2017)	-
Cr Ray Robinson (from 1 July 2016 to 21 October 2017)	-

\*Cr Paul Sladdin held the office of Mayor until 21 October 2016. During this time a Mayoral vehicle was provided.

\*\*Cr Paul Volkering was elected Mayor on 26 October 2016. From this time, a Mayoral vehicle was provided.

## Reimbursement of Councillor 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.

# democratic governance

## Audit and risk advisory committee

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.

In accordance with section 139 of the *Local Government Act 1989*, a Council must establish an audit committee. Council's Audit and Risk Advisory Committee is an advisory committee established under Council's Audit and Risk Charter. Each independent member of the Committee receives a \$900 stipend per annum.

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 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.

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 2016-17 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
- Investment Scheduling
- Monitoring of the Risk Register developments
- Monitoring of insurance and potential litigation claims
- Monitoring and review of relevant Council policies

## Membership and attendance during 2016-17:

Name	Role	Period	Attendance
<b>Independent members</b>			
Mr Richard Merton	Independent Member	1/7/16 - 30/06/17	4 of 4 meetings
Ms Dannielle MacKenzie	Independent Member	1/7/16 - 30/06/17	4 of 4 meetings
Ms Janene Ridley	Independent Member	1/7/16 - 30/06/17	4 of 4 meetings
<b>Councillor members</b>			
Cr Paul Volkering	Mayor and Internal Member	27/10/16 - 30/6/17	3 of 3 meetings
Cr Harry Westendorp	Councillor and Internal Member	27/10/16 - 30/6/17	3 of 3 meetings
Cr Russell Bate	Councillor and Internal Member	1/7/16 - 22/10/16	1 of 1 meetings
Cr Paul Sladdin	Mayor and Internal Member	1/7/16 - 22/10/16	1 of 1 meetings



# corporate Governance

We are committed to ensuring that our governance practices are accountable, transparent and fair and that we act with honesty and integrity in all of our operations and decisions.

Our Chief Executive Officer (CEO), Alex Green, is a direct appointment of Council and has a number of responsibilities that are set out in section 94A of the *Local Government Act 1989*. These include:

- establishing and maintaining an appropriate organisational structure
- ensuring council decisions are implemented promptly
- oversight of the day to day management of Council operations
- implementing the Council Plan
- developing a code of conduct for Council staff
- providing timely advice to the Council

The CEO is also the main person to whom Council delegates powers.

The organisation supports the Council by being responsive to the community, encouraging democratic participation and involving people in decisions that affect them. We strive for excellence in financial management and Council services, and always look for ways to improve.

Our organisation:

- makes clear the legislation and regulations under which we operate
- establishes local laws we are authorised to make
- has ethical decision-making processes
- establishes delegations of authority
- ensures effective risk management systems and processes are in place
- establishes frameworks for planning and monitoring operational effectiveness
- ensures effective performance reporting

## Council Plan

The Council Plan 2013-2017, developed with extensive community consultation, is a high level strategic document responding to the issues faced by our community. It sets out our goals, key strategic activities and performance indicators for the four year period. It also contains the Strategic Resource Plan showing the financial and human resources required to give effect to the Plan. This is the final year of 2013-17 Council Plan.

<http://www.mansfield.vic.gov.au/documentsandprojects/documents/councilplan.aspx>



# corporate governance

## 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. <b>Community Engagement Policy</b> <i>(policy outlining Council's commitment to engaging with the community on matters of public interest)</i>	Council has not had resources to undertake this task in 2016-17, however the 2017-21 Council Plan contains a strategy relating to the development of a Stakeholder Engagement Plan, which will lead to the development of a policy in 2017-18.	<input checked="" type="checkbox"/>
2. <b>Community Engagement Guidelines</b> <i>(guidelines to assist staff to determine when and how to engage with the community)</i>	Council has not had resources to undertake this task in 2016-17, however the 2017-21 Council Plan contains a strategy relating to the development of a Stakeholder Engagement Plan, which will lead to the development of a policy in 2017-18.	<input checked="" type="checkbox"/>
3. <b>Strategic Resource Plan</b> <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. <i>Date of adoption: 28 June 2016</i>	<input checked="" type="checkbox"/>
4. <b>Annual Budget</b> <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. <i>Date of adoption: 28 June 2016</i>	<input checked="" type="checkbox"/>
5. <b>Asset Management Plans</b> <i>(that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)</i>	The Mansfield Shire Road Management Plan was adopted by Council on 17 March 2016. The Council Plan action relating to the development of asset management plans has been carried over into the new 2017-21 Council Plan. There were insufficient resources within the Engineering team to undertake this work in 2016-17.	<input checked="" type="checkbox"/>
6. <b>Rating Strategy</b> <i>(setting out the rating structure of Council to levy rates and charges)</i>	Current Strategy in operation. <i>Date of operation: 18 April 2017</i>	<input checked="" type="checkbox"/>
7. <b>Risk Policy</b> <i>(outlining Council's commitment and approach to minimising the risks to Council's operations)</i>	Current Policy in operation. <i>Date of operation: 16 June 2014</i>	<input checked="" type="checkbox"/>
8. <b>Fraud Policy</b> <i>(outlining Council's commitment and approach to minimising the risk of fraud)</i>	Current Policy in operation. <i>Date of operation: 15 December 2015</i>	<input checked="" type="checkbox"/>
9. <b>Municipal Emergency Management Plan</b> <i>(under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)</i>	Updates to the Plan undertaken on a regular basis for minor amendments. These regular minor updates do not require Council endorsement as they do not alter the intent of the Plan. Plan formally endorsed by Council in May 2015. Latest update undertaken on 26 May 2017 <i>Date of preparation: 19 May 2015</i>	<input checked="" type="checkbox"/>
10. <b>Procurement Policy</b> <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> . <i>Date of approval: 20 December 2016</i>	<input checked="" type="checkbox"/>



Governance and Management Items	Assessment	Yes/No
<b>11. Business Continuity Plan</b> <i>(setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)</i>	Currently in draft format will be completed in the 2017-18 financial year.	<input checked="" type="checkbox"/>
<b>12. Disaster Recovery Plan</b> <i>(setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)</i>	This plan has been developed. Final comment from relevant parties is required prior to the formal implementation of the plan, which is anticipated to be in November 2017.	<input checked="" type="checkbox"/>
<b>13. Risk Management Framework</b> <i>(outlining Council's approach to managing risks to the Council's operations)</i>	Current Framework in operation. Date of operation: 15 December 2015	<input checked="" type="checkbox"/>
<b>14. Audit Committee</b> <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 2016-17 meetings: 29/8/16, 28/11/16, 20/2/17 and 22/5/17	<input checked="" type="checkbox"/>
<b>15. Internal Audit</b> <i>(independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)</i>	Internal auditor engaged Date of engagement: 15 August 2016	<input checked="" type="checkbox"/>
<b>16. Performance Reporting Framework</b> <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. 18 October 2016	<input checked="" type="checkbox"/>
<b>17. Council Plan reporting</b> <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>	Quarterly report received and noted by Council at the following meetings: 16/08/2016, 21/02/2017, 16/05/2017 with the final quarter's results to be considered at Council's October 2017 meeting.	<input checked="" type="checkbox"/>
<b>18. Financial Reporting</b> <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 -18/10/2016 financial report, 20/12/2016 financial report, 19/01/2017 financial report and 20/06/2017 financial report.	<input checked="" type="checkbox"/>
<b>19. Risk Reporting</b> <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 on 26/08/2016, 28/11/2016, 20/02/2017 and 22/05/2017. These reports are, in turn, provided to the Council.	<input checked="" type="checkbox"/>
<b>20. Performance Reporting</b> <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>	Financial reports were prepared and presented to the Council on 18/10/2016, 20/12/2016, 19/01/2017 and 20/06/2017. Updates on the Council Plan via quarterly reports received and noted by Council at the following meetings - 16/08/2016, 21/02/2017, 16/05/2017.	<input checked="" type="checkbox"/>

# corporate governance

Governance and Management Items	Assessment	Yes/ No
<b>21. Annual Report</b> <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. <i>Date of endorsement: 18 October 2016</i>	<input checked="" type="checkbox"/>
<b>22. Councillor Code of Conduct</b> <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. <i>Date of endorsement: 21 February 2017</i>	<input checked="" type="checkbox"/>
<b>23. Delegations</b> <i>(a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegate)</i>	A full review of all Council to CEO and Council to Staff Delegations was undertaken and endorsed by Council on 21 March 2017. Delegations by CEO to staff were authorised under delegated authority on 21 March 2017.	<input checked="" type="checkbox"/>
<b>24. Meeting Procedures</b> <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. <i>Date local law made: 19 April 2016</i>	<input checked="" type="checkbox"/>

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



**Alex Green**  
 Chief Executive Officer  
 Dated: 19 September 2017



**Cr Paul Volkering**  
 Mayor  
 Dated: 19 September 2017



## Chief Executive Officer and delegation of powers

Mansfield's Chief Executive Officer (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.

## 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 2016-17 is outlined on pages 44 to 87.

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.

## Internal Audit

During 2016-17, the following internal audits were undertaken by Council's internal auditor, AFS and Associates Pty Ltd:

- Contract Management
- Procurement
- Property and leasing

In addition, a number of other internal audits occurred across the organisation outside of the internal auditor's contract, such as:

- Integrated Family Services IFS - Quality Management System
- Domestic Wastewater Management Plan Action Plan
- Council's Memorandum of Understanding with Goulburn Murray-Water and Goulburn Valley Water

## 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 2016-17 financial year the annual external audit of Council's Financial and Performance Statements, was conducted by LD Assurance. LD Assurance attended the August 2016 and May 2017 Audit and Risk Advisory Committee meetings 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

We are 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 (refer page 92) provides advice on appropriate Councillor behaviour, conflicts of interest and procedures for resolving disputes between Councillors.

### 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.

# corporate governance

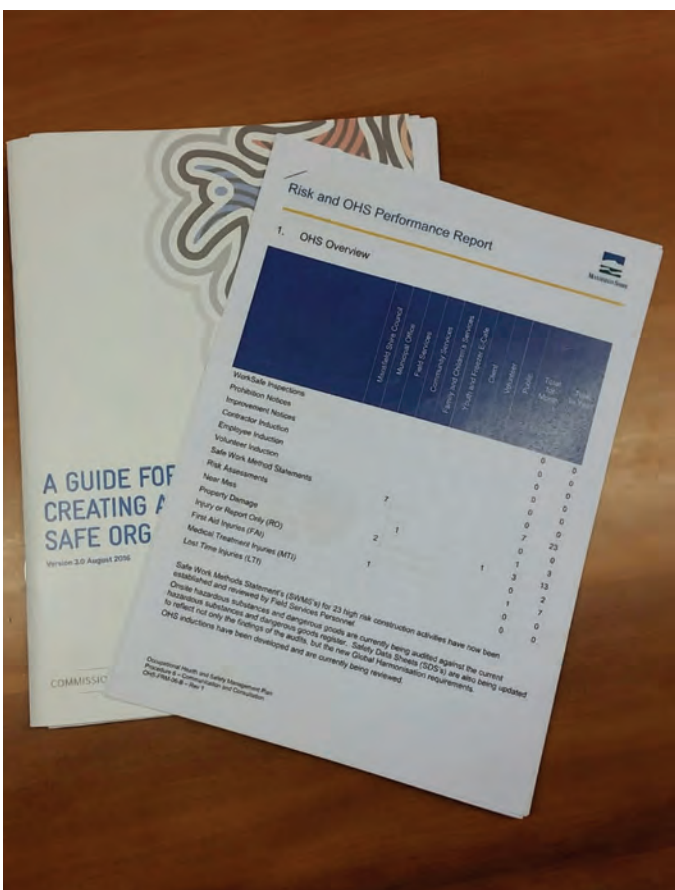
## Risk management

Council is committed to proactively managing all risk related to its operations. It is reinforced by the Executive Management Team and by Council's Audit and Risk Advisory Committee.

