



ALPINE
SHIRE COUNCIL

Annual Report

2020/21

About this annual report

Welcome to the Alpine Shire Council Annual Report 2020/21. This report provides an account of Council's performance against the Alpine Shire Council Plan 2017-2021 (review 2020) and Budget for 2020/21.

Performance is measured against the seven strategic objectives in the Council Plan:

1. **A high performing organisation**
2. **A responsible and sustainable organisation**
3. **Incredible places for our community and visitors**
4. **Infrastructure and open space that our community is proud of**
5. **Highly utilised and well managed community facilities**
6. **A well planned and safe community**
7. **A thriving and connected community**

This report can be downloaded from Council's website www.alpineshire.vic.gov.au. Hard copies are available, by request, for those in the community without access to a computer.

Cover:

Regional sitting of the Victorian Legislative Council, held at The Pavilion, Pioneer Park, Bright, 29 April 2021.

Image used with the consent of the Parliament of Victoria (photography credit: Jean-Pierre Ronco).

Council Vision

“Providing outstanding opportunities for its residents through sustainable growth in balance with the natural environment.”

Council Values

Council’s values are the operating principles that guide councillor and employee conduct and the relationships between them, as well as the relationship of the organisation with its community, customers, partners and stakeholders.

The values were developed following workshops with both councillors and staff – the set of six core values recognise who we are – **ALPINE**. The values are:

Accountable	We are accountable and responsible for our decisions and actions, and the impacts of these on our community and the organisation.
Leadership	We demonstrate leadership by being informed, applying innovative thinking and solutions and making fair and timely decisions in the best interest of our community and the organisation for now and the future.
Productive	We are productive by focusing on delivering efficient and high quality services and projects that respond to the needs and priorities of our community and the organisation.
Integrity	We have integrity by being committed, truthful and transparent in our decision making and our interactions with our community and the organisation.
Nurture	We nurture the relationships, contributions and strengths of our community and the individuals of the organisation.
Engaged	We are engaged with our community, and within the organisation, to build strong and effective relationships and inform our choices.

The values have been embedded in the Councillor Code of Conduct, and the Employee Code of Conduct. These documents assist in reinforcing the importance of the values across the organisation.

Year in review

Alpine Shire Council (Council) has made good progress in delivery against the 2017-2021 Council Plan (review 2020). Highlights included:

1. A high performing organisation

- Smooth transition to the new *Local Government Act 2020*, meeting legislative timelines and requirements for new guiding documentation for Council.
- Advocacy for our local community, including hosting the Victorian Legislative Council in April 2021, Victorian Governor General visit in June 2021, and inclusion of the Alpine Shire in the Victorian-NSW Border Bubble imposed due to COVID-19.
- Supporting the Council elected in October 2020, including an intensive induction program.

See page 25 for more details.

2. A responsible and sustainable organisation

- The introduction of a new Customer Request Management system to improve our response and tracking of customer requests, and preparation for roll out of new business systems across the organisation.
- Receiving three awards at the MAV Technology Awards for Excellence in 2020 for our business system transformation project, in conjunction with Indigo and Towong Shire Councils.

See page 30 for more details.

3. Incredible places for our community and visitors

- Delivery of 84% of budgeted capital work expenditure, despite challenges associated with COVID-19 restrictions and lockdowns.
- Significant progress made on key works including the Great Valley Trail between Bright and Harrietteville, and the Alpine Better Places projects in Tawonga and Harrietteville.
- Delivery of important bridges in the Buckland and Kiewa Valleys (Bay Creek).

See pages 10 and 33 for more details.

4. Infrastructure and open space that our community is proud of

- Establishment of a new multi-agency Municipal Emergency Management Planning Committee to lead municipal emergency management planning into the future.

See page 35 for more details.

5. Highly utilised and well managed community facilities

- Council signed on to the Victorian Energy Collaboration to not only save energy costs, but to ensure that 100% of the electricity used in Council buildings and facilities comes from renewable sources.
- Managing fluctuating COVID-19 restrictions with service delivery across key services such as waste, Visitor Information Centres, libraries, and swimming / sporting facilities.

See page 39 for more details.

6. A well planned and safe community

- Alpine Planning Scheme amendments to address known issues, including the Mount Beauty Aerodrome and Airpark.
- Progression towards Land Development Strategy and Bright Western Gateway plans, to inform and lead development into the future.

See page 44 for more details.

7. A thriving and connected community

- Development of a draft Events Strategy, involving community consultation to provide a framework for events held within the Shire. The strategy will be released for public exhibition in 2021/22.
- Support for businesses and events impacted by COVID-19 restrictions, including the annual funding programs for events and festivals, Dinner Plain, and community grants.
- Recovery programs implemented for the bushfire affected community, and significant funding awarded to Council to facilitate community recovery. Support of the Alpine Recovery Committee.

See page 50 for more details.

Challenges in 2020/21

- Delivery of Council's capital works program and service delivery was impacted by COVID-19 restrictions throughout the year. Council transitioned quickly to continue to provide services and complete capital works in line with government restrictions.

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Mayor's message

It has been a turbulent 12 months for the entire Victorian community, with COVID-19 restrictions and lockdowns creating a constantly changing environment for the community and businesses.

Here in the Alpine Shire, we're fortunate to live in an area that has close and supportive communities, and it has been pleasing to see how everyone has been able to rally together to deal with the uncertainty that the restrictions and lockdowns have created. From being in full lockdown, to restricted movements, to intermittently being able to welcome visitors back to our region, there has been a lot for everyone to deal with.

Advocacy

COVID-19 restrictions meant that moving between the States became an issue during the year, with the Border Bubble between NSW and Victoria imposed, allowing limited movement within the Bubble. Council lobbied hard to ensure that the whole of the Alpine Shire was included in the Border Bubble, so that our residents could travel to Albury for the goods and services they required.

Our profile with State Government remained high during the year, with the Victorian Legislative Council choosing to hold their regional sitting in Bright during April 2021. This was backed up by a visit from the Victorian Governor General in June 2021, further boosting the profile of our area. Local businesses and producers were involved in both events, showcasing all that our region has to offer.

I was extremely proud of the presentation to the Legislative Council from one of our youth leaders, providing a very real perspective from the youth in our Shire.

Bushfire Recovery

Bushfire Recovery has been a major focus for Council following the January 2020 Bushfires. The impact of the bushfires and the COVID-19 restrictions have continued to have a very real impact on businesses and the community. We received bushfire funding for key projects in Dinner Plain and Dargo High Plains Road, as well as funding to support community events to promote recovery.

The impact of bushfires and COVID-19 on our business community has been immense, with an estimated 82% loss of forecast business as usual from 1 January 2020 – 30 September 2020 alone, flowing on to a \$316 million impact on the tourism economy.

Capital Works

I have been impressed with the delivery of our capital works program this year, despite ongoing challenges associated with COVID-19 restrictions.

A lot of behind the scenes work on the Great Valley Trail between Bright and Harrierville has been undertaken, and I congratulate the staff involved for their efforts in providing

community engagement sessions online while we could not hold traditional in-person engagement sessions.

There was some great work done on capital works delivery in Bright, including the new pedestrian crossings on Gavan Street in Bright, slowing traffic and ensuring a safer experience for pedestrians, as well as delivery of the new Jumps Track in Pioneer Park. Mount Beauty residents and visitors have an extended shared trail along Kiewa River, and the Porepunkah community can now enjoy upgraded facilities in Riverside Park.

Environmental status

A significant step forward towards lowering our impact on the environment was made following Council signing on to the Victorian Energy Collaboration (VECO), which will result in 100% of our electricity coming from 100% renewable sources. Not only will this provide a positive result on our greenhouse gas emissions, it is also expected to save Council 23% on our current electricity costs.

This all leads into the development of a Climate Action Plan, which will be presented to Council early in 2021/22, and our commitment to the environment.

Elections

Importantly local government elections were held in October 2020, with four Councillors returning, and three newly elected Councillors. We now have a majority of women leading our Council, and an increase in representation from a younger demographic, reflecting the changing demographics within our community.

Councillors have been involved in a comprehensive induction process since the election, ensuring that we are up to date with the breadth of responsibilities, services, and programs that Council delivers.

I would like to thank outgoing Councillors Peter Roper, Daryl Pearce, and Kitty Knappstein for their important contribution to our community during their tenure on Council. I look forward to Council adopting the Community Vision and Council Plan in 2021/22, which will provide us with a roadmap for delivery of commitments to the community over the four years of the Council term.

Finally, a thank you to all staff for their commitment and dedication to delivering services and projects to our community, over what has been a challenging 12 months.

I look forward to continuing to support our community in 2021/22.



Cr John Forsyth
Mayor

CEO's message

This year has been another challenging one for our organisation and for the wider community. Following bushfires and COVID-19 challenges in 2019/20, the COVID-19 restrictions continued to create a challenging environment in which to operate.

Staff and the organisation

Staff were resilient and committed to delivery of services while remaining flexible throughout COVID-19 lockdowns, restrictions, and a brief period of opening up.

The State Government's Working for Victoria program meant that Council engaged an additional 31 people to work at Council on six-month contracts. This was a win for not only boosting employment during the difficulties associated with COVID-19 restrictions and job losses but boosted Council's ability to provide services and outcomes for the community.

The Enterprise Bargaining Agreement negotiations commenced, after being delayed by COVID-19 last year. The Bargaining Committee provided excellent focus and negotiations resulted in a wage offer and several new or amended provisions being presented to staff in June. Formal voting will occur in early 2021/22, and if successful, will be presented to the Fair Work Commission for approval.

Local Government Act

The year has been a time of change, not only for coping with COVID-19, but also keeping ahead of changes imposed by the new *Local Government Act 2020*. There has been a raft of new guidance documentation adopted by Council, including the Public Transparency Policy and Community Engagement Policy. These two in particular guide us in ensuring that our community is receiving appropriate levels of information from us as part of our normal business.

Council has facilitated in-depth deliberative engagement programs to develop the Community Vision, Council Plan, and Financial Plan, and I look forward to this engagement leading to strong plans to guide us into the next four years.

Customer Service

We were pleased to see a return to improved scores in our Community Satisfaction Survey. This followed our focus on improved Customer Service through the rollout of a new Customer Request Management System to improve the capturing and management of customer requests, and will help us to maintain an improved experience for our customers.

We are also continuing to improve our systems across the organisation as part of Project Pinnacle in association with Towong and Indigo Shire Councils. We received three awards at the MAV Technology Awards for Excellence in October 2020, including sharing the National Award with Sunshine Coast Council.

Our improved services for customers was further boosted by the introduction of our Business Concierge program, providing businesses with a single application for business permits, removing the need for duplication, and providing a single point of contact.

Financial position

We continued prudent financial management throughout the year, ending with a \$4.7 million surplus, mostly due to receiving additional grant income. Rates and charges remain our most significant source of revenue, accounting for 60% of income. We continue to operate without borrowings and remain in a strong position to deliver increased capital works delivery programs over the coming years.

Elections

We welcomed three new Councillors elected to Council in October, and four returning Councillors. Councillors have had to hit the ground running, with Council decisions required throughout the year. I would like to thank outgoing Councillors Peter Roper, Daryl Pearce, and Kitty Knappstein for their important contribution to our community during their term on Council.

Finally, a thank you to all staff for their commitment and dedication to delivering services and projects to our community. I have been incredibly proud how our staff have adapted to changes and restrictions, time after time, continuing to respond to the needs of our community – thank you. I believe this experience has strengthened our organisation and we look forward to delivering for our community in 2021/22.



Charlie Bird
Chief Executive Officer

Financial summary

Financial overview 2020/21

Council ended the 2020/21 year with a surplus of \$4.7 million, which was \$2.5 million more than projected in the 2020/21 Budget. This was largely due to:

- the receipt of \$3.5 million in additional grant income;
- additional non-monetary contributions of \$1.0 million arising from completed subdivision developments;
- revaluation of the Bright and Myrtleford Holiday Parks by \$0.5 million; and
- lower than anticipated materials and services expenditure of \$1.1 million.

This was in part offset by:

- additional employee costs of \$0.8 million, primarily due to additional Working for Victoria employee costs; and
- an adjustment to Council’s Land under Roads Asset Register of \$3.0 million.

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic of COVID-19. Whilst the impacts of the pandemic have abated somewhat during the 2020/21 year, the crisis and measures to mitigate it impacted on Council financial operations as follows:

- Council provided fee relief in the form of reduced fees and charges for the businesses at an estimated cost of \$0.1 million; and
- Council has received additional COVID-19 related Grant income of \$1.4 million, including Working for Victoria Grant income of \$0.9 million.

There was minimal impact on Council’s staffing costs as the majority of impacted staff were redeployed or took leave.

Council’s income

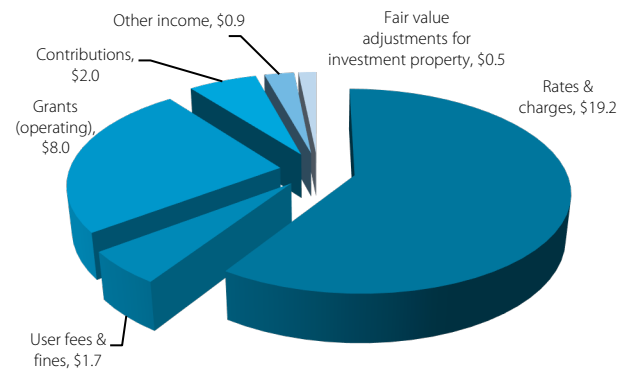


Figure 1: Alpine Shire Council revenue 2020/21 (\$millions)
Rates and charges are Council’s most significant source of revenue comprising \$19.2 million or 60% of Council’s income. Operating Grants are the second largest income source, comprising \$8.0 million. Other income includes interest on investments, rent for leased Council assets and fair value adjustments for Council’s investment property.

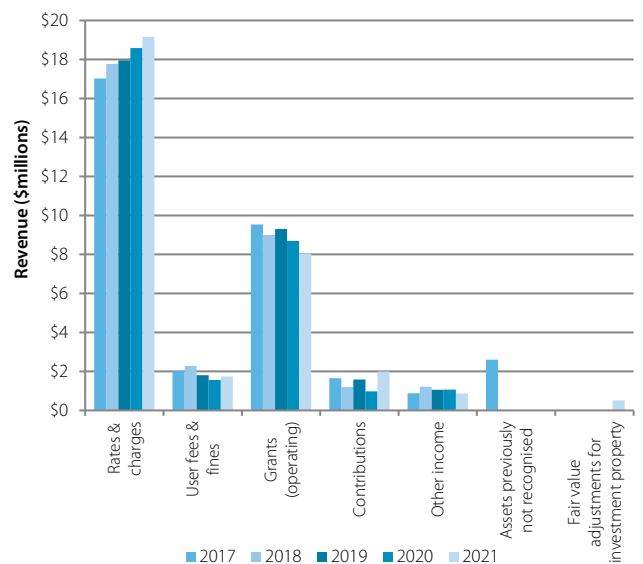


Figure 2: Alpine Shire Council revenue 2016/17 to 2020/21 (\$millions)

Figure 2 highlights Council’s revenue over a 5-year period. Rates and charges have demonstrated consistent incremental growth due to ongoing development in the Alpine Shire. Grants fluctuate depending on the timing of payments, and the ability to obtain one-off project grants.

Council's expenditure

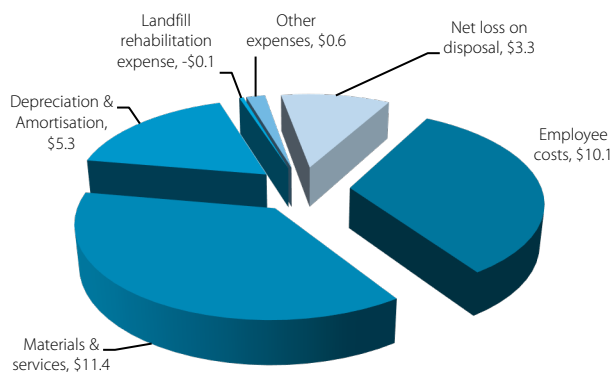


Figure 3: Alpine Shire Council expenditure 2020/21 (\$millions)

Figure 3 shows that materials and services and employee costs comprise the majority of Council's operating expenditure.

