

Annual Report

2021/22



Macedon
Ranges
Shire Council

NOT YET ENDORSED



Acknowledgement of Country

Macedon Ranges Shire Council acknowledges the Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung Peoples as the Traditional Owners and Custodians of this land and waterways. Council recognises their living cultures and ongoing connection to Country and pays respect to their Elders past, present and emerging.

Council also acknowledges local Aboriginal and/or Torres Strait Islander residents of Macedon Ranges for their ongoing contribution to the diverse culture of our community.



Smoking Ceremony, Bald Hill Reserve, Taungurung Country

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Macedon

WELCOME

Welcome to the Macedon Ranges Shire Council's Annual Report for 2021/22.

Our Annual Report informs our community of our performance for the financial year, 1 July 2021 to 30 June 2022. It also provides you with details of our operations, achievements and challenges.

Performance is measured against how well we achieved our goals and objectives outlined in the Council Plan 2021–31 (Year One).



Riddells Creek

A MESSAGE FROM THE MAYOR AND CEO

Cr Jennifer Anderson Mayor

This is our first Annual Report for our new Community Vision and Council Plan endorsed in October 2021, using deliberative engagement. Thank you to residents who gave up their valuable time to participate in the process.

Recovery from the June 2021 storm continued throughout the year and looks like it will continue well into next year. We are grateful to Bushfire Recovery Victoria and the Department of Families, Fairness and Housing for their funding and support as well as our local services, staff, volunteers and community members for their ongoing storm recovery efforts.

Despite the impacts of the event, there were some good news stories to come out of the storm. Our flagship storm waste facility at Romsey was developed to receive storm waste from across the state, up-cycling it into products including firewood, tree planting stakes, fencing supplies, habitat boxes, sawdust, and root balls to enhance fish breeding habitats.

As experienced by many councils, some of our planned items in the 2021/22 financial year were unable to be completed due largely to COVID-19 related cost increases and delays in access to contractors and building materials. The wet weather has also hampered many of our scheduled capital works projects.

Although some of our key strategic projects for town planning are taking time to work through, rest assured we will continue to consult with residents and businesses to take the time we need to get the best outcome for both our current and future anticipated communities.

The issue of social and affordable housing provision in the shire was a major new initiative of 2021/22 and we adopted the Affordable Housing Interim Policy 2021-2023 in December 2021.

Our actions since declaring a climate emergency in March 2021 have continued throughout the 2021/22 financial year and I encourage you to look at all we have achieved together both in this report and on our website. We continue to find initiatives to reduce waste to landfill and increase the refuse, reuse and recycle philosophy as outlined within our Waste and Resource Recovery Management Strategy 2021-2026.

A highlight of the year was our shire-wide Autumn Festival, drawing visitors to the Macedon Ranges from near and far. It was the perfect opportunity for local businesses and the community to showcase all that is great about the Macedon Ranges in autumn.

The Festival opened with three First Nations Cultural Heritage events celebrating the region's rich Indigenous heritage and the launch of Council's first Reconciliation Action Plan (RAP). The RAP encourages all Macedon Ranges residents to learn more about Aboriginal and Torres Strait Islander Peoples whilst creating a shared future, where Traditional Owners' and Custodians' — Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung Peoples — histories, cultures and rights are respected, learned from and celebrated.

Once again, we could not achieve what we have without input from our community. Special thanks to the 27 Open Space Community Assembly members, who came together for deliberative sessions to set community priorities for the future engagement of the shire's parks, playgrounds, sporting facilities and conservation areas. This vital work will help shape our Open Space Strategy currently under review.

We appreciate your support and look forward to seeing all that we can accomplish together in 2022/23.



Bernie O'Sullivan Chief Executive Officer

It was an eventful start to the financial year with the full impact of the June 2021 storm on the region becoming much more apparent. Storm damage was more severe and widespread than initially thought and we realised the clean-up was going to require a huge effort and collaboration with the Victorian Government and other local services. Again, I admired the resilience and community spirit as everybody pitched in to help each other with the recovery.

For our part, Council spent months clearing roadways and reserves and assisting residents to access storm recovery support, a task which will still continue into 2022/23. A big thank you to everyone in the local community and to Bushfire Recovery Victoria who assisted during this unparalleled event.

Regardless of its challenges, the year saw positive inroads made with the implementation of the Year One actions from the new Council Plan.

Council's advocacy efforts for additional funding for one of our major capital works projects, the Macedon Ranges Regional Sports Precinct, returned positive results in the election campaign, with both major parties committing \$15 million towards Stage 2 of the project. With Federal funding already received from the Victorian Government, Melbourne Water, the AFL and Council's own commitment towards Stage 1, the next step in the journey from conception to completion can take place. Construction on Stage 1 has now commenced with completion expected to be late 2023, and the commencement of Stage 2 shortly thereafter.

Once complete, the sports precinct will provide the community with a state-of-the-art multi-use facility that has the potential to attract sporting and cultural events from across the state and nationally.

The second major project I am excited to see starting is the Macedon Ranges Shared Trails project. It was great to see the design and construct contract awarded to a local family-owned business based in Romsey with local employees and suppliers. The 24-kilometre trail for walking, running, low-volume cycling, and commuting from Woodend to Riddells Creek will be a major drawcard for tourism as well as a fabulous local activity for our community. Completion is expected to be mid-2024.

I was also very pleased that Council's advocacy efforts during the federal election campaign resulted in both major parties committing to approximately \$8.5 million for upgrades to priority local roads within the shire. We will be working closely with the Australian Government and local members to ensure these and other commitments are implemented.

The 2022/23 Budget and Council Plan 2021–2031 (Year Two Actions 2022/23) were endorsed by Council in June and I look forward to seeing the continuation of the positive work we have achieved to date.

Our four key strategic objectives, Connecting Communities, Healthy Environment / Healthy People, Business and Tourism, and Delivering Strong and Reliable Government, are at the forefront of everything we do.

Council will continue to support the community and local businesses with pandemic and storm recovery, and through actions from our Municipal Public Health and Wellbeing Plan 2021–2025 and Climate Change Action Plan to name a few.

We are progressing key capital works projects including the Macedon Ranges Regional Sports Precinct, the Shared Trails project, planning and designing female friendly facilities and upgraded netball courts for Kyneton Football Netball Club, and the Woodend Golf Club clubrooms upgrade. Further work will also be undertaken to progress the Gisborne Futures strategic planning project and associated planning scheme amendment and the Romsey Structure Plan. We need to plan well for the growth that will occur across the shire and ensure we protect what we value about our built and natural environments.

We will continue providing high quality community services and maintenance of our extensive infrastructure network, which includes a 1,678km network of roads, 335km of kerb and channel, more than 10,000 stormwater pits, 151 bridges and culverts, 227km of footpaths, 38 parks and reserves, 24 sports grounds, 71 playgrounds, 4 aquatic facilities, 6 indoor stadiums and more.

I want to take the opportunity to thank our hard-working staff and Councillors who have continued to remain positive even throughout the challenges of storms and the continued COVID-19 pandemic. I look forward to seeing the achievements of the next 12 months and the positive outcomes we can continue to bring to our community.



OUR FRAMEWORK

Vision

The Community Vision Statement, as voiced by the community to shape Macedon Ranges Shire Council's future:

With our unique regional identity, Macedon Ranges Shire embodies a caring, resilient approach to community through our robust local economy, protection of the natural environment and a collaborative commitment to inclusivity for all.

Themes

- **Connecting communities**
- **Healthy environment, healthy people**
- **Business and tourism**
- **Delivering strong and reliable government[#].**

Priorities

The four themes, became Macedon Ranges Shire Council's strategic objectives. Strategic priorities were then set across each of these objectives:

Strategic objective 1: Connecting communities:

- Improve connectivity and movement, and provide transport choices to the community, including walking trails and bike paths.
- Integrate land-use planning, and revitalise and protect the identity and character of the shire.
- Provide well-designed, fit-for-purpose, multi-use open spaces and infrastructure for the community to connect, engage and participate in a financially responsible way.
- Target community needs through development programs and grants.
- Continue to deliver improved outcomes for and in recognition of our First Nations People.
- Promote a more inclusive community by supporting community groups and vulnerable groups.
- Explore opportunities for affordable and social housing in the shire.

Strategic objective 2: Healthy environment, healthy people:

- Protect the natural environment and enhance biodiversity.
- Lessen the severity of climate change through actions that enable Council and the community to reduce greenhouse gas emissions.



- Improve the quality of recycling, minimise the generation of waste and establish alternatives to landfill disposal.
- Provide opportunities to experience open space and bushland reserves.
- Improve the management of water, including flooding risk, water quality of creeks and waterways, and the efficient use of water.
- Maintain systems, capacity and capability to manage, respond to and lead recovery after emergency events.
- Encourage active and healthy lifestyles for people of all ages and abilities.
- Engage families to promote the importance of early childhood education and health.
- Support our community to ensure better access and connection for facilities and services.
- Assist to improve mental wellbeing within the community.

Strategic objective 3: Business and tourism:

- Encourage economic vitality (including tourism, agribusiness, buy local and local employment options).
- Support local industry sectors that align with our community vision and strategies.
- Support small business and the local economy.
- Engage with emerging technology solutions and initiatives to increase the liveability of the shire.

Strategic objective 4: Delivering strong and reliable government:

- Ensure sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services.
- Enhance strategy, policy and plan development, and identify alignment to allow for prioritisation of services that are efficient, well planned, accessible and meet community needs.
- Lead advocacy engagement and enhance relationships with all tiers of government and key stakeholders.
- Enhance customer experience through the transformation of our services to ensure they are easy to access and provide user-friendly experiences.
- Support transparent and evidence-based decision making through sharing Council data and clear reporting on our measures of success to the community.

OUR LIVEABLE SHIRE

About us

Macedon Ranges Shire is located in central Victoria, about one-hour drive north-west of Melbourne. Covering an area of approximately 1,747 square kilometres, the Macedon Ranges is a semi-rural municipality known for its beautiful natural landscapes. The shire is under the custodianship of the Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung peoples.

Macedon Ranges Shire has an estimated resident population of 51,576 people (ABS 2021 Census data). Nine main towns and a number of smaller settlements spread throughout the shire, with the largest towns being Gisborne, Kyneton, Romsey and Woodend. Approximately 39% of people in Macedon Ranges live outside a town boundary in a rural setting.

According to 2021 Census data, the median age of Macedon Ranges residents is 43 compared to Victoria's median age of 38. Macedon Ranges Shire has a higher proportion of residents aged 40–79 years and 5–19 years compared to Victoria as a whole. However, it has a lower proportion of people in all other age groups.

By 2036, the shire's population is projected to reach 65,405 residents, with the largest population growth occurring in the south of the shire in and around the townships of Gisborne and Riddells Creek. Population growth is projected in all age groups; however, it will be particularly strong in the older age groups.

The Calder Freeway and northern rail line run the length of the west side of the shire. More than 50 per cent of our working residents travel outside of the area to work; most of these travel to the City of Melbourne.

Industries providing local employment in the shire are health care and social assistance, education and training, retail trade, agriculture, forestry and fishing. Tourism is also acknowledged as an important and growing industry for the shire.

The ABS SEIFA Index of Relative Socio-Economic Disadvantage indicates the shire has a relatively low level of disadvantage; however, there are pockets of disadvantage within the shire, for example, in and around the townships of Kyneton, Lancefield and Romsey.

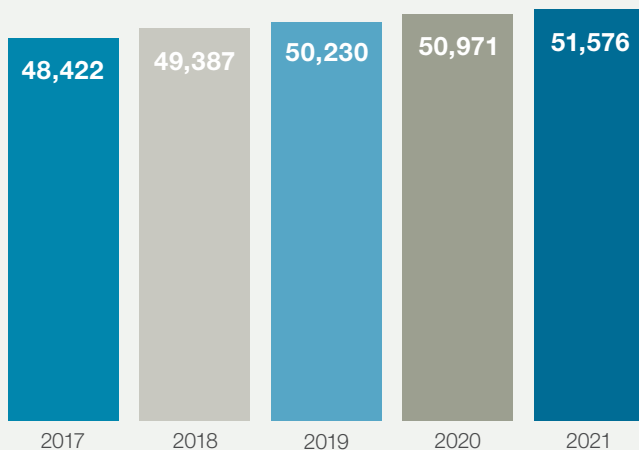


Mount Macedon

Community profile

Population growth over the past five years (estimates)

Year ending 30 June



Source: Australian Bureau of Statistics, Regional Population Growth



5.1%

of population need help in their day-to-day lives due to **disability**



19%

of people **volunteer** through an **organisation** or **group**



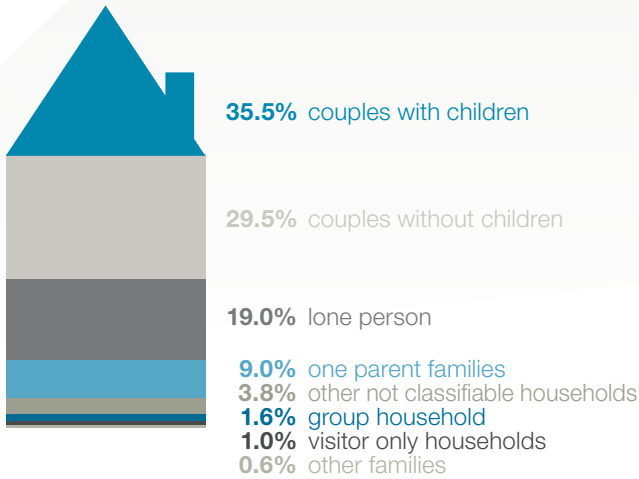
◀ **Top five languages spoken at home**
(other than English, which is the highest)



* Of the eight ceremonies, five of these were online ceremonies due to the effects of COVID-19.

Household type

Total number of households: **18,962**
 Average number of people: **2.65**
 Most likely to be: **a three-bedroom house**



38.9%

of people live in a **rural setting** (outside a town boundary)

61.1%

of people live in a **township**



24,053

rateable properties as at 30 June 2021

an **increase of 2.5%** on **previous year**

and **9.2%** over the last **five years**

Shire infrastructure

Council maintains:

- 863 km** of sealed roads
- 815 km** of unsealed roads
- 335 km** of kerb and channel
- 227 km** of footpaths
- 151** bridges and culverts
- 65** footbridges
- 282 km** of underground stormwater pipes
- 10,373** stormwater pits

Sport and recreation

Year ending 30 June

- 24** sports grounds
- 4** aquatic facilities
- 71** playgrounds
- 6** indoor stadiums
- 64** tennis courts
- 38** parks, gardens and nature reserves
- 6** skate parks



FINANCIAL SNAPSHOT

Overall, Council's financial position remains sound, although underlying income was impacted again by the closure of some services due to COVID-19 throughout the year.

Council also undertook considerable storm recovery works from a storm that impacted the shire in June 2021. The processing and sale of the recycled material generated an income source that contributed to the underlying result. The increased income was offset by increased expenses relating to the storm recovery works and material processing.

Capital works expenditure for the year was \$24.81 million. However, the program of works was disrupted by the impacts of COVID-19, rising prices of materials and a shortage of contractors to undertake the work. Several projects originally planned for 2021/22 were in progress at the end of the financial year and will now be completed in 2022/23. Borrowings have decreased and remain at affordable levels and no new loans were drawn down during 2021/22. The following table outlines some of the key financial numbers and indicators (refer to the financial statements at the end of this report for more detail).

Item and related financial statement	2021/22	2020/21
Total income (Income statement)	\$126.877m	\$92.517m
Total expenditure (Income statement)	\$110.052m	\$84.562m
Surplus (Income statement)	\$16.825m	\$7.955m
Assets (Balance sheet)	\$1,342,067b	\$1,200,021b
Liabilities (Balance sheet)	\$43.836m	\$35.678m
Capital expenditure (Statement of capital works)	\$24.810m	\$18.389m
Loans and borrowing ratio (Performance Statement)	6.26%	7.56%
Working capital ratio (Performance Statement)	167.81%	194.07%
Asset renewal & Upgrade Ratio (Performance Statement)	136.30%	87.06%
Adjusted Underlying Result (Performance Statement)	-0.26%	-2.74%

Economic impacts

In 2021/22, interest rates remained comparatively low for much of the year however rates began to increase in the later part of the year. In turn, the increased rates linked directly to the increase in inflation towards the end of the twelve month period. Inflation for the twelve month period ending 30 June 2022 was 6.1%.

A large component of Council's expenditure is on salaries, inflation did not impact salaries. However, it did impact the costs relating to materials and supplies and construction costs (Capital works). Price rises continue to be driven by high levels of building construction activity combined with ongoing shortages of materials and labour.

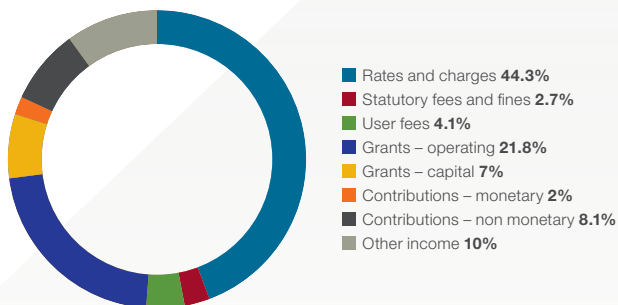
Low interest rates meant that returns on Council investments were also low. Interest income was impacted dramatically during the year. However, an increase in interest rates was evident towards the end of the year. The impact of COVID-19 was apparent in 2021/22, it wasn't as significant as in 2020/21, with many recreational, leisure and cultural venues requiring several temporary closures during the year.

Revenue (income)

In 2021/22 income totalled \$126.8 million, this was an increase of \$34.3 million from 2020/21. Rates and charges increased by \$2.99 million, this was within the limit placed on Council with the rate cap. Operating grants increased by \$10.1 million, due largely to grants received for emergency management and the early payment of a large percentage of the 2022/23 financial assistance grant. Capital grants increased by \$1.3 million, due largely to the timing of the payment of grants relating to projects. Non-monetary contributions (gifted infrastructure) decreased by \$7.4 million. This is linked directly to the timing on subdivisions being completed and Council recognising infrastructure assets. Other income increased by \$11.1 million, this is due to the income generated from the processing and sale of recycled storm timber.

The following graph provides a breakdown on the key income categories.

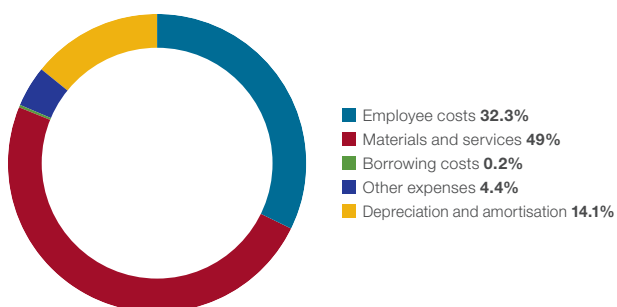
Revenue by key sources



Expenditure (operating expenses)

The following graph provides a breakdown of the key expenditure categories. As can be seen, our operating expenditure is mainly made up of the cost of employees and contractors who deliver our services. Operating expenses increased by \$25.5 million in 2021/22. As this increase was lower than income growth, our underlying surplus increased. Employee costs decreased in 2021/22, despite pay rises associated with the Enterprise Agreement, and new staff commencing that were included in the budget. The large number of staff vacancies throughout the year provided savings that offset the increases to employee costs from 2020/21. The vacant positions were filled with temporary staff, reported under materials and services. Materials and services costs increased by \$25.39 million. The increase was due largely to the costs incurred by Council undertaking storm recovery works and costs relating to the processing of recycled materials to sell.

Revenue by key sources

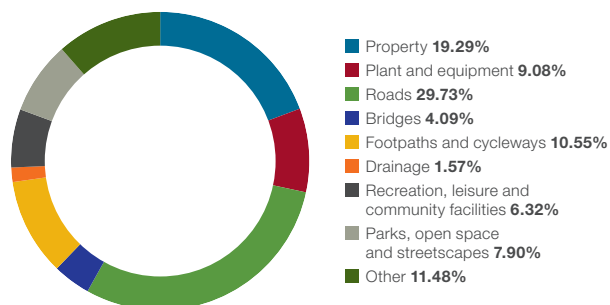


Capital works

Capital works expenditure relates to renewing and upgrading our existing assets and constructing new assets. During 2021/22, we spent a total of \$24.8 million on capital works across the shire. Capital expenditure included the commencement of works on two significant multiyear projects: a construction contract was awarded for Stage 1 of the Macedon Ranges Regional Sports Precinct project and a design and construction contract awarded for the Macedon Ranges Shared Trails project. Completed projects across the shire included:

- Kyneton Town Hall exterior façade works
- Purpose-built, state-of-the-art Kyneton Kindergarten
- Lancefield Park Lighting
- Installation of Electric Vehicle Charging stations
- Kyneton Livestock Exchange upgrade.

Breakdown of capital expenditure by key categories



Assets and liabilities (balance sheet)

The balance sheet shows what we own (assets) and what we owe (liabilities). Assets minus liabilities gives total equity, which is an accumulation over time of the net worth of Council.

During 2021/22, our assets increased by \$142 million. Reasons for this included:

- Council holding higher levels of cash and cash equivalents of \$44.39 million at 30 June 2022, partly due to the capital works program being delayed and projects carried forward to 2022/23. Grants totalling \$14.7 million received in advance (unearned income), late in the financial year also contributed to higher cash holdings. These were both offset by unbudgeted expenditure relating to storm recovery works and material processing costs.
- Increases in fixed asset values of \$117 million resulting from the revaluation of land and buildings (\$96.3 million) and road assets (\$20.7 million).
- \$10,301,000 of assets transferred to Council following the completion of new subdivisions.

Our debt ratios improved with no new borrowings taken out during the year. Increasing liabilities for 2021/22 was the recognition of the unearned income of \$14.7 million.

HANGING ROCK SNAPSHOT

Fast facts

- 89,276 patrons visited Hanging Rock Reserve, representing an increase of almost 10% from the previous year—an impressive outcome considering COVID-19 related lockdowns and restrictions and extended closures due to storm damage.
- Our key visitor market (Melbourne metro) could not visit for four months due to ongoing COVID-19 restrictions.
- Significant clean-up, restoration, repair and revegetation works were ongoing following the June 2021 storm. These works were a key focus of the year.
- Ranger-guided tours and night walks were reintroduced, with over 300 patrons participating in 16 tours.
- We made 110 shelter bookings, an increase from the previous year despite the ongoing restrictions and closures.

Highlights

- Endorsement of the updated Hanging Rock Reserve Environmental Management Plan at the October 2021 Council Meeting.
- Commencing a staged re-opening of the Reserve three weeks following a storm event. A full re-opening within seven weeks was a remarkable achievement.
- The development of our Meeting Point, including the relocation of the Reserve's ticket machines.
- The rollout of enhanced visitor and wayfinding signage throughout the Reserve, as well as the installation of new pedestrian crossings.
- Visitor servicing improvements through introducing a new branded iPad terminal providing access to visitmacedonranges.com to encourage regional visitor distribution.
- Hosting the inaugural Macedon Ranges Music Festival at Hanging Rock, securing the new Spring Bliss Festival scheduled for November 2022 and securing concerts for November 2022.
- Achieved TripAdvisor's Certificate of Excellence rating for the seventh consecutive year and maintained the rating as the number one attraction in the Macedon Ranges.

Events

Following an extended absence due to the COVID-19 pandemic, we welcomed events back to Hanging Rock, with strong attendance recorded at each.

The events delivered were:

- New Year's Day and Australia Day horse races
- Picnic at Hanging Rock Classic Car Show in February
- Craft Markets Australia events in February and March
- The Macedon Ranges Music Festival in March
- Run the Rock in April.

Improvements

- Introduction of a new two-way radio system to enhance communication, safety and operational productivity.
- Considerable operational and productivity improvements were achieved, focussing on park operations and staffing, internal processes and procedures, risk and OHS.

Challenges

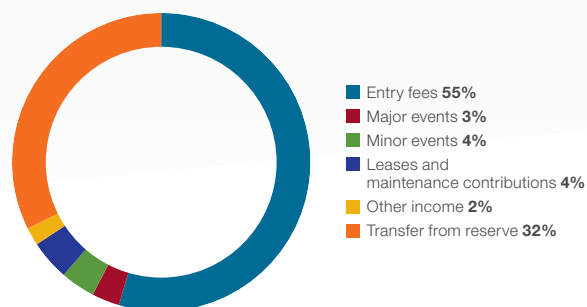
- There was a reduction in revenue due to COVID-19 restrictions and storm damage. These events negatively impacted visitor numbers through park closures and restrictions on movement across the state.
- COVID-19 restrictions did not allow metropolitan Melbourne residents to travel to regional Victoria until 10 November 2021.
- A number of events were cancelled due to COVID-19 including:
 - Two Craft Markets Australia events, in September and October
 - Two annual Council-led events; the Camp Out and Film Night featuring *Picnic at Hanging Rock*
 - A considerable number of guided school group tours
 - Two ranger-guided night walks.

Future priorities

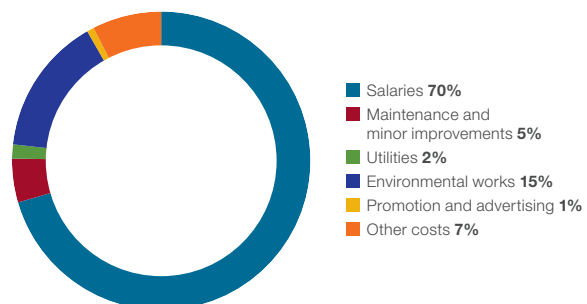
- Continue to work with the Victorian Government, local community, local Traditional Owners and local Aboriginal and/or Torres Strait Islander peoples to progress implementation of the Hanging Rock Strategic Plan and the Hanging Rock Environmental Management Plan.
- Ongoing improvements to enhance the visitor experience.

Income and expenses

Income



Expenses



Hanging Rock

HIGHLIGHTS OF THE YEAR

Strategic objective 1: Connecting communities

We will continue to maintain all the roads, paths, buildings and open spaces in our built environment in a financially, environmentally and socially sustainable way.

Achievements

- Construction contract awarded for Stage 1 of the Macedon Ranges Regional Sports Precinct, with the first sod turned in May 2022. \$15 million Australian Government funding commitment towards Stage 2 of the precinct pledged in May 2022.
- Design and construct contract awarded for the Macedon Ranges Shared Trails project.
- Council partnered with the Department of Education and Training and the Victorian School Building Authority to deliver the first Macedon Ranges Shire kindergarten on a school site. The purpose-built, start-of-the-art, 66-place kindergarten is located on Kyneton Primary School in Edgcombe Street and opened on the first day of term one in 2022.
- Council's Reconciliation Action Plan was endorsed by Council in September 2021 and formally launched at three events during the Autumn Festival on Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung Country, respectively.
- An extensive program of road maintenance works including 61.16 kilometres of gravel roads resheeted, 9,342m² asphalt resurfaced, 201,438.5m² spray sealed roads resurfaced, and 7.86 kilometres of sealed roads reconstructed.

Strategic objective 2: Healthy environment, healthy people

To promote a healthy environment, and healthy people, Council aims to support mental health, prevent violence against women, and improve healthy lifestyles, social connection and inclusion, community safety, and arts and culture.

Achievements

- Council's Healthy Landscapes for Healthy Livestock project was selected as the winner in the Healthy Environment category of the 2021 Premier's Sustainability Awards. This program—which is now called the 'Healthy Landscapes: Practical Regenerative Agricultural Communities program'—has been extended until 2024 in partnership with Hepburn Shire Council, the City of Greater Bendigo, A Healthy Coliban Catchment project (North Central Catchment Management Authority and Coliban Water), Melbourne Water and the Upper Campaspe Landcare Network.
- In a collaborative effort with Bushfire Recovery Victoria, Council's flagship storm waste facility at Romsey processed 63,000 tonnes of green waste from across Victoria in just six months. Local crews and specialist machinery were sourced for the job, including four Lucas mills, two tub-grinders for mulching, specialised firewood processing machinery, a weighbridge and forestry forwarders.
- The Primary School Mental Health Project delivered Tuning into Kids training to 23 parents of primary school students in the shire. The Tuning into Kids training forms part of significant consultation in developing a holistic mental health education program for children, parents and teachers of grade five and six students. Two schools have been selected to help shape and trial the pilot program in term four, 2022.
- Council established the Youth Mental Health Advocacy Group (YMHAG) to lead advocacy and action in improving mental health support for young people in the Macedon Ranges.
- Kyneton Town Hall upgrade took place from May to December 2021, completing improvements to the hall's exterior façade, including installing additional lighting and enhancing the heritage aesthetic. These works supported a return to a busy arts and culture schedule that saw large numbers of attendees throughout the year and saw inspiring artists sell out shows.



'Journey', Autumn Festival, Malmesbury Botanic Gardens

Strategic objective 3: Business and tourism

Council will provide an economic environment that promotes business diversity, tourism, housing, transport, information technology and communications, and employment opportunities.

Achievements

- Council encouraged businesses to become involved in the second annual shire-wide Autumn Festival through involvement in the Pie and Tart Trail and hosting their events. Council supported businesses, local artists, and performers through the Outdoor Activation Fund and Council COVID Recovery funding to deliver events and activities as part of the Autumn Festival Program. Held throughout March and April, the Festival showcased the incredible talent of Macedon Ranges' artisans and performers, fantastic produce and scenic autumn experiences in the region. Festival events attracted over 15,000 attendees across five weekends.
- Council delivered a third round of the Business Continuity and Resilience Program (BCRP), which provided vouchers to access local professional service providers to support small business operators to deal with COVID-19 impacts and investigate opportunities for alternate business methods.

Strategic objective 4: Deliver strong and reliable government

We will foster economic vitality in a way that promotes positive individual and community health outcomes, including business diversity, housing, transport and employment options. Investment attracted to the shire will be consistent with Council's vision.

Achievements

- Introducing a Gender Equality Action Plan 2022–2025. The implementation of this plan will assist with making the Macedon Ranges Shire Council a workplace of choice that is a leader in gender and intersectional equality. Alongside the *Gender Equality Act 2020* (VIC), it is a means of addressing longstanding gender inequalities within the Victorian community.

Challenges and future outlook

Challenges

- Ongoing storm recovery efforts and supporting community resilience.
- Ongoing pandemic relief and recovery efforts.
- Increased emergency management planning.
- Continuing advocacy efforts for a range of priority projects as outlined in the Priority Projects 2022 prospectus.
- Planning for and management of autumn leaf visitations.
- Continuing to improve accessibility standards throughout the shire.
- Delivery of fair and workable planning controls.

The future

In the year ahead Council plans to:

- Deliver the Woodend corridor study.
- Embed the new Gender Equality Action Plan across the organisation.
- Collaborate with Loddon Mallee partners and across Council to coordinate, support, engage and recognise volunteers.
- Increase engagement and participation at events which celebrate LGBTIQ+ people, including but not limited to raising Rainbow Flag event for International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT), youth-focused initiatives and events held in partnership with key stakeholders.
- Finalise a Zero Net Emission Plan for Council operations.
- Continue to see a decrease in the tonnes of waste, with an increase in kerbside collection waste diverted from landfill per capita.
- Finalise the Woodend Five Mile Creek Master Plan.
- Implement goals of the Small Business Friendly Charter.
- Deliver the third Autumn Festival.
- Implement a new Risk Strategy and Risk Register.
- Ensure Council staff complete the required online training.
- Develop and implement the Community Engagement Guidelines.
- Further work will also be undertaken to progress the Gisborne Futures strategic planning project and associated planning scheme amendment and the Romsey Structure Plan.

OUR SERVICES

We are responsible for a wide range of services, from family and children's services, traffic regulation, open space, youth, waste management and community building, to matters concerning business development, planning for appropriate development and ensuring accountability for Council's budget. This broad range of community services and infrastructure for residents support the wellbeing and prosperity of our community.

The service costs on the following pages are direct costs and do not include costs for capital works, depreciation and some overheads.

In planning and delivering our services to the community, we are guided by the vision, themes and priorities of the Council Plan 2021–2031. Our strategic objectives are:

- connecting communities
- healthy environment, healthy people
- business and tourism
- deliver strong and reliable government.

Community support

Expenditure \$2,889,659

For older people, their families and carers

In providing individualised in-home support services and healthy ageing initiatives, we assist older residents and their carers in remaining active in the community and independent in their homes. This enhances their wellbeing and quality of life.

We continue to work across the community to create opportunities for those with a disability and for older people to feel socially connected. We are delivering the Village Connect project to connect older people across the townships in the shire with the objective to decrease social isolation.

Community and culture

Expenditure \$866,270

For residents, local artists, school students and visitors

We coordinate an annual performing arts season, public art projects, heritage events and professional development opportunities. We also liaise with community groups to assist delivery of community cultural activities.

We offer various grant programs to support community activities, events and projects. Our staff assist community groups in achieving their aspirations through capacity building in a range of areas, including marketing, governance and grant writing.

By listening to our community, we develop projects that have been identified as beneficial to health and wellbeing. Council supports the creation of shared community spaces, community education and capacity-building programs to foster community connectedness.

For young people aged 10–24 years

We support the development of young people and help them feel socially connected by providing mental health programs, leadership opportunities, youth spaces and events.