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.

We aim 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.

Our 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

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. With the appointment of Council's Risk and Occupational Health and Safety Co-ordinator in February 2017, and in conjunction with the Audit and Risk Advisory Committee, a review program has developed. This includes the reporting of Council's top 5 risks to the Committee on a quarterly basis, identified through the Risk Register.

During 2016-17 the Audit and Risk Advisory Committee continued to review:

- the top 5 risks
- the key policies impacting on Council's governance framework, such as Code of Conduct, Fraud Policy, Protected Disclosure Policy, Procurement Policy and Investment Policy; and
- any other risk matters as appropriate

Council's independent internal audit plan is reviewed on an annual basis to ensure high risk areas are identified and legislative compliance is met.

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.



## 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
- Ongoing adherence to our 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 Mansfield Shire Sport Facilities Strategy survey, Mansfield Township Housing Strategy and Approach Study survey, 2013-17 and 2017-21 Council Plans and 2017-18 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'

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.



Senior Strategic Planner, Kathy Richardson, took to the street to discuss the Mansfield Township Housing Strategy and Approach Study with the local community.

# corporate governance

## Policies, strategies and plans

The following policies, strategies and plans were endorsed by Council during 2016-17 and demonstrate that Council has responded to continuous improvement and the Best Value Principles:

Document	Date Adopted/Endorsed
Mansfield Shire Municipal Fire Management Plan 2016	13 September 2016
Mansfield Shire Annual Report 2015-16	18 October 2016
Mansfield Shire Councillor Code of Conduct 2016	26 October 2016
Working Alone and Remote Operations Policy	1 November 2016
Rewards and Recognition Program	22 November 2016
Mansfield Shire Procurement Policy	20 December 2016
Mansfield Shire Municipal Emergency Management Plan	21 February 2017
Mansfield Shire Councillor Code of Conduct 2017 (in accordance with section 76C(2) of the <i>Local Government Act 1989</i> ).	21 February 2017
Receipting and Banking Policy	24 February 2017
After-Hours Call Out Policy	15 March 2017
Mansfield Shire Council Equal Opportunity and Human Rights Policy	21 March 2017
Complaint Resolution Policy and Procedures	31 March 2017
Mansfield Shire Rating Policy and Strategy 2017-18	18 April 2017
Planning Applications - Referral to Council Policy	18 May 2017
Expense Reimbursement Policy	1 June 2017
Investment Policy	1 June 2017
Mansfield Shire Council Plan 2017-21	27 June 2017
Mansfield Shire Council Budget 2017-18	27 June 2017



## Legislative compliance

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*
- *Carers Recognition Act 2012*
- *Domestic Animals Act 1994*
- *Environment Protection Act 1970*
- *Equal Opportunity Act 2010*
- *Food Act 1984*
- *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 Management Act 2004*
- *Road Safety Act 1986*
- *Subdivision Act 1968*
- *Valuation of Land Act 1960*

A number of these Acts are required to be reported on in Council's Annual Report.

### Privacy and Data Protection Act 2014

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 in November 2015. This Policy is scheduled for review in late 2017.

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 2016-17 no complaints in relation to the mishandling of personal information were received by Council.

### 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

### 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 2016-17.

### Food Act 1984

In 2016-17 Council received no written direction from the Minister of Health in relation to any matters concerning the administration of the *Food Act 1984*.

### Equal Opportunity Act 2010

(See the Our Organisation section on page 28 for a detailed report.)

# corporate governance

## Freedom of Information Act 1982

The *Freedom of Information Act 1982* grants the community the right to access certain Council documents.

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.

Freedom of Information requests must be made in writing or 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](http://www.mansfield.vic.gov.au/councilservices/governance/freedom-of-information-act) Applications must be accompanied by the prescribed application fee of \$28.40 (effective from 1 July 2017).

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 application 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.

Under the legislation, Council must decide, within 45 days, if the information will be provided.

### *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	2014-15	2015-16	2016-17
Total Number of requests received	6	3	4
Number of requests transferred to another Agency	2	0	0
Requests where access was granted in full	5	1	1
Requests where access was granted in part	1	0	1
Request where access was denied in full	0	1	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	1	0
Number of requests still under consideration	0	0	1
Number of Appeals lodged at VCAT	0	0	0



## Protected Disclosure Act 2012

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](http://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 2016-17.

Protected Disclosure Reporting Criteria	2014-15	2015-16	2016-17
Disclosures made to the public body during the year	0	0	1
Disclosures referred during the year by the public body to IBAC for determination as to whether they are protected disclosure complaints	0	0	1

## 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, scheduled for review in December 2017, 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.

## 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.

# corporate governance

## 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 2016-17 in relation to our Equal Opportunity and Human Rights Policy include:

- A public event held in partnership with Mansfield District Hospital for White Ribbon Day and continuing to advocate for an end to violence against women
- Involvement in Naidoc Week celebrations
- Declaration by Council of Mansfield as a Refugee Welcome zone
- Creation of the 'Good Access = Good Business' brochure in collaboration with local government agencies in the Ovens Murray region
- Get Fit, Get Active' social sports days for residents of the Dame Pattie Menzies Centre in Alexandra
- Review of Council's Equal Opportunity and Human Rights Policy
- Commencement of the establishment of a new Community Local Law - General Provisions. The new local law will be endorsed by Council in early 2018
- Council's Rural Access Officer has attended training sessions of the National Disability Insurance Scheme (NDIS) facilitated by disability advocacy providers
- Funding has been extended to continue Council's Rural Access position to 30 June 2018
- Staff training on communication accessibility in partnership with Mansfield District Hospital and Mansfield Adult Continuing Education



Residents of the Dame Pattie Menzies Centre enjoy 'lifeball' activities as part of the 'Get Fit, Get Active' social sports days.



## 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 currently 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. 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 36 road bridges, intended to support vehicle traffic. These cross creeks and rivers in the Shire. 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 11 foot bridges, including bridges on the Great Victorian Rail Trail.

# corporate governance

## *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.

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 49km of pipe. These pipes are connected to over 1,900 pits. The network is continually growing as new developments take place.

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.



*Construction of a new bridge over a large culvert along Dead Horse Lane in Mansfield. This construction was accompanied by landscaping and plantings along the road batters.*



## Council owned buildings and facilities

Council owns major buildings or complexes and public amenity buildings throughout the Shire, with an overall value of \$15.04 million. 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



*Mansfield's new Skate Park, Rampage, at the Mansfield Sporting Complex*

## 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



*The Lords Ground, Mansfield*

# corporate governance

## 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. At its Special (Statutory) meeting on 27 October 2016, Council appointed its Councillors 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
Audit and Risk	Mayor Cr Paul Volkering and Cr Harry Westendorp	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 Manager are a non-voting members.
Environment	Cr Marg Attley	Bi-monthly	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 Paul Sladdin	Bi-monthly	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	Mayor Cr Paul Volkering	Bi-monthly	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:

Committee	Responsible Councillors
Australia Day Committee	Mayor Cr Paul Volkering, Cr Marg Attley and Cr Peter Olver
Goulburn Broken Greenhouse Alliance	Cr Marg Attley
Hume Regional Local Government Network	Mayor Cr Paul Volkering
Lake Eildon Land and On Water Management Plan Implementation Committee	Cr Paul Sladdin
Mansfield Mt Buller Regional Tourism Association	Cr Harry Westendorp
Municipal Association of Victoria	Mayor Cr Paul Volkering
Municipal Emergency Management Planning Committee	Cr Marg Attley and Cr Peter Olver
Municipal Fire Management Planning Committee	Cr Marg Attley and Cr Peter Olver
North East Local Government Waste Forum (a committee of the North East Regional Waste and Resource Recovery Group (NEWRRG))	Cr Peter Olver
Victorian Local Governance Association	Cr Harry Westendorp



## 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 2017, \$47,302 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	Community Matching Fund	\$ Amount
Fords Creek Landcare Group	5,500	Mansfield Little Athletics Club	3,300
Jamieson Community Group	3,870	Mansfield Men's Shed	5,060
Mansfield Armchair Cinema	4,750	Mansfield RSL	1,276
Mansfield Historical Society Inc	5,308	Merrijig Public Hall Committee	3,520
Mansfield Junior Basketball Club	2,742	MMUDS	5,500
Mansfield Junior Motorcycle Club	5,500		
Mansfield Kindergarten	976		
		<b>TOTAL</b>	<b>47,302</b>

### Council memberships

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

Organisation	\$ Amount	Organisation	\$ Amount
Association for Children with a Disability	50	Municipal Association of Victoria - Electronic Content Management	3,200
Cemeteries & Crematoria Association Of Victoria	318	Municipal Association of Victoria - Step Asset Management	7,900
Civil Contractors Federation	613	Play Australia	296
Financial & Consumer Rights Council	175	Revenue Management Association	200
Local Government Professionals	1,172	Rural Councils Victoria	3,000
Mansfield Mt Buller Regional Tourism Board	2,000	School Crossings Victoria	95
Meals on Wheels	80	Victorian Local Governance Association	2,820
Municipal Association of Victoria	17,191	Victorian Tree Industry	50
Municipal Association of Victoria - Spatial Capability Program	1,000	Volunteering Victoria	65
Municipal Association of Victoria - Technology	496		
		<b>Total</b>	<b>\$40,723</b>

# corporate governance

## 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.

Council's Complaint Resolution Policy, designed to facilitate a fair and equitable resolution of all Mansfield Shire customer complaints, is a process provided to members of the public making a complaint. 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. Our 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 2016-17 in an attempt to reduce workplace injuries and to continue providing a safe working environment. These initiatives included:

- Continuation of the Employee Assistance Program (for employees experiencing personal or work related difficulties)
- Employee health checks, hearing test and flu shots
- Safe Work Method Statements (SWMSs) for high construction activities have been established
- Onsite hazardous substances and dangerous goods audited
- Continuation of Discrimination and Harassment Contact Officers, who assist with complaint resolution within and outside the organisation. Our three Contact Officers provide support to staff in making informed decisions about how best to address their grievance
- Continuation of the Employee Assistance Program (for employees experiencing personal or work related difficulties)
- Employee health checks and flu shots

# financial Reporting

We are committed to providing accurate, understandable and fair reporting on our financial performance for 2016-17 and our financial position at the end of the period. It enables an assessment of our ability to deliver current services and maintain existing facilities in the longer-term.