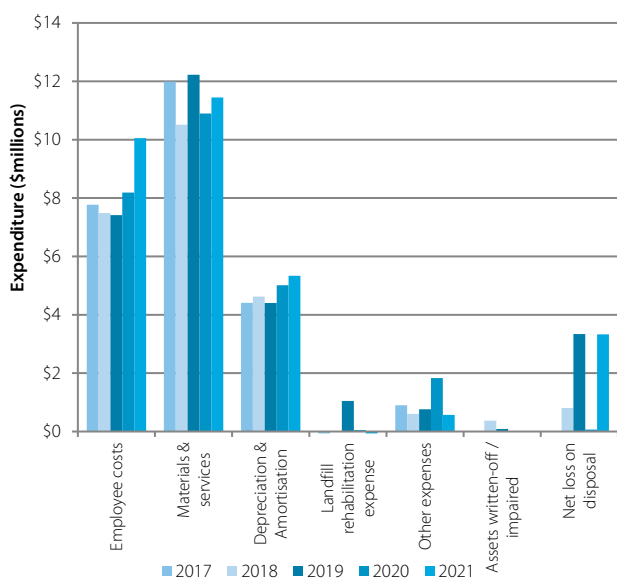


Figure 4: Alpine Shire Council expenditure 2016/17 to 2020/21 (\$millions)

Figure 4 highlights Council's expenditure over the last five years. There has been some increase in employee expenses, predominantly due to additional Working for Victoria employee costs and partially due to a reduction in the impact of vacant positions. Materials and services spiked in 2018/19 primarily due to the reclassification of \$2.3 million of the capital works budget as operating expenditure in that financial year and have increased this year as a result of additional COVID-19 related projects.

A 2021 review of land under roads by Council's valuers discovered that the original valuation in June 2018 had erroneously included roads not controlled by Council. These have been removed from Council's asset register resulting in a net loss on disposal of property, infrastructure, plant and equipment adjustment of \$3.0 million.

Cash balance

Following the surplus result, Council is in a strong cash position of \$37.8 million as at 30 June 2021. This is expected to reduce somewhat over the next few years as the capital works program proceeds.

Looking forward

Council continues to maintain a ten-year Financial Plan (FP) and 4-year budget, which are updated each year as part of the budgeting process. The FP is a critical tool for Council to ensure it makes fiscally responsible decisions. The FP delivers long term sustainability utilising conservative assumptions such as:

- rate rises below or in line with the rate cap;
- no increase in equivalent full time employees; and
- no borrowings by Council.

These assumptions can be changed to respond to changes in the internal and external environment. The FP is used to inform decisions regarding grant applications, major projects, operational spending, rating strategies and financial risk.

Funding

Council acknowledges the support of both the Victorian Government and the Australian Government for the provision of funding, without which many of the projects and services that Council delivers would not be possible. In particular the Australian Government's Financial Assistance Grants are essential for the continued delivery of Council's services and infrastructure.

Council's Annual Financial Statements commence on page 78 of this report.

Capital works summary

Council delivered a \$6.5 million capital works program in 2020/21, balancing investment in our infrastructure with prudent financial management. Highlights were as follows:

Alpine Better Places Harrierville and Tawonga

Due to COVID-19 restrictions, community consultation was conducted with an online meeting via Zoom, which was very well received and resulted in productive engagement. It was a great example of innovation and the use of technology to efficiently engage stakeholders. This created model for other projects, which has been adopted and well received.

Annual road renewals

Our annual renewals program was successfully delivered again this year. The focus was in the Kiewa Valley. The works included asphalt overlays, road resealing, line marking, kerb and channel replacement and drainage improvements. These works are essential to keep our road network in good condition to enable the community to travel safely and with confidence.

Bay Creek Bridge

The Bay Creek Bridge in the Kiewa Valley was upgraded. These works increased the load-bearing capacity of the bridge to enable heavier loads to be transported safely.

Buckland Bridge

The Buckland Bridge provides access for critical firefighting and emergency response equipment and vehicles for DELWP and other emergency services agencies. The new bridge will enable larger equipment to be easily deployed in the case of emergencies. The new bridge was installed and able to be used in an emergency prior to Christmas. The balance of the work has been completed during Q3.

Kiewa River Trail (Mount Beauty)

The Kiewa River Trail in Mount Beauty was sealed and this project was completed in time for the summer holidays.

Pioneer Park Jumps Track (Bright)

The Pioneer Park Jumps Track was completed, delivering a new and exciting opportunity for cyclists to develop their skills. This facility has three levels of difficulty enabling riders to progress as their skills develop.

Gavan Street pedestrian crossings (Bright)

The Gavan Street pedestrian crossings project was completed. These works included the upgrade of the footpaths, introduction of pedestrian refuges to enable safe crossing for pedestrians while also calming traffic flows through the centre of Bright. These improvements will have a significant impact to pedestrian safety, improving the amenity and ambience of Bright.

Mount Beauty Airport Upgrade Project

Funding was secured for the rescope project to retain the existing airport classification, with the exclusion of lighting and the emphasis on upgrading the runway that will provide a more serviceable facility.

Swimming Pool upgrades

The swimming pools are an important facility for our communities in Mount Beauty and Myrtleford. Both pools required significant maintenance and upgrading of infrastructure, which was successfully completed in time for the season opening.

Riverside BBQ Shelter (Porepunkah)

The Riverside BBQ Shelter in Porepunkah was renewed and successfully commissioned prior to the busy summer holiday period, proving a welcome addition to the Riverside Park in Porepunkah.

Challenges

The main challenge impacting the delivery of Capital Works in 2020/21 was COVID-19 restrictions, resulting in ongoing delays to projects due to contractor travel restrictions.

All projects completed during 2020/21

Shire-wide

- Asphalt Overlays
- Drainage Renewal
- Fire Hydrant Renewal
- Gravel Re-sheeting
- Kerb And Channel Renewal
- L2P Vehicle Renewal
- Large Plant Renewal
- Line Marking
- Parks and Facilities Signage Upgrade
- Pool Chlorine Dosing System Renewal
- Resealing
- Road Stabilisation And Patching
- Safe Roof Access
- Small Plant And Equipment Renewal
- Vehicle Renewal

Upper Ovens Valley (Bright and surrounds)

- Bright Car Parking Improvements - Stage 1
- Buckland Bridge
- Gavan Street Pedestrian Crossings
- Mountain Mist Drive Renewal
- Pioneer Lane Upgrade
- Pioneer Park Asbestos Remediation and Management
- Pioneer Park Jumps Track
- Riverside Park Barbeque Shelter Renewal
- Rotary Pines Preliminary Landscaping

Lower Ovens Valley (Myrtleford and surrounds)

- Friendship House Demolition
- Myrtleford Indoor Sports Stadium Expansion Seating
- Myrtleford Murray to the Mountains Rail Trail Upgrade
- Myrtleford Open Space Upgrades
- Myrtleford Pool Shade Structure
- Myrtleford Pool Tile and Cover Renewal
- Myrtleford Pool Vacuum Replacement
- Myrtleford Soccer Facility Upgrades – Design

Kiewa Valley

- Bay Creek Bridge
- Mount Beauty Pool Repairs
- Mount Beauty Skate Park Upgrade
- Pebble Beach Footpath Extension to Confluence

Our Council

Alpine Shire profile



The Alpine Shire is situated in north-east Victoria, approximately 300km from Melbourne, and 70km south of Albury-Wodonga. The area of the Alpine Shire is 4,790 square kilometres¹ of which 92% is public land. This includes the whole of the Mount Buffalo National Park and large tracts of the Alpine National Park. The remaining 8% of land consists of towns, villages and farming land in the major river valleys: Ovens, Buffalo, Buckland and Kiewa valleys.

The Shire extends from mountain ranges down to the valley floor, where residents choose to live predominantly around the three main towns of Bright, Myrtleford and Mount Beauty – each of which proudly respects their own strong heritage and individuality. Other members of the populace live in the smaller towns, villages and surrounding farming communities that are spread throughout the Shire. The Alpine Shire surrounds two of Victoria's major ski resorts: Falls Creek and Mount Hotham, and includes the smaller snowfield attractions of Dinner Plain and Mount Buffalo.

The Alpine Shire has a rich history from ancient aboriginal settlement, mining and prospecting in the gold rush era, to post-war immigration. Today the region offers a diverse lifestyle with a mix of culture, history and experiences. The region is a well-known destination for visitors, with festivals, markets, exhibitions, sporting and recreational activities held throughout the Alpine Shire; together with a range of cafes, restaurants and wineries.

In the ABS 2016 Census the Alpine Shire industries with the greatest number of businesses were agriculture, forestry and fishing; construction; and accommodation and food services. In terms of employment, the main industries were accommodation and food services; health care and social assistance; retail trade; agriculture, forestry and fishing; manufacturing; construction; and education and training.

The population of the Alpine Shire is estimated to be 12,973² - a number which significantly increases with the seasonal influx of visitors. Population demographics from the 2016 Census show a much lower population of 20-39 year olds, but a much higher population of persons aged 55 and over compared to the Victorian State-wide average.

¹ This area does not include the resorts of Hotham Heights and Falls Creek which have a combined total of 44 square kilometres.

² Estimated Residential Population, Local Government Areas, Victoria (released 30 March 2021) – Australian Bureau of Statistics (catalogue 3218.0)

Council offices

Council's head office is located in Bright, with depot operations centres located in Bright, Mount Beauty and Myrtleford. In addition to the head office in Bright, Customer Service Centres are located in the Mount Beauty and Myrtleford libraries, allowing the community to make payments and access key Council information without having to travel to Bright.

Bright Council Office

2 Churchill Avenue

(PO Box 139)

Bright VIC 3741

Phone: 03 5755 0555

Fax: 03 5755 1811

Email: info@alpineshire.vic.gov.au

Internet: www.alpineshire.vic.gov.au

Facebook: www.facebook.com/alpineshirecouncil

Mount Beauty Library and Customer Service Centre

Lakeside Avenue

Mount Beauty VIC 3699

Phone: 03 5754 4542

Myrtleford Library and Customer Service Centre

Corner Standish Street and O'Donnell Avenue

Myrtleford VIC 3737

Phone: 03 5752 2038

Alpine Shire Councillors

Elections were held for the Alpine Shire Council on 24 October 2020. Councillors elected were:

Elected October 2020

Cr John Forsyth (Mayor)	First elected:	October 2012
	Re-elected:	October 2016 October 2020
	Mayor:	November 2020 – current
Cr Sarah Nicholas (Deputy Mayor)	First elected:	October 2016
	Deputy Mayor:	November 2017 – October 2020 November 2020 – current
	Re-elected:	October 2020
Cr Katarina Chalwell	First elected:	October 2020
Cr Ron Janas	First elected:	October 2012
	Re-elected:	October 2016 October 2020
	Deputy Mayor:	November 2014 – November 2015
	Mayor:	November 2015 – November 2019
Cr Tony Keeble	First elected:	November 2008
	Re-elected:	October 2012 October 2016 October 2020
	Deputy Mayor:	November 2015 – November 2017
Cr Kelli Prime	First elected:	October 2020
Cr Charlie Vincent	First elected:	October 2020

Outgoing Councillors October 2020

Cr Peter Roper	First elected:	November 2008
	Re-elected:	October 2012 October 2016
	Mayor:	December 2011 – November 2014 November 2019 – October 2020
	Term expired:	October 2020

Cr Kitty Knapstein	First elected:	October 2016
	Term expired:	October 2020

Cr Daryl Pearce	First elected:	November 2005
	Re-elected:	November 2008 October 2012 October 2016
	Mayor:	December 2006 – December 2007
	Deputy Mayor:	December 2007 – December 2008 December 2009 – December 2011
	Term expired:	October 2020

More information regarding Councillors can be found on page 55.

The organisation

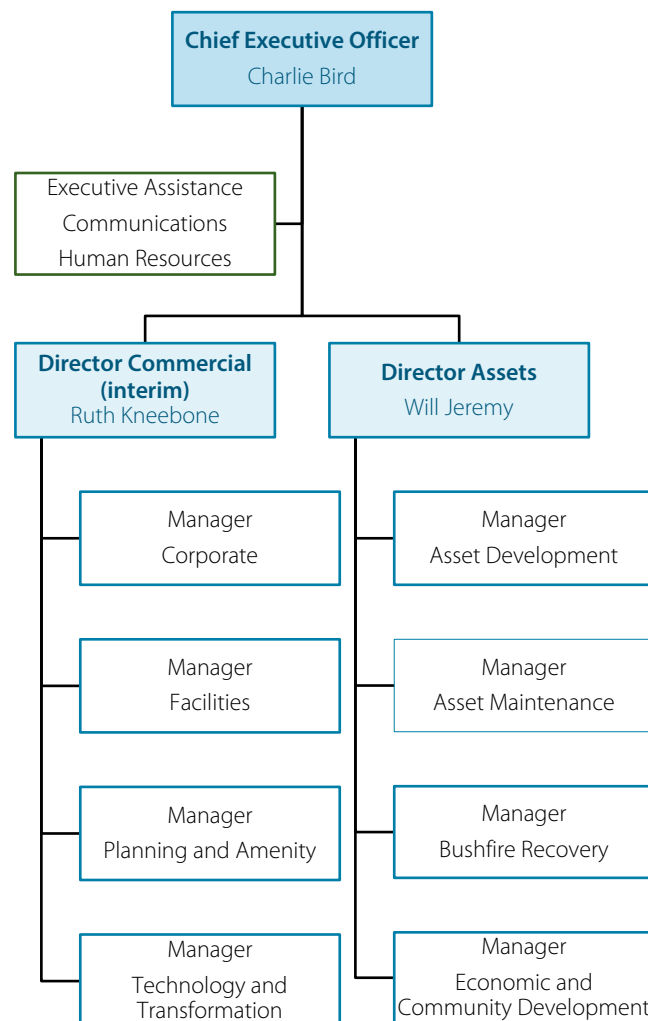
The Alpine Shire Council operates under a corporate management structure, with the Chief Executive Officer leading directors, managers and staff.

The organisation has a two-directorate model consisting of Corporate and Assets. Each director reports to the CEO and is responsible for the delivery of services and projects within program areas. A small Executive Services team reports directly to the CEO.

Changes to the structure throughout the year included:

- Nathalie Cooke left the position of Director Corporate in May 2021. Council undertook recruitment for the Director Corporate Performance role, with the successful candidate due to commence in October 2021. In the interim, Council appointed Ruth Kneebone to the Director Commercial role.
- In May 2021, the Customer Service team transferred to the Corporate department and subsequently the Digital and Customer Projects department was renamed to Technology and Transformation. This department includes the Information and Communications (ICT) team and is responsible for driving Council’s digital transformation.
- In May 2021, the Building and Amenity department and Planning department were combined to form the Planning and Amenity department, following the appointment of a new Manager.
- Other minor changes have been to the structure in 2020/21 to ensure the delivery of projects and services to our community is optimised.

Organisational structure at 30 June 2021



Chief Executive Officer

Charlie Bird

Functions reporting directly to CEO include Executive Assistance, Human Resources, and Communications.