Council and customer service

Expenditure \$1,243,035

For the whole community

Council provides customer service in several ways, including online, face-to-face at our service centres or over the telephone. A range of communications and consultation channels inform and invite our community to have their say on Council's strategies and projects. We record and live-stream all Council meetings. Recordings are available to the public via our website. Council's COVID-19 response saw altered face-to-face customer service hours across sites in 2021, but we restored these hours in 2022 to reflect pre-COVID-19 operations.



Kyneton Town Hall lit up purple in acknowledgement of Elder Abuse Week



The new Kyneton Kindergarten facility

Early years

Expenditure \$6,745,282

For children up to school age and their parents/carers

Kindergarten: We provide high-quality early childhood education programs across eight kindergartens offering funded three-year-old kindergarten of five hours per week, and funded four-year-old kindergarten of 15 hours per week. Our early childhood teachers and educators are highly qualified and experienced, and our kindergartens have outdoor play areas rich in nature-based and creative learning experiences.

Maternal and child health: The Maternal and Child Health Service supports families in parenting, health and development for children from birth to school age. Our maternal and child health nurses help parents identify ways to support a child's health, growth and development. Parents can share experiences with a qualified professional who understands the journey every parent takes and the ups and downs of raising young children. The Maternal and Child Health Service includes 10 health and developmental checks for children from birth to kindergarten age, as well as breastfeeding, sleep and settling support.

Libraries

Expenditure \$1,450,873

For the whole community

We partner with the City of Greater Bendigo, Loddon Shire Council and Mt Alexander Shire Council to deliver library services through the Goldfields Library Corporation.

Macedon Ranges Shire provides library services at—Gisborne, Kyneton, Romsey and Woodend. Libraries promote literacy and lifelong learning and offer vibrant spaces for people to gather in person and online.

Libraries within the shire were temporarily closed due to COVID-19, although they could offer a click-and-collect service. Online programs, events, ebooks, audiobooks and family history resources remained available to the community. Libraries have played an integral role in supporting people to be digitally connected, through a variety of training sessions and supports.

Recreation and leisure

Expenditure \$6,959,148

For the whole community

We have invested significantly in recreation and leisure infrastructure over the past decade and continue to update facilities and sports grounds. During the year, we continued to implement various reserve master plan actions across the shire, including:

- a new cricket pitch and perimeter drainage at Kyneton Showgrounds
- cricket nets extension at Gardiner Reserve, Gisborne
- completed landscape works at Wyralla Reserve, Gisborne
- continued implementation of Ash Wednesday Park Master Plan, Macedon
- installed lighting at Lancefield Park oval, and
- resurfacing of the shared netball/tennis court at Riddells Creek.

We commenced master plan reviews for Kyneton Showgrounds, Romsey Park and Gilbert Gordon Oval, Woodend. We were able to hold the long-awaited official opening of the netball court, change rooms and football change rooms at Gardiner Reserve, Gisborne. We have also successfully sought grant funding for resurfacing Barkly Square, Kyneton and a Community Equestrian Facilities Strategy.



Trail-running, Mount Macedon

Open space

Expenditure \$7,317,688

For the whole community

The Open Space team continued to provide all park mowing and open space maintenance requirements to service delivery standards while adhering to COVID-19 restrictions during lockdown periods in the past year. The team continued installing signage at play spaces and skate parks to inform the community of COVID-19 restrictions. The Open Space team maintains approximately 1980 hectares of open space, including 24 sports fields, 38 parks and reserves, 71 playgrounds including fitness stations and park furniture. In addition, the Open Space team maintains park infrastructure, along with streetscapes such as street trees and roadside garden beds. The Open Space unit manages approximately 50,000 street and park trees and is responsible for other natural assets such as vegetation along Council-managed roads in accordance with Council's Road Management Plan.

Safer communities

Expenditure \$3,887,553

For the whole community

Community health and safety is protected through the delivery of animal management and control services, food safety activities including food sampling and food premises inspections, adequate signage, waste and wastewater management, provision of immunisation services, tobacco control, school crossing supervisors and notifications of infectious diseases. Our Building Unit monitors the public safety of buildings and swimming pools in accordance with regulatory requirements. This year we completed the Domestic Animal Management Plan which guides our animal control activities for the four-year 2021-2025 period.

Economic development and tourism

Expenditure \$2,776,369

For residents, businesses and visitors

By developing and implementing tourism strategies and actions, we work to raise the profile of the Macedon Ranges as a vibrant tourist destination.

We operate two accredited visitor information centres (VICs) in Woodend and Kyneton. Unfortunately, volunteer numbers have declined following the COVID-19 pandemic, resulting in reduced opening hours. The Woodend VIC is open Thursday to Monday, 10am–4pm; and Kyneton VIC is open Friday to Sunday, 10am–4pm (excluding Christmas Day, Good Friday and from 1pm on Anzac Day). Our staff and incredible volunteers have a wealth of local knowledge about the shire, local attractions and opportunities to help visitors enjoy our region. Our annual partnership agreement with Daylesford Macedon Tourism (DMT) Regional Tourism Board covering Macedon Ranges and Hepburn shire areas maintains strong regional collaboration.

We deliver the annual shire-wide Autumn Festival that takes place over five weekends in autumn. The Festival promotes tempting food and drink trails, nature-based adventures, and engaging events that provide delightful experiences for locals and visitors alike.

We provide traffic management and visitor servicing support in Macedon and Mount Macedon to manage high levels of visitation to these villages in autumn. The Autumn Festival encourages visitor dispersal to other villages and towns within the Macedon Ranges during this time.

Tourism and community events are supported through the annual Events and Festivals Grant Program which recognises the significant social and economic benefits events provide.

We support the local business community via positive interactions with all business and tourism associations and industry-sector peak bodies, including the Macedon Ranges Accommodation Association and the Macedon Ranges Vignerons Association. Businesses considering relocation, expansion or increasing investment received input and guidance from the Economic Development team at critical points.

It was vital to provide local businesses with timely, accurate and up-to-date information from all government agencies during the COVID-19 pandemic. To enhance informed business decision-making, we assessed business impact, provided regular information updates, and delivered targeted online business workshops and support. Helping local businesses to keep their customers and staff safe was a key focus, as was the delivery of financial support to local businesses via the Outdoor Activation Fund.



Live music pop-ups, Autumn Festival

Environment

Expenditure \$1,942,682

For the whole community

We manage over 50 bushland and conservation reserves with a combined area of 615 hectares. We implement shire-wide weed control along 1,678 kilometres of roadsides, run environmental education programs, support over 30 community environment groups, and raise awareness about biodiversity conservation, regenerative agriculture and sustainable land management.

Following our Declaration of a Climate Emergency in 2021, we plan to achieve Zero Net Emissions for Council operations by 2030, and we support our local communities to take action through our Cool Changes program, and support the implementation of Electric Vehicle charging stations across the shire.

Planning and building

Expenditure \$3,799,375

For landowners, builders, developers and the broader community

We receive and decide on a range of planning and building applications. Our enquiry service provides information and advice for residents, business-owner permit applicants, prospective property purchasers and anyone seeking planning advice.

We consider appropriate land use and development, cultural heritage management, and biodiversity and environmental sustainability in providing this service. We process statutory planning and building applications for land use, development, building works, subdivision, signage and vegetation removal.

Strategic Planning

Expenditure \$1,262,264

The Strategic Planning team is responsible for strategic land use planning and the administration of the Macedon Ranges Planning Scheme. The team engages with the community and other stakeholders to develop strategies, policies and plans to guide the sustainable growth of the shire and management of our heritage places and spaces. The team are also responsible for the assessment and provision of advice to Council about development plans and zoning requests for specific areas and parcels of land.

Roads and built environment

Expenditure \$16,910,694

For the whole community

We maintained 1,678 kilometres of roadways, 227 kilometres of footpaths, 335 kilometres of kerb and channel, 65 footbridges, 92 major culverts, 59 road bridges, 750 minor culverts, 282 kilometres of storm-

water pipes with 10,373 storm-water sustainably and efficiently. This financial year we managed the construction of nine road reconstruction projects and over 3,653 kilometres of new footpaths across the shire.

Resource recovery

Expenditure \$11,786,071

For residents and businesses

On 1 July 2021 Council completed the final rollout of Food Organics Garden Organics (FOGO) bins, seeing the completion of the full four-bins system, and is proud to inform that with a 74% diversion rate has the highest diversion of resources from landfill of any council in Victoria. We introduced the FOGO collection to all residents within the shire to reduce the amount of food waste going to landfill; an environmentally sound and cost-effective initiative for our community.

We are also one of only two councils in Australia to introduce a separate kerbside glass bin collection service. Since its implementation, the service has diverted over 4,689 tonnes of glass from landfill, significantly improving the quality of recycling generated within the shire allowing for our commingled recycling to be recovered in Australia.

Prior to the rollout of the four-bin system general waste bins were found to contain up to 43% of materials that could be disposed of in other bins, including e-waste and soft plastics. Council offers a free soft plastics disposal service at our three transfer stations.

To help our residents with convenient waste disposal solutions, we accept hard to recycle items at our Customer Service Centres and Neighbourhood Houses for items such as small eWaste, batteries, mobile phones and x-rays films. We have also installed new eWaste sheds at all three transfer stations to better manage the increased volumes of eWaste and comply with the Victorian Government's ban on eWaste going to landfill in 2019.

We encourage residents to reduce, reuse and recycle wherever possible, having improved waste diversion from 45 per cent to over 74 per cent following the introduction of the FOGO and glass services.

In the last financial year, the following statistics from kerbside collection demonstrate the success of our high diversion rate:

- 1,955 tonnes of glass was sent for processing to be repurposed into road base.
- 10,816 tonnes of FOGO was sent to BIOMIX in Stanhope to be turned into Australian standard compost.
- 2,875 tonnes of comingled recycling was sent for processing of paper/cardboard, steel, aluminium and plastics categories 1, 2 and 5.
- Only 6,366 tonnes were sent to the landfill.

Building and facilities improvement works

Expenditure \$13,039,660

For the whole community

The sports-ground lighting was upgraded at Lancefield Park oval, with existing poles and lights being replaced with four new 30-metre light towers and 150 Lux LED lighting. We also undertook two projects at Sankey Reserve, Gisborne, completing the significant internal refurbishment of the existing single-story pavilion the public toilet facilities renewal works. Refurbishment to the pavilion was completed and included alterations to both male and female toilets, new partitions and doors, new floor finishes, new ambulant toilet, new kitchen cabinetry and external and internal painting. The public toilet renewal included new partitions and doors, new floor finishes, drainage works and internal and external paintwork.

Throughout the year, the Facilities Maintenance and Services team completed various tasks to keep our facilities safe, clean, comfortable and compliant.

In addition to the usual activity required to keep facilities open, the team also delivered several renewal programs, including asbestos removal, light emitting diode (LED) lighting upgrades, painting and floor finishing, and closed-circuit television (CCTV) upgrades.

Compliance was also a key focus over the year, reflected in various programs undertaken in consultation and partnership with relevant regulatory bodies.

Major changes

Executive completed a strategic planning and organisational review which led to a change in our organisational structure. The changes respond to gaps and opportunities identified from the previous financial year's organisational changes, recognise our new strategic direction and acknowledge the feedback received from our people, Councillors and stakeholders.

As a result, Council created a new Community Directorate. The existing departments of Community Care (retitled to Community Wellbeing) and Children, Youth and Family Services were incorporated into this new Directorate. A new Department titled Community Safety, comprises the existing units of Customer Service, Emergency Management and Community Development. The new structure also saw the previously titled Directorate Corporate and Community re-titled to the Directorate Corporate. This Directorate incorporated the functions of Finance and Reporting, Governance, Information Services and People, Risk and Wellbeing. This saw the re-establishment of a four-Directorate model.

The change saw seven new positions created under the new structure and three positions removed. Two of those positions were vacant at the time of removal (Executive Manager People, Culture and Performance and Coordinator Corporate Reporting). The only role to be made redundant was the Manager Legal and Corporate Governance.



Macedon Ranges Regional Sports Precinct SOD turn event, New Gisborne



Storm recovery, Romsey



Major achievements

Advocacy remained a key priority for staff and Councillors, particularly relevant in a federal election year. Council's Priority Projects 2022 prospectus highlighted our commitment to attracting funding to deliver major projects and improving services to the community. This includes advancing issues such as telecommunications, mental health and social and affordable housing. Positive funding announcements on our priority projects included \$15 million from the Federal Government towards Stage 2 of the Macedon Ranges Regional Sports Precinct, and \$260,000 from the Victorian Government towards the design phase of the Woodend Community Centre.

One year on, storm recovery from the June 2021 storm is still ongoing, supported by Bushfire Recovery Victoria funding, and we continue to communicate with our community about preparedness and resilience for future events.

As part of clean up and recovery efforts, Council was focused on upcycling as much storm-felled wood as possible and turning it into free and usable products for the community.

Usable products included firewood, fencing supplies for those damaged in the storm, and tree stakes for Council's tree-planting programs and landscaping products. The Woodend Men's Shed also used milled wood to create free nest boxes for residents and support habitat restoration for native animals.

One of the challenges for clean-up efforts in the wake of the June 2021 storm was the size of trees felled by storms, and the machinery required to deal with them.

Council established a flagship storm waste facility at Romsey overcame these challenges by collaborating with Bushfire Recovery Victoria, and operating with local crews and specialist machinery. The team used their extensive industry experience to problem solve and implement creative solutions. Partnering with Bushfire Recovery Victoria (BRV) to operate the facility allowed us to clear and process storm waste on an enormous scale quickly. We could then up-cycle waste into products which benefit affected communities.

Thinking big — and outside the box — has been a critical element to the success of the flagship storm waste facility site and allowed us to deliver usable products for our community at no cost to them.

Council also launched its first Reconciliation Action Plan (RAP) at three respective events on Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung Country in March and continues to progress important actions outlined within the RAP. Council also held a highly successful Autumn Festival across five weekends in March/April to bolster COVID-19 recovery efforts.

Council created a Community Assembly in consultation with a deliberative engagement consultant, bringing together a diverse group of residents at two sessions in May. The Assembly reflected on and set community priorities for the future of the shire's parks, playgrounds, sporting facilities and conservation areas. The work of the Assembly will inform the development of our Open Space Strategy to provide strategic direction for the planning, management and delivery of public open space.

OUR COUNCIL



Kyneton Town Hall, adjacent to Kyneton Administration Centre

Contacting Council:

Phone: (03) 5422 0333

Email: mrsc@mrsc.vic.gov.au

Website: mrsc.vic.gov.au

Mail: PO Box 151, Kyneton VIC 3444

Council Offices:

Gisborne Administration Centre

40 Robertson Street, Gisborne

Romsey Service Centre

96–100 Main Street, Romsey

Woodend Service Centre

Corner Forest and High Streets, Woodend

Kyneton Administration Centre

129 Mollison Street, Kyneton

OUR COUNCILLORS

East Ward



Cr Annette Death

First elected: 2020

adeath@mrsc.vic.gov.au
0427 956 117

Attended 10 Scheduled Council Meetings and 3 Unscheduled Council Meetings.

Representation as at 30 June 2022:

- CEO Employment and Remuneration Committee
- Submitters Delegated Committee
- Planning Delegated Committee
- Central Victorian Greenhouse Alliance (CVGA)
- Local Government Working Group On Gambling.



Cr Geoff Neil

First elected: 2020

gneil@mrsc.vic.gov.au
0419 244 776

Attended 10 Scheduled Council Meetings and 3 Unscheduled Council Meetings.

Representation as at 30 June 2022:

- Audit and Risk Committee
- Submitters Delegated Committee
- Planning Delegated Committee
- Annual Meeting of Braemar College Ltd Committee (sub)
- Rural Councils Victoria Inc (RCV)
- Municipal Fire Management Planning Committee.



Cr Bill West

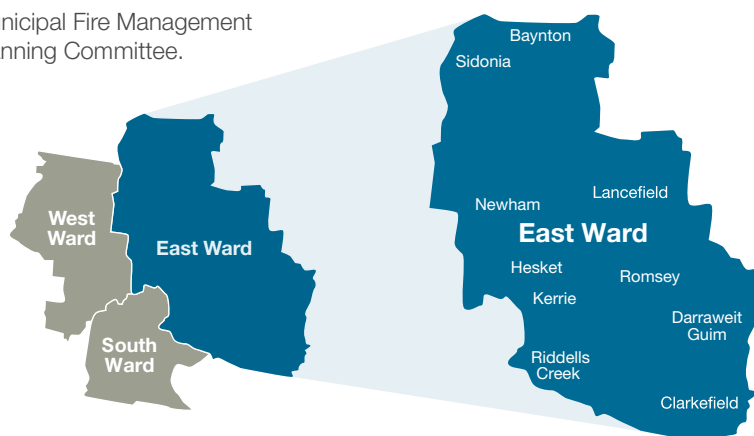
First elected: 2016

bwest@mrsc.vic.gov.au
0400 025 455

Attended 11 Scheduled Council Meetings and 3 Unscheduled Council Meetings.

Representation as at 30 June 2022:

- Submitters Delegated Committee
- Planning Delegated Committee
- Calder Highway Improvement Committee
- Goldfields Library Corporation Board.



South Ward



Cr Dominic Bonanno

First elected: 2020

dbonanno@mrsc.vic.gov.au
0419 829 867

Attended 11 Scheduled Council Meetings and 3 Unscheduled Council Meetings.

Representation as at 30 June 2022:

- Submitters Delegated Committee
- Planning Delegated Committee
- Local Government Waste Forum.



Cr Rob Guthrie

First elected: 2020

rguthrie@mrsc.vic.gov.au
0419 309 953

Attended 11 Scheduled Council Meetings and 3 Unscheduled Council Meetings.

Representation as at 30 June 2022:

- CEO Employment and Remuneration Committee
- Submitters Delegated Committee
- Planning Delegated Committee
- Goldfields Library Corporation Board (proxy)
- Local Government Waste Forum (sub)
- Macedon Ranges Heritage Council
- Workspace Australia.



Cr Anne Moore

First elected: 2020

anmoore@mrsc.vic.gov.au
0419 917 278

Attended 7 Scheduled Council Meetings and 3 Unscheduled Council Meetings.

Representation as at 30 June 2022:

- Submitters Delegated Committee
- Planning Delegated Committee
- Calder Highway Improvement Committee (sub)
- Macedon Ranges Heritage Council
- Macedon Ranges Local Safety Committee
- MAV Emergency Management Committee.



West Ward



Cr Jennifer Anderson (Mayor)

First elected: 2012

janderson@mrsc.vic.gov.au
0408 273 670

Attended 11 Scheduled Council Meetings and 3 Unscheduled Council Meetings.

Representation as at 30 June 2022:

- CEO Employment and Remuneration Committee
- Submitters Delegated Committee
- Planning Delegated Committee
- Central Victorian Greenhouse Alliance (CVGA) (sub)
- Municipal Association of Victoria (MAV)
- Municipal Fire Management Planning Committee
- Local Government Working Group On Gambling (sub)
- Municipal Emergency Management Planning Committee.



Cr Janet Pearce

First elected: 2016

jpearce@mrsc.vic.gov.au
0437 282 096

Attended 11 Scheduled Council Meetings and 3 Unscheduled Council Meetings.

Representation as at 30 June 2022:

- Submitters Delegated Committee
- Planning Delegated Committee
- Municipal Association of Victoria (MAV) (sub)
- Rural Councils Victoria Inc (RCV) (sub)
- Municipal Fire Management Planning Committee
- Local Government Working Group On Gambling (sub).



Cr Mark Ridgeway

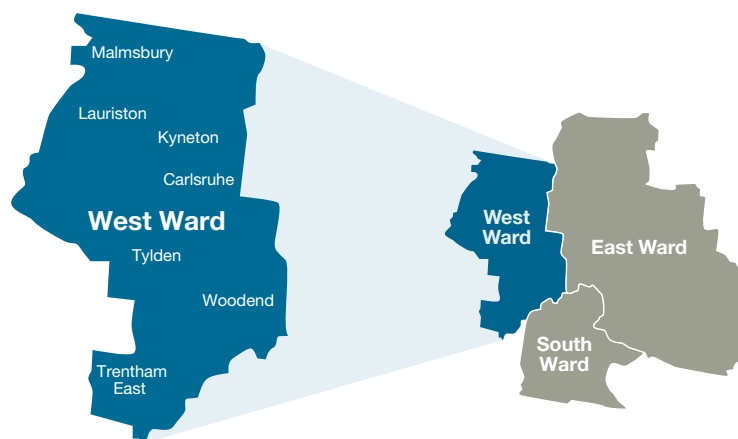
First elected: 2020

mridgeway@mrsc.vic.gov.au
0437 938 766

Attended 11 Scheduled Council Meetings and 3 Unscheduled Council Meetings.

Representation as at 30 June 2022:

- Audit and Risk Committee
- Submitters Delegated Committee
- Planning Delegated Committee
- Annual Meeting of Braemar College Ltd
- Macedon Ranges Local Safety Committee (sub)
- MAV Emergency Management Committee (sub).



OUR PEOPLE



Strategic Planning meeting, Gisborne

Our Executive Management Team



Bernie O'Sullivan
Chief Executive Officer

Qualifications: Master of Public Affairs, Bachelor of Agricultural Science, Graduate of the Australian Institute of Company Directors, Graduate of the Australian Graduate School of Management General Manager Program.

Major functions: Leadership of Council staff and operations; Communications and Engagement; Advocacy; Local and Regional Representation.



Adele Drago-Stevens
Director Corporate

Qualifications: Masters of Tertiary Education Management, Graduate Certificate of Tertiary Education, Certified Agile Practitioner.

Major Functions: Governance; Finance and Reporting; Information Services and People, Risk and Wellbeing.



Rebecca Stockfeld
Director Planning and Environment

Qualifications: Bachelor of Applied Science in Planning; Diploma in Business (Frontline Management); Post Graduate Diploma in Urban Planning.

Major Functions: Strategic Planning and Environment; Statutory Planning; Safer Communities; Economic Development and Visitor Economy.



Shane Walden
Director Assets and Operations

Qualifications: Master of Business Administration; Applied Management Colloquium; Graduate Certificate of Professional Management; Prince2 Project Practitioner.

Major functions: Engineering; Facilities and Operations; Open Space; Recreation; Asset Management; Resource Recovery; Project Management Office.



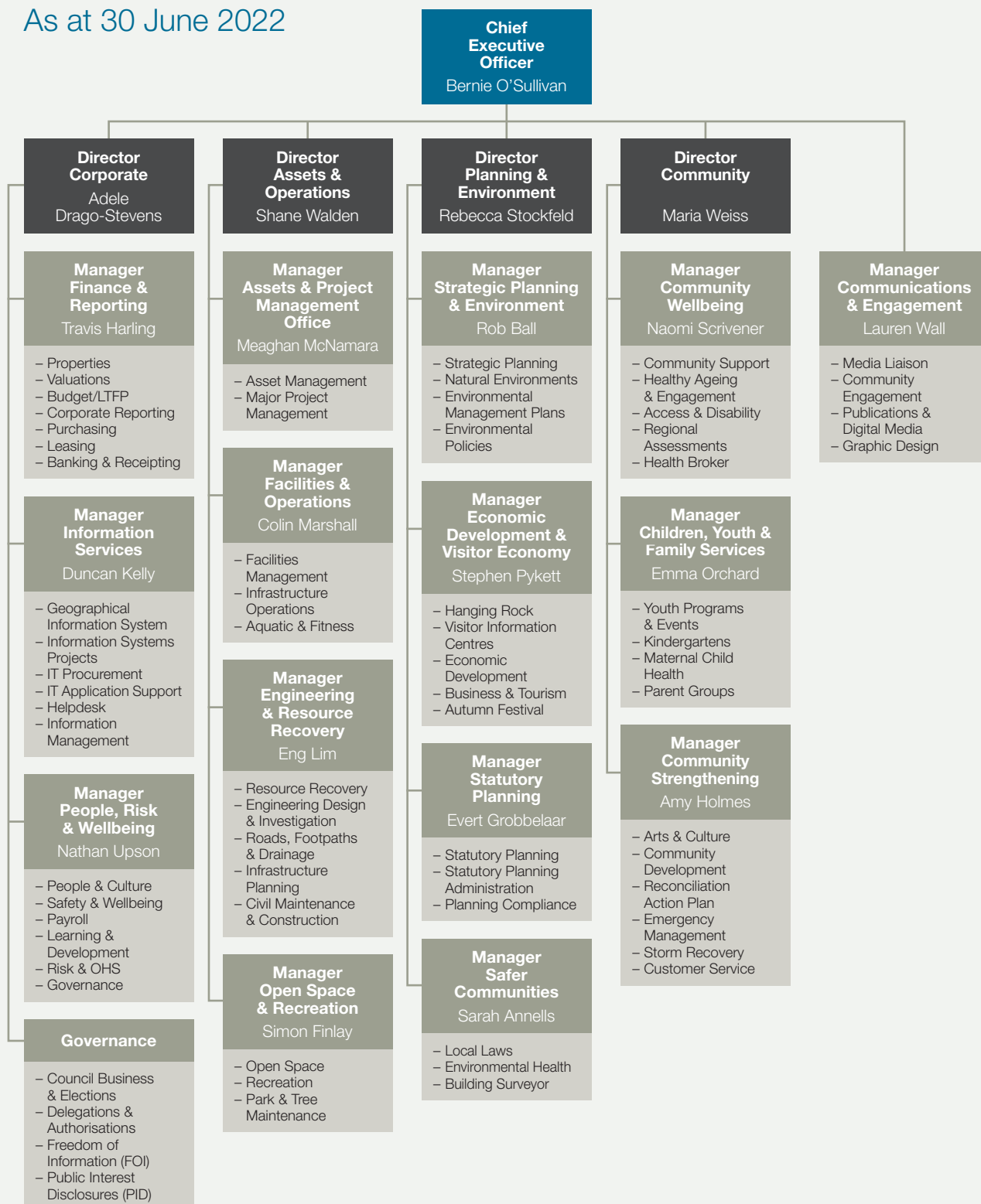
Maria Weiss
Director Community

Qualifications: Bachelor of Applied Science in Intellectual Disability; Diploma Project Management; Certificate IV Frontline Management.

Major Functions: Community Wellbeing; Children, Youth and Family Services; Community Strengthening; Board Member, Goldfields Library Corporation.

ORGANISATION STRUCTURE

As at 30 June 2022



OUR WORKFORCE

The following tables provide a summary of full-time equivalent staff by organisational structure, employment type, gender and classification. We have a total of 718 employees, of which:

- **493** (68.7%) live within the shire
- **225** (31.3%) live outside the shire.

Workforce by gender, full time equivalent and directorate

Employee Type / Gender	CEO (FTE)	Assets and Operations (FTE)	Corporate (FTE)	Community (FTE)	Planning and Environment (FTE)	Total FTE
Perm FT – Female	3.00	16.00	19.00	21.00	21.00	80.00
Perm FT – Male	1.00	90.00	15.00	5.00	24.00	135.00
Perm FT – Gender Diverse	0	0	0	0	0	0
Temp FT – Female	2.00	2.00	1.00	3.00	3.00	11.00
Temp FT – Male	0	2.00	0	0	2.00	4.00
Temp FT – Gender Diverse	0	0	0	0	0	0
Perm PT – Female	1.74	10.97	7.80	67.02	10.18	97.71
Perm PT – Male	0	3.77	1.44	5.64	3.35	14.20
Perm PT – Gender Diverse	0	0	0	0	0	0
Temp PT – Female	0	1.42	0.50	5.68	2.09	9.69
Temp PT – Male	0	0.84	0	0	2.10	2.94
Temp PT – Gender Diverse	0	0	0	0.80	0	0.80
Casual – Female	0.05	12.83	3.61	6.41	2.26	25.16
Casual – Male	0	8.75	0.83	0.26	1.51	11.35
Casual – Gender Diverse	0	0	0	0.12	0	0.12
Total	7.79	148.58	49.18	114.93	71.49	391.97

Workforce by gender and employment band

Employment Classification	Female (FTE)	Male (FTE)	Gender Diverse (FTE)	Total FTE
Band 1	3.14	2.41	0	5.55
Band 2	0.63	0.78	0	1.41
Band 3	22.69	47.59	0	70.28
Band 4	40.45	22.70	0	63.15
Band 5	34.72	29.83	0	64.55
Band 6	44.43	29.04	0.80	74.27
Band 7	20.30	19.12	0	39.42
Band 8	0	3.00	0	3.00
Band Not Applicable	57.19	13.03	0.12	70.34
Total	223.55	167.50	0.92	391.97

Workforce by gender and age

Age	Female	Male	Gender Diverse	Total
Under 25	50	48	0	98
25-34	56	34	0	90
35-44	107	42	0	149
45-54	128	54	0	182
55 and over	126	71	2	199
Total	467	249	2	718

Staff turnover

Tenure	Resignations	Retirement	Redundancy	Contract End	Inactivity	Total
Part Time	27	1	0	1	0	29
Full Time	51	2	1	0	0	54
Casuals	32	0	0	0	77	109
Total	110	3	1	1	77	192



School Crossing Supervisor, Woodend



Local Laws Officer, Kyneton

HIGHLIGHTS

People, Risk and Wellbeing developed Council's inaugural Workforce Plan 2021–2025 in line with the new requirements set out by Victoria's *Local Government Act 2020*. The Workforce Plan aims to establish workforce planning as an integrated process to assist in delivering the strategic objectives identified in the Council Plan 2021–2031. To achieve this aim, People, Risk and Wellbeing reported on comprehensive data on Council's organisational structure and workforce data as of 30 June 2021 to develop a 4-year action plan to be implemented through a staged annual process.

In addition to the Workforce Plan, People, Risk and Wellbeing also developed Council's Gender Equality Action Plan 2022–2025 in March 2022. The Plan, alongside the *Gender Equality Act 2020* (VIC), provides a means of addressing longstanding gender inequalities within the community. Consultations and collaborations with staff members across our whole organisation informed the strategies listed within the Plan.

We reviewed Council's Recruitment and Selection Policy and Procedure to provide clearer guidance and assistance to hiring managers in how to recruit high calibre and skilled employees through a fair and non-discriminatory process based on merit. The updated policy was sent out for consultation through our Senior Leadership Team and Staff Consultative Committee before being endorsed by our Executive Leadership Team in March 2022.

In accordance with the *Local Government Act 2020*, we developed our inaugural CEO Employment and Remuneration Policy. The Policy establishes a Governance framework and guides in managing the employment cycle of a Chief Executive Officer (CEO) to recruitment and appointment, establishing the CEO's performance plan, reviewing performance against the plan and determining the CEO's remuneration. The Policy was adopted in December 2021 and is to be reviewed every four years.

We began negotiating our Enterprise Bargaining Agreement 2022 as our current agreement expires on 30 June 2022. We held information sessions detailing the Enterprise Bargaining process in April 2022, a recording of the Kyneton session held on Thursday 21 April 2022 is available on our intranet for staff. All staff were sent an email on Tuesday, 10 May 2022 with the Notification of Employee Representational Rights attached, this allowed staff to nominate themselves or another staff member to represent them at the bargaining table. On 30 June 2022, we provided an update to all staff detailing who is part of the negotiating (e.g. representatives from each union, management representatives and staff representatives) and a summary of Management's log of claims.

Volunteers

In early March 2022, the Executive Management Team approved a project to inform the development of a business case to support implementation of best practice in volunteer management for Council. The Community Wellbeing department led this project with People, Risk and Wellbeing gathering key data. Council also engaged Volunteering Victoria to undertake an internal process to provide recommendations on how we can achieve this. This project will assist in developing a volunteer database and reporting framework that captures and reports on data similar to what is currently present for our paid workforce.

Professional development

We invested in a new learning management system and expanded our internal learning and development resources. These improvements increased our professional development capability and capacity to provide developmental opportunities to all staff.

There were several legislative compliance-based workshops conducted including:

- Workplace Manslaughter Legislation Briefing — responding to the inclusion of workplace manslaughter as a criminal offence in the *Occupational Health and Safety Act 2004* (VIC). Two sessions were held on 23 July and 11 August 2021 for Executive, Senior Leadership and Operational Leadership teams.
- Emergency Management 101 Workshop — on 24 November 2021 a session was held for all staff that held the position of Municipal Recovery Manager (MRM) or Municipal Emergency Management Officers (MEMO).
- Gender Impact Assessment training — related to the *Gender Equality Act 2020*. Two workshops were delivered by Dr Genine Hook, from Loddon Mallee Women's Health with the first workshop held on 3 February for the Executive Leadership Team and the second on 4 February for all Senior Management Team and Operational Leadership Team.

In addition to our compliance training, which ranges from mandatory e-learning modules, first aid/CPR training and internal system training via our corporate training calendar, we also offered sessions encouraging professional development. Below are some examples of these sessions:

- Conflict Management for COVID Conversations was provided on 2 November 2021 to provide strategies for using a calm, factual, positive and respectful approach when managing conversation around COVID-Safe directives in Local Government.
- Training and consulting was held on 8 March 2022 to provide staff with techniques and confidence to de-escalate conflict situations. The training addressed conflict resolution and worked through how to manage conflict by negotiation.
- Mental Health First Aid training was held on 29 and 30 March 2022. This session was available to all staff, giving the opportunity to become a designated Mental Health First Aid Officer.