## Understanding the Financial Report

Council's Financial Report shows how we performed financially during the 2016-17 financial and the overall position at the end of the financial year (30 June 2017).

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 36 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 represents 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

The Balance Sheet is a one page summary which is a snapshot of the financial situation as at 30 June 2017 (balance date). 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, ie, 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



# 2016-17 financial report

- Investments in associates accounted for using the equity method represent Council's share of investment in joint venture entities
  - Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc, which Council owns or controls at balance date.
2. *Current and non-current liabilities*  
Trade and other payables are amounts owed by Council to others as at 30 June 2017.
- Trust funds and deposits represent monies held in trust or deposits received and held by Council
  - Provisions include accrued long-service leave and annual leave owing to employees
  - Interest-bearing loans and borrowings are borrowings of Council.
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 2017.
4. *Equity*  
Total equity always equals net assets. It is made up of the following components:
- Accumulated surplus, which is the value of all surplus/(deficit) accumulated over time
  - The use of monies from Council's reserves and transfers to Council's reserves

## 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.

# 2016-17 financial report

## 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 prescribed by the Local Government Performance Reporting Framework under the *Local Government Act 1989*. 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 and Performance Statement. 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



# 2016-17 financial report

## Table of contents to the financial reports

<b>Financial Statements</b>		<b>Page No.</b>
Comprehensive Income Statement		118
Balance Sheet		119
Statement of Changes in Equity		120
Statement of Cash Flows		121
Statement of Capital Works		122
<b>Notes to the Financial Statements</b>		
Introduction		123
Note 1	Significant accounting policies	123
Note 2	Budget comparison	129
Note 3	Rates and charges	133
Note 4	Statutory fees and fines	133
Note 5	User fees	133
Note 6	Grants	133
Note 7	Contributions	135
Note 8	Net gain / (loss) on disposal of property, infrastructure, plant and equipment	135
Note 9	Other income	135
Note 10	Employee costs	135
Note 11	Materials and services	136
Note 12	Bad and doubtful debts	136
Note 13	Depreciation and amortisation	136
Note 14	Finance costs	137
Note 15	Other items of expense	137
Note 16	Investments in associates, joint ventures and subsidiaries	137
Note 17	Cash and cash equivalents	138
Note 18	Trade and other receivables	139
Note 19	Inventories	139
Note 20	Other assets	139
Note 21	Property, infrastructure, plant and equipment	140
Note 22	Trade and other payables	144
Note 23	Trust funds and deposits	144
Note 24	Provisions	145
Note 25	Interest bearing loans and borrowings	146
Note 26	Reserves	147
Note 27	Reconciliation of cash flows from operating activities to surplus/(deficit)	149
Note 28	Financing arrangements	149
Note 29	Commitments	150
Note 30	Operating leases	151
Note 31	Superannuation	151
Note 32	Contingent liabilities and contingent assets	152
Note 33	Financial instruments	153
Note 34	Related party disclosures	155
Note 35	Senior officers remuneration	156
Note 36	Events occurring after balance date	156
Certification of the Financial Statements		157
Independent Auditor Report - Auditor General's Report of the Financial Statements		158

# comprehensive income statement

for the year ended 30 June 2017

	Note	2017 \$'000	2016 \$'000
<b>Income</b>			
Rates and charges	3	12,659	12,146
Statutory fees and fines	4	305	216
User fees	5	773	756
Grants - operating	6	5,837	2,826
Grants - capital	6	2,096	1,476
Contributions - monetary	7	178	282
Contributions - non monetary	7	4,141	2,428
Net gain on disposal of property, infrastructure, plant and equipment	8	42	6
Share of net profits/(losses) of associates and joint ventures	16	(60)	(55)
Other income	9	406	483
<b>Total income</b>		<b>26,377</b>	<b>20,564</b>
<b>Expenses</b>			
Employee costs	10	8,188	8,042
Materials and services	11	6,209	6,760
Bad and doubtful debts	12	-	8
Depreciation and amortisation	13	3,005	2,877
Finance costs	14	210	266
Asset Revaluation Expense	21	-	509
Other expenses	15	279	281
<b>Total expenses</b>		<b>17,891</b>	<b>18,743</b>
<b>Surplus/(deficit) for the year</b>		<b>8,486</b>	<b>1,821</b>
<b>Other comprehensive income</b>			
<b>Items that will not be reclassified to surplus or deficit in future periods</b>			
Net asset revaluation increment/(decrement)	26	-	(4,586)
Share of other comprehensive income of High Country Library Corporation accounted for by the equity method	16	-	(23)
<b>Total comprehensive result</b>		<b>8,486</b>	<b>(2,788)</b>

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



# balance sheet

as at 30 June 2017

	Note	2017 \$'000	2016 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	17	7,865	4,992
Trade and other receivables	18	1,931	1,172
Inventories	19	40	66
Other assets	21	125	216
<b>Total current assets</b>		<b>9,961</b>	<b>6,446</b>
<b>Non-current assets</b>			
Trade and other receivables	18	95	160
Investments in regional library corporation	16	103	163
Property, infrastructure, plant and equipment	20	115,710	110,349
<b>Total non-current assets</b>		<b>115,908</b>	<b>110,672</b>
<b>Total assets</b>		<b>125,869</b>	<b>117,118</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	22	1,080	1,029
Trust funds and deposits	23	1,044	651
Provisions	24	2,110	1,861
Interest-bearing loans and borrowings	25	400	407
<b>Total current liabilities</b>		<b>4,634</b>	<b>3,948</b>
<b>Non-current liabilities</b>			
Provisions	24	315	336
Interest-bearing loans and borrowings	25	2,549	2,949
<b>Total non-current liabilities</b>		<b>2,864</b>	<b>3,285</b>
<b>Total liabilities</b>		<b>7,498</b>	<b>7,233</b>
<b>Net assets</b>		<b>118,371</b>	<b>109,885</b>
<b>Equity</b>			
Accumulated surplus		47,823	39,512
Reserves	26	70,548	70,373
<b>Total Equity</b>		<b>118,371</b>	<b>109,885</b>

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

# statement of changes in equity

for the year ended 30 June 2017

2017	Note	Accumulated		Revaluation	Other
		Total \$'000	Surplus \$'000	Reserve \$'000	Reserves \$'000
Balance at beginning of the financial year		109,885	39,512	70,156	217
Surplus/(deficit) for the year		8,486	8,486	-	-
Share of other comprehensive income of High Country Library Corporation accounted for using the equity method		-	-	-	-
Net asset revaluation increment/(decrement)	26(a)	-	-	-	-
Transfers to other reserves	26(b)	-	(175)	-	175
Transfers from other reserves	26(b)	-	-	-	-
<b>Balance at end of the financial year</b>		<b>118,371</b>	<b>47,823</b>	<b>70,156</b>	<b>392</b>

2016		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)
<b>Balance at end of the financial year</b>		<b>109,885</b>	<b>39,512</b>	<b>70,156</b>	<b>217</b>

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



# statement of cash flows

for the year ended 30 June 2017

	Note	2017 Inflows/ (Outflows) \$'000	2016 Inflows/ (Outflows) \$'000
<b>Cash flows from operating activities</b>			
Rates and charges		12,631	11,965
Statutory fees and fines		305	216
User fees		287	788
Grants - operating		5,865	2,878
Grants - capital		2,096	1,476
Contributions - monetary		178	286
Interest		152	181
Other receipts		252	293
Net GST refund		823	860
Employee costs		(8,104)	(8,333)
Materials and services		(6,614)	(7,193)
Trust funds and deposits		393	(42)
Other payments		(289)	(294)
<b>Net cash provided by/(used in) operating activities</b>	27	<b>7,975</b>	<b>3,081</b>
<b>Cash flows from investing activities</b>			
Payments for property, infrastructure, plant and equipment		(4,631)	(3,432)
Proceeds from sale of property, infrastructure, plant and equipment		139	59
<b>Net cash provided by/(used in) investing activities</b>		<b>(4,492)</b>	<b>(3,373)</b>
<b>Cash flows from financing activities</b>			
Finance costs		(203)	(263)
Repayment of borrowings		(407)	(561)
<b>Net cash provided by/(used in) financing activities</b>		<b>(610)</b>	<b>(824)</b>
Net increase (decrease) in cash and cash equivalents		2,873	(1,116)
Cash and cash equivalents at the beginning of the financial year		4,992	6,108
<b>Cash and cash equivalents at the end of the financial year</b>	17	<b>7,865</b>	<b>4,992</b>
Financing arrangements	28	350	346
Restrictions on cash assets	17	1,044	651

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 2017

	Note	2017 \$'000	2016 \$'000
<b>Property</b>			
Buildings		154	318
<b>Total property</b>		<b>154</b>	<b>318</b>
<b>Plant and equipment</b>			
Plant, machinery and equipment		400	187
Fixtures, fittings and furniture		5	9
Computers and telecommunications		90	192
Library books		47	-
<b>Total plant and equipment</b>		<b>542</b>	<b>388</b>
<b>Infrastructure</b>			
Roads		1,891	2,189
Bridges		869	143
Footpaths and cycleways		51	40
Drainage		23	107
Recreational, leisure and community facilities		544	107
Off street car parks		248	-
<b>Total infrastructure</b>		<b>3,626</b>	<b>2,586</b>
<b>Total capital works expenditure</b>		<b>4,322</b>	<b>3,292</b>
<b>Represented by:</b>			
New asset expenditure		1,287	541
Asset renewal expenditure		1,840	868
Asset expansion expenditure		-	-
Asset upgrade expenditure		1,195	1,883
<b>Total capital works expenditure</b>		<b>4,322</b>	<b>3,292</b>

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



# notes to the financial statements

for the year ended 30 June 2017

## 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.

# notes to the financial statements

for the year ended 30 June 2017

## 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

Short term receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.



# notes to the financial statements

for the year ended 30 June 2017

## 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. 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 (k) 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 in its financial report.

# notes to the financial statements

for the year ended 30 June 2017

## 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.

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.