Senior Officers reporting directly to the Chief Executive Officer and the functions for which they are responsible include:

Director Commercial (interim)

Ruth Kneebone

- Planning and Amenity
 - Animal management
 - Building services
 - Environmental health
 - Food safety
 - Local laws
 - Strategic planning
 - Statutory planning
 - Subdivisions
- Corporate
 - Customer service
 - Finance
 - Governance
 - High Country Library Network hub
 - Library services
 - Occupational health and safety
 - Rates and property
 - Risk management
- Customer and Digital Projects
 - Information and communication technology
- Facilities
 - Aerodromes
 - Holiday parks
 - Leases
 - Visitor information centres
 - Public amenities
 - Recreation (sports centres and pools)
 - School crossing supervisors
 - Waste and recycling management

Director Assets

Will Jeremy

- Asset Development
 - Project prioritisation, design and delivery
 - Securing funding
- Asset Maintenance
 - Asset management
 - Building maintenance
 - Depot operations
 - Development engineering
 - Emergency management
 - Footpaths, tracks and trails maintenance
 - Open spaces
 - Road, bridge and drainage maintenance
- Bushfire Recovery
 - Community recovery
 - Economic recovery
 - Recovery (cultural healing)
- Economic and Community Development
 - Community development
 - COVID support – Business concierge and community connections
 - Dinner Plain bus
 - Dinner Plain marketing and events
 - Economic development
 - Immunisations
 - L2P driving program
 - Maternal and child health (child and family services)
 - Supported playgroups
 - Tourism, festivals and events
 - Youth services

Council staff

Impact of COVID-19

COVID-19 restrictions continued to affect the whole of Victoria, with social / physical distancing, restrictions on public gatherings, and restrictions requiring staff to work from home, affecting the workforce. Staff were supported in those areas that were required to close, such as learn to swim, L2P, supported playgroups, Bright Sports Centre, swimming pools, visitor information centres, community centres and halls, maternal and child health and library services. Permanent staff were redeployed where possible, and able to access leave.

Depending on COVID-19 restrictions during the year, many of the office-based staff continued to balance working from home with being on site in Council buildings. Strict hygiene procedures continued for those staff needing to access the office or vehicles to undertake their duties.

All staff were encouraged to contact the Employee Assistance Program to assist with managing stress. Staff were reminded that a person must not be subject to bullying, harassment or victimisation if they were suspected to have, or reported to have a medical condition.

Working for Victoria

Alpine Shire Council was included in the "Working for Victoria" initiative from the Victorian government. The scheme aimed to help Victorian jobseekers find work, including those people who lost their jobs due to the impacts of COVID-19, and provided funding to Council to support these roles. This funding enabled Council to employ an additional 31 people on temporary 6-month contracts. Approximately half were office-based staff, and half outdoor / field staff. Council engaged the first successful applicant in mid-October 2020. Roles ranged from ICT, HR, Risk and Safety, Communications, Engineers, Project Managers, Multipurpose Crew, Tracks and Trails Maintenance Crew, and Transfer Station Attendants.

The workforce

The Chief Executive Officer (CEO) is employed directly by Council to manage Council's business. Employees act under the general direction of the senior management team, with terms and conditions of employment governed by an enterprise agreement.

Personnel are employed on a permanent basis (full time or part time) where the work is continuous and ongoing, on a temporary basis where there the work is temporary or seasonal, or on a casual basis where the work is of a relieving or intermittent nature.

Employee numbers are best measured by the number of full time equivalent (FTE) staff. At 30 June 2021 Council's

FTE was 117.9, occupied by a total of 180 staff across the organisation, including permanent, temporary and casual positions. There were 7.1 FTE (13 positions) vacant at the time of reporting, due to a mix of seasonal positions not filled in June, and a series of recruitment both permanent and temporary positions. Data does not include Working for Victoria staff, or contractors. A more detailed summary of the workforce can be found in tables 1 and 2 on page 21.

Recruitment and selection

Council recruited for a total of 77 positions during 2020/21, including 31 Working for Victoria roles, as well as internal expressions of interest (for backfill), permanent, temporary and casual positions.

Council's workforce turnover for permanent staff (not including casual and temporary staff) was 19.6% in 2020/21, an increase on the previous year. More than half of those leaving relocated to another area or advanced their careers at another organisation. Council is proud to be an organisation that develops its staff which enables them to advance their careers.

Trainees and work experience students

As part of supporting our youth in the community, Council offers traineeships and provides opportunities for students to undertake work experience with Council. School-based work experience and university work placement is offered in a variety of roles across the organisation.

In 2020/21, Council worked in conjunction with a local secondary school to support a local student with a work experience and staff were pleased to share their time and help educate local students about career paths and opportunities within Council. Council also participated in University placements for Environmental Health and Maternal and Child Health nursing.

Commencing in 2019/20, Council offered its inaugural Maternal and Child Health scholarships to two local nurses who were pursuing extra studies to gain their Maternal and Child Health Nursing qualifications. This program was a resounding success and both Nurses finished their courses in 2020/21, with one choosing to remain with Council following graduation. Council is very proud to be part of this program assisting local nurses to gain their additional qualifications and move into their dream jobs.

Council's three apprentice gardeners and arboriculture trainee all completed their studies in 2020/21. Several of Council's civil team completed their Certificate III in Civil Construction as part of a state government funded program to upskill workers.

Training and development

Council is committed to supporting staff to learn, grow and embrace new opportunities. As a small council, continuous improvement is fundamental to the success of our organisation. The training and development of employees is integral to the application and maintenance of this process.

During the year, 147 separate learning opportunities were attended by staff. These sessions included individual and group training, with a mix of in-house and external training undertaken. The continuation of social distancing associated with COVID-19 meant much of the training access was online learning.

New employee inductions were conducted either in-person or through virtual meetings, as COVID-19 restrictions allowed.

Equal Employment Opportunity

Council is committed to ensuring that its workplaces promote equal opportunity and are free from discrimination.

Council's Equal Opportunity, Discrimination and Harassment Policy (No.112) ensures that Equal Employment Opportunity (EEO) principles are integral in Council's processes.

The objective of the policy is to ensure that people are treated as individuals, respected for their unique attributes and not excluded, harassed or bullied through unconscious bias, stereotypes or unlawful actions.

Council's Employee Code of Conduct further endorses equal employment opportunity and expects all employees to refrain from behaviour that could be perceived as discrimination, harassment or bullying.

Gender statistics for Council's workforce are shown in Tables 1 and 2 on page 21. 47.2% of Council's staff are female based on FTE, increasing to 55% of the overall workforce based on head count, indicating that more women are engaged on a part-time basis.

Mandatory induction sessions for all new staff include equal opportunity guidance.

Employee Code of Conduct

Council's Employee Code of Conduct outlines the principles, values, standards and rules of behaviour that guide the decisions, procedures and systems that Council subscribes to. The code applies to all employees of the Alpine Shire Council, and is extended to cover contractors, staff on exchange, volunteers, work experience and graduate placements. The document supports the principle that customer service is the fundamental purpose of Council, and all staff must commit to providing competent, reliable and efficient services.

Enterprise Agreement 2016

Council's current Enterprise Agreement 2016 was approved by the Fair Work Commission on 9 December 2016. The agreement detailed the terms and conditions under which staff are employed and remunerated.

Enterprise Bargaining Agreement commenced

Council commenced Enterprise Bargaining Agreement negotiations in January 2021. Commencement of negotiations had been delayed due to the impact of COVID-19 and associated impacts on Council operations.

The Bargaining Committee met to discuss wages and conditions contained within the Agreement, with an in-principle wage offer formally presented in June 2021 proposing:

- 2.5% wage increase from 1 July 2020
- 2.5% wage increase from 1 July 2021
- 2.5% wage increase from 1 July 2022

The offer proposed a backdating of the wage increase to 1 July 2020 to correspond with the end of the previous 2016 Agreement

Several new or amended provisions proposed in the Enterprise Bargaining Agreement included: Paid Parental Leave being made available to both the primary and secondary caregivers, new entitlements for those officers undertaking Emergency Management roles, a one-off Mandatory Work From Home payment, additional leave for Aboriginal and Torres Strait Islander employees for ceremonial purposes, clarification of the requirement to use Council vehicles for work related travel, a provision for cashing-out of annual leave, classification structure for Recreation Centre Officers, First Aid Qualification training, and a number of new clauses for Maternal and Child Health Nurses.

Employee voting on the proposed Enterprise Bargaining Agreement is scheduled for the first half of 2021/22. The Agreement will not be final until the majority of employees vote in support of it, and it is officially lodged and approved by the Fair Work Commission. The 2016 Agreement continues to operate until such time as the new Agreement is approved.

Employee Assistance Program

Council continues to focus on the health and wellbeing of its employees. An Employee Assistance Program (EAP) is available to all employees and their families.

During the year, the EAP provided appointments either in person, via phone, or via Zoom, to ensure that employees and their families could continue to access assistance during COVID -19 restrictions.

Staff Engagement Surveys

During April 2021, Council conducted the annual Staff Engagement Survey, to help inform what actions the organisation could undertake to improve things like performance, retention and innovation. Questions remained the same as the previous three years to enable continual monitoring and to better understand those aspects of the workplace.

A COVID-19 focussed survey was also issued in March 2021, to assist in planning for staff returning to working from the office following easing of COVID-19 restrictions.

People Matter Survey

Council participated in the Victorian Public Sector "People Matter" survey in 2020/21, which was prepared in consultation with the Commission for Gender Equality to help local councils better understand gender equality in the workplace.

The survey asked staff how they experienced different aspects of the workplace, including gender equality, diversity and inclusion and cultural safety.

The survey will be used to inform Council's Gender Equality Action Plan, which is a requirement of the *Gender Equality Act 2020*. This Plan will be adopted in 2021/22.

Alpine Academy

Council implemented an online training portal – Alpine Academy - to deliver compliance training to all employees. Health and safety related training in the compliance pack included bullying and harassment, sexual harassment, equal opportunities for workers, and privacy.

16 Days of Activism against Gender-Based Violence

Council participated in the global 16 Days of Activism Against Gender-Based Violence campaign during November / December 2020. It included Respect Victoria's Respect Women: 'Call It Out' campaign, encouraging Victorians to call out sexism, sexual harassment and disrespect towards women.

Employee Health, Safety and Wellbeing

Training, education and awareness

Health, safety and wellbeing training, education and awareness programs are driven by mandatory requirements and analysis of high-risk activities.

Course Category	Number of Courses	Number of Attendees
Mental health and wellbeing	2	15
Plant competency / licence	7	7
Equipment competency / licence	3	14
Other competencies / licences	17	77
Hazard / risk management	7	42
General OHS matters	12	27
First Aid and CPR – including psychological first aid	6	86
COVID-19 safety	5	10

Consultation

Employee engagement and consultation on health, safety and wellbeing matters occurs through a number of channels. The main consultative mechanism is Council's Health and Safety Committee, established in accordance with section 72 of the *Occupational Health and Safety Act 2004*, and its member health and safety representatives of the three designated workgroups. The Committee met four times during the year with a focus on COVID-safe operations, implementation of the new health and safety management system, communications for lone and remote workers, online reporting improvements, review of the sun and UV protection policy, and Life Saving Victoria audits of Council's swimming pool operations. Engagement and consultation with workers also occur through management and departmental meetings and team toolbox meetings.

Incidents and injury management

There were 109 health and safety events reported during the year: 14 general incidents, 8 near misses, 65 hazards and 22 injuries. Of the 22 injuries, 4 progressed to WorkCover claims (3 accepted, 1 declined,) of the 3 accepted claims, 1 minor claim and 2 above the employer liability threshold, 2 resulted in lost time at the time of injury, of a total 52 days (46 days related to 1 injury). Council is committed to positive return-to-work outcomes by working closely with injured employees and their treating practitioners to find suitable or modified duties while they recover with the aim of returning to full duties.

Table 1: Total staff FTE by department (30 June 2021)

Directorate		Assets				Corporate Performance				
Department	Executive (incl CEO, Directors and staff)	Asset Development	Asset Maintenance	Bushfire Recovery	Economic and Community Development	Corporate	Facilities	Planning and Amenity	Technology and Transformation	Total
Permanent - FT - F	2.0		4.0		1.0	5.0	3.0	3.0		18.0
Permanent - FT - M		2.0	32.0			2.0	1.0	7.0	2.0	46.0
Permanent - FT - Vacant			1.0					1.0		2.0
Permanent - PT - F	0.8	0.8			4.1	9.0	3.6	1.9		20.2
Permanent - PT - M		1.5			0.8		0.5	1.0		3.8
Permanent - PT - Vacant			0.4		1.0		0.5			1.9
Temporary - FT - F					1.0	1.0				2.0
Temporary - FT - M	2.0	1.0	1.0							4.0
Temporary - FT - Vacant				1.0						1.0
Temporary - PT - F	0.8		1.4		1.9	0.9	0.5		0.6	6.1
Temporary - PT - M							2.1	0.6		2.7
Temporary - PT - Vacant				0.6						0.6
Casual - F		0.4			1.0	1.3	2.9	0.4		6.0
Casual - M		0.6	0.3				0.8	0.2		1.9
Casual - Vacant		0.6		0.4		0.2	0.4			1.6
Department Total	5.6	6.9	40.1	2.0	10.8	19.4	15.3	15.1	2.6	117.8
Directorate Total	5.6	59.8				52.4				117.8

FT = Full Time; PT = Part Time; F = Female; M = Male

* Temporary positions include backfill positions such as maternity leave, and short-term contract staff.

Table 2: Summary of FTE categorised by employment classification and gender (at 30 June 2021)*

	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	Other**	Total
Female	0.6	1.6	8.8	9.9	10.8	11.9	2.8	1.4	4.4	52.2
Male	0.6	0.5	20.3	7.3	6.4	6	8.9	1	7.4	58.4
Vacant			0.4	1.6	1.6	2			1.6	7.2
Total	1.2	2.1	29.5	18.8	18.8	19.9	11.7	2.4	13.4	117.8

* Includes all permanent, temporary and casual positions at 30 June 2021.

** 'Other' includes CEO, Directors, Managers, Maternal Child Health Nurses, and Building Surveyors.

Volunteers

Volunteers play a crucial role in the delivery of various services provided by Council, including our visitor information services, the L2P program, youth programs, facilities management, library programs, and advisory committees.

Council appreciates the role undertaken by its many volunteers, and acknowledges that without their assistance, there would be many services which could not be provided. Much of the work done by Council's dedicated volunteers provides vital support and expertise to assist the Alpine Shire community. Two of Council's larger volunteer programs include:

L2P program

The L2P Learner Driver Mentor program is funded by the Traffic Accident Commission (TAC), managed by Department of Transport and delivered by Council in conjunction with trained community volunteers acting as supervising drivers /mentors. The L2P program helps disadvantaged young people gain the 120 hours of supervised driving needed to apply for their drivers licence test. The Alpine L2P Program is funded to provide services to 20 learners.

To prove their eligibility, learner drivers must have a current learner's permit, be aged 16 – 21 years (learners over 21 in special circumstances), have no, or limited access to a supervising driver and / or suitable motor vehicle, or financial hardship.

Other forms of disadvantage are considered in prioritising learners for the program and include mental health issues, family violence, lack of suitable housing, disability, poverty, CALD - culturally and linguistically diverse, indigenous, teen parents or a combination of some of these.

The program provides three automatic vehicles which are located in each of Myrtleford, Bright and Mount Beauty. In early 2021 Bright & District Community Bank branch of Bendigo Bank sponsored Council to replace the Myrtleford and Bright vehicles with Toyota Corolla Hybrids. The Kiewa Valley vehicle is sponsored by the Mount Beauty & District Community Bank and Upper Kiewa Valley Lions Club Inc. The Wangaratta Motor Group provide servicing and tyres for all three program vehicles.

The L2P program has been significantly impacted as a result of COVID-19 restrictions and lockdowns. Learner drivers have had professional driving lessons, supervised sessions and drivers licence testing cancelled on numerous occasions over the last 12 months. Whilst most mentors have been keen to resume the program when it is available, some have withdrawn due to personal circumstances.

During the year the program had 11 active mentors and 12 active learners who accumulated 389 volunteer driving hours and 18 professional driving lessons over 140 sessions. Thirteen Learners are waiting to be matched to a mentor. The program supported four learners to successfully gain their probationary licence.