Other training and workshops offered included assessing, analysing and treating risk, workplace behaviour and discrimination, mental health and wellbeing, leadership skills and people management.

In the week commencing 1 November 2021, we successfully launched our new eLearning platform. We successfully imported all the data from our previous eLearning platform. We currently have 32 courses on offer, with a mix of mandatory compliance modules and optional professional development modules.

Equal Employment Opportunity Program

A council with 40 or more staff members must have developed and implemented an equal opportunity program. We provide an Equal Employment Opportunity (EEO) program to promote equal opportunities for all employees.

Staff are provided with our Equal Opportunity Policy and EEO training at the commencement of employment as part of the induction process. The training, which is provided via our eLearning platform, ensures employees have an understanding of the characteristics that are protected attributes under EEO legislation and their obligations as an employee and/or supervisor. In-house training outlining responsibilities is given to supervisors and managers.

The objective of the EEO program is to eradicate discrimination relating to the characteristics listed under the *Equal Opportunity Act 2010 (VIC)*, such as race, colour, sex, marital status, parenthood, physical or mental impairment, age, religious or political affiliation, gender identity and sexual orientation. Further objectives free the workplace from bullying and harassment. The Recruitment and Selection Policy endorsed in March 2022 outlines the makeup of selection panels to ensure gender diversity in all internal and external recruitment panels allowing all applicants to undergo a fair and non-discriminatory recruitment process.

The development of the Gender Equality Action Plan 2022–25 also outlines strategies to address three key priorities that relate to Equal Employment Opportunity:

1. Leadership in the promotion of diversity and inclusion and offering equal opportunities for all genders.
2. A gender-balanced workforce that supports our staff members through our flexible work options.
3. Zero tolerance towards bullying, discrimination and sexual harassment of our staff members.

In addressing the three key priorities, People, Risk and Wellbeing identified a development opportunity for female leaders to participate in the Leading Edge Program developed by Women and Leadership Australia. The four-month Program was designed to assist the transition of aspiring and early career female Managers to transition into confident, capable and motivated leaders. One of our staff members participated in the Program.

Our Executive team was finalised in March 2022 with the successful recruitment of three female Directors.

Health and safety

At Macedon Ranges Shire Council, we strongly commit to providing a safe and healthy workplace for Councillors, employees, volunteers, contractors and visitors. We aim to integrate physical and psychological health and safety into all Council activities to reduce the incidence of injury and illness.

In 2021/22 Council saw an increase in incidents compared to 2020/21. This increase is attributed to the easing of COVID-19 lockdown and restrictions where both staff and public resumed normal activities.

During 2021/22, the Occupational Health and Safety (OHS) team has been focussing on increasing compliance activities at the Woodend operations centre and supporting staff across the organisation to understand their OHS obligations and how to use the incident reporting system. We had consistent Workcover claims during 2021/22 and 2020/21.

Through staff engagement, prevention and early intervention the OHS team aims to create a downward trend in incidents with initiatives to support and inform staff and managers on health, safety and wellbeing in the workplace.

OUR PERFORMANCE

Integrated strategic planning and reporting framework

The *Local Government Act 2020* requires councils to prepare the following:

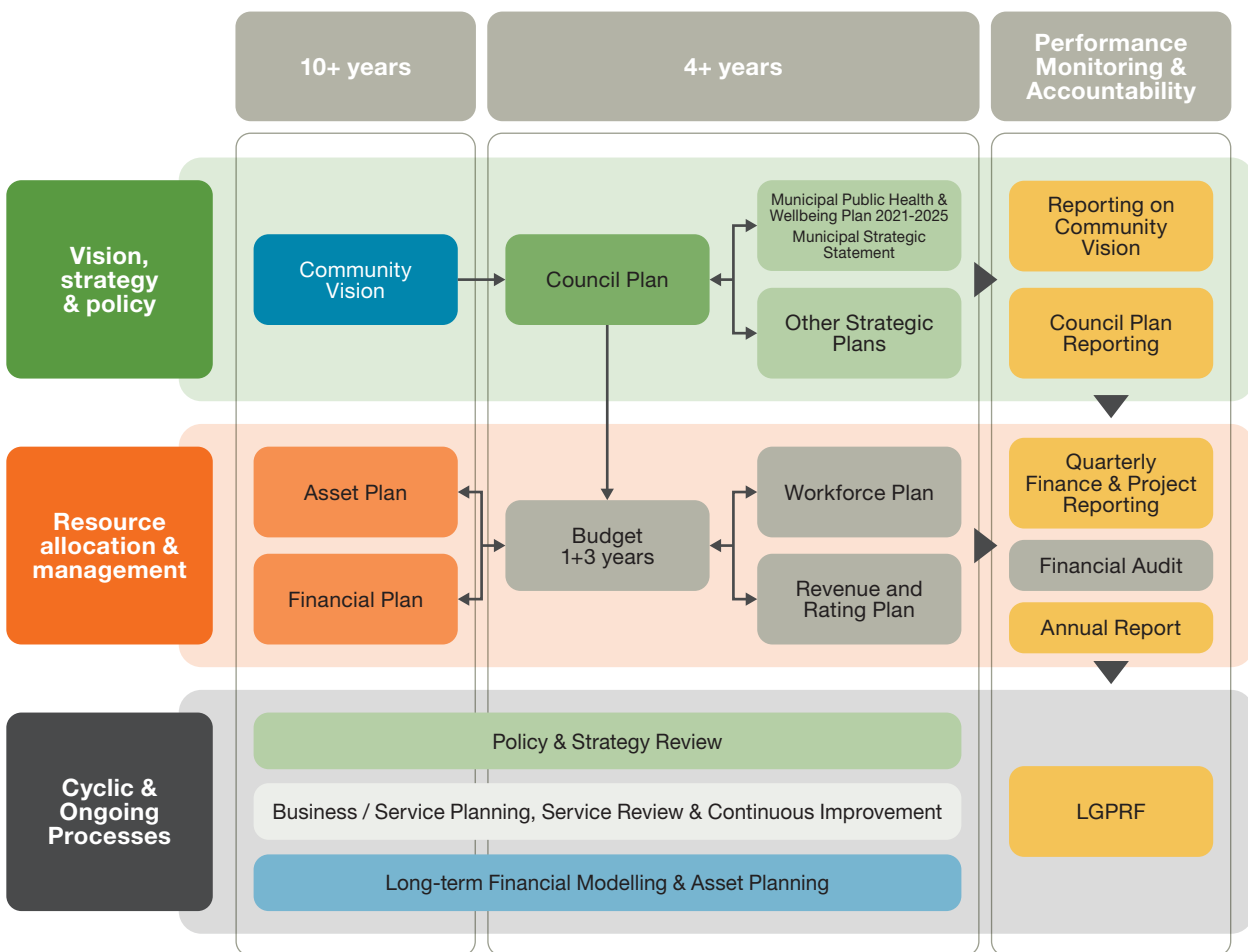
- A Community Vision (for at least the next 10 financial years);
- A Council Plan (for at least the next 4 financial years);
- A Financial Plan (for at least the next 10 financial years);
- An Asset Plan (for at least the next 10 financial years);
- A Revenue and Rating Plan (for at least the next 4 financial years);

- An Annual Budget (for the next 4 financial years);
- A Quarterly Budget Report;
- An Annual Report (for each financial year); and
- Financial policies.

The Act also requires councils to prepare:

- A Workforce Plan (including projected staffing requirements for at least 4 years);

The following diagram shows the relationships between the key planning and reporting documents that make up the integrated strategic planning and reporting framework for local government. It also shows that there are opportunities for community and stakeholder input and feedback, in the processes.



Source: Department of Jobs, Precincts and Regions 2020

OUR PRIORITIES



Learn to Swim program, Kyneton Toyota Sports and Aquatic Centre

Our Council Plan sets out Council's key priorities for the next 10 years. It was developed to improve four key outcomes for Macedon Ranges Shire Council. The Council Plan brings together the themes of Council's Community Vision Assembly as strategic objectives and priorities. Our strategic priorities describe what we will focus our resources toward to ensure we achieve our strategic objectives. The Council Plan incorporates aligns with Council's Budget, Financial Plan, Workforce Plan and Asset Plan.



1 Connecting communities

We will maintain our built environment — including roads, paths, buildings, open space and other assets — in a fiscally, environmentally and socially sustainable way. This includes effective land-use planning, which has a direct impact on the liveability of our shire.

We will provide support for volunteers, community groups and organisations in recognition of their work in contributing to social connections.



2 Healthy environment, healthy people

We will contribute to positive health and wellbeing in our community by proactively supporting mental health, the prevention of violence against women, healthy lifestyles for all ages and abilities, social connection and inclusion, community safety, and arts and culture.

We will protect our natural environment through proactive environmental planning, advocacy and policy to address climate change, support biodiversity and enhance water catchment quality. The Macedon Ranges Shire declared a Climate Emergency in 2021.

We will take action to reduce waste in order to protect public health and the environment.



3 Business and tourism

We will foster economic vitality in a way that promotes positive individual and community health outcomes, including business diversity, housing, transport, information and communication technology, and employment options. Investment attracted to the shire will be consistent with the community vision.



4 Deliver strong and reliable government

We will demonstrate the qualities of good governance, including a clear vision and culture, transparency, respect, consistency, accountability and responsiveness.

PRIORITY 1 – CONNECTING COMMUNITIES

Community vision – theme

A connected community is where people have access to the services they need and are empowered to contribute, creating a sense of belonging.

Our community is diverse and has a range of needs. We need to ensure we are addressing all of them. We also need to bridge any gaps between Council actions and community expectations.

Council Plan – strategic objectives

We will maintain our built environment — including roads, paths, buildings, open space and other assets — in a fiscally, environmentally and socially sustainable way. This includes effective land-use planning, which has a direct impact on the liveability of our shire.

We will provide support for volunteers, community groups and organisations in recognition of their work in contributing to social connections.

Fast facts

- 61.16 kilometres of gravel roads resheeted.
- 9,342m² asphalt resurfaced, and 201,438.5m² spray sealed roads resurfaced.
- 7.86 kilometres of sealed roads reconstructed.
- 5 footbridges reconstructed.
- 3.65 kilometres of new footpaths constructed.
- 1 major culvert reconstructed.
- 4.56 kilometres of existing footpaths renewed.
- Renewal works at 59 buildings.
- 10,235 trees audited.
- 71 playgrounds maintained.
- 3 botanic gardens maintained.
- 52 public toilets maintained and cleaned.
- 45 barbecues maintained and cleaned.



'Circling Time', Kutcha Edwards performs at Kyneton Town Hall

Achievements

We improved connectivity and movement, and provided transport choices to the community, including walking trails and bike paths by:

- Installing Electric Vehicle (EV) charging stations in Woodend and Kyneton.
- Replacing 223 street lights with LED lights on major and minor roads.
- Replacing and upgrading five footbridges to improve connectivity and improve the waterways and their banks.
- Progressing several planning scheme amendments to introduce protection of a range of heritage buildings and places across Woodend, Lancefield, Macedon, Mount Macedon, Lancefield and Gisborne.

We integrated land-use planning, and revitalised and protected the identity and character of the shire by:

- Replacing picket fencing in Riddells Creek in four locations
- Rehabilitating bluestones in Dunsford Street, Lancefield during drainage upgrade works.

Restoration works at Kyneton Town Hall took place from May to December 2021. These completed improvements to the exterior façade included the installation of additional lighting, enhancing the heritage aesthetic and further highlighting it as a prominent heritage building within the local area. This project was funded by Council (\$300,000) and the Australian Government's Local Roads and Community Infrastructure program (\$632,000).

A complete list of restoration works included:

- Paint removal and repainting of exterior façade in heritage colours
- Restoration of render and architectural elements
- Restoration works to the chimneys
- Repair and replacement of downpipes around the building
- Repair of eaves on the south side of the building
- Replacement of awnings to the exterior of the theatre balcony exits
- Restoration works to windows
- Additional rectification works to the roof
- The installation of additional façade lighting to complement and enhance the heritage aesthetic of the Kyneton Town Hall, further highlighting it as a prominent heritage building within the local area.



Habitat Kits distributed to residents at the storm recovery workshop, Woodend

We provided well-designed, fit-for-purpose, multi-use open spaces and infrastructure for the community to connect, engage and participate in a financially sustainable way by:

- Progressing the development of a new open space strategy with the first round of community consultation completed in early 2022. This was then followed by a positive community assembly process that will help to inform the development of the draft Open Space Strategy.
- Delivering a number of Capital building projects including:
 - Dixon Field Pavilion upgrade
 - Kyneton Showgrounds Design program
 - Woodend Recreation Reserve New Modular toilets
 - Kyneton Livestock Exchange gantry and truck wash upgrade
 - Seniors Housing unit upgrades
 - Macedon and Mt Macedon Community House
 - Gardiner Reserve Lighting upgrade
 - Internal improvements at Lancefield Kindergarten
 - Internal improvements Riddells Creek Kindergarten and Maternal Child Health
 - Kyneton Town Hall Façade works
 - Lancefield Swimming Pool improvement works
 - Security upgrades for kindergarten and Maternal Child Health facilities
 - Lancefield Park Oval lighting upgrade
 - Sankey Reserve Pavilion upgrade.

Council partnered with the Department of Education and Training and the Victorian School Building Authority to deliver Council's first kindergarten on a school site. The purpose-built, start-of-the-art, 66-place kindergarten located on Kyneton Primary School in Edgecombe Street, opened on the first day of term one in 2022.

We targeted community needs through development programs and grants by:

Council secured round three Local Road and Community Infrastructure funds to upgrade Sheedy Road, Gisborne, and Hamilton and Fitzgerald Streets, Riddells Creek.

The Australian Government's Seniors Connected Program has funded the implementation of a Village Hub (Village Connect Project) in the Macedon Ranges. The project aims to bring older people together both online and in person and attend activities that support good mental and physical health and enable better connections to the local community.

For the 2021/22 Community Funding Scheme, 22 applications were funded, totalling \$187,505. All funded projects demonstrated a commitment to accessibility, diversity, fairness and community wellbeing. Additionally, a further \$79,905 from the COVID-19 Support Fund was allocated to 30 community groups for COVID-19 recovery activities.

Bushfire Recovery Victoria (BRV) funded three recovery staff through the Council Support Fund (CSF) in the wake of the June 2021 storm. This expanded Council's capacity to engage with storm-affected residents on their varying and ongoing recovery needs.

146 properties were included in the BRV Residential Flood and Storm Clean-up Program, which helped address property damaged by the storm, including homes, sheds and fences.

In partnership with BRV, the flagship storm waste facility at Romsey has implemented creative solutions, so wood is processed efficiently and maximises the return to the community.

BRV has provided additional funding to support the continuation of the recovery team staff until 30 June 2023. The recovery team will work closely with the emergency management team as we develop and strengthen our response, preparedness, resilience and recovery practices for the Macedon Ranges community.



Smoking Ceremony and Reconciliation Action Plan launch, Jacksons Creek Reserve, Wurundjeri Woi Wurrung Country

We continue to deliver improved outcomes for and recognition of our First Nations People by:

Council's Reconciliation Action Plan was endorsed in September and formally launched during the Autumn Festival at three events—on Dja Dja Wurrung, Taungurung and Wurundjeri Woi Wurrung Country respectively. Council Officers have organised successful and well-attended events to mark Reconciliation Week and NAIDOC Week. With the local community expressing an increased interest in improving outcomes for and recognition of our First Nations People, Council Officers have additionally been supporting the development of a local Reconciliation Action Group to provide residents with the opportunity to participate in advancing Reconciliation at a community level.

Council continued discussions with Traditional Owners liaising with infrastructure projects at the planning and design stage through the Land Use Activity Agreement process.

We promoted a more inclusive community by supporting community groups and vulnerable groups:

The healthy hearts program supported local disability groups to access the Gisborne adventure playground for people using wheelchairs and carers by replacing degraded granitic sand paths with at least 1.2 metres wide, sealed pathways between play equipment and adjacent car park and walking trails, making it easier to access.

Council continues to support five senior citizen groups across the shire to provide a space for older people to meet and have a meal.

Throughout the year, Council's Community Development team worked to:

- Support groups with their applications to both the Community Funding Scheme and Small Project Grants Program.
- Facilitate Christmas lunches for the community by working with Neighbourhood Houses and providing resources so that lunches could be held across the shire.
- Support committee members to facilitate the opening of the new Macedon — Mt Macedon Neighbourhood House.

We explored opportunities for affordable and social housing in the shire:

Affordable housing is identified as a priority area in the Council Plan 2021–2031 and Municipal Public Health and Wellbeing Plan 2021–2025. Council has endorsed an interim affordable housing policy and continues to explore opportunities to work with Homes Victoria to advocate for social and affordable housing across the shire.



Romsey Ecotherapy Park takes shape

Other key achievements

The Romsey Ecotherapy Park is the result of a community-led initiative by the Romsey Ecotherapy Park Inc. Committee (REP) to build an inviting and accessible recreation open space for the community.

It is designed to provide people of all ages and abilities with a unique sensory and therapeutic experience through engagement with nature.

The Park is on the site of the former Romsey Primary School and when complete, will consist of an active nature space complete with cubby house and nature-based play elements, and a climbing forest and rope course for older children. It will also include an events space with picnic and BBQ facilities, an arts culture space featuring several artistic features and a sensory garden.

Stage 1 of the Park was completed in 2021/22, and the following two stages are due for completion towards the end of 2022.

2021/22 also saw the completion of \$2.5 million upgrades of Gardiner Reserve in Gisborne. The Gardiner Reserve project incorporates a new shared-use female-friendly football and cricket change pavilion (\$1,084,847), a new shared-use female-friendly netball and umpire change pavilion (\$964,555), the construction of a second lit netball court (\$262,220) and an upgrade of the oval lighting to LED light fittings (\$165,668).

Our major initiatives

Progress of Council in relation to major initiatives in the 2021/22 Budget

Initiative	Progress
Improve connectivity and movement, and provide transport choices to the community, including walking trails and bike paths	
<p>Connected accessible paths of travel to key destinations, such as recreation and community facilities, through the funding of the Footpath Construction Program.</p>	<p>Council is improving continuous paths of travel and is committed to improving footpath networks. Funding of \$956,000 has been allocated this financial year for construction on new footpaths, with a further \$6,300,000 allocated to the Macedon Ranges Shared Trails Project through grants and Council funding. Due to COVID-19 related delays, five footpaths are deferred until next financial year as part of the Mid-Year Budget Review:</p> <ul style="list-style-type: none"> • Gisborne, Bloomfield Street • Kyneton, Pohlman Street from Mollison Street to Ebden Street • Kyneton, Pohlman Street from Ebden Street to Powlett Street • Lancefield, High Street • Lancefield, The Crescent.
<p>Continue the delivery of the Macedon Ranges Shared Trails project.</p>	<p>The design and construction contract has been awarded and design is progressing as scheduled.</p>
<p>Advocate to the Victorian Government for improvements to bus and rail public transport services.</p>	<p>Through our advocacy, we have successfully obtained funding under the Victorian Government's Budget 2022/23 for two of our townships to upgrade the Woodend train station and improve the Gisborne town bus network.</p> <p>The following car park upgrade works will also be undertaken in the 2022/23 financial year:</p> <ul style="list-style-type: none"> • Kyneton carpark extension works • Riddells Creek carpark expansion will commence this financial year • New Gisborne train station carpark has been extended.
<p>Develop and adopt an Asset Plan to meet the requirements of the <i>Local Government Act 2020</i>.</p>	<p>The Asset Plan was adopted at the June 2022 Council meeting.</p>
<p>Undertake the Woodend Corridor Study to investigate the movements of pedestrians, cyclists and vehicles within Woodend's main road corridor, identifying areas of concern and possible solutions.</p>	<p>Community consultation completed and a draft report prepared is to be presented at the November 2022 Council meeting.</p>
Integrate land-use planning, and revitalise and protect the identity and character of the shire	
<p>Progress the Kyneton Town Centre Urban Design Framework (UDF) to Council for decision, and consider implementation into the Macedon Ranges Planning Scheme.</p>	<p>Over the last 12-months work has continued to progress on the preparation of the draft UDF for the Kyneton Town Centre. This work has been informed by the feedback received from community engagement process undertaken in early 2021. The draft UDF is expected to be presented to Council for endorsement and for community consultation in the first half of the 2022/23 financial year.</p>
<p>Progress the Gisborne Structure Plan incorporating the Neighbourhood Character Study and Town Centre Urban Design Framework Plan to Council for decision and consider implementation into the Macedon Ranges Planning Scheme.</p>	<p>During 2021/22 Officers continued to work with Councillors to review and respond to the community feedback received as part of the mid-2020 consultation process on the draft Gisborne Futures documents. This has included two facilitated workshops with Councillors to inform the next steps to progress the Gisborne Futures project.</p> <p>A detailed draft Consultation Report has been prepared that captures and responds to themes and individual submissions received from the community consultation process held in mid-2020. This will be presented to Council early in 2022/23.</p> <p>Two quarterly project updates have been issued in March and June 2022 to all submitters and subscribers to project updates.</p>

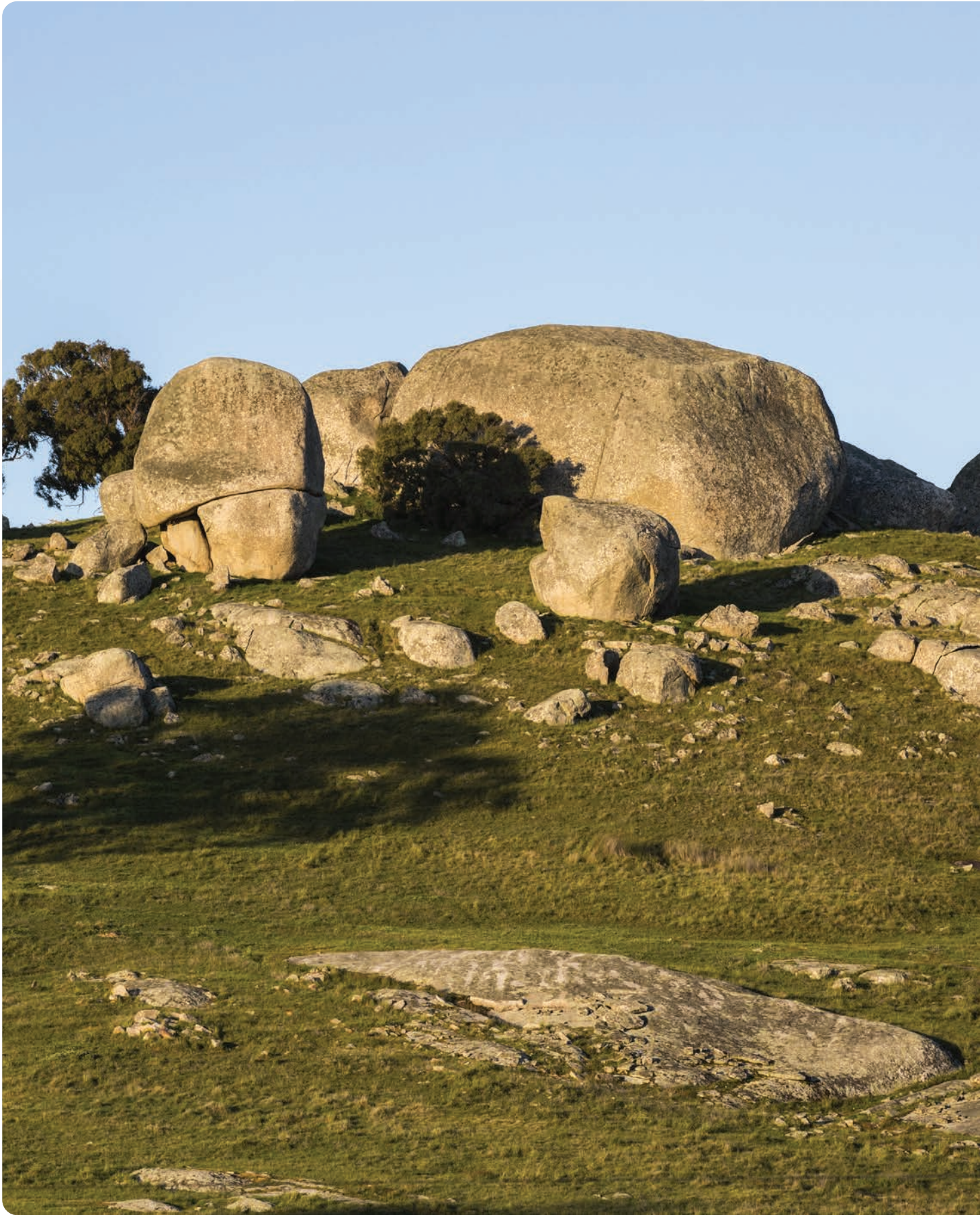
Initiative	Progress
Progress the Romsey Structure Plan to Council for decision, and consider implementation into the Macedon Ranges Planning Scheme.	Between February and April 2022 Council sought feedback from the community on the Romsey Emerging Options Paper. The feedback from the community is being captured in a draft consultation report that captures and responds to the themes and individual submissions received to the Emerging Options Paper. This feedback will inform the key inputs to the development of the draft Structure Plan. The draft consultation report is expected to be presented to Council in the first half of 2022/23 financial year.
Progress the Planning Scheme Amendment to incorporate the heritage study for Woodend, Lancefield, Macedon and Mount Macedon into the Macedon Ranges Planning Scheme.	At the Planning Delegated Committee held on 8 June 2022 Council adopted Amendment C127macr implementing the heritage study for Woodend, Lancefield, Macedon and Mount Macedon into the Macedon Ranges Planning Scheme. Amendment C127macr was submitted to the Minister for Planning and is awaiting a final decision.
Enhance planning protection of the Shire's heritage assets. The Macedon Ranges Shire Thematic Environmental History will guide Council's strategic approach to identifying and protecting the Shire's heritage, done systematically, within a contextual understanding of land use development over time.	The draft Thematic Environmental History has been prepared by the consultant team with feedback from Officers, Councillors and members of the Heritage Council. Community consultation on the draft Thematic Environmental History is expected in the first half of the 2022/23 financial year.
Progress the review of Council's Developer Contributions Plans (Gisborne and Romsey) and consider any future changes to the Macedon Ranges Planning Scheme recommended by its findings.	The Development Contributions Plans review has been commenced with an internal review of the processes and status of the Gisborne and Romsey Development Contributions Plans. A consultant will be engaged early in the 2022/23 financial year to complete a more detailed review of Council's Development Contributions Plans.
Provide well-designed, fit-for-purpose, multi-use open spaces and infrastructure for the community to connect, engage and participate in a financially responsible way	
Progress the development of a new Open Space Strategy and consider implementation into the Macedon Ranges Planning Scheme.	An Issues and Opportunities paper was released for community consultation in February 2022 to seek feedback from the community that will inform the development of the draft Open Space Strategy. A Community Assembly process was completed in May 2022 and recommendations have been incorporated into the draft strategy. The draft Strategy is expected to be prepared in the first half of 2022/23 financial year.
Commence construction on Stage 1 of the Macedon Ranges Regional Sports Precinct project and continue advocacy for funding towards future stage delivery.	The contract for construction has been executed, establishment of the site, and off site activities including sub-contractor letting are progressing. Advocacy for future stage funding continues.
Deliver the annual capital works program	
Update master plans for the Kyneton Showgrounds and the Romsey sports precinct.	Initial consultation with the tenant clubs has occurred and one community drop-in session has informed the development of the draft plans, that are currently being reviewed by officers and the tenant clubs.
Commence the Macedon Ranges Skate Park Strategy.	This project has been funded over two-years and now that the second year funding has been confirmed a brief will be distributed for quotes by the end of July 2022.
Continue implementation of the funded Romsey Ecotherapy Park. Deliver Stage 2 and 3 projects with Regional Development Victoria and the community.	Construction is underway and on track for completion by 30 July 2022. This project experienced COVID-19 related material and labour delays.

Initiative	Progress
Target community needs through development programs and grants	
Engage and consult with the community, groups and organisations to better understand community needs and program design.	A review of the Events and Festival Grant Program is planned for 2023.
Promote community centres and their Programs.	During the 2021/22 financial year Council promoted the following community centres and their programs — six neighbourhood houses and six men's sheds across the shire and the Goldfields Library Corporation (MRSC branches). Council also operates the Woodend Community Centre providing key services to the community.
Continue Council's grants programs.	The Events and Festival Grant Program was open for applications in autumn, with recommendations for funding presented to Council for endorsement at the July Council meeting. A review of the program is planned for 2023.
Build connections between volunteers and volunteer organisations.	Work is ongoing and continues into 2022/23.
Promote the library programs of the Goldfields Library Corporation to engage the community.	Council supported the Goldfields Libraries Reconciliation Week Aboriginal Storytime events as part of our Reconciliation Week promotional suite. We have worked with libraries to promote their winter school holiday programs to the media, which included a partnership on our touring Biodiversity In Crisis exhibition. This exhibition was also featured in the Shire Life publication. Broader conversations around promotional opportunities and ideas for enhancement are underway and ongoing.
Review Council's role in supporting playgroups and toy libraries, and develop opportunities to strengthen the connections between users of early years and maternal and child health (MCH) programs.	Children, Youth and Family Services are continuing to support playgroups and toy libraries and utilising opportunities to strengthen connections between kindergartens and MCH.
Explore the development of a youth projects funding program to support young people applying to Council for community funding.	The 'Green Means Go' leadership program was developed and launched, offering funding and support for young people to pursue and activate projects they are passionate about.
Continue to deliver improved outcomes for and recognition of our First Nations People	
Advance Indigenous reconciliation through working with First Nations People on the implementation of Council's Reconciliation Action Plan (RAP).	The implementation of Council's RAP is ongoing and will continue for the next 15-months. Many actions are complete and many are in progress. Since the RAP was endorsed by Council in September 2021, there has been significant engagement with this issue with both community and staff. A separate report will be provided to Council detailing progress of RAP actions.
Celebrate and participate in National Reconciliation Week by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander Peoples and other Australians.	Two community events were held that generated significant community interest: <ul style="list-style-type: none"> • A community talk on the importance of truth-telling delivered by Yoo-rrook commission and Reconciliation Victoria. • A community round table conversation delivered by Dennis Batty, local Taungurung man and member of Council's RAP Implementation working group.
Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy that is integrated into Council's Learning and Development Strategy.	Aboriginal and Torres Strait Islander cultural awareness training is scheduled to be delivered to all staff in August 2022 and Councillors in October 2022. Thereafter, this training will be provided to all new staff once a year.

Initiative	Progress
Continue to support targeted initiatives for young people of diverse backgrounds that enable them to express their identities, such as raising the Rainbow Flag on International Day Against Homophobia, Biphobia, Intersexism and Transphobia.	This project for 2020/22 financial year has been completed. Children, Youth and Family Services continue to support targeted initiatives for young people of diverse backgrounds that enable them to express their identities, such as raising the Rainbow Flag on International Day Against Homophobia, Biphobia, Intersexism and Transphobia, and are planning for activities for the 2022/23 financial year.
Continue to demonstrate leadership in advancing gender equality through the implementation of Council's Gender Equality Action Plan, including delivery of year one actions.	Gender Equality Action Plan currently being implemented with Year One actions underway and on track to be completed in 2022.
Construct a designated modular change room at the Gisborne Aquatics Centre, which will enable Council to meet Child Safe requirements, and improve service provision and accessibility.	The project was tendered and the tenders received were over the allocated budget. The scope is to be revised to a plan and design project to inform a business case. Child Safe requirements continue to be met at the centre through operational processes, however, a longer term solution is required.
Provide referral services through our Neighbourhood House programs and increase funding for 2021/22.	All Neighbourhood Houses have provided referral services through their programs, and they all received increased funding for 2021/22.

Local Government Performance Reporting Framework

Service/ indicator/measure	Results				Comments
	2019	2020	2021	2022	
Roads					
<p>Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100</p>	44.16	41.06	57.85	69.62	Increase in number of requests received can be associated with the growing renewal gap in road pavement reconstruction; clean up and maintenance works on local sealed roads associated with the June 2021 storm; deterioration/potholes in local sealed roads due to one of the wettest Autumns on record; and road pavement failure due to an increase of heavy vehicles associated with developments across the Municipality.
<p>Condition <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</p>	97.46%	96.44%	96.22%	93.40%	
<p>Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</p>	\$48.63	\$70.03	\$87.95	\$103.45	Cost of resealing of local roads has risen due to increased costs for materials and labour across the industry. Council has also constructed more township/urban roads which have a higher construction cost than rural type road construction.
<p>Service Cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</p>	\$6.78	\$8.03	\$7.81	\$7.34	
<p>Satisfaction <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]</p>	49.00	54.00	49.00	43.00	Decrease in customer satisfaction can be associated with the growing renewal gap in road pavement reconstruction; clean up and maintenance works on local sealed roads associated with the June 2021 storm; deterioration/potholes in local sealed roads due to one of the wettest autumns on record; road pavement failure due to an increase of heavy vehicles associated with developments across the shire; and the presentation of non-Council roads was identified as a factor impacting community perception.