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



# notes to the financial statements

for the year ended 30 June 2017

## 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.

# notes to the financial statements

for the year ended 30 June 2017

## 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

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

#### *Revenue from contracts with customers (AASB 15) (applies 2019/20)*

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

#### *Leases (AASB 16) (applies 2019/20)*

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

### (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.



# notes to the financial statements

for the year ended 30 June 2017

## 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 28 June 2016. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for 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 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Ref
<b>Income</b>				
Rates and charges	12,581	12,659	78	1
Statutory fees and fines	236	305	69	2
User fees	665	773	108	3
Grants - operating	4,212	5,837	1,625	4
Grants - capital	2,731	2,096	(635)	5
Contributions - monetary	145	178	33	6
Contributions - non monetary	-	4,141	4,141	7
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	130	42	(88)	8
Share of net profits/(losses) of associates and joint ventures	-	(60)	(60)	9
Other income	222	406	184	10
<b>Total income</b>	<b>20,922</b>	<b>26,377</b>	<b>5,455</b>	
<b>Expenses</b>				
Employee costs	8,294	8,188	106	11
Materials and services	6,711	6,209	502	12
Depreciation and amortisation	3,100	3,005	95	13
Finance costs	183	210	(27)	14
Other expenses	289	279	10	
<b>Total expenses</b>	<b>18,577</b>	<b>17,891</b>	<b>687</b>	
<b>Surplus/(deficit) for the year</b>	<b>2,345</b>	<b>8,486</b>	<b>6,141</b>	

# notes to the financial statements

for the year ended 30 June 2017

## 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	Statutory planning permit fees were higher than budgeted primarily due to an increase in the legislated application fee amounts determined by the State Government in October 2016.
3	User fees	Inspection fees and permit fees for subdivisions were higher than budgeted due to a higher volume of development than forecast.
4	Grants - operating	50% (\$1,367k) of Victorian Grants Commission payment for 2017-18 was paid in advance in June 2017 and recognised as income in 2016-17.
5	Grants - capital	Budgeted Blackspot funding of \$319k was not received. Bridge Renewal funding of \$75k for the Withers Lane culvert was not received due to the project not commencing in 2016-17. Roads to Recovery Income was under budget \$505k due to projects being delayed until 2017-18. These are partly offset by the total Heavy Vehicle Bypass Income which was \$305k over budget.
6	Contributions - monetary	Open Space monetary contributions received from developers in relation to completion of new subdivisions at Kidston Parade and Chenery Street. Road and footpath contributions received from developers on completion of stage 1 at Stockmans Rise. Variance from budget is \$140k increase due to earlier timing of statement of compliance being issued. Offsetting this, a \$90k decrease from budget relates to the New Street Special Charge Scheme which did not proceed in 2016-17.
7	Contributions - non monetary	Infrastructure assets were donated to Council as a result of subdivisions occurring throughout the municipality. This is not budgeted.
8	Net gain/(loss) on disposal of property, infrastructure, plant and equipment	The budget assumed an asset WDV of nil on disposal, however many assets sold had WDV's in excess of nil reducing the profit made on sale.
9	Share of net profits/(losses) of associates and joint ventures	Council has an 11% share in the High Country Library Corporation. No budget was set for this based on history, as it usually breaks even. The HCLC is undergoing a liquidation process which has led to a decrease in the carrying value of the investment. Refer note 16 for more details.
10	Other income	Reimbursements of \$181k were budgeted to offset against materials.
11	Employee costs	The Tourism and Economic Development Manager was not replaced after vacating the position in December 2016. There were also other temporary staff vacancies during the year, many in executive management positions including Engineering Manager and Finance Manager.
12	Materials and services	Reimbursements of \$181k was budgeted to offset against materials and services, however reported separately as income in Financial Statements. Consulting fees underspent by \$355k including Economic Development Initiatives (\$35k LERBFIP and \$90k Lakins Rd feasibility study), Engineering Services (Condition assessments delayed \$140k) and Community Services (Sport & Rec masterplan not yet completed \$38k, Community Assets and Land Management review performed in house saving \$30k, Mansfield Shire Community Engagement Plan not completed \$50k). Election costs of \$83k saved due to an unopposed election of Councillors.
13	Depreciation	Capital works expenditure under budget due to delays in completion of projects.
14	Finance Costs	The budget for interest on loans was not set high enough.

# notes to the financial statements

for the year ended 30 June 2017

## NOTE 2 Budget comparison (continued)

### b) Capital Works

	Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000	Ref
<b>Property</b>				
Land	45	-	(45)	1
<b>Total Land</b>	45	-	(45)	
Buildings	176	154	(22)	2
<b>Total Buildings</b>	176	154	(22)	
<b>Total Property</b>	221	154	(67)	
<b>Plant and Equipment</b>				
Plant, machinery and equipment	625	400	(225)	3
Fixtures, fittings and furniture	15	5	(10)	
Computers and telecommunications	137	90	(47)	4
Library books	-	47	47	5
<b>Total Plant and Equipment</b>	777	542	(235)	
<b>Infrastructure</b>				
Roads	2,295	1,891	(404)	6
Bridges	960	869	(91)	7
Footpaths and cycleways	74	51	(23)	8
Drainage	-	23	23	9
Recreational, leisure and community facilities	1,164	544	(620)	10
Off street car parks	20	248	228	11
<b>Total Infrastructure</b>	4,513	3,626	(887)	
<b>Total Capital Works Expenditure</b>	5,511	4,322	(1,189)	
<b>Represented by:</b>				
New asset expenditure	987	1,287	300	
Asset renewal expenditure	2,924	1,840	(1,084)	
Asset expansion expenditure	-	-	-	
Asset upgrade expenditure	1,600	1,195	(405)	
<b>Total Capital Works Expenditure</b>	5,511	4,322	(1,189)	



# notes to the financial statements

for the year ended 30 June 2017

## NOTE 2 Budget comparison (continued)

### (i) Explanation of material variations

Ref	Item	Explanation
1	Land	Land purchases have been deferred as Council are currently working through negotiations.
2	Buildings	Heating / Cooling works at Council Municipal Offices were completed under budget.
3	Plant, machinery and equipment	Council have deferred the weighbridge project \$150k, pending further investigations. Vehicle purchases were also under budget by \$61k.
4	Computers and telecommunications	Council decided against purchasing CT Management Software & Risk Management Software and instead invested in OMNI, which has resulted in savings against budget.
5	Library Books	The High Country Library Corporation is in the process of being dissolved. Council are now part of a shared services High Country Library Network agreement and will directly own and purchase a percentage of the Network books. This was not budgeted for.
6	Roads	Ogilvies Road is yet to have a final seal which will be completed in 2017-18, resulting in a saving to budget of \$133k. The Reseal and Resheet programs came in under budget by a total of \$92k. New Street Special Charge Scheme did not proceed resulting in \$180k saving against budget.
7	Bridges	Withers Lane Culvert project has been delayed until 2017-18 due to an industry wide culvert shortage.
8	Footpaths and cycleways	Programmed footpath works came in under budget.
9	Drainage	\$23k drainage at the intersection of Rowe & Ailsa Street was carried forward from the 2015-16 Budget.
10	Recreational, leisure and community facilities	Work on the Additional Playing Field and the Tennis Hit Up Wall will be carried forward to the 2017-18 Budget and completed in Spring (totalling \$490k). Erril Street project was budgeted here, however capitalised in Off Street Car Parks.
11	Off street car parks	Work on Erril Street was capitalised as Off Street Car Parks, however incorrectly budgeted as Recreational, Leisure & Community Facilities.

# notes to the financial statements

for the year ended 30 June 2017

## 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 2016/17 was \$3,070 million (2015/16 \$2,825 million). The 2016/17 residential rate in the Capital Improved dollar was 0.002670 (2015/16, 0.002822).

	<b>2017</b>	<b>2016</b>
	<b>\$'000</b>	<b>\$'000</b>
General Rates	7,665	7,477
Municipal charge	1,928	1,823
Service rates and charges (waste)	2,778	2,655
Waste management charge (levy)	154	156
Supplementary rates and rate adjustments	90	35
Interest on rates and charges	44	35
Revenue in lieu of rates	-	-
<b>Total rates and charges</b>	<b>12,659</b>	<b>12,181</b>

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation was first applied in the rating year commencing 1 July 2016.

## NOTE 4 Statutory fees and fines

Infringements and costs	38	31
Land information certificates	45	40
Permits	221	145
<b>Total statutory fees and fines</b>	<b>305</b>	<b>216</b>

## NOTE 5 User fees

Agency fees	106	87
Registration fees	179	160
Building services fees	133	88
Other fees and charges	355	421
<b>Total user fees</b>	<b>773</b>	<b>756</b>

## NOTE 6 Grants

Grants were received in respect of the following:

### Summary of grants

Commonwealth funded grants	5,903	2,752
State funded grants	2,030	1,550
<b>Total</b>	<b>7,933</b>	<b>4,302</b>

### Operating Grants

#### Recurrent - Commonwealth Government

Adult day care	110	-
Home help/linkages	359	63
Victoria Grants Commission - General	2,879	951
Victoria Grants Commission - Local Roads	1,332	443

# notes to the financial statements

for the year ended 30 June 2017

## NOTE 6 Grants (continued)

	2017 \$'000	2016 \$'000
<b>Operating Grants (continued)</b>		
<i>Recurrent - State Government</i>		
Adult day care	-	104
Home help/linkages	95	407
Family & Children	234	220
Library	116	-
Community support	19	17
Bushfire protection & restoration	-	13
Maternal and child health	146	131
Environmental health	15	12
Property & valuations	85	8
Other	10	10
<b>Total recurrent operating grants</b>	<u>5,400</u>	<u>2,379</u>
<i>Non-recurrent - Commonwealth Government</i>		
Home help/linkages	41	-
Sport & Recreation	27	-
Community support	5	-
<i>Non-recurrent - State Government</i>		
Tourism & Economic Development projects	-	32
Aged Care	-	34
Community support	55	184
Emergency Management	60	-
Environment	21	21
Family and Children	102	122
Fire Services Property Levy	47	46
Library	11	-
Sport & Recreation	10	-
Strategic Planning	51	-
Other	7	8
<b>Total non-recurrent operating grants</b>	<u>437</u>	<u>447</u>
<b>Total operating grants</b>	<u><b>5,837</b></u>	<u><b>2,826</b></u>
<b>Capital Grants</b>		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	990	1,295
<b>Total recurrent capital grants</b>	<u>990</u>	<u>1,295</u>
<i>Non-recurrent - Commonwealth Government</i>		
Recreation	160	-
<i>Non-recurrent - State Government</i>		
Roads & Bridges	680	-
Recreation	266	147
Other	-	34
<b>Total non-recurrent capital grants</b>	<u>1,106</u>	<u>181</u>
<b>Total capital grants</b>	<u><b>2,096</b></u>	<u><b>1,476</b></u>
<b>Unspent grants received on condition that they be spent in a specific manner</b>		
Balance at start of year	295	527
Received during the financial year and remained unspent at balance date	669	225
Received in prior years and spent during the financial year	(265)	(457)
<b>Balance at year end</b>	<u><b>699</b></u>	<u><b>295</b></u>