Alpine Ambassadors

Alpine Ambassadors play a vital role in the success of Council's three Visitor Information Centres. All 40 Ambassadors deliver a high level of customer service to our visitors through local knowledge and positive experiences. Ambassadors encourage visitors to explore all the Alpine Shire has to offer, which results in longer stays and repeat visits.

It has been another challenging year with closures and changes to the way the Visitor Information Centres operate due to COVID-19 restrictions. Ambassadors have been happy to adapt and change to ensure all guidelines are in place to keep our community and visitors safe.

Awards and recognition

Awards presented to the community

The awards presented each year recognise residents that are making a valuable contribution to their community. Nominations are made by persons that wish to recognise the good work being done in their local neighbourhood. Awards are presented to individuals and organisations.

Australia Day

Australia Day allows us to celebrate community members that are making a difference. The Citizen of the Year is selected from among the winners of the Young Achievers and Achievers of the Year in each of the three districts. Recipients in January 2020 were:

Alpine Shire Citizen of the Year: Barbara Talbot

Local Achiever of the Year

Bright and District: John Bakkum and Nola West

Mount Beauty: Barbara Talbot

Local Young Achiever of the Year

Bright and District: Jackson Griffith

Mount Beauty: Mitchell Cooke

Myrtleford and District: Rachel Flack

Community Event of the Year: Gather Festival

Community Organisation of the Year: Mount Beauty Scouts

Lifetime Award: Mount Beauty Car Club

Youth Awards

The annual youth awards recognise the contribution and achievements of local young people within the Shire. Coordinated by a team of enthusiastic young people, these awards acknowledge and thank 12 – 21 year olds that have lived, worked or studied in the Alpine Shire.

Youth award recipients in November 2020 were:

Academic	Cody Allport
Community	Marian School Leadership Team 2019
Endurance and Persistence	Brianna Oldis
Performing Arts	Giordana Genero
Sports and Recreation	April Moran
Visual Arts and Media	Mia-Larni Saric
Workplace	Hista Soldier-Wolf
Alpine Shire Youth Award	
13 - 16 Years	Jake Grayson
17 - 21 Years	Claire Lock

Performance report

Corporate Planning and Reporting Framework

Every council in Victoria is required to produce a Council Plan following each council election. The Alpine Shire Council Plan 2017-2021 was initially developed following the October 2016 Council election. This was the first time that the Municipal Health and Wellbeing Plan was incorporated in the Council Plan, combining two of Council's key plans together in the one document.

The Council Plan is a strategic document, detailing the desired outcomes for the four years following the elections. Annual commitments to the Council Plan are detailed in Council's Budget.

Council utilises a Financial Plan (FP) which projects Council's required resources (both financial and non-financial) over the next ten years.

This Annual Report is reporting progress towards the Alpine Shire Council Plan 2017-2021 (review 2020).

Council Plan

The 2017-2021 Council Plan (review 2020) has seven strategic objectives:

1. **A high performing organisation**
2. **A responsible and sustainable organisation**
3. **Incredible places for our community and visitors**
4. **Infrastructure and open space that our community is proud of**
5. **Highly utilised and well managed community facilities**
6. **A well planned and safe community**
7. **A thriving and connected community**

The Council Plan also includes strategies for achieving these strategic objectives, and strategic indicators for monitoring achievement of them. The document also contained a Strategic Resource Plan, which documented Council's resources required to deliver the Council Plan (both financial and non-financial) over the next four years.

Performance

Council's performance for the 2020/21 year has been reported against each strategic objective to demonstrate how council is performing in achieving the Council Plan. Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the Council Plan.
- Progress in relation to the major initiatives identified in the Budget.
- Highlights from projects and services funded in the Budget and the persons or sections of the community who are provided those services.
- Results against the prescribed service performance indicators and measures.

Several of Council's strategic indicators in the Council Plan are sourced from the service performance indicators and measures. These have been identified to reduce duplicate reporting.

Local Government Planning and Reporting

2020/21 is the seventh year that all councils across Victoria will report against the prescribed Service Performance, Financial Performance, Sustainable Capacity indicators, and Governance and Management checklist contained within the *Local Government (Planning and Reporting) Regulations 2014*.

Results for these measures are found throughout the following sections under the headings "Service Performance Indicators". Further reporting is found in the "Governance and Management checklist" on page 61 and in the Performance Statement on page 135.

Local Government Act 2020

While the *Local Government Act 2020* has commenced, section 329(7) of that Act states that the Annual Report for 2020/21 must be prepared in accordance with the *Local Government Act 1989* and its associated regulations.

The 2021/22 Annual Report will be the first reported under the *Local Government Act 2020* and its associated regulations. This will include reporting against the Council Plan developed following the October 2020 Council elections, which is due for adoption in October 2021.

Strategic Objective:

1. A high performing organisation

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2020/21 Budget which contribute to the 2017-2021 Council Plan (review 2020):

Initiative / Indicator	Major initiative?	Progress to 30 June 2021
<i>Strategy: Advocate for the community on key issues</i>		
Conduct advocacy to all levels of government, and to key groups within the North East and Hume region.	No	Council advocated strongly for the Alpine Shire community in 2020/21, including Bright hosting a regional sitting of the Victorian Legislative Council in April 2021, and the Victorian Governor General visiting in June 2021. Key funding announcements included significant activation projects for Dinner Plain and the High Country as part of bushfire funding. Council strongly advocated for the entire Alpine community to be included in the Border Bubble implemented between NSW and Victoria for COVID-19 restrictions.
<i>Strategy: Build a skilled organisation with a positive culture</i>		
Provide mandatory and targeted training to staff	No	147 training opportunities were provided to staff during 2020/21, through a mix of group training sessions and individual learning opportunities. Due to COVID-19 social distancing, much of the training was delivered online. A total of 459 staff received training across all sessions.
<i>Strategy: Communicate and engage with stakeholders</i>		
Community Vision	Yes	Council invited the community to be part of a Community Panel formed to provide key input and deliberative engagement on the Community Vision, Council Plan and Financial Plan required under the <i>Local Government Act 2020</i> . Panel members participated in six facilitated deliberative engagement workshops. Stakeholder engagement was undertaken to support the inclusion of the Municipal Public Health and Wellbeing Plan into the Council Plan. Strategic Objectives and strategies were developed to inform a draft Community Vision, Council Plan and Financial Plan. Documents will be released for public exhibition and subsequent adoption in the first half of 2021/22.
Council Plan	Yes	
<i>Strategy: Lead and govern with integrity</i>		
No initiatives in 2020/21.		

Services provided to the community

Service area	Description of services provided
Councillors and Executive	Includes all human resources support, marketing and communications activities, and advocacy activities. This area also includes remuneration for the Council workforce, the Mayor and the Councillors.

The following information details the key services provided to the community, and relevant key highlights and deliverables during the year.

Elections 2020

Council elections were held on 24 October 2020 by postal vote and were managed by the Victorian Electoral Commission. These were the first elections to be held under the *Local Government Act 2020*. The election period began on Tuesday 22 September 2020 through to Saturday 24 October 2020, placing restrictions on use of Council resources and publications in accordance with Council's Election Period Policy.

Of the 13 candidates, seven Councillors were elected to Council, with four returning Councillors and three newly elected Councillors. Council now consists of four women and three men, the first time that Council has been led by a majority of women, with three Councillors under the age of 35, reflecting a change in both demographics within the Shire, and a high degree of community interest in the wellbeing of the Alpine Shire.

Councillor Induction Program

In accordance with LGA 2020 requirements, an intensive Councillor Induction Program was developed by Council officers. This program covered the requirements of the LGA 2020, covering aspects such as the role of Councillors, Mayor and CEO, standards of Councillor conduct, engagement and reconciliation with traditional owners of the land, gender diversity and inclusiveness, and also gave Councillors an understanding of the breadth of Council services and projects.

Welcome to Country

As part of the Councillor Induction Program, Councillors and senior management paid respect to the culture and history of the traditional owners of Bright and surrounding areas, taking part in a Welcome to Country and Smoking Ceremony officiated by Taungurung Elder Aunty Jo prior to the Ordinary Council Meeting on 2 February 2021 held in Bright.

Council acknowledges the Taungurung, Gunai-Kurnai, Dhudhuroa, Waywurru and Yaitmathang as the First Peoples and Traditional Custodians of the Alpine Shire, and we pay our respect to their Elders, past, present and emerging.

Regional sitting of the Victorian Legislative Council

In February 2021, the Parliament of Victoria announced that there would be a regional sitting of the Legislative Council, to be held in Bright during April 2021.

The Legislative Council chose Bright as the location of the sitting, due to the 2020 bushfires, and to demonstrate their commitment and support for the region.

In addition to the sitting, it was announced that community members would be able to participate and interact with Members and staff of the Legislative Council over the course of a week.

The announcement followed a significant amount of work undertaken by Council staff to ensure that the sitting could be hosted successfully.

Bushfire Funding

Council welcomed a \$4.6 million boost for two key local projects during February 2021, as part of a funding program aimed at stimulating growth and building economic resilience in bushfire affected regions. The two projects will be essential to bushfire impacted communities and important for future emergency access and community safety. Jointly funded by the Victorian and Commonwealth governments, the Bushfire Recovery Regional Economic Stimulus and Resilience Grants form part of the Local Economic Recovery Fund.

The Great Alpine High Country Connectivity: Dargo High Plains Road Upgrade project will receive \$2.6 million, to upgrade the essential road, improve safety and increase accessibility during emergencies.

The Gateway to Alpine Adventure: Dinner Plain Activation project will receive \$2 million to rejuvenate the village centre and key spaces in Dinner Plain.

Additional funding from this fund was provided to other projects within the Alpine region, including two private projects in Bright, and significant projects in Falls Creek Alpine Resort and Mount Hotham Resort.

Deliberative engagement

Council commenced an intensive community engagement process during the second half of 2020/21 to assist in the development of the key plans required by the *Local Government Act 2020* and the *Public Health and Wellbeing Act 2008*. The plans to be developed are the Community Vision, Council Plan, Financial Plan, and the Municipal Public Health and Wellbeing Plan.

Broad engagement was carried out with the community during March and April 2021, which included an online survey, three community pop-ups, workshops, and a community webinar. A total of 368 community members participated in these engagement opportunities, which focused on three key questions:

- Where are we now?
- Where do we want to be?
- How do we get there?

Four key themes were identified during this broad engagement, and these themes were used to frame a deliberative engagement process where Council invited interested community members to become part of a Community Panel. An expression of interest process was advertised in the local newspapers and through Council's social media channels.

Forty-six Community Panel members were selected by an independent consultant to achieve a representative panel considering demographics of age, gender, location, homeownership and other selected social indicators and vulnerabilities across the Shire. These panel members were then invited to take part in six deliberative engagement sessions during May and June 2021. Twenty-three panel members participated in the workshops, which were used to develop strategic objectives.

The strategic objectives developed by the Community Panel were then used as the basis for development of the draft Community Vision and Council Plan (incorporating the Municipal Public Health and Wellbeing Plan), with resources required to deliver these key commitments laid out in the Financial Plan.

Drafts of these key documents will be exhibited for public submissions in the first half of 2021/22, and adopted by the timeframes set in the *Local Government Act 2020*.

Community Satisfaction Survey 2021

The Community Satisfaction Survey is an annual survey coordinated by Local Government Victoria. The survey consists of a phone interview with 400 residents of each municipal area, which asks a suite of core questions across each council. State-wide and similar size councils are grouped to provide averages to allow each council to gauge its performance. The survey was conducted in February / March 2021.

Customer Service

Council's customer service index score of 70 is the most improved in 2020/21, returning comparative results with Small Rural Councils and State-wide Councils.

Community Satisfaction Survey Results 2021

Index Scores	Alpine 2021	Alpine 2020	Alpine 2019	Small Rural 2021	State-wide 2021
Overall performance	62	60	60	60	61
Value for money	54	-	-	52	54
Overall council direction	52	52	54	53	53
Customer service	70	65	69	69	70
% Respondents having contact with council	62%	62%	59%	63%	61%
Waste management	68	-	-	68	69
Sealed local roads	63**	61	64	53	57
Consultation and engagement	57	57	56	56	56
Community decisions	56	56	59	56	56

+ Alpine's result is significantly higher than State-wide Average

* Alpine's result is significantly higher than Small Rural Average

Note that 'Value for Money' and 'Waste Management' are new core questions in 2021, so do not have previous year results.

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/measure	2017/18	2018/19	2019/20	2020/21	Comments ⁺
Governance					
Transparency					
Council decisions made at meetings closed to the public*	0.0%	1.5%	1.4%	0.5%	Council continues to make very few decisions in closed Council meetings, with a strong preference for transparent decision making in an open Council meeting.
<i>[Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100</i>					
Consultation and engagement					
Satisfaction with community consultation and engagement	62	56	57	57	
<i>Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement</i>					
Attendance					
Councillor attendance at council meetings*	90.1%	91.2%	93.4%	96.2%	
<i>[The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100</i>					
Service cost					
Cost of governance	\$34,348	\$32,508	\$36,674	\$28,617	Cost per Councillor is significantly lower than the previous year for a number of reasons. These include, the gap between the Council elections and the induction of the new Councillors on 17 November 2020; the one off Bushfire Supplement provided in the previous year to those Councils affected by the January 2020 Bushfires; and a general reduction in expenses across conferences and car mileage as compared to previous years.
<i>[Direct cost of the governance service / Number of Councillors elected at the last Council general election]</i>					
Satisfaction					
Satisfaction with council decisions	60	59	56	56	Community satisfaction with Council decisions remains steady with previous year results.
<i>[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]</i>					

* Also identified as Council Plan Strategic Indicators

⁺ The Local Government (Planning and Reporting) Regulations 2014 require Council to report material variations between the current year results, and the preceding three years' results. Comments are included where necessary to aid the reader's understanding.

Strategic Indicators

Indicator*	Result 2019/20	Result 2020/21
Staff turnover as a percentage of permanent staff numbers ^o	11% turnover of permanent staff in 2019/20 (see Performance Statement for more details)	19.6% turnover of permanent staff in 2020/21 (see Performance Statement for more details)
Community satisfaction with community consultation and engagement	Index score of 57 in 2020, in line with the State-wide council average and significantly better than the Small Rural Councils average.	Index score of 57 in 2021, consistent with previous year results, and slightly better than Small Rural Council and State-wide averages.

⁺ Previous year data is presented where available to demonstrate trends in results.

^o Indicates that these are also Financial Performance Indicators within the Local Government Performance Reporting Framework. See 'Financial Performance Indicators' tables in the Performance Statement on page 135 for further explanation of results.

* Refer to "Service Performance Indicators" for additional Strategic Indicators marked with an asterisk *

Strategic Objective:

2. A responsible and sustainable organisation

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2020/21 Budget which contribute to the 2017-2021 Council Plan (review 2020):

Initiative / Indicator	Major initiative?	Progress to 30 June 2021
<i>Strategy: Balance financial, economic and community outcomes</i>		
Local Government Act 2020 implementation	Yes	Local Government elections were held on 24 October 2020, welcoming three new Councillors and four returning Councillors. Councillors took their Oath / Affirmation of Office on 17 November 2020, and elected Cr Forsyth as Mayor and Cr Nicholas as Deputy Mayor on 24 November 2020. Council adopted key LGA 2020 requirements, including the Community Engagement Policy, Councillor Code of Conduct, Rating and Revenue Plan, and Budget, and conducted a review of Mayoral and Councillor Allowances. Deliberative engagement processes commenced for the Community Vision, Council Plan, and Financial Plan.
<i>Strategy: Identify and manage Council's risk</i>		
IT governance framework and IT risk controls	No	The final report for the Data Security / IT Governance project was presented to Council officers in September 2020, with a final handover in October 2020. The project maps out the best practice processes Council is currently implementing, as well as opportunities for improvements to Data Security / IT Governance in coming years.
Health and Safety improvements	No	Consultant support for implementation of the health and safety management system concluded in Q4. The new Health and Safety Management System was implemented to various levels across Council, with the Facilities department making good progress with development of operations manuals, Safe Work Method Statements (SWMS) and procedures for transfer stations and swimming pools. The Asset Maintenance department reviewed SWMS and Safe Operating Procedures (SOPS) and developed new procedures for identified gaps, introduced documented verification of competencies, scheduled toolbox meetings, and weekly hazard inspections. Scheduled quarterly workplace hazard inspections commenced.
<i>Strategy: Manage our financial resources sustainably</i>		
No initiatives in 2019/20		
<i>Strategy: Provide an excellent customer experience</i>		
Business Systems Transformation Program	Yes	First stream of the program for Customer Request Management went live in early December 2020, improving the customer experience and management of requests. Second stream of the project was completed and ready to go live on 1 July 2021 for rating, receipting and animal registrations functionality. Third stream of the project will go back out to tender in early 2021/2022.