Lancefield

PRIORITY 2 – HEALTHY ENVIRONMENT, HEALTHY PEOPLE

Community Vision – theme

The community prioritises the protection of the natural environment and recreational facilities. There is also strong community support for initiatives to minimise our shire’s impact on the earth and its resources.

Resilient communities and robust economies rely entirely on a healthy environment.

Council Plan – strategic objectives

We will contribute to positive health and wellbeing in our community by proactively supporting mental health, the prevention of violence against women, healthy lifestyles for all ages and abilities, social connection and inclusion, community safety, and arts and culture.

We will protect our natural environment through proactive environmental planning, advocacy and policy to address climate change, support biodiversity and enhance water catchment quality. The Macedon Ranges Shire declared a climate emergency in 2021.

We will take action to reduce waste in order to protect public health and the environment.

Fast facts

- 929 hours of support provided to 51 vulnerable families through the enhanced Maternal and Child Health (MCH) program.
- 3,385 engagements with young people.
- 536 births and 33 new enrolments (0–6 years) from families who have moved to the shire.
- 4,765 MCH key age and stage consultations (0–3.5 years).
- 368 children were enrolled in 14 Council-run three-year-old activity groups across the shire.
- 502 children were enrolled in 24 Council-run funded four-year-old kindergarten programs across 24 groups offered in the shire.
- 195 young people attended the Woodend and Lancefield outdoor pools’ youth events.
- 19,666 hours of direct support to assist clients to access the community and remain independent in their home.
- Kyneton Town Hall held 22 shows with 4,000 plus attendances, taking \$150,000 in ticket sales.
- 26 artistic experiences (performances and artistic installations) were delivered across 23 different sites.

- 25 local artists and musicians were employed and engaged active audiences of around 1500.
- A museum exhibition toured five sites with 22,000 visitations.
- 100 nest boxes built using recycled timber and distributed to residents in the shire to support environmental storm recovery.
- 2,500 indigenous plants were distributed to the community.
- 194 truckloads of root balls and hollow logs (approximately 960 tonnes) were distributed to 12 different locations to create fish habitat and reduce river bank erosion from recovered storm timber.
- 3 two-day sessions of Mental Health First Aid training were secured for volunteers and frontline workers.
- 2 mental health sessions delivered by a nationally recognised specialist for storm-affected residents.
- 5 community conversation events for storm-affected residents to ask questions and connect with support services.
- Two more towns (Gisborne and Riddells Creek) now have Community Climate Action Plans in place through our Cool Changes program.
- Two public electric vehicle-charging stations were installed in Woodend and Kyneton.
- 252 sites across the shire were treated for woody weeds as part of our roadside weeds program; and 30 populations of Chilean Needle Grass and 31 populations of Serrated Tussock infestations.
- 32 environment workshops, information sessions, discussion groups and citizen-science events were attended by more than 900 participants.
- 150 students from 20 schools participated in our environmental education program and the “Kids Teaching Kids” program.
- Through our Healthy Landscapes program, 27 farmers received individual on-farm advice, 17 properties completed the regenerative grazing short course, 10 completed the small property grazing course, and over 350 participants attended nine webinars, nine field days and four discussion groups about sustainable land management.
- 45 nest boxes were inspected in storm-affected biolinks, 11 of which showed signs of use by Sugar Gliders or Brush-tail Phascogale.
- 1,955 tonnes of glass recycling was sent for processing to be repurposed into road base.
- 10,816 tonnes of FOGO was sent for processing to be turned into Australian standard compost.
- 2,875 tonnes of comingled recycling was sent for processing of paper/cardboard, steel, aluminium and plastics categories 1, 2 and 5.
- Only 6,366 tonnes of kerbside waste was sent to the landfill, achieving the highest diversion of resources from landfill of any council in Victoria.

Achievements

We protected the natural environment and enhanced biodiversity by:

- Completing the Hanging Rock Environmental Management Plan.
- Undertaking weed and pest control activities across nine bushland reserves, multiple conservation reserves and along 750 kilometres of roadside.
- Undertaking landscape and Dja Dja Wurrung cultural planting and an ecological burn at Malmsbury Common Reserve.
- Undertaking a Snow Gum monitoring project to assess the health of our iconic snow gums—and finding remnant populations are currently in good health.
- Supporting Landcare Groups and Networks to undertake projects and activities in their local areas.
- Supporting landholders to transition to regenerative agriculture techniques that conserve biodiversity, protect waterways and store carbon through our Healthy Landscapes program.
- Developing a Native Vegetation Awareness Campaign to ensure community members are aware of the natural values of the shire and the requirements set out under the planning scheme to protect it.
- Providing advice and responses to 231 planning permit referrals sent to the Environment Unit for review.
- Ensuring native vegetation removal is kept to a minimum. In total, in 2021/22, 1.355ha of native vegetation was removed and offset in the shire. This is minimal loss compared to other Victorian councils for the previous financial year, which recorded up to 14ha of native vegetation removal.

We lessened the severity of climate change through actions that enable Council and the community to reduce greenhouse gas emissions by:

- Sourcing all our electricity requirements from renewable energy through the long-term power purchase agreement (VECO). The environmental benefit was a reduction in an estimated 3,130 tonnes CO₂-e in Council's greenhouse gas emissions profile for 2021/22, compared to 2020/21. Although the spend on electricity was similar for the two years, in the absence of VECO, Council would have had to pay an estimated \$187,800 in offsets to achieve the same emissions reduction.
- Supporting local communities to respond to climate change through facilitating the development of Community Climate Action Plans for Gisborne and Riddells Creek.
- Secured funding for organisational electric vehicle charging stations at Council office facilities in Gisborne, Kyneton, Woodend) to facilitate fleet transition.
- Secured funding for public-use electric vehicle charging stations in Lancefield, Macedon and Kyneton.

- Joining 36 other councils calling for more robust energy performance standards for new homes and 'whole-of-home' energy budgets.
- Securing funding to investigate the health and wellbeing impacts of climate change on local communities.
- Securing funding to see two emergency relief centres go 'off-grid' through installing solar panels and battery power storage (works are to be undertaken in 2022/23).

We improved the quality of recycling, minimised the generation of waste and established alternatives to landfill disposal by:

- Implementing the four-bin system across the shire, recording a 74% diversion rate during 2021/22. This represents the highest diversion of resources from landfill of any council in Victoria.
- Providing a free soft plastics disposal service at our three transfer stations.
- Providing a designated glass bin to ensure comingled recycling material can be given the best opportunity to be processed.
- Helping residents with convenient waste disposal solutions by accepting hard-to-recycle items at customer service centres and neighbourhood houses for items such as small eWaste, batteries, mobile phones and x-rays to name a few.
- Working internally to reduce plastic waste in the workplace by running workshops targeting single use plastics and how we can avoid them altogether. Along with this, TerraCycle boxes have been deployed around Council offices to dispose of stationery, PPE and badly damaged uniform articles, ensuring the best resource recovery outcomes for these hard-to-recycle items.

Studies show prior to the rollout of the four-bin system, general waste bins were found to contain up to 43% of materials that could be disposed of in the other bins, including eWaste and soft plastics.

We provided opportunities to experience open space and bushland reserves by:

- Keeping parks and open spaces mowed and maintained.
- Installing signage at play spaces and skate parks to inform the community of COVID-19 restrictions.
- Completing infrastructure works at Magnet Hill, Hobbs Road Reserve, Barrm Birm and Stanley Park Reserve to improve security, accessibility and safety and installing a new shelter at Bald Hill Reserve.
- Engaging with landholders, community groups and schools to grow biodiversity and land management understanding through courses, events and citizen science activities.

Community plant surveys at Bald Hill Reserve identified an additional 500 Clover Glycine plants, an increase in the known population of this nationally threatened species by approximately 25%. Spotlight surveys recorded threatened Brush-tailed Phascogales at two separate biolink areas.

We improved the management of water, including flooding risk, the water quality of creeks and waterways, and the efficient use of water by:

- Collaborating with Melbourne Water to target high-threat weeds in waterway reserves guided by the strategic Environmental Works Plans for Waterways.
- Preparing sites for a 2022 planting program of approximately 2,300 indigenous plants allocated at four different waterways.
- Partnering with Melbourne Water's Capital Works Program along Jacksons Creek, Gisborne and Romsey Five Mile Creek to remove large stands of elms, poplars, pines and willows and extensively plant native riparian species along both creeks.
- Partnering with Woodend Landcare to prepare a draft Environmental Management Plan and develop a Master Plan for Woodend Five Mile Creek.
- Partnering with North Central Catchment Management Authority to implement the Healthy Coliban program and undertake further waterway restoration works along the Campaspe River in Kyneton.

These programs all provide crucial habitats for native plants and animals that improve connectivity along waterways between the larger areas of remnant vegetation. Our waterway reserves are important places for community access and connection with nature.

We maintained systems and capacity to manage and respond to emergency events by:

- COVID-19 continued to provide us with challenges for Maternal and Child Health (MCH) service delivery. Countless key age and stage visits were provided via telehealth and FaceTime to ensure families were able to access MCH service and support. We pivoted to offering parent education sessions using online platforms.
- Following the devastating Victoria-wide June 2021 storms, Council created a unique green waste processing site in partnership with Bushfire Recovery Victoria, to support recovery in both the Macedon Ranges Shire and neighbouring storm-affected LGAs—improving our region's capacity to respond and recover. See page 52 for more information.
- With assistance through Victorian Government funding, Council delivered numerous environmental, resilience and mental health activities to build capacity throughout the community and support those impacted by the storms. These activities included mental health first aid, habitat kits, and a facilitated community event by a psychologist.

We encouraged active and healthy lifestyles for people of all ages and abilities by:

- Facilitating pram-walking groups during Maternal and Child Health parent group sessions when COVID-19 restrictions allowed.
- Offering accessible group fitness classes at our aquatic, fitness and leisure facilities for all ages and fitness levels, from Kindagym, to Studio2Dance, to Aqua Aerobics and Staying Strong (over 55's) classes.
- Offering Learn to Swim programs at Kyneton Toyota Sports and Aquatic Centre and Gisborne Aquatic Centre.
- Introducing internationally recognised LesMills virtual group fitness sessions in an on-demand format accessible via a self-serve kiosk or the scheduled virtual group fitness timetable at Kyneton Toyota Sports and Aquatic Centre.
- Encouraging participation, connection and fitness by supporting a range of senior sports competitions.
- Providing access to outdoor pools at Lancefield and Woodend during the summer season.
- Introducing a range of healthy lifestyle initiatives through our Healthy Heart of Victoria partnership, including healthy choices menus at Council centres, installation of drinking-water fountains across the shire, and supporting healthy cooking programs for select students at Sacred Heart and Gisborne Secondary Schools to name a few.

We engaged families to promote the importance of early childhood education and health by:

- Conducting 241 MCH parent group-education sessions focussing on the topics of sleep and settling, development, community supports, introduction to solid foods, women's health and family mental health.
- Increasing hours of three-year-old kindergarten from 2.5 hours per week to 5 hours per week and providing a kindergarten program run by an early childhood teacher for three to five year-old children.
- Conducting online information sessions for parents in the shire on the importance of early childhood education and two years of kindergarten. Promoted 'two years of kindergarten are better than one' through Council's communication platforms.
- Ensuring Small Talk Playgroup continued online during COVID-19 related lockdowns.

We supported our community to ensure better access and connection for facilities and services by:

- Moving first-time parent education sessions online. This was invaluable in ensuring families had access to education and social support when social isolation and mental wellbeing were severely compromised.
- Supporting the work of the Regional Assessment Service (RAS), which refers older people to funded services across the region. The RAS has worked with services across the region to streamline access and to advocate for clients when services are limited.

We assisted to improve mental wellbeing within the community by:

Maternal and Child Health offered telehealth appointments to families unable to attend the service during periods of COVID-19 restrictions. A strong emphasis was placed on checking in on mental health within the family. The enhanced MCH service continued to offer home visit support to vulnerable families when many other family support services were not permitted to visit.

Children and Family Services established the Youth Mental Health Advocacy Group (YMHAG) to lead advocacy and action in improving mental health support for young people in the Macedon Ranges. Membership of this group comprises key organisations and stakeholders who are invested in supporting young people's health and wellbeing in the shire. Moreover, the YMHAG includes young people, friends and families as well as health professionals to ensure their lived experiences are captured and appropriately represented in its advocacy activities. The YMHAG has focussed on establishing a local evidence base of powerful insights into the inequalities of service access that young people in the Macedon Ranges face. An infographic document has been developed, and local case studies are being captured in order to advocate for increased youth mental health support in the shire.

Two Older Person Mental Health First Aid Courses were held for Council staff and external organisations that work with older people.

Other key achievements

In September 2021, Council endorsed the 2021–2025 Municipal Early Years Plan: CREATE. The Plan was the final product of extensive community and stakeholder consultation with feedback gathered from over 980 community members, including over 200 children, during a community-wide consultation.

CREATE provides a framework to develop Council's response to significant sector reform, including the introduction of three-year-old kindergarten and school readiness funding, and will also support Council's strategic planning, engagement and advocacy of children aged birth to eight years and their families.

The Primary School Mental Health Project delivered Tuning into Kids training to 23 parents of primary school students in the shire. The Tuning into Kids training forms part of significant consultation that has occurred in developing a holistic mental health education program for children, parents and teachers of grade five and six students. Two schools will be selected to help shape and trial the pilot program in term four, 2022.

The Victorian Seniors Festival theme 'Keep'n On', recognised the resilience of senior Victorians. As part of the 2021 celebrations, Macedon Ranges community members were asked to nominate older people they believed demonstrated active ageing or promoted a positive image of older people.

Council honoured a number of local seniors with the presentation of a 'celebration box' containing a selection of delicious goodies from local businesses. Successful nominees had made significant and diverse contributions to the local community during challenging times, regularly pitching in and helping where it was needed. The presentation was an opportunity to say thank you on behalf of the Macedon Ranges.

November 2021 saw the official launch of the Murmuring Walk, part of Council's Creative Encounters Projects funding through the COVID Creative and Cultural Support Program.

The walk is an audio-guided experience inspired by the environment and the birdlife inhabiting the lush bush surrounding Sanatorium Lake, Mount Macedon. Participants can simply download the audio at any time to their device.

The Murmuring Walk soundscape was created by musician Ria Soemardjo, writer Sandra Fiona Long and Macedon Ranges' local performer Charlotte Roberts.

In May 2022, the construction contract was awarded and the first sod turned for Stage 1 of the Macedon Ranges Regional Sports Precinct. Once complete, the 15-hectare regional park will provide facilities for a range of sport and passive recreation activities to support healthy lifestyles and social connection, and help build strength and resilience in the community.

Council established the 'Get the Job Done' (GTJD) campaign in collaboration with local partners; Sunbury and Cobaw Community Health, Central Highlands Rural Health and Hepburn Shire Council. Leading into winter, GTJD signage was installed at various locations throughout the shire, recommending locals and visitors alike are 'up-to-date' with COVID-19 vaccination and consider receiving the Flu shot.



Electric vehicle charging station, High Street Woodend

On 9 June 2021, a severe storm caused widespread destruction across the shire. Thousands of residents and hundreds of houses, fences, outbuildings and sheds were impacted. Extensive tree falls occurred, resulting in closures of roads and public spaces such as parks.

Council assisted with the clean-up of the storm waste in the Macedon Ranges and is still doing so one year on.

One of the challenges the storm presented was cleaning up the large trees felled by storms and sourcing the machinery required to deal with it.

In a collaborative effort with Bushfire Recovery Victoria, Council's flagship storm waste facility at Romsey processed 63,000 tonnes of green waste from across Victoria in just six months. Local crews and specialist machinery were sourced for the job, including four Lucas mills, two tub-grinders for mulching, specialised firewood processing machinery, a weighbridge and forestry forwarders.

The Romsey facility not only allowed storm waste to be processed faster and on an enormous scale, but the waste was also repurposed into products which benefitted affected communities, such as firewood, tree stakes, fence posts, and smoking chips.

Within the first six months of operation, the Romsey site:

- Supplied ten different men's sheds across six shires with timber for their community projects
- Created 50 kilometres of fencing supplies, as well as retaining wall sleepers, for local residents and primary producers across the worst storm-affected farms and communities
- Milled 11,500 stakes for Council tree planting programs, saving thousands of dollars
- Created free firewood for nearly 2,000 residents
- Delivered 90 truckloads of root balls to enhance fish breeding habitat within rivers and water systems across 10 different water catchment authorities
- Delivered 225 cubic metres of sawdust to local pig farmers
- Processed 180,000 cubic metres of mulch, with free mulch available at transfer stations.

Council's Habitat Kit program saw 50 storm-affected residents receive two nest boxes and a box of indigenous plants to help restore the natural environment in their own backyards.

Recipients attended a free environmental workshop with local experts sharing knowledge about revegetation techniques and how to install and monitor nest boxes.

Essential to this program was a collaboration with Woodend Men's Shed, which designed and built the habitat boxes from wood that was felled during the storms and processed at Council's green waste facility in Romsey.

Department of Environment, Land, Water and Planning (DELWP) also provided funding for this project.

Approximately 2,000 Macedon Ranges residents received two cubic metres of free firewood from the storm-felled trees, which had been processed at the Romsey storm waste facility. Residents had the opportunity to register for firewood and pick it up themselves at one of Council's transfer stations or the Woodend Depot.

With market rates in 2021 for mixed firewood averaging around \$200 per cubic metre, 2,000 households in the shire saved around \$400 each on firewood.

Provisions were also made to support those most in need. Council set aside a quantity of free firewood for delivery to residents experiencing hardship and for whom collection would be a barrier. Council worked with Sunbury and Cobaw Community Health, Council's own community support units and local community organisations to identify who would benefit the most from a delivery of free firewood.



Storm waste processing facility, Romsey



Farmland, Macedon

The Cool Changes program aims to create Community Climate Action Plans unique to towns and communities in the shire.

Community members from Gisborne and Riddells Creek participated in workshops that explored township vulnerabilities and assets in a changing climate and collaborated to create a series of both adaptation and mitigation actions, creating a shared vision for future climate action.

The program will continue in 2022/23 with Macedon/Mt Macedon and Kyneton having the opportunity to create their action plans.

Council's Healthy Landscapes for Healthy Livestock project was selected as the winner in the Healthy Environment category of the 2021 Premier's Sustainability Awards.

The awards celebrate individuals, communities and organisations across Victoria who are leading the way in sustainability.

The Healthy Landscapes for Healthy Livestock project was developed in response to the opportunities identified to improve land management outcomes across the Macedon Ranges Shire. The program specifically was designed to help address issues around over grazing, weed invasion, loss of native grasslands and reports that farmers were struggling to afford importing feed stock. The aim was to build the capacity of local livestock farmers to implement regenerative agriculture techniques that improved soil health, enhanced biodiversity and enhanced on-farm resilience to a changing climate.

An evaluation from 110 participants indicated that 100 per cent of respondents had changed their land management practices in a positive way.

This program—which is now called the Healthy Landscapes: Practical Regenerative Agricultural Communities program—has been extended until 2024 in partnership with Hepburn Shire Council, the City of Greater Bendigo, A Healthy Coliban Catchment project (North Central Catchment Management Authority and Coliban Water), Melbourne Water and the Upper Campaspe Landcare Network.

Our major initiatives

Progress of Council in relation to major initiatives in the 2021/22 Budget

Initiative	Progress
Protect the natural environment and enhance biodiversity	
Continue the Healthy Landscapes for Healthy Livestock project.	The Healthy Landscapes (Practical Regenerative Agriculture Communities) program has continued to deliver courses and individual on-farm advice to hundreds of landholders across the Macedon Ranges. As a result, property owners have increased tree planting and modified grazing practices resulting in enhanced biodiversity, waterway protection and carbon storage on farms. The wellbeing of participants has been a surprising positive outcome of the program. Funding has been secured with 2021/22 program partners to extend program for a further two years.
Finalise the review of the Hanging Rock Environmental Management Plan and commence implementation of priority actions.	The Hanging Rock Environment Management Plan was endorsed at Council Meeting 27 October 2021. It is available on Council's website.
Finalise the Roadside Conservation Management Plan that aims to enhance the conservation value of Council-managed roadsides, while mitigating fire risk and maintaining road safety.	The Roadside Conservation Management Plan was endorsed at the 24 November 2021 Council Meeting. It is available on Council's website.
Protect, preserve and enhance bushland and biodiversity.	<p>Flora monitoring of fixed plots occurred in Black Hill, Bald Hill and Mt Gisborne Reserve. Citizen science delivered follow-up surveying of Clover Glycine at Bald Hill. The Bird Blitz, spotlighting, and nest box checks were delivered as part of Council's Biodiversity Monitoring Program.</p> <p>Weed control has been undertaken at Bald Hill, Black Hill, Malmsbury Common, UL Daly Nature Reserve, Woodend Grassland, Marsh Court, Magnet Hill Reserve, Gisborne Marshlands and Hobbs Road Reserves as well as many of Council's smaller conservation reserves. Rabbit exclusion fencing has been installed on strategic boundaries of Magnet Hill Reserve.</p> <p>Tree hazard assessment and works were completed at Bullengarook Recreation Reserve, Maxwell Street Reserve (Tylden) and Quarry Road Retarding Basin (Woodend). A 2.1ha planned ecological burn was undertaken at Malmsbury Common. Infrastructure works included a pedestrian bridge upgrade at Stanley Park and new shelter installation at Bald Hill.</p> <p>Responded to the June and October storms to ensure minimal environmental damage in conservation reserves, along roadsides and on private land.</p> <p>Environmental Management Plan for Hanging Rock completed.</p> <p>Community members and groups continue to be actively involved in our environment events and Landcare support programs.</p>

Initiative	Progress
Lessen the severity of climate change through actions that enable Council and the community to reduce greenhouse gas emissions	
Review and adopt Council's Environment Strategy.	Council adopted the updated Environment Strategy at its scheduled meeting on 27 October 2021.
Implement a suite of environmental upgrades to Council buildings to enhance energy efficiency and environmental performance.	A range of planned works have been completed and remaining funds will be carried forward to 2022/23 to enable solar panels and battery power storage to be installed at two community buildings.
Replace all remaining standard street lights with energy-efficient lights through the Central Victorian Greenhouse Alliance Lighting the Regions Project.	Issues in sourcing parts and contractors to install new lights has delayed the completion of this project. Approximately 200 shared street lights were replaced by end of 2021/22 with the balance to be delivered early in 2022/23.
Continue delivery of a program of community climate change action plans across the shire's townships.	Community Climate Action Plans for Riddells Creek and Gisborne were prepared through the Cool Changes Program.
Research ways for Council to support the use and uptake of electric vehicles (EV) across the shire.	<p>Provided support for a successful grant application for Victorian Government funds to deliver public-use EV Charging Stations in Macedon, Lancefield and Kyneton.</p> <p>Council was also successful in receiving grant funding to deliver EV Charging Stations at its own facilities in Gisborne, Kyneton and Woodend to support Council's fleet transition to low emission vehicles.</p> <p>Research continues through regular EV working group meet-ups with other councils (run by Cities Power Partnership).</p>
Improve the quality of recycling, minimise the generation of waste and establish alternatives to landfill disposal	
Commence implementation of actions to phase out single-use plastics, based on the audit findings and action plan.	Completed using EPIC for auditing and educational outcomes. Some actions are already underway.
Actively promote the use of reusable nappies through the Maternal and Child Health Service.	<p>Council sought feedback from all types of nappy users to help understand the barriers to using reusable nappies such as initial cost, convenience, and accessibility.</p> <p>Utilising this feedback, Council is developing a program to encourage further use of reusable nappies and support parents and carers in the community to find ways to save money, care for their baby and the environment.</p>
Commence the implementation of the actions identified in the Waste Management and Resource Recovery Strategy 2021–2026.	<p>Of the 31 actions identified in the Strategy, Council completed six actions with another 15 actioned and ongoing.</p> <p>Of the remaining 10 actions:</p> <ul style="list-style-type: none"> • The creation of the Circular Economy education and engagement plan commenced. • The single-use plastic campaign for community and business is about to begin. • Closed-loop glass recycling is currently being investigated. • A transfer station in the south is being investigated. • Soft plastics trial continues as we work on a permanent solution. • Four actions remain to be started.

Initiative	Progress
Decrease tonnes of waste to landfill per capita.	<p>Tonnes of waste to landfill per household produced 11.1 kg down 27% from the yearly average of 15.2kg.</p> <p>Macedon Ranges Shire Council has achieved the highest diversion of resources from landfill of any council in Victoria since the four-bin system was introduced—with a 74% diversion rate.</p> <p>Soft plastic trial receiving 100 cubic metres a month and efforts to move to business as usual are in motion.</p>

Provide opportunities to experience open space and bushland reserves

Work towards amending the Planning Scheme to introduce new policy and planning controls to implement the Significant Landscapes Study.	<p>The Distinctive Area and Landscapes Advisory Committee are continuing to sit and consider the Surf Coast, Bellarine and Bass Coast areas.</p> <p>Officers are assessing the Advisory Committee recommendations and the response from the Minister for Planning as they become available.</p> <p>It is expected that changes will need to be made to C133macr (Significant Landscape Assessment) to respond to the Committee recommendations.</p>
Commence implementation of recommended master plan actions at the Gisborne, Kyneton and Malmsbury Botanic Gardens, including the delivery of an entry garden (western entrance) at the Gisborne Botanic Gardens.	<p>Master plan implementation has commenced at all botanic gardens.</p> <p>The delivery of the entry garden is pending final design.</p>
Riddells Creek Street tree planter boxes — determine a solution to retain the existing trees while providing new planter boxes developed with a different construction methodology.	<p>Planter boxes temporarily repaired (providing approximately five years further lifespan) whilst awaiting the new construction solution.</p> <p>An engineer has been engaged to design a long term solution.</p>

Improve the management of water, including flooding risk, water quality of creeks and waterways, and the efficient use of water

Commence priority waterway restoration works that implement adopted waterway environmental plans, which includes completing the master plan of the Woodend Five Mile Creek, and continued delivery on the implementation of the Romsey Five Mile Creek Master Plan.	<p>Melbourne Water capital works programs, in partnership with Council, have made significant environmental works along Romsey Five Mile Creek and Jacksons Creek in Gisborne.</p> <p>Romsey Five Mile Creek works included Water Sensitive Urban Design report; Melbourne Water Capital Works Project for weed control and revegetation; and a Cultural Heritage Management Plan for proposed pathway from Wrixon Street to Couzens Lane.</p> <p>Woodend Five Mile Creek included the completion of the ecological assessment, stakeholder engagement, Traditional Owner engagement and the draft master plan, ready for community consultation early 2022/23.</p>
Continue the waterway conservation works program.	<p>In partnership with Melbourne Water's Liveable Communities, Liveable Waterways Program weed control and planting preparation was undertaken at Tony Clarke Reserve (Macedon), Three Chain Road (Newham), Rotary Park (Gisborne), Kathryn Court (Riddells Creek) and Bruce Street No 3 Reserve.</p> <p>Weed control on waterways also was undertaken at Five Mile Creek Reserve (Woodend), Bald Hill Reserve (Post Office Creek upper catchment –Kyneton), and Malmsbury Common (Coliban River).</p>

Initiative	Progress
Maintain systems, capacity and capability to manage, respond to and lead recovery after emergency events	
Monitor and mitigate key emergency risks.	<p>Activities included boosting Municipal Recovery Manager (MRM) / Municipal Emergency Management Officer (MEMO) duty phone coverage to further support emergency communication; statutory fire prevention program and monitoring of 2021 storm impacts by the recovery team.</p> <p>These activities are ongoing and will continue into 2022/23.</p>
Leverage partnerships with key agencies and community groups to improve response to and recovery from emergency events.	<p>Council leveraged partnerships with Municipal Emergency Management Planning Committee (MEMPC) meetings; close partnerships with CFA for fire prevention program; Vic SES for storm recovery efforts; and Department of Families, Fairness and Housing, local health authorities and Food Bank for COVID-19 emergency health response and relief programs.</p> <p>Fire prevention and storm related partnerships are ongoing and will continue into 2022/23.</p>
Contribute to Municipal Emergency Management Planning.	<p>MRM/MEMO guidelines were developed and Council hosted and participated on the MEMPC and sub-committees.</p> <p>These activities are ongoing and will continue into 2022/23.</p>
Learn from emergency management response to improve future responses.	<p>Council undertook the recovery program from the storms in 2021, regularly exercising and documenting these lessons in the MRM/MEMO guidelines.</p> <p>These activities are ongoing and will continue into 2022/23.</p>
Encourage active and healthy lifestyles for people of all ages and abilities	
Optimise accessibility and usage of open space and facilities through a program of development and renewals for open space, playgrounds and sporting infrastructure.	<p>Funding of the development and renewal of open space facilities is identified and targeted with needs informed through the completion of master plans.</p> <p>Projects that have been completed include the Lancefield Park Oval lighting project, the Gardiner Reserve change room pavilions, Sankey Reserve pavilion improvements. Funding has been secured for the Barkly Square playing surface redevelopment, the Macedon Ranges Regional Sports Precinct and a Community Equestrian Facilities Plan.</p>
Work in partnership with health, education and community organisations, including sporting clubs and community groups, to enhance opportunities for improved health, and participation in passive and active recreation.	<p>Healthy Heart of Victoria has delivered several projects throughout the year some completed and some progressing into the new financial year. These include cooking programs, activation of walking routes and supporting community gardening and community kitchens. Key partners include Sunbury and Cobaw Community Health, Macedon Ranges Health, Goldfields Libraries and Neighbourhood Houses.</p>
Adopt the Municipal Public Health and Wellbeing Plan 2021–2025.	<p>The Municipal Public Health and Wellbeing Plan 2021–2025 was adopted by Council in October 2021.</p>
Adopt the Disability Action Plan 2021–2025.	<p>The Disability Action Plan 2021–2025 (DAP) was adopted by Council in October 2021 as part of the Municipal Public Health and Wellbeing Plan 2021–2025. The DAP has been published as an easy-to-read document.</p>

Initiative	Progress
Continue to deliver the actions for Elevate — Council's Youth Strategy 2018–2028.	<p>Of the 48 actions in the Youth Strategy - Elevate! relevant to the 2021/22 financial year, Council completed 37 with 13 remaining incomplete or ongoing.</p> <ul style="list-style-type: none"> • Young people were consulted in the design of potential upgrades to the Gisborne Skate Park. • Council has advocated for more affordable housing in the Macedon Ranges. • Advocacy continues for young people to sit on boards, committees and action groups, with a young person joining the Youth Mental Health Advocacy Group and other committees. • Council has worked with individual businesses and industries to explore workplace mentoring programs, namely hospitality and Early Years. • Young people were actively involved in interview panels for Youth Services' roles. • A Youth Summit is planned for September 2022. • Council continues to investigate and promote employment opportunities and pathways for young people. • Six actions remain to be started.
Facilitate/partner with health service providers within the community.	Several projects have been delivered under the Healthy Heart of Victoria (HHV) program that were made possible by partnering with health service providers including Sunbury and Cobaw Community Health and Macedon Ranges Health (including cooking programs and the Puppy Pride event). Council continues to work with Sunbury and Cobaw Community Health, Macedon Ranges Health and Central Highlands Rural Health. Council's regional assessment service refers eligible older people to these services to their funded programs partnering together to ensure older people can remain living independently in their homes and communities.
Participate in the Healthy Heart of Victoria (HHV) initiative to improve health and wellbeing outcomes in Macedon Ranges and advocate for ongoing funding.	Ongoing funding for Healthy Heart of Victoria has been secured for four more years to 2026.
Engage families to promote the importance of early childhood education and health	
Work with the Department of Education (DET) to support current education reforms, such as the rollout of three-year-old kindergarten in the shire and School Readiness Funding.	Work has continued to support current education reforms. Actions have included securing a building blocks planning grant to further progress planning for increased services as a part of three-year-old kindergarten roll out. Council has established a provider network to facilitate shared opportunities across the shire.
Provide and support access to quality kindergarten programs across the shire.	Council continues to deliver high quality services across its eight kindergartens.
Improve social connection for children and families with barriers to social engagement.	<p>Small Talk playgroup continues to prove successful and operated online during COVID-19 restrictions.</p> <p>The Early Years Service Planner is working with the Child and Family Services alliance and other key stakeholders to consider unblocking systems issues which can be a barrier to engagement for families. Promoted and supported the Homestart pilot project — mentoring for families of young children.</p>
Strengthen municipal planning of early years' services and deliver the first-year actions for Council's Early Years Plan — CREATE.	This plan, which guides municipal planning of early years services in the shire was endorsed in September 2021 and all first year actions have been completed.
Explore feasibility of Macedon Ranges becoming a child friendly community.	This item has been carried forward noting a large component of this work has progressed with changes implemented by Council as a result of changes to the Child Safe Standards

Initiative	Progress
Continue to deliver maternal and child health, and early childhood services and programs, including immunisation and supported playgroups.	Services continue to be delivered including Sleep and Settling Program and Small Talk Playgroup. Partnership formed between MCH and immunisation program to offer in-home immunisation program to vulnerable families.
Support our community to ensure better access and connection for facilities and services	
Continue to monitor the implication of aged care reform on Council's role in supporting older people.	Council continues to be briefed on the changes to the aged care sector.
Become members of the Every Age Counts coalition and take the pledge to address ageism.	Council took the Every Age Counts collation pledge at their June 2022 meeting. The pledge will now guide work into the new year to support Council to address ageism.
Advocate for access to health services locally.	Council continues to work and partner with health services to work together to advocate for those requiring health services across the region. In the aged care space, there has been seven community information sessions in the year focussing on assisting older people and carers to access services. This has been completed in partnership with other agencies. Children and Family Services established the Youth Mental Health Advocacy Group (YMHAG) to lead advocacy and action in improving mental health supports for young people in the Macedon Ranges.
Assist to improve mental wellbeing within the community	
Continue to increase community awareness and resilience in relation to mental health through initiatives such as Live4Life.	Council continues to play a key role in this work, specifically in delivery of mental health first aid, Live4Life program and support of Macedon Ranges Suicide Prevention Action Group.
Support and promote mental health by continued training of mental health first aid sessions through Live4Life and the Older Person Mental Health First Aid course.	Five Youth Mental Health First Aid courses and two Older Person Mental Health First Aid courses were delivered in 2021/22.
Work with Australian and Victorian Governments to advocate for the establishment of a youth mental health service in the Macedon Ranges Shire.	This priority project is progressing. Establishment of an advocacy group has occurred. Membership of this group is led by Council and comprises of key organisations and stakeholders that are invested in supporting young people's health and wellbeing in the Macedon Ranges. Moreover, the Advocacy Group includes young people, friends and families as well as health professionals to ensure that lived experiences are captured and appropriately represented in its advocacy activities. The group have finalised a document outlining key challenges within the shire for young people experiencing mental ill health and are developing a preferred model to adopt in Macedon Ranges.
Continue to support phase two of Sunbury and Cobaw Community Health's Human Code project through the Healthy Masculinities Partnership Grant.	Council supported activities associated with this initiative including, Cut the Silence and The Tomorrow Man's six-week program.
Continue delivering Live4life in secondary schools and the wider community across our shire.	Council continues to empower communities to improve youth mental health and reduce youth suicide through the provision of Live4Life. Face-to-face program delivery to students in secondary schools in the shire has resumed following limited engagement during the COVID-19 pandemic. 320 year eight students completed the teen Mental Health First Aid Course in 2022.
Develop and deliver a primary school based mental health and wellbeing model for grade 5 and 6 students across our shire.	There has been continued progress in this project with Tuning into Kids training held in June 2022. Pilot schools were selected. Community consultation via a series of surveys (school, parent, community) to gather feedback was completed.