# notes to the financial statements

for the year ended 30 June 2017

NOTE 7	Contributions	2017 \$'000	2016 \$'000
	Monetary	178	282
	Non-monetary	4,141	2,428
	<b>Total contributions</b>	<b>4,319</b>	<b>2,710</b>
	<i>Contributions of non monetary assets were received in relation to the following asset classes.</i>		
	Land	-	733
	Land under roads	273	301
	Roads	1,798	664
	Footpaths & cycleways	522	173
	Drainage	1,548	557
		<b>4,141</b>	<b>2,428</b>
<b>NOTE 8</b>	<b>Net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>		
	Proceeds of sale	139	59
	Write down value of assets disposed	(97)	(53)
	<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>	<b>42</b>	<b>6</b>
<b>NOTE 9</b>	<b>Other income</b>		
	Interest	147	147
	Rent	65	87
	Other	194	214
	<b>Total other income</b>	<b>406</b>	<b>448</b>
<b>NOTE 10 (a)</b>	<b>Employee costs</b>		
	Wages and salaries	6,573	6,520
	Contract and Agency Staff	2	52
	WorkCover Premium	88	108
	Annual leave and long service leave	824	660
	Superannuation	675	638
	Fringe benefits tax	26	64
	<b>Total employee costs</b>	<b>8,188</b>	<b>8,042</b>
<b>NOTE 10 (b)</b>	<b>Superannuation</b>		
	Council made contributions to the following funds:		
	<b>Defined benefit fund</b>		
	Employer contributions to Local Authorities Superannuation Fund (Vision Super)	25	31
	Employer contributions - other funds	-	-
		<b>25</b>	<b>31</b>
	Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date.	-	-
	Employer contributions payable to other Superannuation Funds	-	-
		-	-
	<b>Accumulation funds</b>		
	Employer contributions to Local Authorities Superannuation Fund (Vision Super)	352	341
	Employer contributions payable to other Superannuation Funds	298	266
		<b>650</b>	<b>607</b>
	Employer contributions payable to Local Authorities Superannuation Fund (Vision Super) at reporting date.	-	-
	Employer contributions payable to other Superannuation Funds	-	-
		-	-

# notes to the financial statements

for the year ended 30 June 2017

<b>NOTE 11</b>	<b>Materials and services</b>	<b>2017</b>	<b>2016</b>
		<b>\$'000</b>	<b>\$'000</b>
	Contract Payments	1,770	2,103
	Store Issues	143	275
	Repairs & Maintenance	123	117
	Advertising & Promotion	59	82
	Insurance	214	185
	Legal Expenses	121	40
	Consultants	254	216
	Memberships & Subscriptions	87	57
	Debt Collection Expenses	45	58
	Printing, Copying & Stationery	46	49
	Software Maintenance & Support	213	223
	Staff Training & Professional Development	89	103
	Waste Disposal Costs	670	533
	Utilities	300	314
	Community Contributions	262	392
	Fuel	109	131
	Cleaning Expenses	142	139
	Other Materials & Services		
	Community Services	289	346
	Development Services	343	492
	Economic Development	123	186
	Engineering & Works	561	516
	Administration & Governance	246	203
	<b>Total materials and services</b>	<b>6,209</b>	<b>6,760</b>
<b>NOTE 12</b>	<b>Bad and doubtful debts</b>		
	Other debtors	-	8
	<b>Total bad and doubtful debts</b>	<b>-</b>	<b>8</b>
<b>NOTE 13</b>	<b>Depreciation and amortisation</b>		
	Property	300	294
	Plant and equipment	497	443
	Infrastructure	2,208	2,140
	<b>Total depreciation and amortisation</b>	<b>3,005</b>	<b>2,877</b>

*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 2017

NOTE 14	Finance costs	2017 \$'000	2016 \$'000
	Interest - Borrowings	169	203
	Bank charges	41	63
	<b>Total finance costs</b>	<b>210</b>	<b>266</b>
NOTE 15	Other expenses		
	Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	37	30
	Auditors' remuneration - Internal Auditors	28	-
	Councillors' allowances	153	149
	Operating lease rentals	61	102
	<b>Total other expenses</b>	<b>279</b>	<b>281</b>
NOTE 16	Investment in associates, joint arrangements and subsidiaries		
	<b>Investments in associates</b>		
	Investments in associates accounted for by the equity method are:		
	High Country Library Corporation	103	163
	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:		
	<b>Council's share of accumulated surplus/(deficit)</b>		
	Council's share of accumulated surplus(deficit) at start of year	99	154
	Share of profit (loss) for the year	(60)	(53)
	Share of adjustments direct to equity	-	(2)
	Distributions for the year	-	-
	Council's share of accumulated surplus(deficit) at end of year	<b>39</b>	<b>99</b>
	<b>Council's share of asset revaluation reserves</b>		
	Council's share of reserves at start of year	1	24
	Transfers (to) from reserves	-	(23)
	Council's share of reserves at end of year	<b>1</b>	<b>1</b>



# notes to the financial statements

for the year ended 30 June 2017

	2017	2016
	\$'000	\$'000
<b>NOTE 16 Investment in associates, joint arrangements and subsidiaries (continued)</b>		
<b>Movement in carrying value of High Country Library Corporation</b>		
Carrying value of investment at start of year	163	241
Share of surplus (deficit) for year	(60)	(55)
Share of asset revaluation	-	(23)
Distributions received	-	-
Carrying value of investment at end of year	<u>103</u>	<u>163</u>
<p>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. The High Country Library Corporation is currently undergoing voluntary liquidation. The investment is recoverable as the assets will be distributed back to the members.</p>		
<b>Investments in joint arrangements</b>		
Joint arrangements include:		
High Country Library Network shared services agreement		
<p>On 1 August 2016 Mansfield Shire Council entered into a 12 month joint arrangement for library services with Alpine Shire Council, Wangaratta Rural City Council and Benalla Rural City Council. Mansfield Shire Council's contribution was 13% of the total cost of the service.</p>		
<p>The amounts recognised in the financial statements relating to the joint arrangement are shown as follows:</p>		
Expenses (materials and services)	49	-
Property, Plant & Equipment at fair value (library books)	47	-
Total contribution to joint arrangements	<u>96</u>	<u>-</u>
<b>NOTE 17 Cash and cash equivalents</b>		
Cash on hand	1	1
Cash at bank	1,637	1,285
Term deposits	<u>6,227</u>	<u>3,706</u>
	<u>7,865</u>	<u>4,992</u>
<p>Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:</p>		
- Trust funds and deposits (Note 23)	1,044	651
Total restricted funds	<u>1,044</u>	<u>651</u>
Total unrestricted cash and cash equivalents	<u>6,821</u>	<u>4,341</u>
<b>Intended allocations</b>		
<p>Although not externally restricted the following amounts have been allocated for specific future purposes by Council:</p>		
- Cash held to fund carried forward capital works	305	481
- Unexpended grants (Note 6)	699	295
- Reserve funds (Note 26)	392	217
Total funds subject to intended allocations	<u>1,396</u>	<u>993</u>

# notes to the financial statements

for the year ended 30 June 2017

NOTE 18	Trade and other receivables	2017 \$'000	2016 \$'000
	<b>Current</b>		
	<i>Statutory receivables</i>		
	Rates debtors	572	544
	<i>Non statutory receivables</i>		
	Other debtors	1,161	514
	Net GST receivable	207	127
	Provision for doubtful debts - other debtors	(9)	(13)
	Total current trade and other receivables	<u>1,931</u>	<u>1,172</u>
	<b>Non-current</b>		
	<i>Non statutory receivables</i>		
	Other debtors	95	160
	Total non-current trade and other receivables	<u>95</u>	<u>160</u>
	<b>Total trade and other receivables</b>	<u><b>2,026</b></u>	<u><b>1,332</b></u>
	<b>a) Ageing of Receivables</b>		
	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)	687	414
	Past due by up to 30 days	511	75
	Past due between 31 and 180 days	12	97
	Past due between 181 and 365 days	4	60
	Past due by more than 1 year	43	29
	Total trade & other receivables	<u>1,257</u>	<u>675</u>
	<b>b) Movement in provisions for doubtful debts</b>		
	Balance at the beginning of the year	13	13
	New Provisions recognised during the year	1	7
	Amounts already provided for and written off as uncollectible	(4)	(6)
	Amounts provided for but recovered during the year	(1)	(1)
	Balance at end of year	<u>9</u>	<u>13</u>
<b>NOTE 19</b>	<b>Inventories</b>		
	Inventories held for distribution	40	66
	<b>Total inventories</b>	<u><b>40</b></u>	<u><b>66</b></u>
<b>NOTE 20</b>	<b>Other assets</b>		
	Prepayments	110	196
	Accrued income - Interest	15	10
	Accrued income - Other	-	10
	<b>Total other assets</b>	<u><b>125</b></u>	<u><b>216</b></u>

# notes to the financial statements

for the year ended 30 June 2017

## NOTE 21 Property, infrastructure, plant and equipment

### Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2016	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	At Fair Value 30 June 2017
Land	14,217	-	273	-	-	-	-	<b>14,490</b>
Buildings	12,222	154	-	-	(300)	-	23	<b>12,099</b>
Plant and Equipment	2,504	542	-	-	(497)	(97)	-	<b>2,452</b>
Infrastructure	81,298	3,539	3,868	-	(2,208)	-	30	<b>86,527</b>
Work in progress	108	87	-	-	-	-	(53)	<b>142</b>
	<b>110,349</b>	<b>4,322</b>	<b>4,141</b>	-	<b>(3,005)</b>	<b>(97)</b>	-	<b>115,710</b>

### Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
Buildings	23	-	(23)	-	-
Infrastructure	85	87	(30)	-	<b>142</b>
Total	<b>108</b>	<b>87</b>	<b>(53)</b>	-	<b>142</b>

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

### Movements in fair value

Acquisition of assets at fair value	-	-	-	-	23	131	<b>154</b>	-	<b>154</b>
Contributed assets	-	-	273	<b>273</b>	-	-	-	-	<b>273</b>
Transfers	-	-	-	-	-	23	<b>23</b>	(23)	-
	-	-	<b>273</b>	<b>273</b>	<b>23</b>	<b>154</b>	<b>177</b>	<b>(23)</b>	<b>427</b>

### Movements in accumulated depreciation

Depreciation and amortisation	-	-	-	-	(56)	(244)	<b>(300)</b>	-	<b>(300)</b>
	-	-	-	-	<b>(56)</b>	<b>(244)</b>	<b>(300)</b>	-	<b>(300)</b>

At fair value 30 June 2017	1,725	11,672	1,093	<b>14,490</b>	4,788	19,051	<b>23,839</b>	-	<b>38,329</b>
Accumulated depreciation at 30 June 2017	-	-	-	-	(2,764)	(8,976)	<b>(11,740)</b>	-	<b>(11,740)</b>
	<b>1,725</b>	<b>11,672</b>	<b>1,093</b>	<b>14,490</b>	<b>2,024</b>	<b>10,075</b>	<b>12,099</b>	-	<b>26,589</b>