Services provided to the community

Service area	Description of services provided
Corporate	Corporate manages the supporting functions to help Council to deliver services in an efficient, effective and safe manner. This includes financial control and planning, revenue collection, information technology, customer service, governance, and risk management.

The following information details the key services provided to the community, and relevant key highlights and deliverables during the year.

Local Government Act 2020

The transition to the *Local Government Act 2020* (LGA 2020) continued during 2020/21, rolling out the principles-based requirements across community engagement, public transparency, strategic planning, financial management, service performance, and overall governance.

Council delivered the following key documents within the timeframes legislated by the LGA 2020:

- Councillor Expenses Policy
- Delegations from Council to CEO and staff
- Review of CEO to staff and Community Asset Committee delegations
- Establishment and Charter for Audit and Risk Committee
- Public Transparency Policy
- Governance Rules including an Election Period Policy
- Governance Local Law
- Councillor Code of Conduct
- Community Engagement Policy
- Councillor Gift Policy
- Revenue and Rating Plan
- Budget

ICT governance

The ICT Governance Review project delivered a two-year roadmap to continuously improve Council's ICT governance and protective data security framework and practices.

ICT meeting upgrades

Council received funding via the Rural Councils ICT Infrastructure program to deliver a significant technology upgrade to the Bright Council Chambers, committee room, and smaller meeting spaces, as well as public meeting rooms at Council library branches.

This critical ICT infrastructure upgrade has improved Council's capacity to hold effective Council meetings within a high-quality virtual environment, enabling all residents to attend Council meetings online. Council now

also has the capability to hold mobile Council meetings and community engagement sessions in various locations across the Shire, significantly improving Council's reach to the community and enhance community connectedness.

Business System Transformation Projects

Council's software transformation project "Project Pinnacle" is a collaborate business system replacement project that Council is undertaking in conjunction with Towong and Indigo Shire Councils to implement common, modern business systems across all three councils.

The first phase of the project delivered a new customer request management system in December 2020. The improved system means that Council is now collecting more data regarding the types of requests received, and providing a tracking system to ensure that requests are acted on in a timely manner.

The second phase involved the management of rates, receipting and animal registration, transitioning to new modern software. A significant amount of officer time was spent ensuring that the organisation was ready for a 'go live' date of 1 July 2021.

The third phase will look at a new system for infringements, building applications and ultimately the replacement of our planning applications system as well.

MAV Technology Awards for Excellence

Project Pinnacle was shortlisted in the MAV Technology Award for Excellence, with winners announced in October 2020. The awards recognise outstanding collaborative and individual efforts in the use of technology to improve service delivery and efficiency to local government organisations or communities. Project Pinnacle received three awards, being:

- Alpine Shire Council tied with Sunshine Coast Council to take out the Australian Achievement of the Year;
- Victorian Achievement of the Year; and
- Strategy and Planning Achievement of the Year.

Council was nominated as a finalist for the 2021 MAV Technology Awards for Excellence in the Collaboration and Partnerships category for its success in the Project Pinnacle business transformation project.

Strategic Indicators

Indicator*	Result 2019/20	Result 2020/21
Lost time injury frequency rate <i>(as defined by Australian Standard 1885.1 – 1990)</i>	Lost time injury frequency rate was 16.7 hours lost per million hours worked in 2019/20.	Lost time injury frequency rate was 36.65 hours lost per million hours worked in 2020/21. While this represents an increase from the previous year, all were relatively minor injuries with all staff returning to full duties after short periods of time off work. There were no long-term injuries.
Overall financial sustainability risk rating <i>(based on Net Result as reported in Victorian Auditor General annual Local Government Audits)</i>	Net result forecast for 2018/19 reported as 7.63% - "Green" according to Results of 2018/19 Audits: Local Government" published by VAGO in November 2019. Green for net result is defined as "More than 0% - generating surpluses consistently". 2019/20 data will be published in November / December 2020	Net result (%) for 2019/20 reported as 23.30% - "Green" according to Results of 2019/20 Audits: Local Government" published by VAGO in March 2021. Green for net result is defined as "More than 0% - generating surpluses consistently". 2020/21 data will be published in 2021/22.
Percentage of planned hazard inspections undertaken	12 planned workplace hazard inspections were undertaken (67%) in 2019/20.	13 out of 24 workplace hazard inspections completed during 2020/21 (54%). Number of inspections was reduced due to COVID-19 and working from home when many workplaces weren't being used for long periods of time.
Ability to pay debts°: Non-current liabilities as a percentage of own source revenue	20.4% in 2019/20.	17.6% in 2020/21.
Available revenue°: Adjusted underlying surplus (or deficit) as a percentage of underlying revenue	16.8% in 2019/20.	3.8% in 2020/21.
Working capital°: Current assets as a percentage of current liabilities	373.4% in 2019/20.	293.1% in 2020/21.
Community satisfaction with customer service provided	Index score of 69 in 2020.	Index score of 70 in 2021, equivalent to State-wide average, and slightly better than Small Rural Council average.

° Indicates that these are also Financial Performance Indicators within the Local Government Performance Reporting Framework. See 'Financial Performance Indicators' tables in the Performance Statement on page 135 for further explanation of results.

Strategic Objective:

3. Incredible places for our community and visitors

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2020/21 Budget which contribute to the 2017-2021 Council Plan (review 2020):

Initiative / Indicator	Major initiative?	Progress to 30 June 2021
<i>Strategy: Deliver Council's capital works program on time, to budget, and to the satisfaction of stakeholders</i>		
Dinner Plain Activation	Yes	Council secured funding of \$2 million through the Bushfire Recovery Regional Economic Stimulus and Resilience Grants to deliver stage 2 of the Dinner Plain Activation Project. A further \$3 million of funding through the Regional Infrastructure Fund for the Dinner Plain Snowmaking project was announced. The funding announcements resulted in further exploration of economies of scale by combining elements of all three projects. This will enable Council to deliver the best value for money. The combined project scope will be segmented and delivered over the next two summers, with final completion expected in Autumn 2024.
Great Valley Trail	Yes	Guardrail works have commenced and will be completed early 2021/22. Civil works will commence once Taungurung Land and Waters Council approval has been granted. Woody weed removal at Mills View was completed.
Alpine Better Places - Harrietville	Yes	Community consultation sessions were conducted in Tawonga and Harrietville, although COVID-19 restrictions impacted on some additional planned events. Another round of consultation is planned for early 2021/22 to maximise the opportunity for community input and optimise the final designs, prior to presenting them to Council for adoption.
Alpine Better Places - Tawonga	Yes	
Myrtleford Memorial Hall renewal	No	Review of options for progressing this project will be undertaken in 2021/22, following a need to re-scope the project after an initial tender process resulted in quotations higher than budget.
Bright car parking improvements	No	Works were conducted and completed.
<i>Strategy: Identify our community's infrastructure expectations</i>		
No initiatives in 2019/20		

Services provided to the community

Service area	Description of services provided
Asset Development	This area delivers the critical projects to renew and upgrade our community assets, and to develop new assets. The area is in part subsidised by recurrent and non-recurrent grants.

Deliverables from this department can be found in "Capital works summary" on page 10.

Strategic Indicators

Indicator	Result 2019/20	Result 2020/21
Ratio of capital works program actually delivered compared to budgeted	66% actual expenditure vs. budgeted expenditure (\$6.660 million vs \$10.104 million). Figures exclude waste projects and capitalised wages. Challenges in delivering the full program included difficulty in sourcing adequately qualified project officers, as well as delays due to bushfires and COVID-19 restrictions.	84% of actual expenditure vs budgeted expenditure (\$6.54 million vs \$7.79 million). 22 out of 43 budgeted projects were completed, and 15 out of 36 unbudgeted projects were completed by 30 June 2021. COVID-19 restrictions impacted on delivery of key projects.
Community access to our project pipeline	The community was provided access to Council's Project Dashboard in July 2018. The Project Pipeline was released to the community in December 2018. Both are available on Council's updated website www.alpineshire.vic.gov.au .	The community was provided access to Council's Project Dashboard in July 2018. The Project Pipeline was released to the community in December 2018. Both are available on Council's updated website www.alpineshire.vic.gov.au .

Strategic Objective:

4. Infrastructure and open space that our community is proud of

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2020/21 Budget which contribute to the 2017-2021 Council Plan (review 2020):

Initiative / Indicator	Major initiative?	Progress to 30 June 2021
<i>Strategy: Maintain Council's parks, trees and reserves</i>		
Deliver maintenance programs for open spaces	No	Open space maintenance programs were delivered throughout the year. This included playground maintenance and garden improvements.
<i>Strategy: Manage and maintain Council infrastructure</i>		
Deliver maintenance programs for civil infrastructure	No	Civil Infrastructure maintenance programs were delivered throughout the year.
Undertake activities in accordance with Road Management Plan (RMP)	No	All scheduled road and pathway maintenance inspections were completed in line with the Road Management Plan.
Chain of responsibility solutions	Yes	Council ensures compliance with the Chain of Responsibility laws, associated with the Heavy Vehicle National Law and Regulations.
<i>Strategy: Prepare for and assist in the response to emergency events</i>		
Undertake activities in accordance with Municipal Emergency Management Plan (MEMP)	No	Municipal Emergency Management Planning Committee Membership includes Council, Victoria Police, Country Fire Authority, Ambulance Victoria, Victoria State Emergency Service, Australian Red Cross, and Victorian Department of Health and Human Services, plus community representatives. The members will be engaged in a review and update of the MEMP due for audit late 2021.
Audit of the Municipal Emergency Management Plan	Indicator	Council's Municipal Emergency Management Plan (MEMP) is audited every three years, with the most recent successful audit conducted in 2018. The MEMP will be updated prior to the next audit due in September 2021.
<i>Strategy: Understand and plan for Council's asset renewal requirements</i>		
Asset Management Strategy and Asset Management Plans	No	Asset Management Plans for four out of seven major asset classes have been drafted (Roads, Bridges, Drainage and Pathways). All seven asset management plans and the associated Asset Management Strategy are scheduled to be completed before the end of the 2021 calendar year.

Services provided to the community

Service area	Description of services provided
Local Roads, Bridges and Drainage	This area involves the maintenance of all Council's roads, and bridges. Council has 576km of roads, 120 bridges and over 40 major culverts. Spending in this area also covers roadside vegetation and drainage.
Footpaths	Maintenance of Council footpaths. Also includes snow grooming services for Dinner Plain.
Open Spaces	This service involves the maintenance of all of Council's open space areas such as playgrounds, parks, street trees, roundabouts and public reserves.
Building Maintenance	This service is responsible for the maintenance of all of Council's buildings. This includes operational buildings such as depots, administration buildings and libraries as well as community buildings such as halls, senior citizens centres and childcare centres. This area is also responsible for rectifying damage caused by vandalism.
Operations	Administration and management of Myrtleford, Bright and Mount Beauty works depots and plant maintenance and operational expenses.
Emergency Management	This covers the administrative costs of Council's Emergency Management Planning role, maintenance of various flood warning infrastructure, and additional coordination activities which are fully grant funded.

The following information details the key services provided to the community, and relevant key highlights and deliverables during the year.

Fire Plug Maintenance

The *Country Fire Authority Act 1958* and the *Water Act 1989* identify local government as the responsible authority to ensure all fire hydrants are in working condition and accessible by the CFA at all times.

The Alpine Shire contains 2146 fire plugs that Council is responsible for maintaining across all towns including Dinner Plain. During 2020/21, Council's Asset Maintenance team procured and engaged multiple resources to install, relocated, reinstate, repair, identify, unblock and clear these fire plugs.

In addition to external resources and under the State Government Working for Victoria program, Council also employed two full time staff for six months to assist in undertaking the inspection and repairs to this critical infrastructure.

Local Roads and Community Infrastructure Funding -Myrtleford

Council was successful in a grant application for the Local Roads and Community Infrastructure funding, allowing Council to deliver \$98,000 of upgrade works to open spaces in Myrtleford, including:

- Upgrades to Apex Park including parking improvements and the BBQ facility.
- Replacement of aging steel skate transition ramps within Cundy Park skate park.
- Replacement of directional and information signage for the Myrtleford Loop, one of the high use walking tracks in Myrtleford.

Municipal Emergency Management Committee

In December 2020, the new Municipal Emergency Management Planning Committee (MEMPC) was established, following changes required by amendments to the *Emergency Management Act 2013*. This change in legislation shifts the responsibility for municipal emergency management planning from Council to the newly established MEMPC. The multi-agency MEMPC now includes members from Council, Victoria Policy, Country Fire Authority, Ambulance Victoria, Victorian State Emergency Service, Australian Red Cross, and the Department of Health and Human Services. It also has community representation on the committee.

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/measure	2017/18	2018/19	2019/20	2020/21	Comments ⁺
Roads					
Satisfaction of use					
Sealed local road requests <i>[Number of sealed local road requests / Kilometres of sealed local roads] x100</i>	44.8	37.9	45.0	53.7	Council introduced a new Customer Request Management System in December 2020, improving data collection, and the number of requests captured in the system.
Condition					
Sealed local roads maintained to condition standards (previously "Sealed local roads below the intervention level") <i>[Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100</i>	99.1%	99.1%	98.8%	98.8%	
Service cost					
Cost of sealed local road reconstruction <i>[Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]</i>	\$66.25	\$42.67	\$53.66	\$21.45	Sealed local road reconstruction focused on stabilised road patches and shoulder stabilisation in 2020/21, which resulted in a lower cost than previous years where bridge deck replacements and full road reconstructions occurred.
Service Cost					
Cost of sealed local road resealing <i>[Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]</i>	\$6.18	\$6.13	\$11.44	\$6.66	Sealed local road resealing returned to a focus on spray seal rather than asphalt in 2020/21 resulting in a return to the lower cost trend. This follows a peak the previous year relating to a higher proportion of asphalt treatments used for upgrade projects in 2019/20.
Satisfaction					
Satisfaction with sealed local roads* <i>[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]</i>	60	64	61	63	Community satisfaction with sealed local roads continues to perform significantly better than State-wide and Small Rural Council averages.

* Also identified as Council Plan Strategic Indicators

+ The Local Government (Planning and Reporting) Regulations 2014 require Council to report material variations between the current year results, and the preceding three years' results. Comments are included where necessary to aid the reader's understanding.

Strategic Indicators

Indicator*	Result 2019/20	Result 2020/21
Audit of the Municipal Emergency Management Plan (MEMP)	Council's Municipal Emergency Management Plan (MEMP) is audited every three years, with the most recent successful audit conducted in 2018. The MEMP will be updated prior to the next audit due in 2021.	Council's Municipal Emergency Management Plan (MEMP) is audited every three years, with the most recent successful audit conducted in 2018. The MEMP will be updated prior to the next audit due in September 2021.