Local Government Performance Reporting Framework

Service/ indicator/measure	Results				Comments
	2019	2020	2021	2022	
Aquatic Facilities					
Service standard					
<i>Health inspections of aquatic facilities</i>					
[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	1.00	0.00	1.00	
Utilisation					
<i>Utilisation of aquatic facilities</i>					
[Number of visits to aquatic facilities / Municipal population]	7.23	5.50	2.53	4.52	The gradual relaxation of COVID restrictions through 2021, followed by a return to COVID normal operations from Term 1 2022 allowed facilities to significantly expand programming at all sites. The increase in recorded visitations is a direct result of the expansion of programming. Review of pre-COVID attendance figures show facilities are returning to near historic levels on a month to month comparative basis.
Service cost					
<i>Cost of aquatic facilities</i>					
[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	\$3.32	\$7.09	\$4.00	The gradual relaxation of COVID restrictions through 2021 followed by a return to COVID normal operations from Term 1 2022 allowed facilities to significantly expand programming at all sites. The increase in recorded visitations is a direct result of the expansion of programming. This programming has seen the cost of aquatic facilities per visit return to pre-COVID costs.
Animal Management					
Timeliness					
<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]	1.20	1.18	1.10	1.06	
Service standard					
<i>Animals reclaimed</i>					
[Number of animals reclaimed / Number of animals collected] x100	54.04%	50.28%	50.49%	54.47%	
<i>Animals rehomed</i>					
[Number of animals rehomed / Number of animals collected] x100	New in 2020	22.33%	27.32%	27.23%	

Service/ indicator/measure	Results				Comments
	2019	2020	2021	2022	
Service cost					
<i>Cost of animal management service per population</i> [Direct cost of the animal management service / Population]	New in 2020	\$20.08	\$18.22	\$18.15	
Health and safety					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	100.00%	0.00%	0.00%	No prosecutions were completed in the financial year.
Food Safety					
Timeliness					
<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]	2.25	2.13	2.96	2.33	2020-21 saw an increase in average response times during the COVID period. 2021-22 saw a return to a more normal service levels, staffing levels and response times.
Service standard					
<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	100.00%	95.65%	77.54%	94.20%	2020-21 saw a decrease in Food Safety Assessments during the COVID period. 2021-22 saw a return to a more normal service, staffing levels and food safety assessment numbers.
Service cost					
<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]	\$311.54	\$298.43	\$290.16	\$391.30	This indicator is calculated on a percentage of the cost of the Environmental Health Unit. During 2022 the percentage was reviewed and increased to better reflect time and output by the unit in delivering this service. Therefore increasing the cost of food safety services.

Service/ indicator/measure	Results				Comments
	2019	2020	2021	2022	
Health and safety					
<i>Critical and major non-compliance outcome notifications</i>					
[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100					
	100.00%	95.52%	95.12%	100.00%	
Libraries					
Utilisation					
<i>Physical library collection usage</i>					
[Number of physical library collection item loans / Number of physical library collection items]					
	5.44	4.48	4.48	5.01	With library services returning to pre Covid service level residents have returned to libraries and utilised the library collection. It is expected in the future collection usage will return to 2018-19 levels.
Resource standard					
<i>Recently purchased library collection</i>					
[Number of library collection items purchased in the last 5 years / Number of library collection items] x100					
	72.10%	72.10%	72.10%	73.78%	
Participation					
<i>Active library borrowers in municipality</i>					
[Number of active library borrowers in the last three years / The sum of the population for the last three years] x100					
	16.40%	16.28%	14.17%	12.24%	Despite overall utilisation returning to pre COVID 19 levels, the number of active borrowers has not. This is possibly due to hesitation resulting from the pandemic.
Service cost					
<i>Cost of library service per population</i>					
[Direct cost of the library service / Population]					
	New in 2020	\$27.03	\$28.02	\$27.48	
Maternal and Child Health (MCH)					
Service standard					
<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					
	100.60%	100.42%	100.63%	100.00%	

Service/ indicator/measure	Results				Comments
	2019	2020	2021	2022	
Service cost					
<i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$78.74	\$83.06	\$87.83	\$89.41	
Participation					
<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	80.92%	82.38%	80.85%	78.36%	
Participation <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	80.65%	91.23%	78.67%	87.80%	Number of Aboriginal children participating in MCH services increased from 37.5 at 30 June 2021 to 41 at 30 June 2022.
Satisfaction					
<i>Participation in 4-week Key Age and Stage visit</i> [Number of 4-week key age and stage visits / Number of birth notifications received] x100	New in 2020	103.17%	96.85%	102.24%	
Statutory Planning					
Timeliness					
<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]	106.00	93.00	98.00	121.00	A growth in the number of applications received, coupled with staff movement have resulted in very higher than normal officer caseloads which had an impact on time taken to make decisions.
Service standard					
<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	58.10%	70.05%	62.82%	49.77%	A growth in the number of applications received, coupled with staff movement have resulted in very higher than normal officer caseloads which had an impact on time taken to make decisions. The 2022/23 Budget includes additional funding for statutory planning, to address this issue.

Service/ indicator/measure	Results				Comments
	2019	2020	2021	2022	
Service cost					
<i>Cost of statutory planning service</i>					
[Direct cost of the statutory planning service / Number of planning applications received]	\$3,136.22	\$3,221.60	\$3,073.47	\$2,888.70	
Decision making					
<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	58.33%	100.00%	50.00%	46.67%	
Waste Collection					
Satisfaction					
<i>Kerbside bin collection requests</i>					
[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000	223.08	210.47	198.56	174.70	Council have been working with the service provider to improve and resolve issues associated with the bin collection service. This is now paying dividends which is evident by a decrease in the number of requests received. We have also introduced a four-bin system throughout the whole of the Municipality which for the most part has been received well by our residents and has subsequently reduced requests associated with garbage and recycling.
Service standard					
<i>Kerbside collection bins missed</i>					
[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	8.05	8.51	8.69	6.31	Council have been working with the service provider to improve and resolve issues associated with our bin collection service. This is now paying dividends which is evident by a decrease in the number of missed bins.
Service cost					
<i>Cost of kerbside garbage bin collection service</i>					
[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$136.95	\$127.19	\$93.28	\$106.41	Increased costs are associated with an increase in landfill gate fees and the EPA levy.

Service/ indicator/measure	Results				Comments
	2019	2020	2021	2022	
Service cost					
<i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$42.44	\$79.43	\$68.56	\$49.91	Costs have decreased from last year due to the introduction of glass recycling bins (approx. 50% increase in number of bins) noting that the additional costs for this service is monthly (bins collected once a month) as opposed to normal recycling bins which are collected fortnightly. Costs last year only included comingled recyclables not glass recyclables.
Waste diversion					
<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	44.78%	53.46%	64.67%	71.08%	This shows the positive impact the four-bin system is having in increasing the diversion rate from landfill.

Retired indicators		
Service / indicator / measure	Results 2019	Comment
Aquatic Facilities		
Service cost <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$1.44	This measure was replaced by Cost of aquatic facilities for 2020.
<i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$10.77	This measure was replaced by Cost of aquatic facilities for 2020.
Animal Management		
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$68.48	This measure was replaced by Cost of animal management service per population for 2020.
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	0	This measure was replaced by Animal management prosecutions (%) for 2020.
Libraries		
Service cost <i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$5.16	This measure was replaced by Cost of library service per population for 2020.
Maternal and Child Health (MCH)		
Satisfaction <i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	103.6%	This measure was replaced by Participation in 4-week Key Age and Stage visit for 2020.

PRIORITY 3 – BUSINESS AND TOURISM

Community Vision – themes

Business and tourism is about prioritising and promoting the people, resources, services and our regional identity to ensure economic growth.

Economic development is crucial for the continued growth of the economy of the Macedon Ranges Shire.

Council Plan – strategic objectives

We will foster economic vitality in a way that promotes positive individual and community health outcomes, including business diversity, housing, transport, information and communication technology, and employment options. Investment attracted to the shire will be consistent with the community vision.

Fast facts

- The Shire's official tourism website — visitmacedonranges.com — received an average of 35,800 visits/sessions per month.
- Our visitor database has maintained approximately 13,500 active subscribers.
- Visit Macedon Ranges eNewsletter has an average open rate of 31.3 per cent, on par with the industry average of 31 per cent.
- Visit Macedon Ranges social media channels have 14,318 Facebook followers and 4,883 Instagram followers.
- The Visitor Information Centres (VICs) responded to 5,829 visitor enquiries, down on the 12,125 of the previous year. But note that due to COVID-19, the VICs had significantly reduced opening hours during July, August and September 2021.
- VICs recruited 4 new volunteers. Since this last training period, 5 more expressions of interest have been received from prospective volunteers.
- During autumn, staff and volunteers operated an Event Pod at Centennial Park, Macedon providing visitor information to tourists visiting Honour Avenue and open gardens.
- The Macedon Ranges Autumn Festival recorded 15,401 visitors across all formal events.
- The Economic Development business eNews was distributed to 1,956 businesses every month.
- A number of businesses from the agri-sector were supported in adapting to the impacts of COVID-19 via Council's Business Continuity and Resilience voucher program.

Achievements

We encouraged economic vitality (including tourism, agribusiness, buy local and local employment options) by:

- Encouraging businesses to become involved in the second annual shire-wide Autumn Festival through involvement in the Pie and Tart Trail and hosting their events.
- Supporting businesses, local artists, and performers through the Outdoor Activation Fund and Council COVID-19 Recovery funding to deliver events and activities as part of the Autumn Festival Program.
- Supporting the delivery of events and festivals through Council's annual Events and Festivals Program.
- Delivering a third round of the Business Continuity and Resilience Program, which provided vouchers to access local professional service providers to support small business operators to deal with COVID-19 impacts and investigate opportunities for alternate business methods.
- Conducting workshops, webinars and business mentoring to support the upskilling of local business operators and staff.

We supported local industry sectors that align with our Community Vision and strategies by:

- Continuing to support quarterly shire-wide meetings that bring together local business, tourism and industry associations for information sharing, support and networking.
- Providing financial support for digital marketing programs for the industry sectors in the shire. We continued to promote wellbeing initiatives to all businesses as the economy moved toward COVID-19 recovery.
- Supporting the tourism sector via promotional campaigns and submissions to state and national tourism awards.
- Collaborating with the Pyrenees and Northern Grampians shire councils to deliver a folio of event planning webinars and support tools for local event organisers.



Live music pop-ups, Autumn Festival

We supported small business and the local economy by:

- Working with the business community and collaborating with other areas of Council, we assisted new and existing businesses with their permit applications and amendments.
- Administering Victorian Government funded grants that encouraged outdoor activations and developments around the shire via an Expression of Interest from local businesses and community groups.
- Delivering the Victorian Government funded Business Concierge program to support businesses to become compliant with COVID-19 safe practices. Via a mix of face-to-face and online mechanisms, local businesses were offered information and support to ensure they were operating in a safe manner.

We engaged with emerging technology solutions and initiatives to increase the liveability of the shire by:

- Continuing to advocate via federal and state governments and service providers for improved telecommunications connectivity across the shire.
- Working with key regional service providers to identify solutions for locations known to have poor connectivity with a focus on Gisborne South, Woodend, Kyneton and Tylden.
- Providing a conduit to service providers for local residents with issues specific to their locality.

Other key achievements

The Shared Trails project progressed well, and on completion, will stand as a major tourism product for the region. The project will establish a 24-kilometre trail for walking, running and low volume cycling from Woodend to Riddells Creek in three sections:

- Woodend to Macedon — 8.5km
- Macedon to New Gisborne — 5.8km
- New Gisborne to Riddells Creek — 9km.

This year Council executed a Grant Agreement with Regional Development Victoria and:

- Completed investigative work to determine the environment and heritage process requirements of the project
- Refined the staged delivery plan for the path network
- Continued discussions to establish land agreements with land owners, Traditional Owners and land managers
- Completed a Road Safety Assessment to review ways trail users can safely cross existing road intersections
- Completed Detailed Environmental Assessments, including commencement of targeted flora and fauna surveys
- Continued with preliminary field work assessments to investigate likelihood of encountering artefacts in areas of known cultural sensitivity



Pie and Tart Trail, Autumn Festival

- Initiated the tender for Stages 1b and 2 of the trail works
- And awarded the design and construction contract to local construction company NewEarth Constructions.

Completion is slated for 2024.

A range of measures to encourage a “Go Local First” message and attitude to aid resilience and sustainability in local businesses was delivered.

The five-week shire-wide Autumn Festival held throughout March and April showcased the incredible talent of Macedon Ranges’ artisans and performers, fantastic produce and scenic autumn experiences in the region.

More than 15,000 visitors enjoyed events and activities across the shire, including food and wine events, art exhibitions, open gardens, live music gigs and creative workshops held by local businesses.

The Festival opened with three unique First Nations Cultural Heritage Events held over two days celebrating the region’s rich Indigenous heritage and the launch of Council’s Reconciliation Action Plan.

Our major initiatives

Progress of Council in relation to major initiatives in the 2021/22 Budget

Initiative	Progress
Encourage economic vitality (including tourism, agribusiness, buy local and local employment options)	
Subject to Council adoption, commence implementation of actions contained in Year One of Council's Economic Development Strategy (EDS).	<p>Delivery on Year One Economic Development Strategy highlights include:</p> <ul style="list-style-type: none"> • Support for the local economy through involvement and delivery of projects such as INVEST Loddon Mallee, UN City of Gastronomy, the 2021 Josh's Rainbow Eggs Macedon Ranges Business Excellence Awards program. • Becoming a Small Business Friendly Council. • Continuing conversations and the provision of support for internal and external stakeholders with the goal to make it easier to conduct business in the Macedon Ranges. • Delivery of the Victorian Government funded Business Concierge and Outdoor Activation Fund programs.
Progress the Events Strategy 2021–2025, including the development of the Autumn Festival.	The Macedon Ranges Autumn Festival was successfully staged for the second year. The Pie and Tart Trail was a new initiative for the Festival in 2022, receiving positive feedback from visitors and traders. Planning for the 2023 Festival is now underway. The landing page for event planning has been updated on Council's website, and an online application form for event approvals has been introduced.
Progress the Rural Land Use Strategy (incorporating the 'In the Farming Zone Strategy') to Council for decision and consider implementation into the Macedon Ranges Planning Scheme.	The draft Rural Land Use Strategy was released for community consultation between 19 July 2021 and 17 September 2021. 175 submissions were received. Feedback is being considered to determine what future work will be required to support businesses whilst conserving important biodiversity values in our rural land zones.
Continue delivering actions from the Arts and Culture Strategy 2018–2028.	Delivery of actions from the Arts and Culture Strategy is on-track and ongoing. The fourth quarter saw a strong return of shows to the Kyneton Town Hall, completion of the Biodiversity Exhibition at the Kyneton Museum and the subsequent tour of exhibit pieces to different venues around the shire, the development and delivery of three projects creating artistic experiences around 22 different sites, activating key shopping and dining precincts. We have continued to foster strong partnerships within Council and with external stakeholders and community groups, to provide opportunities for people to participate in the arts (e.g. Urban Sea Shanties Community Choir project).
Support local industry sectors that align with our vision strategies	
Continue to support local Business and Tourism Associations (BATAs) and industry-sector peak bodies, and look to have geographic and industry sector coverage.	We hosted the Business and Tourism Industry Stakeholder Group meetings quarterly. We continued to engage with businesses in locations across the shire where there is no formal BATA representation, seeking to formalise communications and support where there is sufficient interest and engagement.
Continue to increase the business community's engagement with the Macedon Ranges Shire Council Business Awards.	After a year in hiatus due to COVID-19 impacts, we delivered the 2021 Josh's Rainbow Eggs Macedon Ranges Business Excellence Awards in November. The program, including a number of award category changes, was positively received and a fitting celebration of businesses in our shire. The 2022 Awards program got underway in April 2022.

Initiative	Progress
Continue to provide support measures for the community and local businesses to assist the shire's recovery from the COVID-19 pandemic.	A significant package of support activities were delivered to aid business recovery. The third round of the Business Continuity and Resilience Program (BCRP2022), saw 95 applications approved for vouchers. On site business mentoring across the shire helped hundreds of local businesses stay in touch with current restrictions and support mechanisms as well as keep themselves, their staff and customers safer. Providing financial and other support for outdoor activations and performances also helped businesses and communities get back to a more normal existence.
Support small business and the local economy	
Deliver obligations under Small Business Friendly Charter: <ul style="list-style-type: none"> • Deliver 14-day payments to local suppliers • Engage with businesses • Streamline business applications • Help set up and support local business networks. 	<p>Local suppliers were (and will continue to be) paid in a 14-day-cycle to help cash flow. The importance of communicating planned infrastructure works to plan methods to mitigate the impact to local businesses continued to be a focus.</p> <p>Local business networks received ongoing support via the stakeholder forum and COVID-19 support initiatives.</p> <p>A strong partnership with the Macedon Ranges Accommodation Association (MRAA) led to delivery of a Digital Health Check training program for MRAA members and others involved in the local visitor economy. A second iteration of this method of delivery of business training (i.e. a partnership approach) was planned. It will be delivered in 2022/23.</p>
Support the local economy by encouraging procurement to be undertaken locally.	A review of the adopted procurement policy confirmed that it references local businesses at a number of points. It also has a provision built in for treating local businesses favourably while balancing other key considerations including value for money, probity and fair processes.
Engage with emerging technology solutions and initiatives to increase the liveability of the shire	
Advocate for improved communications Infrastructure.	Improved telecommunications infrastructure and services were initiated by providers in Kyneton, Woodend, and Gisborne South. Onsite visits with Telstra in Woodend, Kyneton and Gisborne South to discuss options, challenges and timelines were undertaken. A letter of support for a Tylden base station was provided for a Telstra co-funding application. Letters to state and federal government representatives and telecommunications service providers, advocating for improved services across the shire, (and outlining known poorly serviced locations) were distributed.

PRIORITY 4 – DELIVER STRONG AND RELIABLE GOVERNMENT

Council Plan – strategic objectives

We will demonstrate the qualities of good governance including a clear vision and culture, transparency, respect, consistency, accountability and responsiveness.

Fast facts

- 1525 views of Council meeting livestreams.
- 2353 views of Council meeting recordings.
- 24,053 rateable properties in the shire.
- 57 residents from 20 countries became citizens at eight ceremonies.
- Issued 175 media releases.
- Responded to 52 media enquiries.
- Held 41 community consultations.
- Managed 12 eNewsletters, emailing a total of 179 campaigns.
- Maintained a robust website, with 1.8 million page views.
- Managed 13 social media pages, with significant growth in followers.



Customer service, Gisborne Administration Centre

Achievements

We ensured sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services by:

Council undertook the preparation of relevant frameworks, budgets and plans as outlined in the *Local Government Act 2020* to ensure responsible, sustainable financial management and strategic allocation of resources for the delivery of planned infrastructure and services.

Under our Integrated Reporting Framework, this included:

- Council Plan 2021–31
- Council Plan 2021–31 (Year One Actions)
- Asset Plan 2021–31
- Financial Plan 2021–31
- 2021/22 Budget
- Regular Reporting, including financial statements, quarterly reports and Annual Report.

In addition, during November 2021, Council adopted a new Procurement Policy consistent with the requirements of the *Local Government Act 2020* (LGA 2020), together with a renewed Risk Strategy and Strategic Risk Register.

Council also delivered a key project to renew our project management framework, complemented by the deployment of new project management software and tools to manage, monitor, and enhance the ongoing delivery of capital work projects.

We enhanced strategy, policy and plan development, and identified alignment to allow for prioritisation of services that are efficient, well planned, accessible and meet community needs by:

Key strategies, policies and plans developed and adopted in 2021/22 included those created under the Integrated Reporting Framework (Budget, Council Plan, Asset Plan, Financial Reports) and in accordance with the requirements of the LGA 2020 such as:

- A Workforce Plan which aims to ensure that Council has the right people, at the right time, with the right skills
- Gender Equity Action Plan to ensure we consider gender impact when allocating public resources, and interacting with our community
- Community Engagement Policy to set out our approach to engaging with the community and consulting appropriately on the development of key policies and initiatives, as well as the delivery of services and objectives
- Risk Management Policy and Framework
- CEO Employment and Remuneration Policy
- Complaints Policy
- Procurement Policy and
- Fraud and Corruption Policy.



Three and four-year-old kindergarten

These policies and plans enable us to better consider the risks and impacts of our activities, and ensure we know whether we are meeting community expectations.

A new eLearning platform was implemented to enhance the ability of our staff to design and undertake relevant training and development. Council continued to act upon the concerns of staff through the Action Plan arising out of the staff engagement survey, with a follow-up 'pulse' survey undertaken during April 2022 to review our progress.

Council continued to support our Audit and Risk Committee, including increased membership of independent members. Delivering the work plan with the support of Officers, the committee continues to meet each quarter. Their collective skills and experience assist with enhancing the organisation's strategy, policy and plan development, and ensure rigorous attention is given to maximising the efficiency and effectiveness of Council.

Council's Community Satisfaction Survey was undertaken from late January through to March 2022. From June 2022, Council moved the survey interviews from being conducted annually to quarterly; allowing for any seasonality that may influence results and providing Council with a more accurate reflection of key themes and opportunities for improvement or development.

We lead advocacy engagement and enhanced relationships with all tiers of government and key stakeholders by:

This year Council developed a Priority Projects 2022 Prospectus — a key advocacy document highlighting key priorities and projects for investment to plan and keep pace with the needs of a changing and growing population.

Council has a proud history of fostering strong partnerships with state and federal governments to realise the community's vision and deliver a wide range of essential services and new infrastructure projects. The Prospectus supports our ongoing advocacy discussions with key decision makers and has been developed to reflect the needs of our community and complement existing government strategies and policies. It highlights our willingness and ability to seek out and foster new and exciting partnerships with all levels of government.

The Prospectus has supported Council to work with a range of stakeholders to progress projects, including:

- Macedon Ranges Regional Sports Precinct — \$15 million federal government contribution towards stage two of the project.
- Woodend Community Centre — Victorian Government funding of \$260,000 to Fast Track design works.
- Manna Gum Family and Children's Centre in Gisborne — \$360,600 grant to upgrade its outdoor play space with funding from the Victorian Government's Building Blocks refurbishment and minor works grant funding program.
- Healthy Landscapes private land conservation program — extended until 2024 with in-kind and funding contributions from Macedon Ranges Shire Council, Hepburn Shire Council, City of Greater Bendigo, Melbourne Water, A Healthy Coliban Catchment project (North Central Catchment Management Authority and Coliban Water), and the Upper Campaspe Landcare Network.
- Priority local roads — federal government funding of \$8.5 million for upgrades to priority local roads within the shire.



Facility upgrades, Gardiner Reserve, Gisborne

We enhanced customer experience through the transformation of our services, to ensure they are easy to access and provide user-friendly experiences by:

- Returning our Customer Service Centres to pre-COVID-19 face-to-face hours of operation.
- Responding to 26,078 customer requests in 2021/22 and completing 53.7 per cent of these within our 10 working days target response time (the downturn in on-target completion rate from 2020/21 largely attributable to the significant spike in complex requests associated with storm recovery).
- Maintaining a social media presence across four channels and multiple pages, with 37,649 followers on Facebook (an increase of 10.3 per cent), 7,862 followers on Instagram (an increase of 207 per cent), 3,352 followers on LinkedIn (an increase of 24.5 per cent), and 610 followers on Twitter (an increase of 11.1 per cent).
- Ensuring website content is relevant, timely and useful — supporting 1.8 million page views (an increase of 1.2 per cent).
- Making available through livestreaming and recordings Council, Planning Delegated Committee and Submitters Delegated Committee meetings.
- Reopening the public gallery at Council meetings in March 2022 in line with the easing of COVID-19 related restrictions.
- Introducing a Planning Delegated Committee meeting in addition to our Submitters and Council meetings. The purpose of the Planning Delegated Committee is to hear from applicants/land owners and objectors/submitters on statutory and strategic planning matters including planning applications and to determine planning matters.
- Council continued to hold Submitters Delegated Committee meetings online during the last 12 months. The purpose of this committee is to hear from:
 - persons who have made a submission to Council in accordance with Section 223 of the Local Government Act 1989
 - persons in support of written submissions lodged in accordance Council's Community Engagement Policy.



Piper Street, Kyneton

We supported transparent and evidence-based decision making, through sharing Council data and clear reporting on our measures of success to the community:

We used relevant combinations of our internal technical expertise, independent expert advice and feedback from the community to enable informed decisions at all levels of decision making. This includes 255 decisions made at Council meetings, 66 decisions made via nine Planning Delegated Committee meetings, 42 Councillor briefing sessions and two meetings of the Submitters Delegated Committee.

Other key achievements

In March 2022, Council launched a video series — a new opportunity for the community to connect with Council through Mayor Cr Anderson providing a summary of Council decisions and impacts on the community after the monthly Council meeting.

The 2021/22 financial year also saw the launch of our revised Community Engagement Policy, which will enhance how we engage with our many diverse stakeholders.

The Communications team was critical in sharing information with the community and internally with staff about the latest news in the Macedon Ranges, including community consultations, arts and culture events, strategic planning matters, advocacy efforts and the latest public health and safety precautions.

Our major initiatives

Progress of Council in relation to major initiatives in the 2021/22 Budget

Initiative	Progress
Ensure sustainable financial management and the strategic allocation of resources to deliver planned infrastructure and services	
Develop and implement a new Risk Strategy and Strategic Risk Register.	The new Risk Coordinator and OHS has been appointed and commenced redeveloping the Risk Strategy and registers. Changes are being considered prior to implementation. The Strategic Risk Register has been created and is currently being consulted on with all levels of management.
Develop and implement a new procurement policy (for adoption by or before 31 December 2021).	The Procurement Policy was adopted at the November 2021 Council meeting.
Regularly review and update long-term financial and infrastructure planning to guide our budget decisions to ensure they are responsible and sustainable.	Officers reviewed and updated the long-term financial plan during the preparation of the 2022/23 Budget. The updated long-term financial plan provided information for years 2–4 of the 2022/23 Budget. Further work will be undertaken as a result of Council adopting the Asset Plan 2021–2031 at the June 2022 Council Meeting.
Deliver a new project management framework and software for delivery of capital work projects.	New project management framework and software is being implemented.
Enhance strategy, policy and plan development, and identify alignment to allow for prioritisation of services that are efficient, well planned, accessible and meet community needs	
Develop and adopt a Workforce Plan to meet the requirements of the <i>Local Government Act 2020</i> .	Workforce Plan was developed and adopted by 31 December 2021 as per the legislative requirement.
Continue to identify and implement agreed actions from employee surveys.	Actions on track to be achieved in line with action plan and timeline.
Provide appropriate training and development of staff to ensure continuous improvement and access to the required skills.	New e-learning platform successfully implemented offering a range of development and training for all staff.
Support and resource the effective operation of Council's Audit and Risk Committee.	Officers continue to work with members of the Audit and Risk Committee to ensure the Committee remains effective. The Audit and Risk Committee met on six occasions for the 12-months ended 30 June 2022. Dates of the meetings were 18 August 2021, 10 September 2021, 15 September 2021, 1 December 2021, 2 March 2022 and 11 May 2022.
Develop and adopt a suite of new governance related policies and procedures as required by the <i>Local Government Act 2020</i> .	Council adopted the following policies, plans and reports for the 12-months ended 30/06/2022. 2022/23 Budget, 2021–2031 Council Plan (Year Two Actions 2022/23), Workforce Plan, Asset Plan 2021–2031, Community Engagement Policy, Chief Executive Officer Employment and Remuneration Policy, Complaints Policy, Procurement Policy and the 2020/21 Annual Report.

Initiative	Progress
Lead advocacy engagement and enhance relationships with all tiers of government and key stakeholders	
Actively participate in community and government networks and regional alliances.	Officers and Councillors actively participate in the following community and government networks and regional alliances: Loddon Campaspe Councils, Loddon Campaspe Regional Partnership Forum meetings, MAV Technology (Sector wide IT group), Loddon Mallee Regional Procurement Network, Hanging Rock Ministerial Advisory Group, Loddon Campaspe Transport Working Group, MAV Emergency Management Board Advisory Committee, Goldfields Library Corporation, Regional Directors Meeting, Macedon Ranges Safety Committee, Municipal Emergency Management Planning Committee, Start-up Central Vic, Invest Loddon Mallee, Bendigo City and Region of Gastronomy, Regional Employment and Innovation Corridor, Victorian Tourism Industry Council, Macedon Ranges Accommodation Association, Daylesford Macedon Tourism, Macedon Ranges Vignerons Association, Tourism Macedon Ranges, Macedon Ranges BATA group Network, Romsey RRBATA, Woodend Traders, Kyneton Business Network, Loddon Mallee Regional Relief and Recovery Plan Review group.
Establish a Child and Family Services Network.	Network established.
Enhance customer experience through the transformation of our services to ensure they are easy to access, and provide seamless transactional and interactional experiences	
Review Council's Complaints Handling Policy to ensure a flexible approach that assists people with varying abilities to outline their concerns in a variety of ways.	The policy was reviewed and updated in line with the <i>Victorian Ombudsman's Councils and Complaints — a good practice guide 2nd edition</i> . It was also renamed to Complaints Policy.
Develop and implement the Customer Experience Strategy.	Consultants were engaged to undertake a process review, "Responding to our Customers". This report was finalised in quarter three and includes key recommendations to improve how Council's customer request management is undertaken. A review of the Community Engagement Policy is also underway. These two pieces of work will feed into the development of the Customer Experience Strategy.
Develop and implement the Community Engagement Framework.	The Community Engagement Policy was adopted at the June 2022 Council Meeting and will provide Council staff with a policy on how to engage with members of the community. This policy was a product of community consultation and an external review process. The next stage will be to implement engagement guidelines to aid our activities.
Council will pilot web chat software to enhance the customer experience.	This action has been completed.
Improve our digital platforms, ensuring they are fully accessible for all residents and ratepayers.	Monthly videos with the Mayor have been implemented following Council meetings. The videos are distributed on Council's Facebook page to provide feedback to the community on decisions that are made at Council meetings. This is another way of ensuring timely and effective communication is provided to our residents and ratepayers about projects and issues that are relevant to them.
Support transparent and evidence-based decision making through sharing Council data and clear reporting on our measures of success to the community	
Ensure compliance with legislative external reporting and disclosure obligations, and ensure internal reporting frameworks are delivered to demonstrate transparency to the community.	The 2021/22 Annual Report was noted at the October Council meeting. Quarterly reports have also been prepared in accordance with internal reporting frameworks and presented to Council for adoption. The 2022/23 Budget and Council Plan 2021–2031 (Year Two Actions 2022/23) were adopted at the June 2022 Council meeting.
Strengthen community engagement practice and relationships with the implementation of a Community Engagement Policy and procedures.	Following the adoption of the Community Engagement Policy in June 2022, work is continuing in this space and the next stage will be to implement engagement guidelines to aid our engagement processes.