# notes to the financial statements

for the year ended 30 June 2017

## NOTE 21 Property, infrastructure, plant and equipment (continued)

<b>Plant and Equipment</b>	Plant, machinery and equipment	Fixtures fittings and furniture	Computers and telecoms	Library Books	Total plant and equipment
At fair value 1 July 2016	3,988	347	940	-	<b>5,275</b>
Accumulated depreciation at 1 July 2016	(1,907)	(218)	(646)	-	<b>(2,771)</b>
	<u>2,081</u>	<u>129</u>	<u>294</u>	<u>-</u>	<u><b>2,504</b></u>
<b>Movements in fair value</b>					
Acquisition of assets at fair value	400	5	90	47	<b>542</b>
Fair value of assets disposed	(303)	-	(27)	-	<b>(330)</b>
	<u>97</u>	<u>5</u>	<u>63</u>	<u>47</u>	<u><b>212</b></u>
<b>Movements in accumulated depreciation</b>					
Depreciation and amortisation	(339)	(25)	(129)	(4)	<b>(497)</b>
Accumulated depreciation of disposals	206	-	27	-	<b>233</b>
	<u>(133)</u>	<u>(25)</u>	<u>(102)</u>	<u>(4)</u>	<u><b>(264)</b></u>
At fair value 30 June 2017	4,085	352	1,003	47	<b>5,487</b>
Accumulated depreciation at 30 June 2017	(2,041)	(243)	(747)	(4)	<b>(3,035)</b>
	<u>2,044</u>	<u>109</u>	<u>256</u>	<u>43</u>	<u><b>2,452</b></u>

<b>Infrastructure</b>	Roads	Bridges	Footpaths and cycleways	Drainage	Recreational Leisure and Community	Off Street Carparks	Work In Progress	Total Infrastructure
At fair value 1 July 2016	79,511	18,086	5,756	14,214	3,332	1,044	85	<b>122,028</b>
Accumulated depreciation at 1 July 2016	(26,292)	(7,224)	(1,737)	(4,365)	(766)	(261)	-	<b>(40,645)</b>
	<u>53,219</u>	<u>10,862</u>	<u>4,019</u>	<u>9,849</u>	<u>2,566</u>	<u>783</u>	<u>85</u>	<u>81,383</u>
<b>Movements in fair value</b>								
Acquisition of assets at fair value	1,838	861	51	21	520	248	87	<b>3,626</b>
Contributed assets	1,798	-	522	1,548	-	-	-	<b>3,868</b>
Transfers	10	-	-	-	20	-	(30)	<b>-</b>
	<u>3,646</u>	<u>861</u>	<u>573</u>	<u>1,569</u>	<u>540</u>	<u>248</u>	<u>57</u>	<u>7,494</u>
<b>Movements in accumulated depreciation</b>								
Depreciation and amortisation	(1,561)	(175)	(108)	(151)	(166)	(47)	-	<b>(2,208)</b>
	<u>(1,561)</u>	<u>(175)</u>	<u>(108)</u>	<u>(151)</u>	<u>(166)</u>	<u>(47)</u>	<u>-</u>	<u><b>(2,208)</b></u>
At fair value 30 June 2017	83,157	18,947	6,329	15,783	3,872	1,292	142	<b>129,522</b>
Accumulated depreciation at 30 June 2017	(27,853)	(7,399)	(1,845)	(4,516)	(932)	(308)	-	<b>(42,853)</b>
	<u>55,304</u>	<u>11,548</u>	<u>4,484</u>	<u>11,267</u>	<u>2,940</u>	<u>984</u>	<u>142</u>	<u>86,669</u>

# notes to the financial statements

for the year ended 30 June 2017

## 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 adjustment has no impact on the comprehensive income statement.

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

The date of the current valuation is detailed in the following table. Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Land	-	11,672	-	30/06/2016
Specialised land	-	-	1,725	30/06/2016
Land Under Roads	-	-	1,093	
Buildings	-	10,075	2,024	30/06/2016
Total	-	21,747	4,842	

### *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.

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

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

	Level 1	Level 2	Level 3	Date of Valuation
Roads	-	-	55,304	30/06/2016
Bridges	-	-	11,548	30/06/2016
Footpaths and cycleways	-	-	4,484	30/06/2016
Drainage	-	-	11,267	30/06/2016
Recreation, Leisure & Community	-	-	2,940	30/06/2016
Carparks	-	-	984	
Total	-	-	86,527	

# notes to the financial statements

for the year ended 30 June 2017

## 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 assets 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.

	2017 \$'000	2016 \$'000
<b>Reconciliation of specialised land</b>		
Land under roads	1,093	820
Parks and reserves	1,170	1,170
Swimming Pool	274	274
Resource Recovery	281	281
<b>Total specialised land</b>	<b>2,818</b>	<b>2,545</b>



# notes to the financial statements

for the year ended 30 June 2017

<b>NOTE 22</b>	<b>Trade and other payables</b>	<b>2017</b>	<b>2016</b>
		<b>\$'000</b>	<b>\$'000</b>
	Trade payables	798	595
	Employee costs	9	76
	Accrued loan interest	10	17
	Accrued expenses	263	341
	<b>Total trade and other payables</b>	<b>1,080</b>	<b>1,029</b>

<b>NOTE 23</b>	<b>Trust funds and deposits</b>		
	Refundable building deposits	434	89
	Fire services levy	90	129
	Cemetery trusts	257	226
	Retention amounts	263	207
	<b>Total trust funds and deposits</b>	<b>1,044</b>	<b>651</b>

### *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 2017

## NOTE 24 Provisions

	Landfill restoration \$ '000	Employee provisions \$ '000	Total \$ '000
<b>2017</b>			
Balance at beginning of the financial year	550	1,647	2,197
Additional provisions	96	841	937
Amounts used	(20)	(690)	(710)
Balance at the end of the financial year	<u>626</u>	<u>1,798</u>	<u>2,424</u>
<b>2016</b>			
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>
		<b>2017</b>	<b>2016</b>
		<b>\$'000</b>	<b>\$'000</b>
<b>(a) Employee provisions</b>			
<b>Current provisions expected to be wholly settled within 12 months</b>			
Annual leave		597	461
Long service leave		108	119
		<u>705</u>	<u>580</u>
<b>Current provisions expected to be wholly settled after 12 months</b>			
Annual leave		-	-
Long service leave		954	860
		<u>954</u>	<u>860</u>
<b>Total current employee provisions</b>		<u>1,659</u>	<u>1,440</u>
<b>Non-current</b>			
Long service leave		139	207
Annual leave		-	-
<b>Total non-current provisions</b>		<u>139</u>	<u>207</u>
Aggregate carrying amount of employee provisions:			
Current		1,659	1,440
Non-current		139	207
<b>Total aggregate carrying amount of employee provisions</b>		<u>1,798</u>	<u>1,647</u>
<b>(b) Land fill restoration</b>			
Current		451	421
Non-current		176	129
		<u>627</u>	<u>550</u>
<b>(c) Total Provisions</b>			
Current		2,110	1,861
Non-current		315	336
<b>Total Provisions</b>		<u>2,425</u>	<u>2,197</u>

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

Landfill capping works are expected to be completed during the 2017-18 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 2017

NOTE 25	Interest-bearing loans and borrowings	2017 \$'000	2016 \$'000
	<b>Current</b>		
	Bank overdraft	-	-
	Borrowings - secured	293	304
	Finance leases	107	103
		<u>400</u>	<u>407</u>
	<b>Non-current</b>		
	Borrowings - secured	2,549	2,841
	Finance leases	-	108
		<u>2,549</u>	<u>2,949</u>
	<b>Total</b>	<u><b>2,949</b></u>	<u><b>3,356</b></u>
	a) The maturity profile for Council's borrowings is:		
	Not later than one year	399	407
	Later than one year and not later than five years	812	1,018
	Later than five years	1,738	1,931
		<u>2,949</u>	<u>3,356</u>
	b) Aggregate carrying amount of interest-bearing loans and borrowings:		
	Current	400	407
	Non-current	2,549	2,949
		<u>2,949</u>	<u>3,356</u>

Borrowings are secured against the general rate revenue of Council.



# notes to the financial statements

for the year ended 30 June 2017

## NOTE 26 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
(a) Asset revaluation reserves	\$'000	\$'000	\$'000
<b>2017</b>			
<b>Property</b>			
Land	9,193	-	9,193
Buildings	3,624	-	3,624
	12,817	-	12,817
<b>Infrastructure</b>			
Roads	51,805	-	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
	57,339	-	57,339
<b>Total asset revaluation reserves</b>	<b>70,156</b>	<b>-</b>	<b>70,156</b>
<b>2016</b>			
<b>Property</b>			
Land	8,382	811	9,193
Buildings	3,523	101	3,624
	11,905	912	12,817
<b>Infrastructure</b>			
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
<b>Total asset revaluation reserves</b>	<b>74,742</b>	<b>(4,586)</b>	<b>70,156</b>

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 2017

## 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>(b) Other reserves</b>				
<b>2017</b>				
Road construction Reserve	38	122	-	160
Footpath construction reserve	8	20	-	28
Car Parking Reserve	8	-	-	8
Open space Reserve	163	33	-	196
<b>Total Other reserves</b>	<b>217</b>	<b>175</b>	<b>-</b>	<b>392</b>
<b>2016</b>				
Road construction Reserve	96	-	58	38
Footpath construction reserve	31	-	23	8
Car Parking Reserve	8	-	-	8
Open space Reserve	122	41	-	163
<b>Total Other reserves</b>	<b>257</b>	<b>41</b>	<b>81</b>	<b>217</b>
<b>(c) Total reserves</b>				
Asset revaluation reserves			70,156	70,156
Other reserves			392	217
<b>Total Reserves</b>			<b>70,548</b>	<b>70,373</b>

# notes to the financial statements

for the year ended 30 June 2017

	2017 \$'000	2016 \$'000
<b>NOTE 27</b>		
<b>Reconciliation of cash flows from operating activities to surplus/(deficit)</b>		
Surplus/(deficit) for the year	8,486	1,821
Depreciation/amortisation	3,005	2,877
(Profit)/loss on disposal of property, infrastructure, plant and equipment	(42)	(6)
Impairment losses	-	-
Changes in equity in High Country Library Corporation	60	55
Contributions - Non-monetary assets	(4,141)	(2,428)
Asset Revaluation Expense	-	509
Finance costs	203	263
<b>Change in assets and liabilities:</b>		
(Increase)/decrease in trade and other receivables	(694)	(408)
(Increase)/decrease in inventories	26	(21)
(Increase)/decrease in other assets	91	147
Increase/(decrease) in trade and other payables	360	213
Increase/(decrease) in other liabilities	394	(42)
Increase/(decrease) in provisions	228	101
Net cash provided by/(used in) operating activities	<u>7,975</u>	<u>3,081</u>
<b>NOTE 28</b>		
<b>Financing arrangements</b>		
Bank overdraft	300	300
Credit Card	50	65
Total facilities	<u>350</u>	<u>365</u>
Used facilities	-	19
Unused facilities	350	346

There are no other unused financing arrangements.