* Refer to "Service Performance Indicators" for additional Strategic Indicators marked with an asterisk *

Strategic Objective:

5. Highly utilised and well managed community facilities

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2020/21 Budget which contribute to the 2017-2021 Council Plan (review 2020):

Initiative / Indicator	Major initiative?	Progress to 30 June 2021
<i>Strategy: Align services with community expectations</i>		
Events Waste Management Plan implementation	Yes	Procurement of events waste infrastructure has commenced.
<i>Strategy: Deliver quality services for our community</i>		
Deliver Recycling Victoria and climate action initiatives	No	Awaiting funding announcements relating to support for introduction of services for glass and Food Organics Garden Organics (FOGO) separation from kerbside bins. Once this has been announced Council will have a better understanding of timing and support for introduction of new services.
<i>Strategy: Soundly operate and manage community facilities</i>		
Porepunkah landfill rehabilitation	Yes	The final draft design for the waste cell capping design works was completed. Further investigation into the extent of waste was conducted and found that the existing cap was working. It was decided to engage consultants and investigate the possibility to review the design for new works in light of the findings from the investigation. This could save Council significant funds if the auditor and EPA support value engineering the proposed design in light of the above investigation results.
Myrtleford landfill rehabilitation	Yes	A desktop audit and physical inspection was completed and confirmed the extent of non-putrescible waste was confined to the cells. Findings report to be completed for further discussions and development of next steps for remediation.
Electronic waste infrastructure upgrade	Yes	All e-waste sheds have been built and were operational from early 2020/21.
Renewable energy upgrades for Council buildings	No	Installation of solar infrastructure on a number of Council buildings largely completed by the end of 2020/21, with some delays due to COVID-19 lockdown. Commissioning of these systems will occur as soon as possible following easing of COVID-19 restrictions.
Operate Visitor Information Centres, seasonal pools and sports centres	No	Facilities trading under necessary COVID-19 restrictions with high visitation levels outside of periods of COVID-19 restrictions, particularly at Visitor Information Centres and River Pools (over summer).
Deliver library programs to engage patrons	No	Full library services continued to be offered to our communities. Click and Collect services offered through COVID-19 lockdowns.

Services provided to the community

Service area	Description of services provided
Airports	Provision and maintenance of aerodromes at Mount Beauty and Porepunkah.
Property Management	This service manages public amenity facilities across the Alpine Shire as well as the Bright Holiday Park.
Recreation	Council supports the development and maintenance of recreation reserves across the Shire and also supports recreation clubs and committees.
School Crossings	Council provides the school crossing supervisor function to schools within the Alpine Shire.
Swimming Pools	This service involves the running of Bright Sports Centre, the provision of outdoor seasonal pools at Myrtleford and Mount Beauty and lifeguarding at the Bright and Porepunkah river pools.
Visitor Information Centres	This service comprises visitor information services located at Bright, Mount Beauty and Myrtleford. Income is derived from the sale of souvenirs and lease of the on-site café in Bright.
Waste and Recycling	Provision of waste management and recycling services across the Shire. This includes kerbside garbage and recycling collection services as well as the operation of the transfer stations at Mount Beauty, Myrtleford and Porepunkah.
Libraries	Libraries consist of the Alpine Shire library branches in Myrtleford, Bright and Mount Beauty and delivery of programs such as rhyme time, story time, school holiday programs and visiting authors. The Council also operates the High Country Library Network Hub, which undertakes the purchase and management of books and library materials for the Alpine Shire Council as well as neighbouring councils of Benalla, Mansfield and Wangaratta as a shared service.
Dinner Plain Facilities	Provision of specific waste collection and public facilities services for Dinner Plain.

The following information details the key services provided to the community, and relevant key highlights and deliverables during the year.

Renewable energy

Council was one of 46 local governments to sign up to VECO (Victorian Energy Collaboration) in 2020/21, the largest emissions reduction project ever undertaken by local government in Australia.

This will provide a long-term contract to power Council buildings, libraries, community venues, street lights and more with renewable energy generated from wind farms in Victoria.

VECO is expected to save Council 23% per cent on its electricity bills, based on current costs, using 100% renewable energy.

Libraries

Delivery of library services was quite constrained during 2020/21 due to COVID-19 restrictions implemented and relaxed during the year. Council was able to deliver Click and Collect services during lockdowns, and looked forward to recommencing programs such as employment services, community group meeting places, book clubs, and children's services such as story and rhyme time.

Commencement of Climate Action Plan

Preparation for development of Council's Climate Action Plan commenced in 2020/21. The Climate Action Plan will be an organisation focussed plan with the objective of Council reducing its greenhouse emissions and carbon footprint. This will look at areas such as energy use, fleet, renewable energy infrastructure / systems, procurement

and the circular economy. It is anticipated that the plan will be adopted in early 2021/22.

Demand for Council facilities and services

During periods where COVID-19 restrictions were lifted, particularly the Christmas and January school holiday period, there were very high visitor numbers to the Alpine Shire. This was assumed to be the result of much higher inbound tourism due to international and, at times, domestic travel restrictions due to the COVID-19 pandemic. The increased visitor numbers placed higher than normal, or anticipated, demand on services such as waste, recreation infrastructure and Visitor Information Centres. Significant challenges were experienced from mid-December through to the end of January school holidays in servicing the higher volumes of waste and dumped rubbish at public bins and reserves as well as servicing the higher levels of use of public amenities. Schedules for servicing were reviewed with increased frequency of servicing implemented in the Kiewa Valley and Myrtleford. Additional staff were also put in place in the Kiewa Valley during this period.

Operating to COVID Safe Plans, Council also engaged a COVID Marshall and additional lifeguards to supervise the activity at the Bright River Pool through the summer holidays.

Higher than normal visitation levels continue with additional staffing levels being applied at Visitor Information Centres and increased service levels in key locations for public place bins and public amenities.

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/measure	2017/18	2018/19	2019/20	2020/21	Comments ⁺
Aquatic Facilities					
Service standard					
Health inspections of aquatic facilities <i>[Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]</i>	0.3	1.7	0.3	1.7	Environmental Health Officers increased health inspections of swimming pools during 2020/21, with 2/3 of pools inspected twice.
Utilisation					
Utilisation of aquatic facilities* <i>[Number of visits to aquatic facilities / Municipal population]</i>	3.1	2.4	2.3	1.9	Bright Sports Centre was closed for a significant period of 2020/21 due to COVID-19 restrictions, with 3,900 less visitors than the previous year. Outdoor pools were less affected by COVID-19 restrictions and closures, as the most severe lockdowns were outside normal months of operation.
Service Cost					
Cost of aquatic facilities* <i>[Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]</i>	New in 2020	New in 2020	\$8.33	\$13.75	Bright Sports Centre was closed for a significant period of 2020/21 due to COVID-19 restrictions, with 3,900 less visitors than the previous year. This loss of visitation, combined with an error in 2019/20 where staff costs for the Bright Sports Centre were not included in the costing, has led to an increase in 'cost per visit' to aquatic facilities.
Libraries					
Utilisation					
Physical library collection usage <i>[Number of physical library collection item loans / Number of physical library collection items]</i>	2.6	2.5	2.8	2.1	Loans were slightly lower than in previous years, due to COVID-19 restricted operations during the year, where only Click and Collect services were permitted to operate.
Resource standard					
Recently purchased library collection <i>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</i>	59.4%	58.8%	59.6%	57.7%	Book purchases were slightly lower than the previous year due to staff turnover and temporary reduction in hours.
Participation					
Active library members* <i>[Number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100</i>	20.0%	18.8%	18.4%	15.8%	Active borrowers were slightly lower than in previous years, due to COVID-19 restricted operations during the year, when only Click and Collect services were permitted to operate.

Service/indicator/measure	2017/18	2018/19	2019/20	2020/21	Comments ⁺
Service cost					
Cost of library service*	New in 2020	New in 2020	\$25.84	\$22.99	Operating expenses including employee costs were lower than the previous year, due to the reduced operating hours as a result of COVID-19 restrictions. Where possible, permanent staff continued their duties during closures. Employee costs were also lower due to a temporary reduction in staff relating to staff turnover.
<i>[Direct cost of the library service / Population]</i>					
Waste Collection					
Satisfaction					
Kerbside bin collection requests	85.1	84.5	79.9	90.7	Council introduced a new Customer Request Management System in December 2020, improving data collection, and the number of requests captured in the system.
<i>[Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000</i>					
Service standard					
Kerbside collection bins missed*	1.6	1.5	1.5	1.8	Council introduced a new Customer Request Management System in December 2020, improving data collection, and the number of requests captured in the system.
<i>[Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000</i>					
Service cost					
Cost of kerbside garbage bin collection service	\$101.69	\$119.82	\$113.28	\$115.21	
<i>[Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]</i>					
Service cost					
Cost of kerbside recyclables collection service	\$60.42	\$63.46	\$61.17	\$69.06	The cost of the kerbside comingled recyclables service increased in July 2020 due to the introduction of processing charges under the collection and processing contract.
<i>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i>					
Waste diversion					
Kerbside collection waste diverted from landfill*	45.9%	39.4%	40.4%	40.0%	
<i>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100</i>					

* Also identified as Council Plan Strategic Indicators

+ The Local Government (Planning and Reporting) Regulations 2014 require Council to report material variations between the current year results, and the preceding three years' results. Comments are included where necessary to aid the reader's understanding.

Retired Service Performance Indicators

The following measures were retired from the Local Government Performance Reporting Framework (LGPRF) on 1 July 2019 and are no longer part of the LGPRF from 2019/20.

Service/indicator/measure	2017/18	2018/19	2019/20	2020/21	Comments ⁺
Aquatic Facilities					
Health and Safety					
Reportable safety incidents at aquatic facilities <i>[Number of WorkSafe reportable aquatic facility safety incidents]</i>	0	0	N/A	N/A	This indicator was retired on 1 July 2019.
Service cost					
Cost of indoor aquatic facilities* <i>[Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]</i>	\$9.46	\$8.63	N/A	N/A	This indicator was retired on 1 July 2019. It has been replaced by "Cost of aquatic facilities".
Cost of outdoor aquatic facilities* <i>[Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]</i>	\$7.96	\$8.80	N/A	N/A	This indicator was retired on 1 July 2019. It has been replaced by "Cost of aquatic facilities".
Libraries					
Cost of library service* <i>[Direct cost of the library service / Number of visits]</i>	\$3.25	\$3.72	N/A	N/A	This indicator was retired on 1 July 2019. It has been replaced by "Cost of library service", which is now a measure of cost / population, rather than cost / visit.

Strategic Indicators

The following Strategic Indicators from the 2017-2021 Council Plan (review 2020) have changed as a result of the LGPRF changes, as outlined in 'Retired Service Performance Indicators' above. The new results can be found in 'Service Performance Indicators' in this section.

Indicator	Commentary 2019/20
Cost of indoor aquatic facilities per visit*	LGPRF measure now relates to 'Cost of aquatic facilities per visit' and doesn't differentiate between indoor and outdoor.
Cost of outdoor aquatic facilities per visit*	LGPRF measure now relates to 'Cost of aquatic facilities per visit' and doesn't differentiate between indoor and outdoor.
Cost of library services per visit*	LGPRF measure now relates to 'Cost of library service per population' rather than per visit.
Percentage of the population that are active library members*	LGPRF measure now analyses the average number of active library members / population over the past three years, rather than an annual result.

Strategic Objective:

6. A well planned and safe community

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2020/21 Budget which contribute to the 2017-2021 Council Plan (review 2020):

Initiative / Indicator	Major initiative?	Progress to 30 June 2021
<i>Strategy: Enforce local laws, regulations and codes</i>		
Implement registration and inspection of swimming pools	No	Council established a swimming pool register as required by the <i>Building Act 1993</i> . Follow up of unregistered systems will continue.
Domestic Wastewater Management Plan (DWMP) implementation	No	Water testing occurred throughout the season and data was able to be collected and rapidly analysed to provide timely action if needed. Further water testing was undertaken to achieve baseline data across the year.
Food premise inspections	No	Food premise inspections are reported per calendar year, with 78.6% of all Class 1, 2 and 3 food premises inspected in 2020. Progress was impacted due to COVID-19 during the year, with many businesses shut down. Environmental Health team focus was on assisting businesses that were able to trade in complying with COVID-19 requirements. Data collection for the 2021 year will be reported in the 2021/22 year, in line with LGPRF reporting requirements.
<i>Strategy: Plan for and manage development to enhance liveability</i>		
Land Development Strategy	Yes	The Land Development Strategy has been delayed, and is due for adoption in late 2021/22.
Planning scheme amendments	Yes	Amendment C60 to the Alpine Planning Scheme was prepared as a 'correction' amendment to remedy a number of errors in the Alpine Planning Scheme. Part 1 was adopted in March 2021, and submitted to the Minister for Planning. Part 2 relating to the Mount Beauty Aerodrome and Air Park was referred for Independent Planning Panel assessment, and will be presented to Council for adoption in July 2021, and subsequent submission to the Minister for Planning.

Services provided to the community

Service area	Description of services provided
Statutory Planning	This function covers the assessment of planning applications, the provision of advice to developers and property owners and representing Council at the Victorian Civil and Administrative Tribunal. The cost of this service is partially offset by income received as planning application fees.
Building Services	This service provides statutory building services to the community and includes processing of building applications, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works. The cost of this service is partially offset by income received as application permits.
Environmental Health	This service provides for the registration and inspection of all food premises, waste water applications, investigation of complaints in relation to noise, odours, dealing with infectious disease outbreaks and other health issues.
Local Laws	This area provides animal registrations, animal management, and local law enforcement.
Strategic Planning	Strategic Planning prepares and reviews amendments to the Alpine Planning Scheme, structure plans, strategies, master plans, urban growth plans, frameworks and design guidelines.

The following information details the key services provided to the community, and relevant key highlights and deliverables during the year:

Alpine Planning Scheme Amendments

Amendment C60 to the Alpine Planning Scheme was prepared as a 'correction' amendment to remedy a number of errors in the Alpine Planning Scheme. It was an omnibus amendment that addressed errors in the planning scheme that warranted correction because of the negative impact they either were or could have on development and land use in parts of the Shire. This included instances of freehold land being included in Public Land Zones relating to golf courses, heritage overlays omitting a National Trust listed tree, and errors in the ordinance provisions relating to the Mount Beauty Aerodrome and Airpark.

The amendment was placed on public exhibition between mid-November 2020 and early January 2021.

The amendment was split into two parts to enable the Mount Beauty Aerodrome and Airpark (Part 2) to be dealt with by an Independent Planning Panel, while progressing the other amendments separately (Part 1).

- Part 1 was adopted in March 2021, and submitted to the Minister for Planning.
- Part 2 relating to the Mount Beauty Aerodrome and Air Park was referred to an Independent Planning Panel for review in May. Following the Panel findings, it will be scheduled for Council adoption in early 2021/22, and subsequent submission to the Minister for Planning.

Swimming pool register

Council established a Swimming Pool register and associated procedures as required by the *Building Act 1993* and *Building Regulations 2018*. This has involved working with each pool owner that has registered to ensure that their pool safety requirements are fully understood, including upcoming inspection requirements.

Land Development Strategy

Council's Land Development Strategy completed the first stage of consultation, in conjunction with the Council Plan / Community Vision community consultation sessions.

Bright Western Gateway Study

The Bright Western Gateway Study is underway with background data being supplied to the consultants for analysis. Consultation with key stakeholders and a site assessment will be undertaken.

Business Concierge / Better Approvals

With the support of Small Business Victoria, Council developed a process and single application form for business permits. This will enable all requests from businesses for permits (including all event permits) with Council to be managed through a single application form and overseen by the Business Concierge.

This Business Concierge will help the business become operational as quickly as possible by assisting them to apply for business permits, connect them with different council departments, provide information on available grants, and connect them with industry groups.