Local Government Performance Reporting Framework

Service/indicator/measure	Results				Comments
	2019	2020	2021	2022	
Governance					
Transparency					
<i>Council decisions made at meetings closed to the public</i> [Number of Council resolutions made at meetings of Council, or at meetings of a delegated committee consisting only of Councillors, closed to the public / Number of Council resolutions made at meetings of Council or at meetings of a delegated committee consisting only of Councillors] x100	4.76%	8.68%	2.24%	2.82%	Council decisions made at meetings closed to the public increased from 6 in 2020/21 to 7 in 2021/22.
Consultation and engagement					
<i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	52.00	51.00	49.00	48.00	
Attendance					
<i>Councillor attendance at Council meetings</i> [The sum of the number of Councillors who attended each Council meeting / (Number of Council meetings) × (Number of Councillors elected at the last Council general election)] x100	98.52%	89.81%	98.69%	95.24%	
Service cost					
<i>Cost of elected representation</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$41,264.22	\$38,913.22	\$56,568.56	\$51,061.44	
Satisfaction					
<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]	51.00	52.00	47.00	48.00	

OUR GOVERNANCE



Camel's Hump, Mount Macedon

Governance, management and other information

Macedon Ranges Shire Council is constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipal district and the local community. Council has a number of roles including:

- taking into account the diverse needs of the local community in decision-making
- providing leadership by establishing strategic objectives and monitoring achievements
- ensuring that resources are managed in a responsible and accountable manner
- advocating the interests of the local community to other communities and governments
- fostering community cohesion and encouraging active participation in civic life.

Council is committed to effective and sustainable forms of democratic and corporate governance as the key to ensuring that Council and its administration meet the community's expectations and priorities. The community has many opportunities to provide input into Council's decision-making processes, including through the methods set out in Council's Community Engagement Policy and by speaking at meetings of its delegated committees.

Council's formal decision-making processes are conducted through Council meetings. Council delegates function, powers and duties to Council staff to enable effective and efficient decision-making in the interest of the community.

Governance

Meetings of Council

Council conducts open public meetings on the fourth Wednesday of each month which are live-streamed on Council's website for the community. Community members are welcome to attend meetings and observe from the gallery. Council meetings also allow community members to submit questions to Council, make a submission or speak to an item.

In 2021/22, there were:

- 11 Council Meetings
- 3 Unscheduled Council Meetings.

Councillor attendance at Council Meetings for 2021/22 is outlined below.

Councillor	Scheduled Council Meetings	Unscheduled Council Meetings	Total
Cr Jennifer Anderson	11	3	14
Cr Janet Pearce	11	3	14
Cr Mark Ridgeway	11	3	14
Cr Annette Death	10	3	13
Cr Geoff Neil	10	3	13
Cr Bill West	11	3	14
Cr Dominic Bonanno	11	3	14
Cr Rob Guthrie	11	3	14
Cr Anne Moore	7	3	10

Committees

Council has, in line with the Act, established committees to assist in the decision-making process. These include two delegated committees—Planning Delegated Committee and Submitters Delegated Committee—and a Community Asset Committee.

The Stanley Park Community Assets Committee was endorsed by Council in June 2022 and opened for expressions of interest from the community to participate soon after.

Committee	Councillors	Officers	Other	Purpose
Planning Delegated Committee (established by Council on 23 June 2021)	All Councillors	Nil	Nil	The Planning Delegated Committee (PDC) was established as a delegated committee under section 63 of the Act to hear from applicants/land owners and objectors/submitters on statutory and strategic planning matters, including planning applications and to determine planning matters.
Submitters Delegated Committee (established by Council on 26 August 2020)	All Councillors	Nil	Nil	To hear from persons who have made submissions to Council pursuant to its Community Engagement Policy.
Stanley Park Community Asset Committee* (established by Council 22 June 2022)	The Committee shall be comprised of at least five voting members to the maximum of eleven members comprising representatives.		All members shall be appointed by the CEO for a duration of three years	For the specific purpose of maintaining and improving the stated property.

* Council has not yet appointed members to this committee

Councillor support and allowances

Allowances

Mayors and Councillors are entitled to receive an allowance while performing their duty as elected officials. In March 2022, the Victorian Independent Remuneration Tribunal determined allowances to take effect from 18 December 2021. Prior to this the Victorian Government set the upper and lower levels for allowances paid to Councillors.

The determination sets a base allowance for each Council member. The value of the base allowance payable to a Council member varies depending on their role (Mayor, Deputy Mayor or Councillor) and the Council allowance category assigned to the Council as specified in Determination. Councils are divided into three categories based on the income and population of each Council area. Macedon Ranges Shire Council is a category 2 Council.

The Determination set the annual allowances (inclusive superannuation) as:

Mayor	\$96,470
Deputy Mayor	\$48,235
Councillor	\$30,024

Support

In accordance with section 40 of the Act, Council is required to reimburse Councillors for expenses incurred while performing their duties. Council maintains a policy for the reimbursement of Councillor expenses, the provision of resources, facilities and other support to the Mayor and Councillors to enable them to discharge their duties.

The details of expenses, including reimbursement of expenses for each Councillor and member of a delegated committee paid by Council for the 2021/22 year, are set out in the following table.

Councillor allowances and expenses

	Allowances	Travel and Accommodation	Car Mileage	Family Care	Information and Communications Technology	Training and Development (individual)
	\$	\$	\$	\$	\$	\$
Cr Anderson *	94,122	62	-	-	522	671
Cr Guthrie **	41,791	-	3,130	-	436	-
Cr West	29,650	-	1,322	-	522	-
Cr Neil	29,650	-	6,011	-	213	-
Cr Ridgeway***	29,650	-	5,924	-	352	78
Cr Death	29,650	489	-	141	512	450
Cr Bonanno	29,650	137	2,380	-	238	-
Cr Moore	29,650	-	-	-	388	-
Cr Pearce	29,650	77	3,467	-	522	2,382
	343,464	765	22,234	141	3,705	3,581

* Cr Anderson was the Mayor 01/07/2021 – 30/06/2022.

** Cr Guthrie was Deputy Mayor 23/11/2021 – 30/06/2022. The higher allowance is in accordance with the recommendations included in the Victorian Independent Remuneration Tribunal for Allowances payable to Mayors, Deputy Mayors and Councillors (Victoria) Determination No.01/2022

*** Cr Ridgeway was Deputy Mayor 1/07/2021 – 23/11/2021. There was no allowance paid to a Deputy Mayor in accordance with section 39(6) of the Act.

Code of conduct

At the January 2021 Council meeting, Council adopted a revised Councillor code of conduct designed to:

- assist Councillors to maintain the highest standards of conduct and behaviour, as well as provide a means to deal with problems they may encounter
- attract the highest level of confidence from Council's stakeholders
- assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately.

In addition to setting out the Councillor conduct principles, the code also outlines:

- other conduct definitions under the Act, such as those relating to misuse of position, improper direction, breach of confidentiality and conflict of interest
- roles and relationships
- dispute resolution procedures.

Conflict of interest

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and committee meetings.

While the procedures vary depending on the particular role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflict of interests.

Governance Rules

Council adopted its Governance Rules at the August 2020 Council meeting that outlines the rules with respect to:

- the conduct of Council and delegated committee meetings
- the form and availability of meeting records
- the election of the Mayor and the Deputy Mayor
- the appointment of an acting Mayor
- an election period policy
- the procedures for the disclosure of a conflict of interest by Councillors, members of a delegated committee and staff.

Management

Council has implemented several statutory and better practice items to strengthen our management framework. Strong governance and management frameworks support better decision-making by Council. Under the *Local Government Act 2020*, Council is required to undertake an assessment against the prescribed governance and management checklist and include this in our annual report.

Our governance and management checklist results are provided at the end of this section. During 2021/22, we continued to provide quarterly reports to report against the governance checklist developed in 2018/19. The following items have been highlighted as important components of the management framework.

Internal audit

Our internal audit partner for 2021/22 was HLB Mann Judd.

The purpose of an internal audit (also known as a review) is to provide independent and objective assurance to the Audit and Risk Committee and Council by reviewing and testing the existence and effectiveness of policies, procedures and practices in an operation area. An internal audit reviews operational risks and implements controls to eradicate or minimise the risk. The objective of internal audits is two-fold. Firstly, for the internal auditor to offer an opinion on the existing policies and procedures. Secondly, for the internal auditor to provide recommendations to improve the policies and procedures to reduce the risk of systemic problems arising in the future.

A risk-based three-year internal audit plan (IAP) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers our risk framework, the Council Plan, the impact of any change on operations, systems or the business environment, prior audit coverage and outcomes, and management input. It is reviewed and approved by the Audit and Risk Committee annually.

The IAP for 2021/22 was completed with the following reviews conducted:

- records management
- response to COVID-19 pandemic.

External audit

Council's annual external audit of our financial statements and performance statement for 2021/22 was conducted by the Victorian Auditor-General's Office. The external audit provides independent assurance to Parliament and the public that the information contained in our financial statements and performance statement is reliable, relevant, presented fairly and in accordance with the Australian Accounting Standards and other relevant legislation. The external audit management letter and management responses are presented to the Audit and Risk Committee.

Risk management

The new Coordinator Risk and OHS commenced in May 2022 after a long period of vacancy due to challenges in recruiting for this role. This role is part of the People, Risk and Wellbeing department, which reports to the Director Corporate.

The following activities have occurred:

- Council's Risk Management Policy was endorsed in April 2022. This Policy articulates Council's commitment to risk management and informs staff and those engaged in Council's activities of their roles and responsibilities to risk management.
- A review of operational risks in each directorate and service area was conducted, this process allows staff to continue managing risks associated with Council's core operations.
- A review of the risk strategy has commenced to better allow Council to achieve its policy objectives.

Advisory committees

In addition to the Audit and Risk Committee, Council also has a number of advisory committees:

- Calder Highway Improvement Committee
- Municipal Fire Management Planning Committee
- CEO Employment and Remuneration Committee.

Statutory information

Public information

Council's Public Transparency Policy provides guidance to the community regarding access to Council information. This policy outlines what Council information is available for the community to access in accordance with the principles of transparency and good governance in the Act. It also details where and how the community can access this information.

Contracts

Contracts entered into by Council that are valued above Council's Procurement Policy threshold for Public Tender, but for which Council did not invite a tender or seek an expression of interest, and which did not meet the conditions for Council to purchase goods or services without inviting a public tender or seeking an expression of interest:

Q22.1145	Interim Executive Manager People Culture and performance	Alkira Consulting	\$249,971.79
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Contracts entered into by Council valued above Council's Procurement Policy threshold for Public Tender being \$220,000 inclusive of GST from 25 November 2021

Contract Number	Contract Name	Awarded to	Award Price inc GST	Start Date
C22.1166	Woodend Community Centre Design	City Collective	\$398,115.30	15/06/2022
C22.1165	Closed Landfill Monitoring & Reporting	SMEC Australia Pty Ltd	\$1,138,783.80	01/07/2022
C22.1158/1	Supply Panel Minor Construction Projects	BLR Provincial Construction	Schedule of Rates	23/05/2022
C22.1158/2		BR Projects		23/05/2022
C22.1158/3		DJ Bourne Builders pl		23/05/2022
C22.1158/4		Harris HMC Interiors Pty Ltd		23/05/2022
C22.1158/5		Kennedys (Aust) Pty Ltd		23/05/2022
C22.1158/6		Malcorp Building Service		23/05/2022
C22.1158/7		Reliance Constructions and Maintenance PTY LTD		23/05/2022
C22.1158/8		Total Construction Maintenance Solutions		23/05/2022
C22.1158/9		Dependable Building Services		23/05/2022
C22.1149/1	Supply Panel Concrete Works	Forefront Engineering Pty Ltd	Schedule of Rates	19/04/2022
C22.1149/2		MBC Concreting and Paving		19/04/2022
C22.1149/3		Prendergast Earthmoving		19/04/2022
C22.1149/4		Thrumys mini diggers		19/04/2022
C22.1149/5		Viscaria Pty Ltd		19/04/2022
C22.1149/6		AWS Services VIC Pty Ltd		19/04/2022

Contract Number	Contract Name	Awarded to	Award Price inc GST	Start Date
C22.1149/7		Jeni Construction		19/04/2022
C22.1149/8		MAN CIVIL & Constructions Pty Ltd		19/04/2022
C22.1149/9		Melbourne Civil		19/04/2022
C22.1149/10		MMP Projects		19/04/2022
C22.1149/11		Spot On Concrete		19/04/2022
C22.1146	Lighting Replacement Gisborne Tennis Courts	Bewired Pty Ltd	\$263,810.41	04/01/2022
C22.1141/1	Supply Panel Traffic Management	Barleys Traffic Management Solutions	Schedule of Rates	17/01/2022
C22.1141/2		BCivil Recruitment Pty Ltd		17/01/2022
C22.1141/3		Construct Traffic Pty Ltd.		17/01/2022
C22.1141/4		DOME TRAFFIC		17/01/2022
C22.1141/5		Go Traffic		17/01/2022
C22.1141/6		West Traffic Pty Ltd		17/01/2022
C22.1139	Jackson Creek Bridges Station Road Gisborne	Naturform Pty Ltd	\$195,300.00	07/02/2022
C22.1137	Regional Sports Precinct Construction	Lloyd Group	\$22,442,734.60	23/05/2022
Q22.1133	Design and Construct Footbridge Margaret Street Macedon	Naturform Pty Ltd	\$122,650.00	17/01/2022
Q22.1132	Design and Construct Five Mile Creek Footbridge Davy St Woodend	Prendergast Earthmoving	\$133,870.00	01/12/2021
C22.1123	Design and Construct Shared Trails	Newearth Constructions	\$6,471,826.90	28/02/2022
C22.1121	Gisborne Fields Stage 2B	Rainscapes pty ltd	\$202,552.90	06/06/2022
C22.1113/1	Supply Panel Painting Services	Harris HMC Interiors Pty Ltd	Schedule of Rates	05/12/2021
C22.1113/2		MMP Projects		05/12/2021
C22.1113/3		Argyle Maintenance Pty Ltd		05/12/2021
C22.1112/1	Supply Panel Roof Plumbing Services	Harris HMC Interiors Pty Ltd	Schedule of Rates	01/12/2021
C22.1112/2		Kennedys (Aust) Pty Ltd		01/12/2021
C22.1112/3		McKenna Contracting		01/12/2021
C22.1112/4		New Plumbing Solutions		01/12/2021
C22.1112/5		Rowan Fitzgerald's Plumbing & Gasfitting Pty Ltd		01/12/2021
C22.1112/6		Total Construction Maintenance Solutions		01/12/2021
C22.1112/7		Wild Plumbing		01/12/2021
C22.1111/1	Supply Panel Landscaping Services	Commercialsclapes	Schedule of Rates	01/12/2021
C22.1111/2		Amla Services Pty Ltd		01/12/2021
C22.1111/3		Ginkgo Yards		01/12/2021
C22.1111/4		GJ SYSTEMS		01/12/2021
C22.1111/5		LD Total		01/12/2021
C22.1111/6		Naturform Pty Ltd		01/12/2021
C22.1111/7		Stahlyscapes		01/12/2021
C22.1111/8		UDL M Pty. Ltd.		01/12/2021
C22.1110/1	Supply Panel HVAC Services	A.G. Coombs Servicing Pty Ltd	Schedule of Rates	01/12/2021
C22.1110/2		CFM Air Conditioning Pty Ltd		01/12/2021
C22.1110/3		Race Services		01/12/2021
C21.1097	Banking and Bill Payment Services	NAB	Schedule of Rates	07/03/2022

Contracts over the threshold entered into without a Public Tender process 1/7/2021 to 24/11/2021: Nil.

Contracts entered into by Council valued at \$100 000 (or such higher amount fixed in accordance with section 186(1) of the Local Government Act 1989) or more in the circumstances referred to in section 186(5)(a) or (c) of the Local Government Act 1989 as in force from 1/7/2021 to 24/11/2021.

Contract Number	Contract Name	Awarded to	Award Price inc GST	Start Date
C22.1138	Lighting Upgrade Lancefield Park	Bewired Pty Ltd	\$328,889.17	06/12/2021
C22.1126	Leachate Extraction and Disposal	Cleanaway Pty Ltd		11/10/2021
C22.1125	Kyneton closed landfill civil works	Shamrock Civil Engineering PTY LTD	\$273,907.70	20/09/2021
C22.1119	Sankey Reserve Pavilion Upgrade	Malcorp Building Service	\$248,124.80	25/10/2021
C22.1118	Open Space Mowing	Kupper's Mineral Springs Pty Ltd	\$360,000.00	12/11/2021
C22.1117/1	Town ship hazard Reduction	Kupper's Mineral Springs Pty Ltd	Schedule of Rates	01/11/2021
C22.1117/2		Musteys Earthmoving Pty Ltd		01/11/2021
C22.1116	Roadside Slashing Program	Kupper's Mineral Springs Pty Ltd		01/11/2021
C21.1115	Macedon Ranges Open space Strategy	Xyst Australia Pty Ltd	\$109,862.50	20/09/2021
C21.1104	Kyneton Solar Leachate Pumping System	HydroTerra	\$144,366.20	01/06/2021
C21.1103	Romsey Ecotherapy Park Stage 2	Commercialsapes	\$1,928,245.73	05/07/2021
C21.1092	Romsey Structure Plan	Plan2Place Consulting	\$137,356.00	09/08/2021

Disability Action Plan

In accordance with section 38 of the *Disability Act 2006* (VIC), as Council has prepared a Disability Action Plan, it must report on the implementation of the Disability Action Plan in its annual report. Council has prepared a Disability Action Plan and implemented the following actions:

- Funded programs that focused on inclusion through Council's community grants program.
- Commenced the pathways for carers program where carers can come together socially and at the same time gain an understanding of supports available to them in the local community.
- Continued to work with community groups and clubs to help them be inclusive.

In October 2021 Council approved the Disability Action Plan and the Municipal Public Health and Wellbeing Plan 2021–2025.

Domestic Animal Management Plan

In accordance with the *Domestic Animals Act 1994* (VIC) Section 68a, Council must prepare a Domestic Animal Management Plan at four-year intervals and evaluate its implementation in the annual report.

Council adopted the Domestic Animal Management Plan 2021–25 in February 2022. The new plan was developed through consultation with Council's Animal Management Team and input from other Council departments. No actions were completed at the date of this report.

Food Act Ministerial directions

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

Freedom of information

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

Council received 26 requests for information under the Freedom of Information Act in 2021/22.

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

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

Requests for documents in the possession of Council should be addressed to the Freedom of Information Officer. Requests can also be lodged online or by email.

Access charges may also apply once documents have been processed and a decision on access is made (for example, photocopying, and search and retrieval charges).

Further information regarding FOI can be found at <https://ovic.vic.gov.au/freedom-of-information/> and www.mrsc.vic.gov.au

Public interest disclosures

In accordance with section 70 of the *Public Interest Disclosures Act 2012* (VIC), a council must include in their annual report information about how to access the procedures established by the council under Part 9 of that Act. It is also required to provide certain information about the number and types of protected disclosure complaints investigated during the financial year.

The Act aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available on Council's website: <https://www.mrsc.vic.gov.au/About-Council/Our-Council/Public-Interest-Disclosures>

During the 2021/22 year, no disclosures were notified to Council Officers appointed to receive disclosures, or to the Independent Broad-based Anti-corruption Commission.

Road Management Act Ministerial Direction

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

Infrastructure and development contributions

Council introduced a Development Contributions Plan in 2015. In accordance with sections 46GM and 46QD of the *Planning and Environment Act 1987* (VIC), a council that is a collecting agency must prepare and give a report to the Minister for Planning on development contributions, including levies and works in kind.

For the 2021/22 year, the following information about development contributions is disclosed.

Table 1 Total DCP levies received in 2021/22

Council	DCP name	Year approved	Levies received in 2021/22 financial year (\$)
Macedon Ranges Shire Council	Gisborne Development Plan (Amendment C87)	2013	\$444,091
	Romsey Development Plan (Amendment C80)	2012	\$25,299

Table 2 DCP land, works, services or facilities accepted as works in kind in 2021/22

Council	DCP name	Year approved	Project ID	Project description	Item purpose	Project value (\$)
Macedon Ranges Shire Council	Gisborne Development Plan (Amendment C87)	2013				\$0
	Romsey Development Plan (Amendment C80)	2012				\$0

Governance and management checklist

Governance and Management Checklist		Assessment	
1	Community Engagement policy (under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest).	Policy reviewed and adopted in accordance with section 55 of the Act. Date of adoption: 22 June 2022.	<input checked="" type="checkbox"/>
2	Community Engagement guidelines (guidelines to assist staff to determine when and how to engage with the community).	Guidelines in development, subsequent to adoption of updated Community Engagement policy.	<input type="checkbox"/>
3	Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next ten financial years).	Adopted in accordance with section 91 of the Act. The Financial Plan 2021–2031 was adopted on 27 October 2021.	<input checked="" type="checkbox"/>
4	Asset Plan (plans under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years).	Adopted in accordance with section 92 of the Act on 22 June 2022.	<input checked="" type="checkbox"/>
5	Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges).	Adopted in accordance with section 93 of the Act on 29 June 2021.	<input checked="" type="checkbox"/>
6	Annual Budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required).	Adopted in accordance with section 94 of the Act on 22 June 2022.	<input checked="" type="checkbox"/>
7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations).	Date of policy commencement: 27 April 2022.	<input checked="" type="checkbox"/>
8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud).	Date of policy commencement: 22 June 2022.	<input checked="" type="checkbox"/>
9	Municipal Emergency Management Plan (plan under section 20 of the Emergency Management Act 1986 for emergency mitigation, response and recovery).	Prepared and maintained in accordance with section 20 of the Act. Date approved by Council: 21 October 2020.	<input checked="" type="checkbox"/>
10	Procurement policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by Council).	Adopted in accordance with section 108 of the Act on 24 November 2021.	<input checked="" type="checkbox"/>
11	Business Continuity Plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster).	Plan in operation. Date plan endorsed: 28 July 2017.	<input checked="" type="checkbox"/>
12	Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster).	Information Technology Disaster (ITD) Plan under review due to changes in technology. New technology currently being trialled to improve the speed of recovery in the event of an ICT disaster. Organisational Crisis Management and Recovery Plan developed but implementation delayed due to COVID-19. ITD Plan endorsed: 12 February 2018.	<input type="checkbox"/>
13	Risk Management Framework (framework outlining Council's approach to managing risks to Council's operations).	Framework in place. Date of commencement of current framework: 27 November 2019.	<input checked="" type="checkbox"/>
14	Audit and Risk Committee (see sections 53 and 54 of the Act).	Audit and Risk Committee established: 26 August 2020. Audit and Risk Committee Charter adopted: 26 August 2020.	<input checked="" type="checkbox"/>
15	Internal audit (independent accounting professionals engaged by Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls).	Internal auditor engaged. Date of engagement of current provider: 27 July 2019.	<input checked="" type="checkbox"/>
16	Performance Reporting Framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of Act).	Framework in place. Endorsed: 25 November 2020.	<input checked="" type="checkbox"/>
17	Council Plan (report reviewing the performance of Council against the Council Plan, including the results in relation to the strategic indicators, for the first six-months of the financial year).	Reports presented to Council on the following dates: 25 August 2021 and 23 February 2022.	<input checked="" type="checkbox"/>
18	Financial reporting (Quarterly reports presented to Council under section 97 of the Act comparing actual and budgeted results and an explanation of any material variations).	Reports presented to Council on: 25 August 2021, 24 November 2021, 23 February 2022 and 25 May 2022.	<input checked="" type="checkbox"/>

Governance and Management Checklist		Assessment
19	Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring, and risk minimisation strategies).	Reports presented to Council on the following dates: 25 August 2021 and 23 February 2022. <input checked="" type="checkbox"/>
20	Performance reporting (six-monthly reports of indicators measuring results against financial and non-financial performance including the performance indicators referred to in section 98 of the Act).	Reports presented to Council on the following dates: 25 August 2021 and 23 February 2022. <input checked="" type="checkbox"/>
21	Annual Report (Annual report under sections 98, 99 and 100 of the Act to the community containing a report of operations and audited financial and performance statements).	Presented to Council in accordance with section 100 of the Act on 27 October 2021. <input checked="" type="checkbox"/>
22	Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors, and other matters).	Adopted in accordance with section 139 of the Act on 27 January 2021. <input checked="" type="checkbox"/>
23	Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act).	Reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act in April 2022. <input checked="" type="checkbox"/>
24	Meeting procedures (governance rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees).	Governance rules adopted on 26 August 2020. <input checked="" type="checkbox"/>

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



Bernie O'Sullivan
Chief Executive Officer
26 October 2022



Cr Jennifer Anderson
Mayor
26 October 2022

Glossary

Term	Definition	Term	Definition
Annual Report	a report of the activities of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement	Major initiatives	significant initiatives that will directly contribute to the achievement of the Council Plan during the current year and have a major focus in the budget
Asset expansion expenditure	expenditure that extends the capacity of an existing asset to provide benefits to new users at the same standard as is provided to existing beneficiaries	Minister	the Minister for Local Government
Asset expenditure type	the following types of asset expenditure are: <ul style="list-style-type: none"> • asset renewal expenditure • new asset expenditure • asset upgrade expenditure • asset expansion expenditure 	Model budget	the Victorian City Council Model Budget prepared annually by the Institute of Chartered Accountants in Australia
Asset renewal expenditure	expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability	MRSC	Macedon Ranges Shire Council
Asset upgrade expenditure	expenditure that: <ul style="list-style-type: none"> • enhances an existing asset to provide a higher level of service; or • increases the life of the asset beyond its original life 	New asset expenditure	expenditure that creates a new asset that provides a service that does not currently exist
ATSI	Aboriginal and Torres Strait Islander	Non-financial resources	the resources other than financial resources required to deliver the services and initiatives in the budget
Australian Accounting Standards (AAS)	the accounting standards published by the Australian Accounting Standards Board	Non-recurrent grant	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
Budget	a plan setting out the services and initiatives to be funded for the financial year and how they will contribute to achieving the strategic objectives specified in the Council Plan	Planning and accountability framework	the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the LGA 1989 and LGA 2020 Acts
Capital works expenditure	means expenditure on non-current assets and includes new assets, asset renewal, asset expansion and asset upgrade	Performance statement	a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
Council Plan	a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years	Recurrent grant	a grant other than a non-recurrent grant
Financial resources	income, expenditure, assets, liabilities, equity, cash and capital works required to deliver the services and initiatives in the budget	Regulations (LGR)	<i>the Local Government (Planning and Reporting) Regulations 2014</i>
Financial statements	the financial statements and notes prepared in accordance with the Australian Accounting Standards as they apply to the general purpose financial reports of local governments and a statement of capital works and included in the annual report	Report of operations	means a report containing a description of the operations of Council during the financial year and included in the annual report
Financial year	the period of 12 months ending on 30 June each year	Services	assistance, support, advice and other actions undertaken by Council for the benefit of the local community
Human resources	the staff employed by Council	Statement of capital works	a statement which shows all capital expenditure of a council in relation to non-current assets and asset expenditure type prepared accordance to the model statement of capital works in the Local Government Financial Report
Indicator	what will be measured to assess performance	Strategic objectives	the goals in the Council Plan, that Council is seeking to achieve over the next four years
Initiatives	actions that are one-off in nature and/or lead to improvements in service	Strategic Resource Plan	a plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the Council Plan
LGA 2020	<i>Local Government Act 2020 (Vic)</i>	Strategies	high level actions directed at achieving the strategic objectives in the Council Plan
LGA 1989	<i>Local Government Act 1989 (Vic)</i>	Statement of human resources	a statement that shows all Council staff expenditure and numbers of full-time equivalent Council staff
LGPRF	Local Government Performance Reporting Framework	VCAT	the Victorian Civil and Administrative Tribunal



Sanatorium Lake, Mount Macedon

OUR FINANCIAL AND PERFORMANCE STATEMENTS



Piper Street, Kyneton

Macedon Ranges Shire Council Financial Statements

For the Year Ended 30 June 2022

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Certification of the Financial Statements

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



Travis Harling
Principal Accounting Officer

26 October 2022
Gisborne

In our opinion the accompanying financial statements present fairly the financial transactions of Macedon Ranges Shire Council for the year ended 30 June 2022 and the financial position of 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 Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify the financial statements in their final form.



Mark Ridgeway
Councillor

26 October 2022
Gisborne



Geoff Neil
Councillor

26 October 2022
Gisborne



Bernie O'Sullivan
Chief Executive Officer

26 October 2022
Gisborne



Independent Auditor's Report

To the Councillors of Macedon Ranges Shire Council

Opinion	<p>I have audited the financial report of Macedon Ranges Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2022• comprehensive income statement for the year then ended• statement of changes in equity for the year then ended• statement of cash flows for the year then ended• statement of capital works for the year then ended• notes to the financial statements, including significant accounting policies• certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2022 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's <i>APES 110 Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

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

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

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

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

MELBOURNE
28 October 2022



Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement for the year ended 30 June 2022

	Note	2022 \$'000	2021 \$'000
Income			
Rates and charges	3.1	56,178	53,185
Statutory fees and fines	3.2	3,474	3,254
User fees	3.3	5,258	4,303
Grants – operating	3.4	27,665	17,563
Grants – capital	3.4	8,839	7,505
Contributions – monetary	3.5	2,475	2,392
Contributions – non monetary	3.5	10,301	2,837
Fair value adjustments for investment property	6.3	64	(18)
Share of net profits of associates	6.2	79	73
Other income	3.7	12,544	1,423
Total income		126,877	92,517
Expenses			
Employee costs	4.1	35,574	35,858
Materials and services	4.2	53,880	28,494
Depreciation	4.3	14,968	16,376
Amortisation – intangible assets	4.4	186	236
Amortisation – right of use assets	4.5	357	357
Bad and doubtful debts	4.6	24	(16)
Borrowing costs	4.7	150	172
Finance cost – leases	4.8	72	48
Net loss on disposal of property, infrastructure, plant & equipment	3.6	2,416	268
Decrease in provision for landfill liability	5.5	(550)	(269)
Other expenses	4.9	2,975	3,038
Total expenses		110,052	84,562
Surplus for the year		16,825	7,955
Other comprehensive income			
<i>Items that will not be reclassified to surplus or deficit in future periods</i>			
Net asset revaluation increment	6.1	117,063	7,021
Total comprehensive result		133,888	14,976

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

Balance Sheet as at 30 June 2022

	Note	2022 \$'000	2021 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1(a)	44,384	40,663
Trade and other receivables	5.1(d)	14,577	6,140
Other financial assets	5.1(b)	1,000	5,000
Other assets	5.2	698	479
Total current assets		60,659	52,282
Non-current assets			
Other financial assets	5.1(b)	21	21
Investments in associates	6.2	1,432	1,353
Property, infrastructure, plant and equipment	6.1	1,276,196	1,142,307
Right-of-use assets	5.8	583	940
Investment property	6.3	2,630	2,566
Intangible assets	5.2	546	552
Total non-current assets		1,281,408	1,147,739
Total assets		1,342,067	1,200,021
Liabilities			
Current liabilities			
Trade and other payables	5.3	8,108	6,844
Trust funds and deposits	5.3	5,955	5,491
Provisions	5.5	6,554	6,873
Interest-bearing liabilities	5.4	208	508
Unearned Income	5.3	14,908	7,008
Lease liabilities	5.8	414	400
Total current liabilities		36,147	27,124
Non-current liabilities			
Provisions	5.5	4,113	4,431
Interest-bearing liabilities	5.4	3,308	3,515
Lease liabilities	5.8	268	608
Total non-current liabilities		7,689	8,554
Total liabilities		43,836	35,678
Net assets		1,298,231	1,164,343
Equity			
Accumulated surplus		674,670	659,581
Reserves	9.1	623,561	504,762
Total equity		1,298,231	1,164,343

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

Statement of Changes in Equity for the year ended 30 June 2022

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2022					
Balance at beginning of the financial year		1,164,343	659,581	490,679	14,083
Surplus for the year		16,825	16,825	-	-
Net asset revaluation increment	6.1	117,063	-	117,063	-
Transfers to other reserves	9.1	-	(4,035)	-	4,035
Transfers from other reserves	9.1	-	2,299	-	(2,299)
Balance at end of the financial year		1,298,231	674,670	607,742	15,819

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021					
Balance at beginning of the financial year		1,149,367	653,364	483,658	12,345
Surplus for the year		7,955	7,955	-	-
Net asset revaluation increment	6.1	7,021	-	7,021	-
Transfers to other reserves	9.1	-	(4,039)	-	4,039
Transfers from other reserves	9.1	-	2,301	-	(2,301)
Balance at end of the financial year		1,164,343	659,581	490,679	14,083

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

Statement of Cash Flows for the year ended 30 June 2022

	Note	2022 Inflows/ (Outflows) \$'000	2021 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		55,328	52,851
Statutory fees and fines		3,474	5,177
User fees		19,934	11,655
Grants – operating		20,867	15,244
Grants – capital		8,398	9,824
Contributions – monetary		2,916	469
Interest received		101	200
Trust funds and deposits taken		356	2,278
Other receipts		5,189	2,332
Net GST refund		4,400	3,308
Employee costs		(35,580)	(36,495)
Materials and services		(52,914)	(27,916)
Other payments		(7,603)	(7,631)
Net cash provided by operating activities	9.2	24,866	31,296
Cash flows from investing activities			
Net (increase)/decrease in other financial assets		4,000	11,000
Payments for property, infrastructure, plant and equipment		(24,668)	(18,386)
Proceeds from sale of property, infrastructure, plant and equipment		578	226
Net cash used in investing activities		(20,090)	(7,160)
Cash flows from financing activities			
Finance costs		(150)	(172)
Repayment of borrowings		(507)	(485)
Interest paid – lease liability		(72)	(48)
Repayment of lease liabilities		(326)	(335)
Net cash used in financing activities		(1,055)	(1,040)
Net increase in cash and cash equivalents		3,721	23,096
Cash and cash equivalents at the beginning of the financial year		40,663	17,567
Cash and cash equivalents at the end of the financial year	5.1(a)	44,384	40,663
Financing arrangements	5.6		
Restrictions on cash assets	5.1		

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

Statement of Capital Works for the year ended 30 June 2022

	2022 \$'000	2021 \$'000
Property		
Buildings and building improvements	4,786	4,418
Total property	4,786	4,418
Plant and equipment		
Plant, machinery and equipment	1,908	430
Computers and telecommunications	344	574
Total plant and equipment	2,252	1,004
Infrastructure		
Roads	7,377	7,584
Bridges	1,015	387
Footpaths and cycleways	2,617	1,861
Drainage	389	281
Recreational, leisure and community facilities	1,567	1,362
Parks, open space and streetscapes	1,959	753
Other infrastructure	2,848	739
Total infrastructure	17,772	12,967
Total capital works expenditure	24,810	18,389
Represented by:		
New asset expenditure	4,409	4,132
Asset renewal expenditure	19,262	12,255
Asset upgrade expenditure	1,139	2,002
Total capital works expenditure	24,810	18,389

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

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2022

Note 1 Overview

Introduction

Macedon Ranges Shire Council (Council) was constituted in January 1995 following the amalgamation of the former shires of Gisborne, Romsey, Newham and Woodend, and Kyneton. The Council's main office is located at 129 Mollison Street Kyneton, Victoria.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board (AASB), the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

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

Significant accounting policies

(a) Basis of accounting

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

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

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- the determination, in accordance with *AASB 1059 Service Concession Arrangements*
- other areas requiring judgements

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

(b) Impact of COVID-19 pandemic on Council operations and 2021/22 financial report

During 2021/22 the COVID-19 pandemic continued to impact on Council's operations. Council has noted the following significant impacts on its financial operations:

- Revenue reductions – user fees and charges for Aquatic, Leisure approximately \$1,326,000
- Revenue reductions – user fees and charges for Economic Development approximately \$243,000
- Revenue reductions – user fees and charges for Art and Culture venues approximately \$185,000

(c) Impact of June 2021 storm event on Council operations and 2021/22 financial report

During 2021/22, Council undertook storm recovery works for the Victorian Government, the significant nature of the works impacted Council's operations. Council has noted the following significant impacts on its financial operations:

- Revenue increase – non recurrent Victorian Government grants \$7,900,000
- Revenue increase – other income, amounts paid to Council for the reimbursement of site and processing costs of recycled storm timber \$10,500,000
- Expense increase – material and services expenses incurred by Council for storm recovery costs \$22,500,000.