# notes to the financial statements

for the year ended 30 June 2017

## NOTE 29 Commitments

The Council has entered into the following commitments:

2017	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
<b>Operating</b>					
Recycling	494	504	1,572	1,099	3,669
Waste collection	778	778	2,426	1,694	5,675
Waste disposal	550	561	1,751	1,223	4,085
Mansfield Resource Recovery Centre	142	145	454	-	741
Cleaning contracts for council buildings	185	110	-	-	295
Election Costs	-	-	-	-	-
<b>Total</b>	<b>2,148</b>	<b>2,098</b>	<b>6,203</b>	<b>4,016</b>	<b>14,465</b>
<b>Capital</b>					
Recreational Facilities	-	-	-	-	-
Roads	180	-	-	-	180
Buildings	87	-	-	-	87
Bridges	139	-	-	-	139
<b>Total</b>	<b>406</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>406</b>
<b>2016</b>					
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
<b>Operating</b>					
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
<b>Total</b>	<b>1,802</b>	<b>1,465</b>	<b>4,571</b>	<b>5,626</b>	<b>13,468</b>
<b>Capital</b>					
Recreational Facilities	84	-	-	-	84
Roads	75	-	-	-	75
Buildings	29	-	-	-	29
Bridges	40	-	-	-	40
<b>Total</b>	<b>228</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>228</b>

# notes to the financial statements

for the year ended 30 June 2017

<b>NOTE 30</b>	<b>Operating leases</b>	<b>2017</b>	<b>2016</b>
		<b>\$'000</b>	<b>\$'000</b>
	<b>(a) Operating lease commitments</b>		
	At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):		
	Not later than one year	50	71
	Later than one year and not later than five years	13	62
	Later than five years	-	-
		<u>63</u>	<u>133</u>

## **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 2017, this was 9.5% as required under Superannuation Guarantee legislation).

### **Defined Benefit**

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

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

### **Funding arrangements**

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

As at 30 June 2016, 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 102%. 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 VBI at June 2017 was 103.1%. The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 2016 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

### **Employer contributions**

#### *Regular contributions*

On the basis of the results of the 2016 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2017, this rate was 9.5% of members' salaries (9.5% in 2015-16). 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.

# notes to the financial statements

for the year ended 30 June 2017

## 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.

### **2016 Interim actuarial investigation surplus amounts**

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

A VBI surplus of \$40.3 million; and  
A total service liability surplus of \$156 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2016. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses. Council was notified of the 30 June 2016 VBI during August 2016.

### **2017 Full triennial actuarial investigation**

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

## 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. The amount of this potential contingency cannot be determined.

### **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, and removed the road from the Road Register. However, legal action has been commenced against Council demanding Fridays Lane bridge be replaced. On 27 July 2017 judgement was handed down in relation to the Pulitano Pastoral Pty Ltd v Mansfield Shire Council case. The decision of the court was to quash Council's removal of Fridays Lane from its Road Register but declined to instruct Council to rebuild the bridge. Council continues to seek legal advice on the matter. It is probable that Council will incur costs from the loss of the action, and / or as a result of future outcomes arising from the decision. The amount of any cost likely to be incurred is estimated at \$80k - \$160k and has not been recognised as a provision at 30 June 2017.

### **Contingent assets**

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



# notes to the financial statements

for the year ended 30 June 2017

## 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 32.

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.

# notes to the financial statements

for the year ended 30 June 2017

## 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, 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.

# notes to the financial statements

for the year ended 30 June 2017

## NOTE 34 Related party transactions

### (i) Related Parties

Interests in subsidiaries and associates are detailed in note 16.

### (ii) Key Management Personnel

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

#### Councillors

*26 October 2016 to 30 June 2017*

Mayor Paul Volkering

Councillor Peter Olver

Councillor Marg Attley

Councillor Paul Sladdin

Councillor Harry Westendorp

*01 July 2016 to 25 October 2016*

Mayor Paul Sladdin

Councillor Marg Attley

Councillor Russell Bate

Councillor Ellen Hogan

Councillor Ray Robinson

	2017	2016
	No.	No.
Total number of Councillors	8	5
Chief Executive Officer and other Key Management Personnel	9	8
<b>Total Key Management Personnel</b>	<b>17</b>	<b>13</b>

	2017	2016
	\$,000	\$,000
<b>(iii) Remuneration of Key Management Personnel</b>		
Total remuneration of key management personnel was as follows:		
Short-term benefits	948	1,127
Post employment benefits	73	85
Long-term benefits	14	-
Termination benefits	-	-
<b>Total</b>	<b>1,035</b>	<b>1,247</b>



# notes to the financial statements

for the year ended 30 June 2017

## NOTE 34 Related party transactions (continued)

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

	2017 No.	2016 No.
\$1 - \$9,999	4	1
\$10,000 - \$19,999	2	-
\$20,000 - \$29,999	1	3
\$30,000 - \$39,999	2	1
\$40,000 - \$49,999	2	1
\$60,000 - \$69,999	1	-
\$100,000 - \$109,999	1	-
\$130,000 - \$139,999	2	1
\$140,000 - \$149,999	-	2
\$150,000 - \$159,999	1	3
\$180,000 - \$189,999	-	1
\$200,000 - \$209,999	1	-
	17	13

### (iv) Transactions with related parties

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

	2017 \$,000
Expenses: Materials and services	1
Contract payments	4
Expense reimbursements - staff and Councillors	7
Printing and stationery	9
Salaries and wages	55

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

## NOTE 35 Senior officer remuneration

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

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

	2017 No.	2016 No.
Income Range:		
\$20,000 - \$29,999	-	1
\$80,000 - \$89,999	1	-
	1	1
	<b>\$,000</b>	<b>\$,000</b>
Total remuneration for the reporting year for Senior Officers included above, amounted to	88	23

## NOTE 36 Events occurring after balance date

On 27 July 2017 judgement was handed down in relation to the Pulitano Pastoral Pty Ltd v Mansfield Shire Council legal case. The matter relates to Council's management of Fridays Lane and its bridge under the *Road Management Act 2005*. The judgement quashed Council's action to strike Fridays Lane from its Road Register but declined to instruct Council to rebuild the bridge. Council continue to seek legal advice on the matter. A contingent liability has been disclosed in note 32.

# certification of the financial statements

for the year ended 30 June 2017

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.

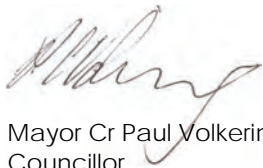


Mandy Kynnersley, CA  
Principal Accounting Officer  
19 September 2017  
Mansfield

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

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

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



Mayor Cr Paul Volkering  
Councillor  
19 September 2017  
Mansfield



Cr Peter Olver  
Councillor  
19 September 2017  
Mansfield



Alex Green  
Chief Executive Officer  
19 September 2017  
Mansfield

# independent auditor's report

for the year ended 30 June 2017



Victorian Auditor-General's Office

## Independent Auditor's Report

### To the Councillors of Mansfield Shire Council

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



# independent auditor's report

for the year ended 30 June 2017

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

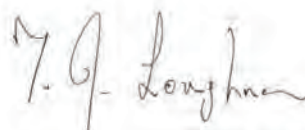
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and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

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

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

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

MELBOURNE  
20 September 2017



Tim Loughnan  
as delegate for the Auditor-General of Victoria

# performance statement

for the year ended 30 June 2017

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## 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).

The Performance Statement is set out on pages 162 - 173 of this report.

## Description of municipality

Mansfield Shire is home to the dramatic landscapes of Victoria's High Country. Visitors and locals agree you can really sense the personality of the place – it's about lifestyle, farming, all things outdoors and a "can do" attitude.

Less than two hours north east of Melbourne, our municipality covers 3,843 square kilometres. Our Shire is home to Mt Buller and Mt Stirling Alpine Resorts (managed by the Mt Buller and Mt Stirling Alpine Resort Management Board), the Alpine National Park, and the second largest in-land waterway in Australia - Lake Eildon.

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

The alpine resort areas of Mt Buller and Mt Stirling are wholly surrounded but excluded from our municipal district. A significant proportion of the municipality is Crown land.

Five major river systems, the Delatite, Howqua, Jamieson, Big and Goulburn, have their headwaters in the Shire and all flow into Lake Eildon.

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*).

The Australian Bureau of Statistics (ABS) data from the 2016 census shows our Shire's population at 8,605, an increase of 663 (8.35%) persons since 2011 census figure of 7,942 persons. This figure is expected to grow to 10,000 persons by 2031.

Mansfield, as the major service centre for the Shire, is central to many unique towns and villages. The development of our Shire owes much to our small towns such as:

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

Mansfield Shire Council will continue to be challenged in providing an appropriate level of infrastructure and services to a growing population in the context of a small rural shire. Roads, bridges and drainage networks are extensive and ageing and will also challenge the capacity of the municipality into the future.



# sustainable capacity indicators

for the year ended 30 June 2017

<i>Indicator/measure</i>	Results			Material Variations
	2015	2016	2017	
<b>Population</b>				
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$2,263	\$2,281	\$2,079	Expenses have decreased in 2016-17 by 7% primarily due to no asset revaluation expense this year (\$509k in 2015-16), various temporary staff vacancies at the executive management level and general cost savings. Conversely, municipal population has increased by 2%.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$12,249	\$11,699	\$11,763	No material variation
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	10	10	11	No material variation.
<b>Own-source revenue</b>				
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,588	\$1,656	\$1,641	No material variation.
<b>Recurrent grants</b>				
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$687	\$447	\$743	50% of the 2017-18 Financial Assistance Grants allocation was received in 2016-17, inflating the recurrent grants for 2016-17. In addition, 50% of the 2015-16 Financial Assistance Grants allocation was received in 2014-15, reducing prior year income significantly.
<b>Disadvantage</b>				
<i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	6	6	7	No material variation.

## 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 2017

Service/indicator/ measure	Results			Material Variations
	2015	2016	2017	
<b>Aquatic facilities</b>				
<b>Utilisation</b>				
<i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	2	2.4	2.1	No material variation.
<b>Animal management</b>				
<b>Health and safety</b>				
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	0	8	3	Where a group of charges is brought against a single defendant, the group is counted as one prosecution. There were 3 defendants prosecuted for a total of 21 charges during the year.
<b>Food safety</b>				
<b>Health and safety</b>				
<i>Critical and major non-compliance notifications</i> [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%	96%	From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.
<b>Governance</b>				
<b>Satisfaction</b>				
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	53	56	60	Satisfaction with Council decisions continues to increase, with our result being higher than the State average and that for like councils. An increased focus on community meetings and consultation is driving these results.

# service performance indicators

for the year ended 30 June 2017

Service/indicator/ measure	Results			Material Variations
	2015	2016	2017	
<b>Home and community care</b>				
<b>Participation</b>				
<i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	41%	34%	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Participation</b>				
<i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	27%	23%	N/A	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Libraries</b>				
<b>Participation</b>				
<i>Active library members</i> [Number of active library members / Municipal population] x100	22%	18.4%	18.1%	No material variation.
<b>Maternal and child health</b>				
<b>Participation</b>				
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	72%	72%	82%	Campaign (using postcards) targeting children due for later KAS (Key Age & Stage) checks commenced - good response from the campaign saw more children/families (than previously engaged) utilise MCH service for 2 year old and 3.5 year old checks.