Table 3: Planning Permits processed by Alpine Shire Council

	2016/17	2017/18	2018/19	2019/20	2020/21
Planning permit applications received / issued	242 / 211	276 / 284	253 / 242	243 / 239	235 / 215
Median processing time (days)	48	43	36	68	68
Value of works subject to planning permit	\$26m	\$46m	\$48.8m	\$31.15m	\$40.78m
Value of fees	\$176,848*	\$199,659	\$236,760	\$236,292	\$287,105

Table 4: Building Permits completed by Alpine Shire Council

	2016/17	2017/18	2018/19	2019/20	2020/21
Number of building permits issued	189	197	169	173	189
Value of building works approved	\$24.7m	\$23.7m	\$23.3m	\$21.15m	\$26.41m
Value of fees	\$277,286	\$251,498	\$254,334	\$233,570	\$277,645

Strategic Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/measure	2017/18	2018/19	2019/20	2020/21	Comments*
Animal Management					
Timeliness					
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]</i>	1.0	1.1	1.3	1.3	Council introduced a new Customer Request Management System in December 2020, improving data collection, and the number of requests captured in the system. Council had a temporary reduction in Local Laws staff due to staff turnover, which may have impacted on response times.
Service standard					
Animals reclaimed <i>[Number of animals reclaimed / Number of animals collected] x100</i>	60.6%	60.9%	42.1%	34.7%	Less animals returned to their owners is impacted mostly by the use of social media - the community are very active posting lost animals on local social media pages to return them to their owners. Council officers are generally called when these social media efforts are unsuccessful, meaning the animals are less likely to be claimed by their owners. Council is proactive in rehoming animals, and if animals reclaimed and rehomed are considered together, more than 95% of all animals collected by Council find a home.

Service/indicator/measure	2017/18	2018/19	2019/20	2020/21	Comments*
Animals rehomed <i>[Number of animals rehomed / Number of animals collected] x 100</i>	New in 2020	New in 2020	54.3%	61.1%	Council has an agreement with the RSPCA to assist with rehoming animals that are not able to be returned to their owners. If animals reclaimed and rehomed are considered together, more than 95% of all animals collected by Council find a home.
Service cost Cost of animal management service <i>[Direct cost of the animal management service / Municipal population]</i>	New in 2020	New in 2020	\$8.69	\$6.95	The decrease in cost of animal management per population is largely due to a slight reduction in the proportion of Local Laws Officers' time spent on animal management jobs. In 2020/21 this time reduced to 47%, compared to 52% in the previous year. Council had a temporary reduction in local laws staff, which reduced annual staff costs slightly.
Health and safety Animal management prosecutions <i>[Number of successful animal management prosecutions / Number of animal management prosecutions] x 100</i>	New in 2020	New in 2020	0.0%	0.0%	No animal management prosecutions were presented to Court during 2020/21.
Food Safety					
Timeliness Time taken to action food complaints <i>[Number of days between receipt and first response action for all food complaints / Number of food complaints]</i>	3.5	1.0	1.0	4.3	Bushfires in early 2020, and State Government COVID-19 restrictions resulted in many businesses closing down temporarily or reducing operational hours, this impacted on the inspection schedule and reduced time spent on delivery of food safety services.
Service standard 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</i>	67.4%	37.5%	56.3%	78.6%	The Environmental Health team continues to apply a risk based approach to food safety assessments, ensuring that higher risk premises and non-compliances are followed up as a priority. Bushfires in early 2020, and State Government COVID-19 restrictions resulted in many businesses closing down temporarily or reducing operational hours, this impacted on the inspection schedule and reduced time spent on delivery of food safety services.

Service/indicator/measure	2017/18	2018/19	2019/20	2020/21	Comments*
Service cost					
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]</i>	\$235.34	\$130.92	\$167.52	\$175.82	State Government COVID-19 restrictions resulted in many businesses closing down temporarily or reducing operational hours, this impacted on the inspection schedule and reduced time spent on delivery of food safety services.
Health and safety					
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</i>	33.3%	82.9%	95.8%	100.00%	Fewer non-compliance notifications were noted by Council compared to the previous year, showing an overall improvement in food safety compliance. All non-compliance notifications were followed up.
Statutory Planning					
Timeliness					
Time taken to decide planning applications* <i>[The median number of days between receipt of a planning application and a decision on the application]</i>	43	36	68	68	
Service standard					
Planning applications decided within required time frames* (previously "Planning applications decided within 60 days") <i>[Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100</i>	81.0%	71.9%	55.7%	62.3%	Council's performance improved slightly in 2020/21 however remains below the State average. Council aims to improve performance in 2021/22 with increased resourcing.
Service cost					
Cost of statutory planning service <i>[Direct cost of the statutory planning service / Number of planning applications received]</i>	\$1,388	\$1,346	\$1,533	\$1,683	Employee costs increased due to an additional Planning resource commencing part way through the previous year. There were slightly fewer planning applications in 2020/21, leading to an increase in cost per application.
Decision making					
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</i>	0%	100%	0%	100.0%	One planning application was presented to VCAT in 2020/21, with the decision varied.

* Also identified as Council Plan Strategic Indicators

+ The Local Government (Planning and Reporting) Regulations 2014 require Council to report material variations between the current year results, and the preceding three years' results. Comments are included where necessary to aid the reader's understanding.

Retired Service Performance Indicators

The following measures were retired from the Local Government Performance Reporting Framework (LGPRF) on 1 July 2019 and are no longer part of the LGPRF from 2019/20.

Service/indicator/measure	2017/18	2018/19	2019/20	2020/21	Comments*
Animal Management					
Service cost					
Cost of animal management service <i>[Direct cost of the animal management service / Number of registered animals]</i>	\$28.15	\$31.37	N/A	N/A	This indicator was retired on 1 July 2019. It has been replaced by "Cost of animal management service" which is now a measure of cost / population, rather than cost / registered animal.
Health and safety					
Animal management prosecutions <i>[Number of successful animal management prosecutions]</i>	0	0	N/A	N/A	This indicator was retired on 1 July 2019. It has been replaced by "Animal management prosecutions", which is now a measure of proportion rather than a measure of number.

Strategic Indicators

The following Strategic Indicators from the 2017-2021 Council Plan (review 2020) have changed as a result of the LGPRF changes, as outlined in 'Retired Service Performance Indicators' above. The new results can be found in 'Service Performance Indicators' in this section.

Indicator	Commentary 2020/21
Percentage of planning applications processed within 60 statutory days*	LGPRF measure relates to the percentage of planning applications processed within required timeframes.

Strategic Objective:

7. A thriving and connected community

Performance against the Council Plan

The following is a statement of progress in relation to the services and initiatives identified in the 2020/21 Budget which contribute to the 2017-2021 Council Plan (review 2020):

Initiative / Indicator	Major initiative?	Progress to 30 June 2021
<i>Strategy: Create socially connected and supported communities</i>		
Bushfire Recovery	Yes	Council has continued to support the Alpine Community Recovery Committee (CRC) to ensure that the community's needs are heard, and their priorities advocated for. The second iteration of the Municipal Recovery Plan was endorsed by the Municipal Recovery Committee in June 2021, incorporating key goals and recovery objectives identified by the CRC. The Municipal Recovery Plan was provided to State Government for consideration and incorporation into State recovery Planning processes.
Access and Inclusion Plan (formerly the Disability Action Plan)	Yes	The Draft Access and Inclusion Plan was completed. A council report will be scheduled for to release the draft Plan for public exhibition in early 2021/22.
<i>Strategies: Improve healthy eating and physical activity Stop family violence against women and children Reduce the incidence of alcohol and other drug related harm</i>		
No initiatives in 2020/21		
<i>Strategy: Strengthen visitor attraction and experience</i>		
Alpine Events Strategy	Yes	Draft Events Strategy completed and scheduled to be released for public exhibition in early 2021/22.
<i>Strategy: Support and encourage investment and enterprise</i>		
Economic Development Strategy	Yes	The final Economic Development Strategy was adopted by Council in June 2021. An Action Plan for delivery of identified activity has been developed. Actions will be prioritised, and responsibility assigned to the relevant Council departments and Council budget.

Services provided to the community

Service area	Description of services provided
Community Development	This service is concerned with building community capacity. Key areas include community resilience, the community grant program and implementing the Municipal Health and Wellbeing Plan.
Dinner Plain Services	Provision of specific services to Dinner Plain such as marketing and events of this alpine village, and the provision of the Dinner Plain to Mount Hotham winter bus service.
Economic Development	This service facilitates local and new business to develop and grow.
Festivals and Events	Events are a major contributor to the economy. Council has a role in facilitating the events agenda.
Tourism	This service provides destination marketing and aids in the development of the local industry. It develops and distributes tourism collateral including the Shire's Official Visitors Guide, trail brochures, maps and retail and dining guide.
Youth	Provision of specific services to youth in the community, including youth awards, youth activities and the Learner to Probationary (L2P) program.

The following information details the key services provided to the community, and relevant key highlights and deliverables during the year.

Bushfire Recovery

Municipal Recovery Plan

The Municipal Recovery Plan (MRP) contextualises and summarises the impacts of the 2019-2020 Bushfires in the Alpine region; identifying the strengths, needs and priorities of communities; and looking at a recovery action workplan based on evolving recovery needs throughout the recovery process.

The initial MRP was endorsed by the Municipal Recovery Committee (MRC) on 17 September 2020, with a second iteration endorsed on 25 June 2021. Version two incorporated key goals and implementation pathways that were identified by the Alpine Community Recovery Committee via a community wide survey of recovery needs and objectives and summarised in the Alpine Community Recovery Plan.

The Municipal Recovery Plan is a useful tool for Council and community to draw on to advocate for services, support, and funding opportunities to assist our communities to recover. Alpine Shire and Alpine Resorts recovery initiatives in the MRP have been incorporated into the State Recovery Planning framework and the State Recovery Plan.

Development of the plan has enabled a more coordinated approach to recovery throughout the Alpine Shire and the Alpine Resorts across multiple agencies and multiple levels of government and community.

Alpine Community Recovery Committee

The Alpine Community Recovery Committee (CRC), consisting of representatives across the entire Alpine Shire and Alpine Resorts, acted as a conduit between Council, agencies and organisations, and community.

A key role of the committee is to help identify community needs, and advocate for community recovery programs, processes, services and activities that genuinely reflect the needs of our communities.

The Committee undertook planning and stakeholder engagement mapping, community engagement, community surveying, and planning towards the development of a community recovery plan.

Community Bushfire Recovery Grant Funding Program

Council facilitated a Community Bushfire Recovery Grant Funding opportunity for Alpine Shire communities, as a result of a Victorian Government Grant received for bushfire recovery in January 2020. \$400,000 was available, with \$80,000 nominally allocated to each of the following; Myrtleford and surrounds, Bright and surrounds, Harrierville and surrounds, Dinner Plain and surrounds, and Kiawa Valley. More information can be found on page 75.

Tourism and Events

Dinner Plain – Toboggan Slope Management

As a result of the COVID-19 pandemic, travel restrictions placed upon ski resort visitors, and the subsequent closure of chairlifts, a normal operating ski season and downhill skiing did not occur in 2020/21. With the support of the community, Council managed a COVID-safe tobogganing product at Dinner Plain. The toboggan slope proved very successful, averaging 418 people per day during the school holidays and 120 outside of school holidays. For the 24 days of operation in 2020/21, there were 5,868 visitors, an average of 245 daily. Direct comparisons to regular ski slope usage are not available but anecdotally the figure of skiers per day on the slope is less than 100.

Council was able to implement this product at short notice and in light of overwhelming industry challenges where the market perception was that snow activity was closed universally in NE Victoria. This activity maintained visitation that would have been otherwise lost and generated economic benefit through jobs created and flow-on tourism for local operators.

Tourism Social Media Engagement

While the COVID-19 pandemic and travel restrictions has had significant impact on the tourism economy of the Shire, engagement with the Bright and Surrounds Facebook and Instagram social media pages has increased which means that while people can't travel they are keeping in touch with the region and possibly planning their next holiday in the Alpine Shire. Engagement with Facebook increased by 53% and engagement with Instagram increased by 31% - on same time last year.

Buy From – E-Commerce Platform

With the ongoing effects of the COVID-19 pandemic and restrictions placed on businesses being able to operate/open, Alpine Shire Council with six other LGAs worked together to create an e-commerce platform providing retailers with an opportunity to sell their products online. Buy from Bright, Buy from Mount Beauty and Buy from Myrtleford stores were all established with over 32 businesses selling their product through this platform.

Economic Development

Economic Development Strategy

Development of the Alpine Shire Economic Development Strategy commenced in November 2020 with substantial community consultation and engagement throughout the process. The final document was adopted by Council at the ordinary Council meeting in June 2021.

Dinner Plain

Festival of Light – Dinner Plain

While many events were cancelled or postponed across the Shire as a result of COVID-19, the Festival of Light event was delivered in Dinner Plain, replacing the annual fireworks celebration. The Festival of Light event was held between 23 December to 2 January. This event was able to be delivered in a COVID-safe way as participants were able to view the light display at their own leisure anytime after sundown and over a period of days. The event attracted some new overnight visitation, was enjoyed by residents and others already booked to stay in Dinner Plain as well as visitors from the valleys making a special trip to Dinner Plain to see the lights.

L2P program

Funding – Replacement L2P Vehicles

Collaboration between Council, Bright Community Bank and Myrtleford Rotary Club resulted in funding being achieved to replace the two Ovens Valley L2P program vehicles.

COVID-19 Tourism Economic Impact

The bushfire, COVID-19 pandemic and closure of the ski season disasters have all had a significant effect on the tourism economy and jobs of the Alpine Shire.

It is estimated that the total effect on the economy 1 January 2020 – 30 September 2020 is as follows:

- Estimated loss of 542,000 visitors (82% loss of forecast business as usual visitation).
- Estimated loss of \$316 million in tourism economy (83% loss to forecast business as usual tourism economy).
- Estimated loss of 2,100 jobs.

Updated figures post-September 2020 were not available at the time of publishing this annual report.

The easing of COVID-19 restrictions for regional travel saw a slow return of visitors to the region during the second quarter of 2020/21. Further restrictions being eased to enable travel by people from interstate and Melbourne resulted strong visitation pre-Christmas throughout all townships and villages across the Shire in what would normally be a quiet period for visitation. During the Christmas to New Year period, accommodation agents in the valley destinations reported 100% occupancy and Dinner Plain close to 90%. It is expected that strong visitation and spend into the Shire townships and villages will continue while international and interstate travel restrictions are in place.

International border closures and uncertainty of travel interstate has provided a significant boost to visitor numbers throughout regional Victoria. Day trip and overnight visitation during January 2021 was at a level commensurate with pre-bushfires and COVID-19 emergency events. Usually a downturn in visitation would be experienced throughout February and March outside of the March long weekend. In February and March 2021, accommodation booking agents reported 85-95% occupancy levels on weekends with mid-week trending above 60% occupancy.

Service Performance Indicators

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service/indicator/measure	2017/18	2018/19	2019/20	2020/21	Comments ⁺
Maternal and Child Health (MCH)					
Service standard					
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</i>	103.2%	100.0%	101.1%	102.0%	In a small number of cases, Council also conducts home visits for newborns where the birth notification was received elsewhere, but Alpine MCH nurses conduct the first home visit.
Service cost					
Cost of the MCH service <i>[Cost of the MCH service / Hours worked by MCH nurses]</i>	\$63.18	\$74.30	\$67.37	\$69.09	
Participation					
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</i>	86.5%	84.5%	74.4%	81.8%	Participation in the MCH service returned to a more usual trend in 2020/21 after a reduction the previous year due to Bushfires and COVID-19 restrictions. The MCH team continued to support the community, working within COVID-19 restrictions in 2020/21.
Participation					
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</i>	95.7%	79.2%	58.8%	85.7%	Council has a small number of Aboriginal and Torres Strait Island enrolments, so a slight change in participation creates a greater improvement in overall results.
Satisfaction					
Participation in 4-week Key Age and Stage visit <i>[Number of 4-week age and stage visits / Number of birth notifications received]x100</i>	New in 2020	New in 2020	102.1%	94.9%	

* Also identified as Council Plan Strategic Indicators

⁺ The Local Government (Planning and Reporting) Regulations 2014 require Council to report material variations between the current year results, and the preceding three years' results. Comments are included where necessary to aid the reader's understanding.