Note 2 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2020* requires explanation of any material variances. Council has adopted a budget variation materiality threshold of 10% and \$100,000. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its size or nature.

The budget figures detailed below are those adopted by Council on 29 June 2021 and were based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

2.1 Income and expenditure

	Budget 2022 \$'000	Actual 2022 \$'000	Variance		Ref
			\$'000	%	
Income					
Rates and charges	55,825	56,178	353	1%	
Statutory fees and fines	2,640	3,474	834	32%	1
User fees	7,293	5,258	(2,035)	(28)%	2
Grants – operating	12,675	27,665	14,990	118%	3
Grants – capital	17,100	8,839	(8,261)	(48)%	4
Contributions – monetary	1,973	2,475	502	25%	5
Contributions – non monetary	7,920	10,301	2,381	30%	6
Fair value adjustments for investment property	-	64	64	(100)%	
Share of net profits/(losses) of associates	-	79	79	100%	
Other income	1,678	12,544	10,866	648%	7
Total income	107,104	126,877	19,773	18%	
Expenses					
Employee costs	38,237	35,574	2,663	7%	
Materials and services	26,575	53,880	(27,305)	(103)%	8
Depreciation	14,239	14,968	(729)	(5)%	
Amortisation – intangible assets	314	186	128	41%	9
Amortisation – right of use assets	363	357	6	2%	
Bad and doubtful debts	10	24	(14)	(140)%	
Borrowing costs	150	150	-	0%	
Finance cost – leases	28	72	(44)	(157)%	
Net (gain)/loss on disposal of property, infrastructure, plant & equipment	-	2,416	(2,416)	(100)%	10
Increase/(decrease) in provision for landfill liability	-	(550)	550	100%	11
Other expenses	2,950	2,975	(25)	(1)%	
Total expenses	82,866	110,052	(27,186)	(33)%	
Surplus for the year	24,238	16,825	(7,413)	(31)%	

Note 2 Performance against budget (cont.)

(i) Explanation of material variations

Ref	Item	Explanation
1	Statutory fees and fines	Housing development was greater than anticipated thus planning and building permits were above budget.
2	User fees	Due to COVID-19 closures in the early part of the year Aquatic Facilities, Town Hall performances and Economic Development events were under budget.
3	Grants – operating	Due mainly to reimbursement of storm expenses \$7,900,000 and prepayment of \$6,300,000 (75%) of the 2022/23 General Purpose grant from the Victorian Grants Commission.
4	Grants – capital	Macedon Ranges Regional Sports Precinct grant (\$8,000,000) was received in advance of the work being conducted so was not included as income.
5	Contributions – monetary	Housing development was greater than anticipated thus contributions were above budget.
6	Contributions – non monetary	Council received a higher level of infrastructure gifted from developers as subdivisions were completed during the year. The type of infrastructure included is roads, footpaths and drainage assets.
7	Other income	\$10,465,000 received for the reimbursement of site costs and processing costs of storm timber, the income is offset by higher expenditure of materials and services at point 8.
8	Materials and services	Due mainly to the costs associated with the June 21 storm event recovery work \$15,300,000 (unbudgeted) and the additional costs to cart the material and process the timber at the recovery site \$7,200,000.
9	Amortisation – intangible assets	Less intangible assets purchased than anticipated reduced the depreciation during the year.
10	Increase/(decrease) in provision for landfill liability	The loss on disposal in 2021/22 relates largely to write down of the asset relating to Council's landfill. As the landfills are no longer used the asset relating to landfill is required to be written off.
11	Increase/(decrease) in provision for landfill liability	The calculation of the landfill liability changes each year depending on projected future costs, discounting and interest rates.

Note 2 Performance against budget (cont.)

2.2 Capital works

	Budget 2022 \$'000	Actual 2022 \$'000	Variance		
			\$'000	%	Ref
Property					
Buildings and building improvements	6,529	4,786	1,743	27%	1
Total property	6,529	4,786	1,743	27%	
Plant and equipment					
Plant, machinery and equipment	2,377	1,908	469	20%	2
Computers and telecommunications	209	344	(135)	-65%	3
Total plant and equipment	2,586	2,252	334	13%	
Infrastructure					
Roads	9,914	7,377	2,537	26%	4
Bridges	1,005	1,015	(10)	-1%	
Footpaths and cycleways	7,689	2,617	5,072	66%	5
Drainage	581	389	192	33%	6
Recreational, leisure and community facilities	6,796	1,567	5,229	77%	7
Parks, open space and streetscapes	693	1,959	(1,266)	-183%	8
Other infrastructure	264	2,848	(2,584)	-979%	9
Total infrastructure	26,942	17,772	9,170	34%	
Total capital works expenditure	36,057	24,810	11,247	31%	
Expenditure by type					
New asset expenditure	13,771	4,409	9,362	68%	
Asset renewal expenditure	20,726	19,262	1,464	7%	
Asset upgrade expenditure	1,560	1,139	421	27%	
Total capital works expenditure	36,057	24,810	11,247	31%	

(i) Explanation of material variations

Ref	Item	Explanation
1	Buildings and building improvements	Less than budget due to material and contractor delays.
2	Plant, machinery and equipment	Less than budget due to delivery delays.
3	Computers and telecommunications	Higher than budget due to previous year carry forward projects.
4	Roads	Less than budget due to material and contractor delays.
5	Footpaths and cycleways	Less than budget mainly due to delays to the Shared Trail project.
6	Drainage	Several projects have been delayed and will be completed in 2022/23.
7	Recreational, leisure and community facilities	Macedon Ranges Sports Precinct will now start construction in the 2022/23 year.
8	Parks, open space and streetscapes	Higher than budget due to previous year carry forward projects, the largest being the Romsey Ecotherapy Park of \$650,000.
9	Other infrastructure	Higher than budget due to previous year carry forward projects, the two largest being the Kyneton Livestock Exchange \$1,540,000 and Streetlight replacements \$438,000.

Note 2 Performance against budget (cont.)

2.3 Analysis of Council results by program

Council delivers its functions and activities through the following directorate areas. Each directorate is led by a director who reports through to the Chief Executive Officer (CEO), with the exception of the Chief Executive group which reports directly through to the CEO.

2.3(a) Council directorates

Assets & Operations

The responsibilities of the Assets and Operations directorate include the maintenance of Council roads, footpaths, bridges, drains, parks, buildings, kerbside bin collection, transfer stations, aquatics, recreation and engineering.

Chief Executive

The Chief Executive Office manages communications and engagement and the CEO's administrative support.

Community

The Community Directorate is responsible for arts and culture, customer service, community development, emergency management, child, youth and family services, and healthy aging programs.

Corporate

Corporate is responsible for financial services, information technology, property management, rates, governance and human resources.

Planning & Environment

The responsibilities of the Planning and Environment directorate include strategic planning, environment and conservation services, statutory planning, building services, local laws, environmental health, economic development, tourism and Hanging Rock.

Restructure – February 2022

The comparative figures for 2021 are representative of the previous structure of the organisation applicable to February 2022. Following the appointment of the new CEO, the decision was made to move from three Directorates back to four Directorates.

2.3(b) Summary of income, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2022					
Assets & Operations	53,046	71,619	(18,573)	15,478	707,490
Chief Executive	40	1,646	(1,606)	40	-
Community	10,281	14,268	(3,987)	9,326	-
Corporate	57,371	11,218	46,153	10,580	631,938
Planning & Environment	6,139	11,302	(5,163)	1,080	2,638
	126,877	110,053	16,824	36,504	1,342,066
2021					
Assets & Operations	26,345	45,684	(19,339)	8,975	668,916
Chief Executive	34	2,843	(2,809)	15	-
Community Wellbeing	83	115	(32)	-	-
Corporate & Community Services	57,840	15,901	41,939	12,735	528,467
People Culture & Performance	2,148	7,451	(5,303)	1,975	-
Planning & Environment	6,067	12,568	(6,501)	1,368	2,638
	92,517	84,562	7,955	25,068	1,200,021

Note 3 Funding for the delivery of our services

3.1 Rates and charges

Council uses capital improved value as the basis of valuation of all properties within the municipal district. The capital improved value of a property is its estimated market value at the date of valuation. The valuation base used to calculate general rates for 2021/22 was \$19,304 million (2020/21 \$16,393 million). The 2021/22 general rate in the capital improved value dollar was \$0.0019018 (2020/21, \$0.0023814).

	2022 \$'000	2021 \$'000
General rates	35,333	34,073
Agricultural land rates	2,255	2,235
Commercial/industrial rates	2,239	2,204
Municipal charge	5,007	4,888
Waste management charge	10,282	8,736
Supplementary rates and rate adjustments	570	678
Other rates	67	70
Interest on rates	425	301
Total rates and charges	56,178	53,185

The date of the general revaluation of land for rating purposes within the municipal district was 1 January 2021, and the valuation was first applied in the rating year commencing 1 July 2021. Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

	2022 \$'000	2021 \$'000
Animal control fees	772	696
Infringements and costs	177	205
Permits	1,443	1,324
Roads and infrastructure fees	466	592
Town planning fees	337	267
Other statutory fees	279	170
Total statutory fees and fines	3,474	3,254

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

3.3 User fees

	2022 \$'000	2021 \$'000
Aged and health services	267	162
Child care/children's programs	435	220
Cultural activities	64	136
Hanging Rock Reserve fees	425	412
Leisure centre and recreation	2,417	1,946
Saleyards	232	299
Waste management services	1,150	960
Other fees and charges	268	168
Total user fees	5,258	4,303

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

Note 3 Funding for the delivery of our services (cont.)

3.4 Funding from other levels of government

	2022 \$'000	2021 \$'000
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	18,776	11,832
State funded grants	17,728	13,236
Total grants received	36,504	25,068
(a) Operating Grants		
Recurrent – Commonwealth Government		
Aged and disability services	2,288	1,025
Financial Assistance Grants	10,454	8,014
Recurrent – State Government		
Aged and disability services	7	60
Family and children	3,199	3,064
Maternal and child health	634	587
School crossing supervisors	117	119
Youth and culture	191	118
Other	258	261
Total recurrent operating grants	17,148	13,248
Non-recurrent – Commonwealth Government		
Aged and disability services	(169)	-
Emergency management	59	-
Other	151	20
Non-recurrent – State Government		
Emergency management	8,541	398
Family and children	1,097	1,415
Maternal and child health	1	15
Plant and equipment	50	-
Recreational, leisure and community facilities	111	-
Working for Victoria	-	1,927
Other	676	540
Total non-recurrent operating grants	10,517	4,315
Total operating grants	27,665	17,563
(b) Capital Grants		
Recurrent – Commonwealth Government		
Roads to Recovery	2,030	603
Total recurrent capital grants	2,030	603
Non-recurrent – Commonwealth Government		
Buildings	566	468
Footpaths and cycleways	452	252
Plant and equipment	90	-
Recreational, leisure and community facilities	143	-
Roads and bridges	1,720	1,450
Other	992	-
Non-recurrent – State Government		
Buildings	260	259
Parks, open space and streetscapes	1,801	746
Recreational, leisure and community facilities	743	2,684
Roads and bridges	(57)	943
Other	99	100
Total non-recurrent capital grants	6,809	6,902
Total capital grants	8,839	7,505

Note 3 Funding for the delivery of our services (cont.)

3.4 Funding from other levels of government (cont.)

	2022 \$'000	2021 \$'000
(c) Unspent grants received on condition that they be spent in a specific manner		
Operational		
Balance at start of year	1,374	190
Received during the financial year and remained unspent at balance date	36	1,374
Received in prior years and spent during the financial year	(1,374)	(190)
Balance at year end	36	1,374
Capital		
Balance at start of year	5,217	323
Received during the financial year and remained unspent at balance date	10,850	5,217
Received in prior years and spent during the financial year	(1,366)	(323)
Balance at year end	14,701	5,217

The high balance at 30 June 2022 relates to two projects for which Council has received grants and where the grant remains unspent at 30 June 2022. The projects are Macedon Ranges Regional Sports Precinct and Macedon Ranges Shared Trails.

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

(d) Recognition of grant income

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

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

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

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

	2022 \$'000	2021 \$'000
Income recognised under AASB 1058 Income of Not-for-Profit Entities		
General purpose	(10,454)	(8,014)
Specific purpose grants to acquire non-financial assets	(8,838)	(7,505)
Other specific purpose grants	(15,023)	(9,549)
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	(2,189)	(1,407)
	(36,504)	(26,475)

Note 3 Funding for the delivery of our services (cont.)

3.5 Contributions

	2022 \$'000	2021 \$'000
Monetary	2,475	2,392
Non-monetary	10,301	2,837
Total contributions	12,776	5,229
<i>Contributions of non monetary assets were received in relation to the following asset classes:</i>		
Buildings	145	-
Land	-	53
Land under roads	1,525	574
Infrastructure	8,631	2,210
Total non-monetary	10,301	2,837

Non-monetary assets received during 2021/22 relate to developments across Council including the larger developments of Willow Estate Gisborne, Sauer Road New Gisborne and Melvins Road Riddells Creek.

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

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

	2022 \$'000	2021 \$'000
Proceeds of sale	578	164
Written down value of assets disposed	(2,994)	(432)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(2,416)	(268)

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

The loss on disposal in 2021/22 relates largely to write down of the asset relating to Council's landfill. As the landfills are no longer used the asset relating to landfill is required to be written off.

3.7 Other income

	2022 \$'000	2021 \$'000
Commission	100	78
Interest on investments	125	133
Insurance recoveries	330	211
Investment property rental	472	442
Merchandise and material sales	567	474
Emergency cost recovery	10,465	-
Other	485	85
Total other income	12,544	1,423

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

Emergency cost recovery income relates to amounts paid to Council for the sale of recycled storm timber.

Note 4 The cost of delivering services

4.1 Employee costs

	2022 \$'000	2021 \$'000
Wages and salaries	28,186	29,669
Casual staff	3,478	2,448
Superannuation	3,177	2,982
WorkCover	300	412
Fringe benefits tax	433	347
Total employee costs	35,574	35,858

(a) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	81	87
	81	87

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,544	1,261
Employer contributions – other funds	1,830	1,322
	3,374	2,583
Employer contributions payable at reporting date	164	412

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

4.2 Materials and services

	2022 \$'000	2021 \$'000
Administration	1,656	2,138
Building maintenance	898	679
Consultants	2,220	1,782
Contract payments – Parks Maintenance	2,321	1,456
Contract payments – Resource Recovery	32,193	10,095
Contract payments – Other	7,876	6,418
General maintenance	558	663
Information technology	1,077	1,005
Insurance	752	616
Materials and supplies	2,315	1,722
Utilities	2,014	1,920
Total materials and services	53,880	28,494

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

Note 4 The cost of delivering services (cont.)

4.3 Depreciation

	2022 \$'000	2021 \$'000
Land and buildings	1,986	2,971
Plant and equipment	1,440	1,595
Infrastructure	11,542	11,810
Total depreciation	14,968	16,376

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

4.4 Amortisation – intangible assets

	2022 \$'000	2021 \$'000
Software	186	236
Total amortisation	186	236

4.5 Amortisation – right of use assets

	2022 \$'000	2021 \$'000
Right of use assets	357	357
Total amortisation	357	357

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

4.6 Bad and doubtful debts

	2022 \$'000	2021 \$'000
Other debtors	24	(16)
Total bad and doubtful debts	24	(16)

Movement in provisions for doubtful debts

Balance at the beginning of the year	14	33
New provisions recognised during the year	24	2
Amounts already provided for and written off as uncollectible	(9)	(2)
Amounts provided for but recovered during the year	-	(19)
Balance at end of year	29	14

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

Note 4 The cost of delivering services (cont.)

4.7 Borrowing costs

	2022 \$'000	2021 \$'000
Interest – borrowings	150	172
Total borrowing costs	150	172

Borrowing costs are recognised as an expense in the period in which they are incurred.

4.8 Finance Costs – Leases

	2022 \$'000	2021 \$'000
Interest – right of use assets	72	48
Total finance costs	72	48

4.9 Other expenses

	2022 \$'000	2021 \$'000
Auditors' remuneration – VAGO – External audit	32	31
Auditors' remuneration – Internal audit	49	41
Contributions and donations	2,129	2,284
Councillors' allowances	340	294
Operating lease rentals	176	155
Other expenses	249	233
Total other expenses	2,975	3,038

Note 5 Our financial position

5.1 Financial assets

	2022 \$'000	2021 \$'000
(a) Cash and cash equivalents		
Current		
Cash on hand	23	59
Cash at bank	6,580	6,861
Money market call accounts	22,781	27,712
Term deposits	15,000	6,031
Total cash and cash equivalents	44,384	40,663
(b) Other financial assets		
Current		
Term deposits – current	1,000	5,000
Non current		
Shares in Lancefield Community Bank – at fair value	12	12
Shares in Gisborne Community Bank – at fair value	9	9
Total other financial assets	1,021	5,021
(c) Restrictions on cash		
Council's cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use. These include:		
- Trust funds and deposits (Note 5.3)	5,955	5,491
Total restricted funds	5,955	5,491
Total unrestricted cash and cash equivalents	38,429	35,172
Intended allocations		
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:		
- Cash held to fund carried forward capital works	28,049	15,977
- Cash held for statutory reserves (Note 9.1)	8,120	7,032
- Cash held for non-statutory reserves (Note 9.1)	7,699	7,051
Total funds subject to intended allocations	43,868	30,060

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

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

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

Cash held in statutory reserves have some restrictions on how the funds can be spent but there is limited restrictions on the timing of expenditure so these funds are classified under intended allocations.

Note 5 Our financial position (cont.)

5.1 Financial assets (cont.)

	2022 \$'000	2021 \$'000
(d) Trade and other receivables		
Statutory receivables		
Rates debtors	5,056	4,100
Net GST receivable	868	1,304
Non statutory receivables		
Other debtors	6,835	732
Accrued income	1,817	12
Accrued interest income	30	6
Provision for doubtful debts – other debtors	(29)	(14)
Total trade and other receivables	14,577	6,140

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

(e) Ageing of other debtors		
The ageing of Council's other receivables was:		
Current (not yet due)	6,693	512
Past due by up to 30 days	76	34
Past due between 31 and 180 days	41	66
Past due between 181 and 365 days	8	52
Past due by more than 1 year	17	68
Total other debtors	6,835	732

(f) Ageing of individually impaired Receivables		
At balance date, other debtors representing financial assets with a nominal value of \$29,000 (2021: \$14,000) were impaired. The amount of the provision raised against these debtors was \$29,000 (2021: \$14,000). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.		
The ageing of receivables that have been individually determined as impaired at reporting date was:		
Current (not yet due)	7	-
Past due between 181 and 365 days	-	2
Past due by more than 1 year	22	12
Total trade & other receivables	29	14

Note 5 Our financial position (cont.)

5.2 Non-financial assets

	2022 \$'000	2021 \$'000
(a) Other assets		
Current		
Prepayments	698	479
Total other assets	698	479
(b) Intangible assets – software		
Non current		
Opening carrying amount	3,013	2,857
Additions	180	156
Closing carrying amount	3,193	3,013
Opening accumulated amortisation	(2,461)	(2,225)
Amortisation expense	(186)	(236)
Closing accumulated amortisation	(2,647)	(2,461)
Net intangible assets	546	552

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

5.3 Payables, trust funds and deposits and unearned income / revenue

	2022 \$'000	2021 \$'000
(a) Trade and other payables		
Current		
Trade payables	5,612	4,254
Accrued general expenses	1,573	1,607
Accrued payroll expense	468	323
Accrued interest expense	3	3
Other payables	452	657
Total trade and other payables	8,108	6,844
(b) Trust funds and deposits		
Current		
Fire services levy	824	716
Trust funds and deposits	5,131	4,775
Total trust funds and deposits	5,955	5,491
(c) Unearned income		
Current		
Grants received in advance – operating	36	1,374
Grants received in advance – capital	14,701	5,217
Other	171	417
Total unearned income	14,908	7,008

Note 5 Our financial position (cont.)

5.3 Payables, trust funds and deposits and unearned income / revenue (cont.)

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers in respect of aquatic and arts and culture fees in advance and grants. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

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

Purpose and nature of items

Fire 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.

5.4 Interest-bearing liabilities

	2022 \$'000	2021 \$'000
Current borrowings – secured	208	508
Non-current borrowings – secured	3,308	3,515
Total interest-bearing loans and borrowings	3,516	4,023

The borrowings are secured by a charge over the rates of Council.

a) The maturity profile for Council's borrowings is:

Not later than one year	208	508
Later than one year and not later than five years	3,308	3,515
Later than five years	-	-
Total interest-bearing loans and borrowings	3,516	4,023

Borrowings are measured at fair value, being the cost of the interest bearing liabilities. Council determines the classification of its interest bearing liabilities at initial recognition.

5.5 Provisions

	2022 \$'000	2021 \$'000
Current		
Employee	6,242	6,556
Landfill	312	317
Total	6,554	6,873
Non current		
Employee	1,196	827
Landfill	2,917	3,604
Total	4,113	4,431

Note 5 Our financial position (cont.)

5.5 Provisions (cont.)

	Employee \$'000	Landfill restoration \$'000	Total \$'000
2022			
Balance at beginning of the financial year	7,383	3,921	11,304
Additional provisions	2,731	(175)	2,556
Amounts used	(2,828)	(142)	(2,970)
Increase/(decrease) in the discounted amount arising because of time and the effect of any change in the discount rate	152	(375)	(223)
Balance at the end of the financial year	7,438	3,229	10,667

2021			
Balance at beginning of the financial year	7,189	4,266	11,455
Additional provisions	3,087	(320)	2,767
Amounts used	(2,614)	(76)	(2,690)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	(279)	51	(228)
Balance at the end of the financial year	7,383	3,921	11,304

	2022 \$'000	2021 \$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	2,396	2,423
Long service leave	2,195	2,112
	4,591	4,535
Current provisions expected to be wholly settled after 12 months		
Annual leave	385	46
Long service leave	1,266	1,975
	1,651	2,021
Total current employee provisions	6,242	6,556
Non-current		
Long service leave	1,196	827
Total non-current employee provisions	1,196	827
Aggregate carrying amount of employee provisions:		
Current	6,242	6,556
Non-current	1,196	827
Total aggregate carrying amount of employee provisions	7,438	7,383

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

Note 5 Our financial position (cont.)

5.5 Provisions (cont.)

Annual leave

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

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

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

Long service leave

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

	2022	2021
Key assumptions:		
- discount rate	3.69%	1.13%
- index rate	3.85%	2.95%

	2022 \$'000	2021 \$'000
(b) Landfill restoration		
Current	312	317
Non-current	2,917	3,604
Total landfill restoration	3,229	3,921

Council is obligated to restore three landfill sites in Bullengarook, Kyneton and Lancefield to a particular standard. All three landfill sites are closed and are not receiving any further infill. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on the 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.

	2022	2021
Key assumptions:		
- discount rate	3.69%	1.32%
- index rate	2.00%	2.00%

5.6 Financing arrangements

	2022 \$'000	2021 \$'000
The Council has the following funding arrangements in place as at 30 June 2022:		
Credit card facilities	100	100
Used facilities	(11)	(8)
Unused facilities	89	92

Note 5 Our financial position (cont.)

5.7 Commitments

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

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
2022					
Operating					
Animal pound services	200	200	-	-	400
Cleaning contracts	400	-	-	-	400
Consultancies	63	-	-	-	63
Housing management	52	52	-	-	104
Landfill services	1,680	380	380	-	2,440
Security services	150	-	-	-	150
Software support	272	-	-	-	272
Waste Collection	7,040	1,760	-	-	8,800
Total	9,857	2,392	380	-	12,629
Capital					
Buildings	358	-	-	-	358
Roads	1,450	100	-	-	1,550
Footpaths	100	-	-	-	100
Recreational, leisure and community	18,607	4,000	-	-	22,607
Open space & streetscapes	4,935	2,223	-	-	7,158
Other infrastructure	-	-	-	-	-
Total	25,450	6,323	-	-	31,773
2021					
Operating					
Animal pound services	195	200	-	-	395
Cleaning contracts	600	250	-	-	850
Consultancies	196	-	-	-	196
Housing management	19	-	-	-	19
Software support	157	137	-	-	294
Waste Collection	6,028	6,119	1,530	-	13,677
Total	7,195	6,706	1,530	-	15,431
Capital					
Buildings	403	-	-	-	403
Roads	739	-	-	-	739
Bridges	102	-	-	-	102
Landfill	84	-	-	-	84
Recreational, leisure and community	333	309	-	-	642
Open space & streetscapes	1,500	428	-	-	1,928
Other infrastructure	1,567	-	-	-	1,567
Total	4,728	737	-	-	5,465

Note 5 Our financial position (cont.)

5.7 Commitments (cont.)

Operating lease receivables

Council has entered into commercial property leases on its investment property. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

	2022 \$'000	2021 \$'000
Future minimum rentals receivable under non-cancellable operating leases are as follows:		
Not later than one year	96	86
Later than one year and not later than five years	319	279
Later than five years	53	48
Total operating lease receivables	468	413

5.8 Leases

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

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

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

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

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

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

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

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

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

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

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

Note 5 Our financial position (cont.)

5.8 Leases (cont.)

	Property \$'000	Equipment \$'000	Total \$'000
Right-of-use Assets			
Balance at 1 July 2021	810	130	940
Additions	-	-	-
Amortisation charge	(324)	(33)	(357)
Balance at 30 June 2022	486	97	583
Balance at 1 July 2020	1,134	162	1,296
Additions	-	-	-
Amortisation charge	(324)	(32)	(356)
Balance at 30 June 2021	810	130	940

	2022 \$'000	2021 \$'000
Lease Liabilities		
Maturity analysis – contractual undiscounted cash flows		
Less than one year	659	433
One to five years	300	703
More than five years	-	-
Total undiscounted lease liabilities as at 30 June:	959	1,136
Lease liabilities included in the Balance Sheet at 30 June:		
Current	414	400
Non-current	268	608
Total lease liabilities	682	1,008

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Note	Carrying amount 30 June 2021 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Transfers \$'000	Carrying amount 30 June 2022 \$'000
Property	6.1(a)	566,247	-	1,670	96,328	(1,986)	(2,449)	4,192	664,002
Plant and equipment	6.1(b)	10,309	-	-	-	(1,441)	(447)	2,101	10,522
Infrastructure	6.1(c)	548,855	-	8,631	20,735	(11,542)	5	14,979	581,663
Work in progress		16,896	24,488	-	-	-	(103)	(21,272)	20,009
Total property, infrastructure, plant and equipment		1,142,307	24,488	10,301	117,063	(14,969)	(2,994)	-	1,276,196

Summary of Work In Progress (WIP)

	Note	Opening WIP \$'000	Transfers to assets \$'000	Additions \$'000	Write offs \$'000	Closing WIP \$'000
Property	6.1(a)	3,371	(4,192)	4,756	(103)	3,832
Plant and equipment	6.1(b)	-	(2,101)	2,101	-	-
Infrastructure	6.1(c)	13,525	(14,979)	17,631	-	16,177
Total Work In Progress		16,896	(21,272)	24,488	(103)	20,009

(a) Property

	Land – specialised \$'000	Land – non specialised \$'000	Land improvements \$'000	Total land and land improvements \$'000	Buildings – specialised \$'000	Buildings – non specialised \$'000	Total buildings \$'000	Work In Progress \$'000	Total property \$'000
At fair value 1 July 2021	387,883	83,921	681	472,485	48,941	50,346	99,287	3,371	575,143
Accumulated depreciation at 1 July 2021	(2,730)	-	-	(2,730)	(1,227)	(1,568)	(2,795)	-	(5,525)
	385,153	83,921	681	469,755	47,714	48,778	96,492	3,371	569,618
Movements in fair value									
Additions	-	-	73	73	2,391	1,728	4,119	4,756	8,948
Contributions	1,525	-	-	1,525	-	145	145	-	1,670
Revaluation	65,079	31,364	-	96,443	(3,125)	(1,771)	(4,896)	-	91,547
Disposal	(5,179)	-	-	(5,179)	-	-	-	(103)	(5,282)
Transfers	(533)	533	-	-	704	(704)	-	(4,192)	(4,192)
	60,892	31,897	73	92,862	(30)	(602)	(632)	461	92,691
Movements in accumulated depreciation									
Depreciation and amortisation	-	-	-	-	(993)	(993)	(1,986)	-	(1,986)
Accumulated depreciation of disposals	2,730	-	-	2,730	-	-	-	-	2,730
Revaluation increments/ (decrements)	-	-	-	-	2,220	2,561	4,781	-	4,781
	2,730	-	-	2,730	1,227	1,568	2,795	-	5,525
At fair value 30 June 2022	448,775	115,818	754	565,347	48,911	49,744	98,655	3,832	667,834
Accumulated depreciation at 30 June 2022	-	-	-	-	-	-	-	-	-
Carrying amount	448,775	115,818	754	565,347	48,911	49,744	98,655	3,832	667,834

Note 6 Assets we manage (cont.)

6.1 Property, infrastructure, plant and equipment (cont.)

(b) Plant and Equipment

	Plant machinery and equipment \$'000	Fixtures fittings and furniture \$'000	Computers and telecomms \$'000	Cultural assets \$'000	Work In Progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2021	12,234	1,446	2,531	2,638	-	18,849
Accumulated depreciation at 1 July 2021	(5,559)	(913)	(2,068)	-	-	(8,540)
	6,675	533	463	2,638	-	10,309
Movements in fair value						
Additions	1,941	-	160	-	2,101	4,202
Disposal	(1,142)	-	-	-	-	(1,142)
Transfers	-	-	-	-	(2,101)	(2,101)
	799	-	160	-	-	959
Movements in accumulated depreciation						
Depreciation and amortisation	(1,006)	(104)	(331)	-	-	(1,441)
Accumulated depreciation of disposals	695	-	-	-	-	695
	(311)	(104)	(331)	-	-	(746)
At fair value 30 June 2022	13,033	1,446	2,691	2,638	-	19,808
Accumulated depreciation at 30 June 2022	(5,870)	(1,017)	(2,399)	-	-	(9,286)
Carrying amount	7,163	429	292	2,638	-	10,522

Note 6 Assets we manage (cont.)