# service performance indicators

for the year ended 30 June 2017

<i>Service/indicator/ measure</i>	Results			Material Variations
	2015	2016	2017	
<b>Maternal and child health (cont.)</b>				
<b>Participation</b>				
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	80%	100%	100%	No material variation.
<b>Roads</b>				
<b>Satisfaction</b>				
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	60	57	59	No material variation.
<b>Statutory Planning</b>				
<b>Decision making</b>				
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	0%	100%	100%	No material variation.

# service performance indicators

for the year ended 30 June 2017

Service/indicator/ measure	Results			Material Variations
	2015	2016	2017	
<b>Waste Collection</b>				
<b>Waste diversion</b>				
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	32%	34%	35%	No material variation.

## Definitions

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

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

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

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

"CALD" means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English

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

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

"Community Care Common Standards" means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth

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

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

"HACC program" means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth

"HACC service" means home help, personal care or community respite provided under the HACC program

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

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

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

"population" means the resident population estimated by council

"target population" has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth

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

# financial performance indicators

for the year ended 30 June 2017

Dimension/ <i>indicator/measure</i>	Results		Forecasts					Material Variations
	2015	2016	2017	2018	2019	2020	2021	
<b>Efficiency</b>								
<b>Revenue level</b>								
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,358	\$1,416	\$1,507	\$1,546	\$1,577	\$1,608	\$1,641	No material variation.
<b>Expenditure level</b>								
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,537	\$2,509	\$2,369	\$2,493	\$2,509	\$2,644	\$2,649	No material variation.
<b>Workforce turnover</b>								
<i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	11%	10%	11%	0%	0%	0%	0%	There have been a number of changes within the senior management team in 2016-17, along with some staff seeking career opportunities within larger councils or taking time out from work to travel overseas.
<b>Liquidity</b>								
<b>Working capital</b>								
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	181%	163%	215%	207%	175%	100%	65%	50% of the 2017-18 Financial Assistance Grants allocation was received late in 2016-17, increasing cash by approximately \$1.4m, while current liabilities have remained fairly consistent.
<b>Unrestricted cash</b>								
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	110%	85%	117%	152%	119%	45%	11%	50% of the 2017-18 Financial Assistance Grants allocation was received late in 2016-17, increasing unrestricted cash by approximately \$1.4m.



# financial performance indicators

for the year ended 30 June 2017

Dimension/ <i>indicator/measure</i>	Results		Forecasts					Material Variations
	2015	2016	2017	2018	2019	2020	2021	
<b>Efficiency</b>								
<b>Revenue level</b>								
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,358	\$1,416	\$1,507	\$1,546	\$1,577	\$1,608	\$1,641	No material variation.
<b>Expenditure level</b>								
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,537	\$2,509	\$2,369	\$2,493	\$2,509	\$2,644	\$2,649	No material variation.
<b>Workforce turnover</b>								
<i>Resignations and terminations compared to average staff</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	11%	10%	11%	0%	0%	0%	0%	There have been a number of changes within the senior management team in 2016-17, along with some staff seeking career opportunities within larger councils or taking time out from work to travel overseas.
<b>Liquidity</b>								
<b>Working capital</b>								
<i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	181%	163%	215%	207%	175%	100%	65%	50% of the 2017-18 Financial Assistance Grants allocation was received late in 2016-17, increasing cash by approximately \$1.4m, while current liabilities have remained fairly consistent.
<b>Unrestricted cash</b>								
<i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	110%	85%	117%	152%	119%	45%	11%	50% of the 2017-18 Financial Assistance Grants allocation was received late in 2016-17, increasing unrestricted cash by approximately \$1.4m.

# financial performance indicators

for the year ended 30 June 2017

Dimension/ indicator/measure	Results		Forecasts					Material Variations
	2015	2016	2017	2018	2019	2020	2021	
<b>Obligations</b>								
<b>Asset renewal</b>								
Asset renewal compared to depreciation	40%	30%	61%	97%	71%	79%	96%	A strategic focus on asset renewal has redirected capital spend toward renewal projects.
[Asset renewal expenses / Asset depreciation] x100								
<b>Loans and borrowings</b>								
Loans and borrowings compared to rates	34%	28%	23%	20%	17%	15%	14%	Council continue to pay down debt and no new borrowings have been drawn. Conversely rate income is increasing due to supplementary assessments and the allowable rate cap.
[Interest bearing loans and borrowings / Rate revenue] x100								
<b>Loans and borrowings</b>								
Loans and borrowings repayments compared to rates	6%	7%	5%	5%	3%	2%	2%	Council continue to pay down debt (and no new borrowings have been drawn), therefore repayments are reducing. Conversely rate income is increasing due to supplementary assessments and the allowable rate cap.
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100								
<b>Indebtedness</b>								
Non-current liabilities compared to own source revenue	28%	24%	20%	18%	17%	15%	14%	Council continue to pay down debt and no new borrowings have been drawn, reducing non-current liabilities. Conversely rate income (own source) is increasing due to supplementary assessments and the allowable rate cap.
[Non-current liabilities / Own source revenue] x100								

# financial performance indicators

for the year ended 30 June 2017

Dimension/ <i>indicator/measure</i>	Results		Forecasts					Material Variations
	2015	2016	2017	2018	2019	2020	2021	
<b>Operating position</b> <b>Adjusted underlying result</b> <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	5%	-5%	15%	-4%	7%	2%	3%	50% of the 2017-18 Financial Assistance Grants (FAGs) allocation was received in 2016-17, increasing profit significantly in 16-17. In addition, 50% of the 2015-16 Financial Assistance Grants allocation was received in 2014-15, reducing prior year income significantly. If the FAGs timing variances are corrected the outcomes are 2% (2016), 9% (2017) and 5% (2018). The corrected increase from 2016 to 2017 relates to asset revaluations of \$500k in 2016 (nil in 2017).
<b>Stability Rates concentration</b> <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	60%	69%	60%	72%	66%	67%	68%	Adjusted underlying revenue has increased significantly (18%) in 2016-17 due to a change in Financial Assistance Grants income (50% of the 2015-16 Financial Assistance Grants allocation was received in 2014-15, reducing prior year income significantly, and 50% of the 2017-18 allocation was received in 2016-17, increasing 16-17 income). Conversely, rates have only increased by 3.8% (the rate cap of 2.5% plus supplementary assessments).
<b>Rates effort</b> <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.41%	0.43%	0.41%	0.42%	0.43%	0.44%	0.45%	No material variation.



# financial performance indicators

for the year ended 30 June 2017

## 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

# other information

for the year ended 30 June 2017

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## 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 27 June 2017 and which forms part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption 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 2017

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.



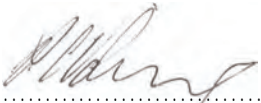
.....  
Mandy Kynnersley, CA, BBus (Acc)  
Principal Accounting Officer  
Dated: 19 September 2017

In our opinion, the accompanying Performance Statement of the Mansfield Shire Council for the year ended 30 June 2017 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 Volkering  
Mayor  
Dated: 19 September 2017



.....  
Cr Peter Olver  
Councillor  
Dated: 19 September 2017



.....  
Alex Green  
Chief Executive Officer  
Dated: 19 September 2017



# independent auditor's report

for the year ended 30 June 2017

# VAGO

Victorian Auditor-General's Office

## Independent Auditor's Report

### To the Councillors of Mansfield Shire Council

#### Opinion

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

- description of municipality for the year ended 30 June 2017
- sustainable capacity indicators for the year ended 30 June 2017
- service performance indicators for the year ended 30 June 2017
- financial performance indicators for the year ended 30 June 2017
- other information and
- the certification of the performance statement.

In my opinion, the performance statement of Mansfield Shire Council in respect of the year ended 30 June 2017 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

#### Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. My responsibilities under the Act are further described in the *Auditor's responsibilities for the audit of the performance statement* section of my report.

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

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

#### Councillors' responsibilities for the performance statement

The Councillors is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989* and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.

# independent auditor's report

for the year ended 30 June 2017

## Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion.

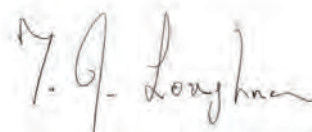
Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

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

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

MELBOURNE  
20 September 2017



Tim Loughnan  
*as delegate for the Auditor-General of Victoria*

# acronyms and Definitions

ABS	Australian Bureau of Statistics
AUD	Australian Dollar
CEO	Chief Executive Officer
CFA	Country Fire Authority
CHSP	Commonwealth Home Support Program
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
ESO	Environmental Significant Overlay
FOI	Freedom of Information
GIS	Geographic Information Systems
GST	Goods and Services Tax
HACC	Home and Community Care
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.
LERBFIP	Lake Eildon Recreational Boating Facilities Improvement Plan
LGPRF	Local Government Performance Reporting Framework
LSL	Long Service Leave
MUDRI	Monash University Disaster Resilience Initiative
NDIS	National Disability Insurance Scheme
NERWRRG	North East Regional waste and Resource Recovery Group
NEVCO	North East Victorian Cycling Optimisation
NETracks LLEN	North East Tracks Local Learning and Employee Network
OHS	Occupational Health and Safety
OMNI	Council's performance reporting software
RDA	Regional Development Australia
SES	State Emergency Service
VAGO	Victorian Auditor-General's Office
VGC	Victorian Grants Commission
VBI	Vested Benefit Index



## Thank you and feedback invited

Thank you for reading the Mansfield Shire Council 2016-17 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](mailto: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](http://www.mansfield.vic.gov.au)

We also encourage you to subscribe to our Facebook page - [www.facebook.com/mansfieldshirecouncil](http://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](mailto:council@mansfield.vic.gov.au)  
Internet - [www.mansfield.vic.gov.au](http://www.mansfield.vic.gov.au)  
Facebook - [www.facebook.com/mansfieldshirecouncil](http://www.facebook.com/mansfieldshirecouncil)  
National Relay Service (for hearing, speech or communication impairment) - 133 677

## Municipal office location

33 Highett Street  
Mansfield Vic 3722

Postal address:  
Private Bag 1000  
Mansfield Vic 3724

## Where to obtain a copy of this Annual Report

Display copies of the 2016-17 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

Mansfield Shire Council  
33 Hihett Street Vic 3722  
Private Bag 1000, Mansfield Vic 3724

Telephone: (03) 5775 8555  
Facsimile: (03) 5775 2677  
Email: [council@mansfield.vic.gov.au](mailto:council@mansfield.vic.gov.au)  
Web: [www.mansfield.vic.gov.au](http://www.mansfield.vic.gov.au)  
Facebook: [www.facebook.com/mansfieldshirecouncil](http://www.facebook.com/mansfieldshirecouncil)