6.1 Property, infrastructure, plant and equipment (cont.)

(c) Infrastructure

	Roads \$'000	Bridges \$'000	Footpaths and cycleways \$'000	Drainage \$'000	Recreational, leisure and community \$'000	Parks open spaces and streetscapes \$'000	Other infra- structure \$'000	Work In Progress \$'000	Total infra- structure \$'000
At fair value 1 July 2021	556,176	50,874	33,717	75,622	41,431	3,941	5,350	13,525	780,636
Accumulated depreciation at 1 July 2021	(154,564)	(18,547)	(10,880)	(18,826)	(13,117)	(1,028)	(1,294)	-	(218,256)
	401,612	32,327	22,837	56,796	28,314	2,913	4,056	13,525	562,380
Movements in fair value									
Additions	11,119	276	2,228	801	387	7	161	14,979	29,958
Contributions	4,825	276	1,533	1,971	26	-	-	-	8,631
Revaluation	24,178	-	-	-	-	-	-	-	24,178
Disposal	(52)	(9)	(13)	(47)	(228)	-	-	-	(349)
Transfers	-	-	-	-	-	-	-	(17,631)	(17,631)
	40,070	543	3,748	2,725	185	7	161	(2,652)	44,787
Movements in accumulated depreciation									
Depreciation and amortisation	(7,607)	(414)	(701)	(773)	(1,514)	(275)	(258)	-	(11,542)
Accumulated depreciation of disposals	26	7	(2)	22	301	-	-	-	354
Revaluation increments/ decrements	(3,443)	-	-	-	-	-	-	-	(3,443)
Transfers	-	-	-	-	-	-	-	-	-
	(11,024)	(407)	(703)	(751)	(1,213)	(275)	(258)	-	(14,631)
At fair value 30 June 2022	596,246	51,417	37,465	78,347	41,616	3,948	5,511	16,177	830,727
Accumulated depreciation at 30 June 2022	(165,588)	(18,954)	(11,583)	(19,577)	(14,330)	(1,303)	(1,552)	-	(232,887)
Carrying amount	430,658	32,463	25,882	58,770	27,286	2,645	3,959	16,177	597,840

Note 6 Assets we manage (cont.)

6.1 Property, infrastructure, plant and equipment (cont.)

(d) Property, infrastructure, plant and equipment accounting policies

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. Where assets are constructed by Council, cost includes all materials used in construction, direct labour, and an appropriate share of directly attributable variable and fixed overheads. In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period	Threshold Limit \$'000
Asset recognition thresholds and depreciation periods		
Land and land improvements		
land	-	10
land improvements	-	10
landfill	30 years	10
Buildings		
heritage buildings	50 years	10
buildings	50 years	10
building improvements	50 years	10
leasehold improvements	50 years	10
Plant and equipment		
plant, machinery and equipment	3 - 26 years	2.5
fixtures, fittings and furniture	5 - 20 years	2.5
computers and telecommunications	3 - 5 years	2.5
Infrastructure		
road pavement - spray seal	18 years	10
road pavement - asphalt	35 years	10
road pavement - sealed pavement	60 - 90 years	10
road pavement - sealed sub-pavement	-	10
road pavements - unsealed roads	20 - 25 years	10
road formation and earthworks	-	10
road kerb, channel	50 - 150 years	10
bridges and major culvers	70 - 200 years	10
footbridges	30 - 100 years	10
footpaths and cycleways	15 - 60 years	10
drainage	100 years	10
recreational, leisure and community facilities	10 - 50 years	10
parks, open space and streetscapes	10 - 15 years	10
other infrastructure	10 - 50 years	10
Intangible assets		
intangible assets	3 - 5 years	10
Land under roads		
Council recognises land under roads it controls at fair value.		

Note 6 Assets we manage (cont.)

6.1 Property, infrastructure, plant and equipment (cont.)

Depreciation and amortisation

Buildings, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually. Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component. Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life. Straight line depreciation is charged based on the residual useful life as determined each year. Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

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

Valuation of land and buildings

Valuation of land and buildings were undertaken by qualified valuer, Hayley Drummond AAPI, Municipal Valuer. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement. See note 8.4 for description of fair value measurement.

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

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Land – non-specialised	-	115,818	-	Jun-22
Land – specialised	-	-	451,051	Jun-22
Land Improvements	-	-	754	Jun-22
Buildings – non-specialised	-	49,744	-	Jun-22
Buildings – specialised	-	-	48,911	Jun-22
Total	-	165,562	500,716	

Note 6 Assets we manage (cont.)

6.1 Property, infrastructure, plant and equipment (cont.)

Valuation of infrastructure

Valuation of infrastructure assets has been determined utilising our internal resources and expertise, overseen by Cameron McFarlane, Coordinator Asset Management, Bachelor of Surveying. The date of the current valuation is detailed in the following table. The valuation is at fair value (see Note 8.4 for fair value measurement) based on replacement cost less accumulated depreciation as at the date of valuation. Details of Council's infrastructure and information about the fair value hierarchy as at 30 June 2022 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of Valuation
Roads	-	-	430,658	Jun-22
Bridges	-	-	32,463	Jun-21
Footpaths and cycleways	-	-	25,882	Jun-20
Drainage	-	-	58,770	Jun-20
Recreational, leisure and community facilities	-	-	27,286	Jun-21
Parks, open space and streetscapes	-	-	2,645	Jun-21
Other infrastructure	-	-	3,959	Apr-16
Total	-	-	581,663	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values of up to 85%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$1.33 (Land under Roads Rural-Low) and \$1,000 (central Kyneton prime business land) 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 \$550 to \$3,500 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings at 50 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 1 year to 200 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land

	2022 \$'000	2021 \$'000
Land under roads	402,435	350,783
Landfill	-	2,621
Other	46,340	31,750
Total specialised land	448,775	385,154

Note 6 Assets we manage (cont.)

6.2 Investments in associates

Council has one investment in an associate which is the North Central Goldfields Library Corporation. The equity holders in the North Central Goldfields Library Corporation and their relevant holdings are:

	2022	2021
Macedon Ranges Shire Council	23.40%	23.24%
Greater Bendigo City Council	61.01%	61.05%
Loddon Shire Council	4.82%	4.89%
Mount Alexander Shire Council	10.77%	10.82%

	2022 \$'000	2021 \$'000
Fair value of Council's investment in North Central Goldfields Library Corporation	1,432	1,353

Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus(deficit) at start of year	522	421
Reported surplus(deficit) for year	70	62
Transfers (to) from reserves	(4)	34
Adjustment arising from change to equity share	4	5
Council's share of accumulated surplus(deficit) at end of year	592	522

Council's share of reserves

Council's share of reserves at start of year	258	290
Adjustment arising from change to equity share	2	2
Transfers (to) from reserves	4	(34)
Council's share of reserves at end of year	264	258

Movement in carrying value of specific investment

Carrying value of investment at start of year	1,353	1,280
Share of surplus(deficit) for year	70	62
Adjustment arising from change to equity share	9	11
Carrying value of investment at end of year	1,432	1,353

Council's share of expenditure commitments

Operating commitments	19	37
Council's share of expenditure commitments	19	37

(Council's share of equity as per the un-audited 30 June 2022 financial statements of the Library Service)

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.

Note 6 Assets we manage (cont.)

6.3 Investment property

	2022 \$'000	2021 \$'000
Balance 1 July	2,566	2,584
Fair value adjustments	64	(18)
Balance 30 June	2,630	2,566

Investment property is held to generate long-term rental yields. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by independent valuers. Changes to fair value are recorded in the comprehensive income statement in the period that they arise.

Valuation of investment property

Valuation of investment property has been determined by a qualified Valuer, Hayley Drummond AAPI, who has recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property at 30 June 2022.

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Macedon Ranges Shire Council is the parent entity.

Subsidiaries and Associates

Macedon Ranges Shire Council does not have any subsidiaries. Interests in associates are detailed in Note 6.2.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of Council. The Councillors, Chief Executive Officer, Directors and Manager Communications and Engagement are deemed KMP.

Councillors

Councillor Jennifer Anderson (Mayor)
Councillor Janet Pearce
Councillor Bill West
Councillor Annette Death
Councillor Geoff Neil
Councillor Dominic Bonanno
Councillor Rob Guthrie (Deputy Mayor from 24/11/2021)
Councillor Anne Moore
Councillor Mark Ridgeway (Deputy Mayor to 23/11/2021)

Chief Executive Officer and other Key Management Personnel

Chief Executive Officer – Bernie O'Sullivan	
Director Assets & Operations – Shane Walden	
Director Corporate – John Hausler	01/07/2021 – 16/07/2021
Director Corporate – Gina Lyons	01/07/2021 – 30/03/2022
Director Corporate – Travis Harling	31/03/2022 – 25/04/2022
Director Corporate – Adele Drago-Stevens	26/04/2022 – 30/06/2022
Director Planning & Environment – Angela Hughes	01/07/2021 – 29/10/2021
Director Planning & Environment – Stephen Pykett	01/11/2021 – 20/03/2022
Director Planning & Environment – Rebecca Stockfeld	21/03/2022 – 30/06/2022
Manager People, Risk and Wellbeing – Nathan Upson	
Director Community – Maria Weiss	21/03/2022 – 30/06/2022
Executive Manager People, Culture, Performance – Sarah Noel	01/07/2021 – 02/07/2021
Executive Manager People, Culture, Performance – Carmen Lawrence	05/07/2021 – 28/04/2022
Manager Communication & Engagement – Corey Ramsey	01/07/2021 – 13/08/2021
Manager Communication & Engagement – Fleur Marshall	09/08/2021 – 04/02/2022
Manager Communications & Engagement – Lauren Wall	07/03/2022 – 30/06/2022

Note 7 People and relationships (cont.)

7.1 Council and key management remuneration (cont.)

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

	2022 \$'000	2021 \$'000
Short-term benefits	1,916	1,385
Long-term benefits	164	106
Termination benefits	38	67
Total	2,118	1,558

The numbers of key management personnel whose total remuneration from Council fall within the following bands:

	2022 No.	2021 No.
\$1,000 – \$9,999	-	6
\$10,000 – \$19,999	1	6
\$20,000 – \$29,999	10	1
\$30,000 – \$39,999	1	-
\$40,000 – \$49,999	3	3
\$60,000 – \$69,999	1	-
\$70,000 – \$79,999	1	1
\$90,000 – \$99,999	2	1
\$100,000 – \$109,999	1	-
\$110,000 – \$119,999	1	-
\$120,000 – \$129,999	-	1
\$180,000 – \$189,999	-	1
\$230,000 – \$239,999	1	-
\$240,000 – \$249,999	1	-
\$250,000 – \$259,999	1	3
\$380,000 – \$389,999	1	-
Total	25	23

The amounts above are calculated as the total remuneration, which includes salaries paid, superannuation, value of vehicles provided and any movement in provision for annual leave and long service leave.

(d) Senior Officer Remuneration

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

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

	2022 \$'000	2021 \$'000
Total remuneration for the reporting year for Senior Officers included above, amounted to:	1,610	1,147

	2022 No.	2021 No.
Less than \$151,000*	2	4
\$151,000 – \$159,999	1	1
\$160,000 – \$169,999	2	3
\$170,000 – \$179,999	4	1
\$180,000 – \$189,1000	1	0
Total	10	9

* Two senior officers with annual remuneration over \$151,000 resigned during the year so full annual salary was not paid hence their disclosed income range was less than \$151,000.

7.2 Related party disclosure

(a) Transactions with related parties

During the year Council provided buildings rent free to Goldfields Library Corporation for Gisborne Library, Kyneton Library, Romsey Hub and Woodend Community Centre and Library. This also occurred in 2020/21.

(b) Outstanding balances with related parties

There were no balances outstanding at the end of the reporting period in relation to transactions with related parties (2020/21, \$0).

(c) Loans to/from related parties

There were no loans in existence at balance date that have been made, guaranteed or secured by Council to a related party (2020/21, \$0).

(d) Commitments to/from related parties

There were no commitments in existence at balance date that have been made, guaranteed or secured by Council to a related party (2020/21, \$0).

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

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

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the council.

During June 2021 there was a significant storm event which impacted the Macedon Ranges Shire Council with costs in excess of \$22.5 million. Council has lodged claims with the Victorian Government for assessment in line with the Disaster Recovery Funding Arrangements 2018. The Council has incurred claimable costs associated with the clean up and recovery works in excess of \$17 million. The Council is notified progressively as to whether the expenditure under a claim is eligible for reimbursement with amounts received recognised as income. At 30 June 2022 a large number of claims are awaiting or undergoing a formal assessment. Until each claim is independently assessed Council is unable to reliably quantify the amount of expenditure that will be confirmed as eligible expenditure and reimbursed in a future reporting period. The total amount repaid to Council will not be known for several months.

(b) Contingent liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined in section 9.3. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Liability Mutual Insurance

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

(c) Guarantees for loans to other entities

Council is not guarantee for any externally funded loans. Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

8.2 Change in accounting standards

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

8.3 Financial instruments

Objectives and policies

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

a) Market risk

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

b) 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 some exposure to cash flow interest rate risk through its cash and term deposits that are at floating rates. Investment of surplus funds is made with approved financial institutions under the Local Government Act 1989. Council manages interest rate risk by adopting an investment policy that ensures:

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

There has been no significant change in 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 Council's year end result.

Note 8 Managing uncertainties (cont.)

8.3 Financial instruments (cont.)

c) Credit risk

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

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

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

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

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

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

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

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

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

(d) Liquidity risk

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

- has an investment policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments; and
- monitors budget to actual performance on a regular basis.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk. There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period. With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

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

(e) Sensitivity disclosure analysis

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

- A parallel shift of + 1.0% and -0.25% in market interest rates (AUD) from year-end rates of 0.85%.

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

Note 8 Managing uncertainties (cont.)

8.4 Fair value measurement

Fair value hierarchy

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

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

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

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

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

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

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

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

Revaluation

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 1 to 5 years. The valuation is performed either by experienced Council Officers or independent experts.

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

Impairment of assets

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

8.5 Events occurring after balance date

Council is not aware of any events occurring after balance date.

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserves

	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
2022			
Property			
Land	98,199	47,059	145,258
Land under roads	44,677	49,384	94,061
Buildings	21,499	(115)	21,384
	164,375	96,328	260,703
Infrastructure			
Roads	248,975	24,128	273,103
Kerb and channel	8,129	(3,393)	4,736
Bridges	13,990	-	13,990
Drainage	32,991	-	32,991
Footpaths	2,470	-	2,470
Parks, Open Space & Streetscapes	197	-	197
Recreational, leisure and community facilities	16,912	-	16,912
	323,664	20,735	344,399
Other assets			
Cultural assets	2,491	-	2,491
Equity in North Central Goldfields Library	149	-	149
	2,640	-	2,640
Total asset revaluation reserves	490,679	117,063	607,742
2021			
Property			
Land	98,199	-	98,199
Land under roads	44,677	-	44,677
Buildings	21,499	-	21,499
	164,375	-	164,375
Infrastructure			
Roads	248,975	-	248,975
Kerb and channel	8,129	-	8,129
Bridges	13,239	751	13,990
Drainage	32,991	-	32,991
Footpaths	2,470	-	2,470
Parks, Open Space & Streetscapes	6	191	197
Recreational, leisure and community facilities	10,833	6,079	16,912
	316,643	7,021	323,664
Other Assets			
Cultural assets	2,491	-	2,491
Equity in North Central Goldfields Library	149	-	149
	2,640	-	2,640
Total asset revaluation reserves	483,658	7,021	490,679

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

Note 9 Other matters (cont.)

9.1 Reserves (cont.)

(b) Other reserves

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
2022				
Asset conversion	744	-	-	744
Car parking*	136	-	-	136
Commercial development	3,237	-	(55)	3,182
Community facilities*	398	193	-	591
Debt repayment	491	400	-	891
Drainage*	699	35	-	734
Footpaths*	142	-	-	142
Gisborne development plan*	1,039	506	-	1,545
Gravel pit operations	674	854	-	1,528
Hanging Rock	427	-	(215)	212
Plant replacement	1,478	986	(1,322)	1,142
Public open space*	3,752	1,019	(582)	4,189
Road contributions*	531	-	-	531
Romsey development plan*	59	26	(32)	53
Senior citizens accommodation maintenance*	276	16	(93)	199
Total other reserves	14,083	4,035	(2,299)	15,819
2021				
Asset conversion	864	-	(120)	744
Car parking*	136	-	-	136
Commercial development	3,599	-	(362)	3,237
Community facilities*	418	-	(20)	398
Debt repayment	91	400	-	491
Drainage*	446	253	-	699
Footpaths*	128	24	(10)	142
Gisborne development plan*	759	366	(86)	1,039
Gravel pit operations	545	129	-	674
Hanging Rock	612	-	(185)	427
Plant replacement	257	1,439	(218)	1,478
Public open space*	3,697	1,190	(1,135)	3,752
Road contributions*	427	104	-	531
Romsey development plan*	113	46	(100)	59
Senior citizens accommodation maintenance*	253	88	(65)	276
Total other reserves	12,345	4,039	(2,301)	14,083

* Non-discretionary reserves subject to statutory requirements and/or other agreements – \$8.12m (\$7.032m 2020/21)

Note 9 Other matters (cont.)

9.1 Reserves (cont.)

Asset conversion – net proceeds from the sale of land for capitals works projects.

Car parking – developer contributions for car parking projects.

Commercial development – net proceeds from the sale of industrial/commercial land for the purchase and development of land to be used for industrial/commercial purposes.

Community facilities – developer contributions for community infrastructure facilities.

Debt repayment – budget allocation to accumulate the required amount of funds to repay the borrowed money when it is due to be repaid.

Drainage – developer contributions for drainage works.

Footpaths – developer contributions for footpath works.

Gisborne development plan – developer contributions for capital works projects in Gisborne.

Gravel pit operations – surplus from gravel pit operations for capital works projects.

Hanging rock – surplus from Hanging Rock operations for capital works projects and operational projects.

Plant replacement – surplus from plant operations for capital replacements.

Public open space – developer contributions for open space projects.

Roads contributions – developer contributions for roads works.

Romsey development plan – developer contributions for capital works projects in Romsey.

Senior citizens accommodation maintenance – resident contributions for maintenance of units.

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

	2022 \$'000	2021 \$'000
Surplus/(deficit) for the year	16,825	7,955
Depreciation/amortisation	15,511	16,969
Loss on disposal of property, infrastructure, plant and equipment	2,416	268
Fair value adjustments for investment property	(64)	18
Contributions – non-monetary assets	(10,301)	(2,837)
Share of net profits/losses of associates	(79)	(73)
Borrowing costs	222	220
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(8,438)	131
(Increase)/decrease in other assets	(219)	33
Increase/(decrease) in trade payables	1,264	(237)
Increase/(decrease) in unearned income	7,901	6,581
Increase/(decrease) in trust funds and deposits	464	2,419
Increase/(decrease) in provisions	(637)	(151)
Net cash provided by/ (used in) operating activities	24,865	31,296

Note 9 Other matters (cont.)

9.3 Superannuation

Macedon Ranges Shire 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 Comprehensive Operating Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/ Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2022, this was 10% as required under Superannuation Guarantee (SG) legislation (2021: 9.5%)).

Defined Benefit

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

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of 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 2021, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category.

The vested benefit index (VBI) of the Defined Benefit category of which Macedon Ranges Shire is a contributing employer was 109.8%. The financial assumptions used to calculate the VBI were:

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

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

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

Net investment returns	5.5% pa
Salary information	2.5% pa to 30 June 2023, and 3.5% pa thereafter
Price inflation (CPI)	3% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2021 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer contributions

Regular contributions

On the basis of the results of the 2021 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2022, this rate was 10% of members' salaries (9.5% in 2020/21). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation.

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

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.

Note 9 Other matters (cont.)

9.3 Superannuation (cont.)

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

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

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

The 2021 triennial actuarial investigation surplus amounts

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

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

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

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2021.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2021.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2021.

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

The 2022 interim actuarial investigation

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

Superannuation contributions

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

Scheme	Rate	2022 \$'000	2021 \$'000
Vision Super – defined benefits	10.0%	81	87
Vision Super – Accumulation	10.0%	1,544	2,905

There were \$163,720 contributions outstanding to the above schemes as at 30 June 2022 (2021 \$412,313).

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2023 is \$81,000.

Note 10 Change in Accounting Policy

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

There are no pending accounting standards that are likely to have a material impact on Council.

Macedon Ranges Shire Council Performance Statement

For the Year Ended 30 June 2022

OUR MUNICIPALITY

The Macedon Ranges Shire Council (Council) is situated north-west of Melbourne. The traditional owners are the DjaDja Wurrung, Taungurung and Wurundjeri Woi Wurrung peoples.

The shire enjoys good rainfall and a more temperate climate than areas to the north and south. The unique landscape of the shire, together with the proximity to Melbourne have attracted residents and visitors since the early 1800s.

The Macedon Ranges population is spread across nine towns and a number of smaller settlements. The largest towns are Gisborne, Kyneton, Romsey and Woodend. About 39% of people in Macedon Ranges live outside a town boundary in a rural setting.

The economy of the Macedon Ranges region is diverse with the major industries (based on number of jobs in the shire) as follows;

- Industry comprising Manufacturing and Construction (11.1% of jobs)
- Public Services comprising Health Care & Social Assistance and Training & Education (11% of jobs)
- Public Services comprising Training & Education (10% of jobs)

The shire covers an area of 1,747 km² and has a population of 51,743 which is expected to grow to 65,405 by 2036.

Impact of COVID-19

The COVID-19 pandemic has once again had a significant impact on the operations of Council. In line with government restrictions, Council closed a number of facilities and reduced physical service delivery throughout the year, transferring a range of services and consultations online. The financial impact of these closures has been reflected in the results for 2021/22 and appropriate commentary appears throughout the annual financial and performance statements. Council will continue to monitor the non-financial and financial impacts of COVID-19 on its operations.

Storm June 2021

On 9 June 2021, a severe storm caused widespread destruction across the shire. Thousands of residents and hundreds of houses, fences, outbuildings and sheds were impacted. Extensive tree falls occurred, resulting in closures of roads and public spaces. Council assisted with the clean-up from the storm. The clean-up came at a considerable cost to Council and was an unbudgeted item in the 2021/22 Budget. Many millions of dollars have been contributed to the clean-up and Council is working with Bushfire Recovery Victoria to have the funds reimbursed. These additional costs are included in the operating expenditure and reimbursements approved are included in the operating revenue of Council for the year 2021/22.

Sustainable Capacity Indicators

For the year ended 30 June 2022

Indicator/measure [formula]	Results				Comment
	2019	2020	2021	2022	
Population <i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,492.55	\$1,565.35	\$1,659.02	\$2,126.90	The increase of expenses per head of municipal population in 2021/22 relates to the unbudgeted expenditure incurred by Council from the June 2021 storm. Council has undertaken the recovery works and is awaiting reimbursement for the expenditure from the Victorian Government.
Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$13,133.31	\$13,177.20	\$13,194.78	\$13,738.07	
Population density per length of road [Municipal population / Kilometres of local roads]	28.14	28.35	28.75	29.05	
Own-source revenue <i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,280.66	\$1,247.56	\$1,258.42	\$1,499.66	The increase in own-source revenue per head of municipal population in 2021/22 relates directly to the claims submitted for storm recovery costs and fees and charges relating to the Victorian Government utilising a Council site to process materials from the storm.
Recurrent grants <i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$288.09	\$308.61	\$271.74	\$370.64	The increase in recurrent grants per head of municipal population in 2021/22 is due to the timing of grants received in 2021/22 that relate to the 2022/23 financial year.
Disadvantage <i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	9.00	9.00	9.00	9.00	
Workforce turnover <i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	21.2%	15.2%	11.8%	17.7%	The high turnover had several contributing factors during 2021/22. Factors include the hard lock down for an extended period of the year, during this time staff also took the opportunity to re-evaluate their working options and their career which has led to retirements, staff leaving and taking up new job opportunities closer to home, staff leaving to take new roles to expand their careers.

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 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 2022

Service/indicator/measure [formula]	Results				Comment
	2019	2020	2021	2022	
Aquatic Facilities Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	7.23	5.50	2.53	4.52	The gradual relaxation of COVID restrictions through 2021, followed by a return to COVID normal operations from Term 1 2022 allowed facilities to significantly expand programming at all sites. The increase in recorded visitations is a direct result of the expansion of programming. Review of pre-COVID attendance figures show facilities are returning to near historic levels on a month to month comparative basis.
Animal Management Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	100%	0%	0%	No prosecutions were completed in the financial year.
Food Safety Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	95.52%	95.12%	100.00%	
Governance Satisfaction <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]	51	52	47	48	
Libraries Participation <i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	16.40%	16.28%	14.17%	12.24%	Despite overall utilisation returning to pre COVID-19 levels, the number of active borrowers has not. This is possibly due to hesitation resulting from the pandemic.
Maternal and Child Health (MCH) Participation <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	80.92%	82.38%	80.85%	78.36%	

Service/indicator/measure [formula]	Results				Comment
	2019	2020	2021	2022	
<p>Participation <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</p>	80.65%	91.23%	78.67%	87.80%	Number of Aboriginal children participating in MCH services increased from 37.5 at 30 June 2021 to 41 at 30 June 2022.
<p>Roads Satisfaction <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]</p>	49	54	49	43	Decrease in customer satisfaction can be associated with the growing renewal gap in road pavement reconstruction; clean up and maintenance works on local sealed roads associated with the June 2021 storm; deterioration/potholes in local sealed roads due to one of the wettest autumns on record; road pavement failure due to an increase of heavy vehicles associated with developments across the shire; and the presentation of non-Council roads was identified as a factor impacting community perception.
<p>Statutory Planning Decision making <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</p>	58.33%	100.00%	50.00%	53.33%	Fifteen decisions were considered by VCAT in relation to Council's planning applications during 2022, (2021 16 decisions). Eight of these decisions did not set aside Council's prior decision in relation to a planning application in 2022, (2021, 8 decisions).
<p>Waste Collection Waste diversion <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</p>	44.78%	53.46%	64.67%	71.08%	This shows the positive impact the four-bin system is having in increasing the diversion rate from landfill.

Definitions

“**Aboriginal child**” means a child who is an Aboriginal person

“**Aboriginal person**” has the same meaning as in the Aboriginal Heritage Act 2006

“**active library borrower**” means a member of a library who has borrowed a book from the library

“**annual report**” means an annual report prepared by a council under section 98 of the Act

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

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

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

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

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

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

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

“**population**” means the resident population estimated by Council

Financial Performance Indicators

For the year ended 30 June 2022

Dimension/indicator/measure	Results					Forecasts				Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026		
Efficiency Expenditure level <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$3,219.80	\$3,401.94	\$3,602.98	\$4,575.59	\$3,594.32	\$3,597.11	\$3,619.10	\$3,631.75	The increase of expenses per property assessment in 2021/22 relates to the unbudgeted expenditure incurred by Council for the June 2021 storm. The forecasts indicated Council expects this measure to return to pre-2022 levels.	
Revenue level <i>Average rate per property assessment</i> [Total rate revenue (general rates and municipal charges) / Number of property assessments]	New in 2020	\$1,843.16	\$1,881.04	\$1,890.51	\$1,932.24	\$1,954.48	\$1,975.99	\$1,997.39		
Liquidity Working capital <i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	205.23%	225.99%	194.07%	167.81%	145.50%	140.52%	124.87%	130.45%	The decrease in working capital indicator is due to the recognition of high levels of unearned income at 30 June 2022. This increases the current liability balance at 30 June 2022 and therefore decreases the indicator. The forecasts indicates a relatively constant ratio of current assets to current liabilities.	
Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	105.94%	16.50%	19.01%	6.15%	26.03%	23.38%	16.37%	12.32%	The result reported in 2022 is considerably lower than past year and forecast results. This is due to the unbudgeted expenditure incurred for the Storm Recovery works undertaken during 2022. Council is awaiting claims to be reimbursed which will reinstate Council's unrestricted cash levels. The forecasts indicates a spike in this ratio for the next two years, with it reducing in line with historical levels in years three and four.	
Obligations Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	18.88%	8.88%	7.56%	6.26%	30.32%	28.23%	25.50%	18.03%	The decrease in 2021/22 is due to no new loans being drawn during the year. Contributing to the decrease of this ratio is that rates increased from 2020/21 to 2021/22. 2022 includes a large loan to contribute to the delivery of the Capital Works Program. This results in an increase in 2023 and a gradual decrease over future years as the loan is retired.	
Loans and borrowings <i>repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	2.06%	9.91%	1.24%	1.17%	3.72%	3.74%	3.77%	7.50%	The forecast results represent the increased loan and principal repayments as a result of the loan drawn down during 2023. The increase in 2026 is due to the a loan being retired in full.	

Dimension/indicator/measure	Results					Forecasts			Material Variations and Comments
	2019	2020	2021	2022	2023	2024	2025	2026	
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	15.04%	15.75%	13.34%	9.91%	28.20%	26.44%	20.98%	18.03%	<p>The decrease in 2021/22 from 2020/21 is from Council's non current liabilities decreasing offset against increased own source revenue due largely to contributions and the hire of a site from the June 21 storm event paid to Council.</p> <p>The forecast indicates it will rise in 2023 and then decrease over the forward estimates due to a loan budgeted to borrow during 2023.</p>
Asset renewal and upgrade <i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	154.75%	87.06%	136.30%	117.62%	129.49%	131.62%	120.88%	<p>The increase in asset renewal and upgrade compared to depreciation is in line with asset management plans. Exceeding 100% of depreciation on asset renewal and upgrades contributes to reducing the asset renewal gap.</p> <p>The forecast remains at above 100% indicating Councils intention to reduce the renewal gap for fixed assets.</p>
Operating position Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	7.58%	4.00%	-2.74%	-0.26%	2.99%	5.92%	8.15%	12.97%	<p>Both Council's underlying revenue and adjusted underlying surplus increased in 2021/22. This is due to Council receiving early payments of operating grants for 2022/23 in 2021/22 and the revenue recognised as other income during 2021/22 relating to storm event reimbursements.</p> <p>The forecast highlights a gradual improvement in the underlying result.</p>
Stability Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	61.06%	61.96%	64.62%	51.18%	63.69%	62.30%	61.01%	58.11%	<p>The decrease in 2021/22 indicates that own source revenue has increased at a higher rate than rate revenue. Whilst rates revenue has increased, own-source revenue in 2021/22 has increased at a higher rate due to the claims submitted for storm recovery costs and fees and charges relating to the state government utilising a Council site to process materials from the storm event.</p> <p>The forecast returns to a level in line with prior years. Financial year 2022 was an exception due to the increased level of own source revenue.</p>
Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.35%	0.33%	0.32%	0.32%	0.25%	0.25%	0.24%	0.24%	<p>Council has noted a consistent increase in property values across the shire since the pandemic of Covid 19 was declared. The shire is experiencing high rates of growth as people have relocated from the city to a rural lifestyle, driving demand and property prices up.</p> <p>The forecast remains consistent with 2022 results.</p>

Former measures Service/indicator/measure	Results		
	2018	2019	2020
Animal Management			
Health and safety			
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	1	0	Retired in 2020
Efficiency			
Revenue level			
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$2,036.59	\$2,081.76	Retired in 2020
Obligations			
Asset renewal			
<i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	94.42%	89.80%	Retired in 2020

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

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

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 2020 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by Council in its financial plan on 27 October 2021 and which forms part of the Council Plan. The financial 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 financial plan can be obtained by contacting Council.

Certification of the Performance Statements

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



Travis Harling, CPA
Principal Accounting Officer

26 October 2022
Gisborne

In our opinion, the accompanying performance statement of the Macedon Ranges Shire Council for the year ended 30 June 2022 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2020*.

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

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

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



Mark Ridgeway
Councillor

26 October 2022
Gisborne



Geoff Neil
Councillor

26 October 2022
Gisborne



Bernie O'Sullivan
Chief Executive Officer

26 October 2022
Gisborne



Independent Auditor's Report

To the Councillors of Macedon Ranges Shire Council

Opinion	<p>I have audited the accompanying performance statement of Macedon Ranges Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none">• description of municipality for the year ended 30 June 2022• sustainable capacity indicators for the year ended 30 June 2022• service performance indicators for the year ended 30 June 2022• financial performance indicators for the year ended 30 June 2022• other information and• certification of the performance statement. <p>In my opinion, the performance statement of Macedon Ranges Shire Council in respect of the year ended 30 June 2022 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and <i>Local Government (Planning and Reporting) Regulations 2020</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. 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 performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

Auditor's responsibilities for the audit of the performance statement

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

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

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

MELBOURNE
28 October 2022



Travis Derricott
as delegate for the Auditor-General of Victoria



Farmland to forest, Woodend-Romsey Road

NOT YET ENDORSED

Macedon Ranges Shire Council
(03) 5422 0333 | mrsc@mrsc.vic.gov.au
mrsc.vic.gov.au