Retired Service Performance Indicators

The following measures were retired from the Local Government Performance Reporting Framework (LGPRF) on 1 July 2019, and are no longer form part of the LGPRF for 2019/20.

Service/indicator/measure	2017/18	2018/19	2019/20	2020/21	Comments*
Maternal and Child Health (MCH)					
Satisfaction					
Participation in first MCH home visit <i>[Number of first MCH home visits / Number of birth notifications received] x100</i>	102.1%	108.5%	N/A	N/A	This indicator was retired on 1 July 2019. It has been replaced by "Participation in 4-week Key Age and Stage visit".

Strategic Indicators

Indicator*	Result 2019/20	Result 2020/21
Percentage of people who volunteer in the community	Statistics not able to be collected by Council during 2019/20.	Statistics not able to be collected by Council during 2020/21.
Number of permitted festivals and events in the Alpine Shire	78 day and multi day events were delivered throughout 2019/20. Additionally, 15 Civic events were delivered across the financial year.	As a result of the COVID19 pandemic, subsequent restrictions and uncertainty of when restrictions would be lifted or changed with not much notice, many events planned for delivery in were cancelled or postponed.
Visitor numbers	Visitor numbers are reported by calendar year. Results were not available at the time of publication.	The usual strong visitation numbers to destinations of the Shire were heavily impacted by the effects of the COVID-19 restrictions placed on travel. At the time of this report, results for the full financial year are unknown. These results will not be available until early 2021/22.
Increase small business and light industry in the Shire	Recent data is not available. January 2020 bushfires and COVID-19 restrictions have impacted small business throughout the Shire.	With the ongoing effects of the COVID-19 pandemic and subsequent restrictions placed on business there will no doubt be impact on the number of small businesses still operating or being viable into the future. Quantification of this result is not yet known.

* Refer to "Service Performance Indicators" for additional Strategic Indicators marked with an asterisk *

Governance report

Council report

Council's role

The *Local Government Act 2020* formally commenced on 6 April 2020, with transitional provisions commencing on 1 May 2020, 24 October 2020, and 1 July 2021.

Council's role, functions and powers are governed by the *Local Government Act 2020* (LGA 2020), with several provisions still remaining in the *Local Government Act 1989* (LGA 1989) as at 30 June 2021. Both Acts set out the legislative framework under which all councils in Victoria must operate.

Councillors

The Alpine Shire Council comprises seven elected members in an un-subdivided Shire. Council elections occurred on 24 October 2020, appointing Councillors for a four-year term. Councillors-elect took their Oath or Affirmation of Office on 17 November 2020.

The Act requires each Council to elect a Mayor, and must determine whether to elect them for a term of one or two years. The Mayor takes precedence at all municipal proceedings, and must chair all Council meetings at which they are present. If they are absent or unable to act, they must appoint a Councillor to be Acting Mayor.

On 24 November 2020, Council resolved to appoint both the Mayor and Deputy Mayor to a one-year term, and to appoint the Deputy Mayor as Acting Mayor in accordance with section 21 of the Act. Councillor John Forsyth was elected as Council's Mayor, with Cr Sarah Nicholas re-elected as Deputy Mayor.

Councillor Code of Conduct

Councillors are committed to working together in an ethical and accountable manner to provide leadership and good governance to the Alpine Shire.

The Councillor Code of Conduct provides the necessary framework within which the Council will operate. It assists Councillors in understanding their role, their legislative obligations and the values and behaviours by which they will operate.

In accordance with the *Local Government Act 2020* Council reviewed the Code within four months of the October 2020 general election. Council adopted the Code at a special council meeting held on 23 February 2021, and all Councillors signed a declaration that they would abide by the code. The code was updated to ensure compliance with the new Act.

Council decision making

Decisions made by Council are made in one of two ways:

- At ordinary and special meetings of Council by resolution; or
- Under delegated authority by Council officers.

A 'decision of Council' (resolution) can only be made in the formal setting of an ordinary or special Council meeting. Decisions are made by majority voting. As individuals, neither the Mayor nor Councillors have the authority to act or make decisions on behalf of Council or its staff.

Prior to a Council meeting, an agenda is prepared by Council officers, containing the items that require either a Council decision (such as a planning application), or items required to be brought before Council (such as the minutes of a Council committee, or Council's annual report).

The majority of decisions, particularly those of an operational nature, are made under delegated authority from Council, either directly to officers or through the CEO. See 'delegated authority' on page 58 for more details.

Council meetings

During 2020/21, Council conducted ordinary Council meetings on the first Tuesday of each month. The standard exceptions to this were in January when no meeting was scheduled due to the Christmas holiday period, and in November, when the meeting was held on the second Tuesday of the month, due to the Melbourne Cup Day public holiday. The December meeting was held on the second week of the month, to remove the need for a Special Council Meeting prior to the Christmas break.

Special meetings of Council were held in August 2020 and February 2021 to facilitate adoption of documents required by the *Local Government Act 2020*. Additional Special meetings were held in October 2020 to adopt the Annual Report, and in June 2021 to adopt the Budget.

The ordinary and special Council meetings are typically held in Bright, although Council held six Council meetings via Zoom online meetings, due to COVID-19 restrictions. Amendments to the *Local Government Act 2020* provided for Council meetings to be held virtually, or without an in-person public gallery, provided that the meetings were being livestreamed on Council's YouTube channel, and available as recordings on Council's website for later viewing. This ensured that Council could continue to hold Council meetings, regardless of the level of COVID-19 restrictions in place at the time.

Council agendas were published on Council's website on the Friday prior to the council meeting. During 2020/21 public question time was altered on those occasions where

there was either no public gallery permitted, or where the entirety of the meeting was held via Zoom. In those instances, the public were invited to submit questions 'on notice' before the meeting, and were read out and responded by the CEO and Directors. Question time is no longer recorded in the written minutes of the council meeting, however it is available as part of the audio-visual recording of the council meeting, livestreamed on Council's website and YouTube channel. File recordings are available on the website after the meeting.

Councillor briefing sessions are held to give Councillors the opportunity to meet with management to keep up to date with issues as they arise. No formal decisions of Council may be made at these meetings. Each is considered an 'Informal meeting of Councillors' and reported at Council meetings.

Table 5: Council meeting attendance 2020/21

	Ordinary Council	Special Council
Cr Knapstein*	4	2
Cr Pearce*	4	2
Cr Roper*	3	2
Cr Forsyth	11	4
Cr Janas	11	4
Cr Keeble	11	4
Cr Nicholas	11	4
Cr Chalwell ⁺	7	2
Cr Prime ⁺	6	1
Cr Vincent ⁺	6	2
Total meetings	11	4

* Councillors retired at the October 2020 election

⁺ Councillors newly elected at the October 2020 election

Councillor allowances

In May 2021 Council adopted Councillor and Mayor allowances in accordance with the provisions of the *Local Government Acts 1989 and 2020*.

The review continued allowances at the same level as adopted by the previous Council. These allowances were lower than the maximum allowable for a Category 1 Council.

The Minister for Local Government announced an adjustment factor of 0% applying to Mayoral and Councillor allowances in late October 2020.

The amount equivalent to the superannuation guarantee (9.5% during 2020/21) is payable in addition to the allowance. This will increase to 10% in 2021/22.

Alpine Shire Council allowances applicable for the 2020/21 year are shown below. Noting that allowances were paid pro-rata for the part of the year where the Council term applied:

Mayor:	\$59,889 per annum (\$65,578 including superannuation guarantee)
Councillors:	\$20,046 per annum (\$21,950 including superannuation guarantee)

The *Local Government Act 2020* states that the term of office of a councillor commences on the day that they take the Oath or Affirmation of Office and ends at 6am on the day of a general election.

Councillor payments were as follows:

Elected October 2020: 1 July 2020 – 24 October 2020

Elected October 2020: 17 November 2020 – 30 June 2021
(following Oath or Affirmation of Office)

Mayor payments were as follows:

Previous Mayor: 1 July 2020 – 24 October 2020

Current Mayor: 24 November 2020 – 30 June 2021
(following Mayoral election)

While the Deputy Mayor was elected on the same date, a Deputy Mayor allowance category does not currently exist. It is expected that this allowance will commence in 2021/22 following a review of allowances by the Victorian Independent Remuneration Tribunal.

Table 6: Councillor allowances paid 2020/21

	Allowance plus superannuation guarantee \$
Cr Knappstein*	6,845
Cr Pearce*	6,845
Cr Roper* (Mayor)	20,449
Cr Forsyth (Mayor)	46,800
Cr Janas	20,502
Cr Keeble	20,502
Cr Nicholas	20,502
Cr Chalwell ⁺	13,658
Cr Prime ⁺	13,658
Cr Vincent ⁺	13,658

* Councillors retired at the October 2020 election

⁺ Councillors newly elected at the October 2020 election

Councillor expenses

The Councillor Expenses policy (no. 76) was reviewed and adopted in August 2020. The policy sets out the electronic equipment that will be provided to councillors, as well as the types of approved expenses that will be reimbursed under the policy. Expenses can only be reimbursed if the expense was incurred while performing duties as a Councillor or committee member and fulfils the requirements as described in the policy.

Council provides the Mayor with a fully maintained vehicle, and Councillors utilise fleet vehicles to attend to council business in accordance with the policy.

In accordance with r14(2)(db) of the *Local Government (Planning and Reporting) Regulations 2014*, table 7 presents the expense declarations incurred by Council on behalf of each Councillor:

Table 7: Councillor & committee member** expenses 2020/21

	CC [@] \$	CM ^x \$	C&T [#] \$	ICT [°] \$	TR ¹ \$	Total \$
Cr Knappstein*				327		327
Cr Pearce*				185		185
Cr Roper* (Mayor) ^		1,624		185		1,809
Cr Forsyth (Mayor) ^		4,893	2,252	962		8,107
Cr Janas				962		962
Cr Keeble				962		962
Cr Nicholas				962		962
Cr Chalwell ⁺	601	10	99	0		710
Cr Prime ⁺			99	0		99
Cr Vincent ⁺	884	10	99	635		1,627
Total	1,484	6,537	2,549	5,186	0	15,749

* Councillors retired at the October 2020 election

⁺ Councillors newly elected at the October 2020 election

¹ TR is Travel including transport, accommodation and meal costs associated with conferences and training, but does not include civic event costs. For the purposes of reporting in 2020/21, TR costs have been incorporated into C&T costs.

[@] CC is Child-care expenses

^x CM is Car Mileage allocated using the cents per kilometre Australian Taxation Office rate for 2020/21 of \$0.72 / km for pool vehicles, Mayoral vehicle, and reimbursement for use of private vehicles.

[#] C&T is Conferences and Training

[°] ICT is Information and Communication Technology. Crs Prime and Vincent elected not to receive an ICT allowance.

[^] Cr Roper was Mayor from July 2020 – 24 October 2020. Cr Forsyth was Mayor from 24 November 2020 to 30 June 2021. The Mayoral vehicle was available for full private use during the relevant term of the Mayor (in accordance with policy 76)

** Audit committee members were paid sitting fees (allowances), but no other expenses were incurred.

Councillor committees

Councillors were appointed to individual committees on 24 November 2020.

Councillor delegates were appointed on the following groups and committees (non-executive):

Committee	Delegate
Municipal Association of Victoria	Mayor Deputy Mayor
Hume Region Local Government Network	Mayor
Rural Councils Victoria (RCV)	Mayor
Alpine Shire Council – Audit and Risk Committee	Cr Vincent Cr Nicholas
Alpine Shire Council – Finance Committee	Cr Vincent Cr Nicholas
Alpine Shire Council – Community Resilience Committee	Cr Chalwell
Alpine Children's Services Inc.	Cr Chalwell
Alpine Alliance (between Council and Alpine Health)	Cr Prime
Goulburn Broken Greenhouse Alliance	Cr Vincent Cr Nicholas
North East Waste and Resource Recovery Group (Forum)	Cr Prime Cr Nicholas

The following Councillor appointments made by external organisations were noted:

Committee	Delegate
Municipal Association of Victoria (MAV) – Board	Cr Janas (appointed in March 2019 for a two-year term to March 2021) – elected by NE Victorian Councils
MAV Emergency Management Committee	By expression of interest direct to MAV
MAV Environment Committee	By expression of interest direct to MAV
MAV Professional Development Reference Group	By expression of interest direct to MAV

Delegated authority

The *Local Government Act 1989* (LGA 1989), *Local Government Act 2020* (LGA 2020) and numerous other pieces of legislation confer specific powers, duties and functions on a council.

An Instrument of Delegation under section 98 of the LGA 1989 or s11 of the LGA 2020, provides the CEO with the necessary authority to perform the duties of the position. Council delegates powers, duties and functions to staff, and appoints authorised officers under various Acts. The CEO can further sub-delegate powers, duties and functions to staff.

Following the commencement of the LGA 2020, delegations from Council to the CEO and Staff were updated on 1 September 2020, in accordance with legislative timeframes.

The CEO then sub-delegated legislative powers, duties and functions directly to staff.

Audit and Risk Committee

Council's Audit Committee, an advisory committee of Council established under repealed section 139 of the *Local Government Act 1989* ceased in August 2020 and was replaced by the Audit and Risk Committee established under section 53(1) of the *Local Government Act 2020*. The Audit and Risk Committee advises Council in the effective conduct of its responsibilities relating to governance, financial management and the management of risks. It oversees and monitors Council's audit processes and internal control activities.

Council adopted the new Committee's Charter in August 2020 in accordance with section 54(1) of the *Local Government Act 2020* which specifies the functions and responsibilities of the Committee.

Committee Membership

Audit Committee – ceased August 2020

Councillor Representatives	
Cr Knapstein	Appointed December 2016, reappointed December 2017, 2018 and 2019
Cr Forsyth	Appointed December 2018, reappointed December 2019
Independent Representatives	
Ms Sue Lebish (Chair)	Appointed May 2015, reappointed May 2018
Mr Mark Anderson	Appointed May 2015, reappointed May 2018
Ms Sinead Ryan	Appointed April 2016, reappointed July 2019
Mr Gerard Moore	Appointed April 2018
Mr Craig Covich	Appointed July 2019

Audit and Risk Committee – established August 2020

Councillor Representatives	
Cr Forsyth	Appointed August 2020 to December 2020
Cr Knapstein	Appointed August 2020 to December 2020
Cr Nicholas	Appointed December 2020
Cr Vincent	Appointed December 2020
Independent Representatives	
Ms Sue Lebish, Chair	Appointed August 2020 to April 2021
Mr Mark Anderson	Appointed August 2020 to April 2021
Ms Sinead Ryan	Appointed August 2020, retired November 2020
Mr Gerard Moore	Appointed August 2020, reappointed May 2021
Mr Craig Covich	Appointed August 2020
Mr Jason Young	Appointed May 2021

Key areas of focus for the Audit Committee during the year were:

- Annual financial and performance reports
- Internal audits
- Benchmarking against VAGO local government audits: Personnel Security; Maintaining Local Roads; and Sexual Harassment
- Quarterly reports: finance; performance; health and safety; finance controls audits; asset management; and policy reviews
- *Local Government Act 2020*: compliance with new requirements
- Asset management

Internal Audits

Council's internal audit focus for the year was on the safe operation of its indoor and outdoor swimming pools. The operation of Council's three swimming pools was reviewed by external provider Life Saving Victoria. A pool safety assessment was undertaken measuring the facilities performance against a range of industry, state and national standards, guidelines and legislation and best practice recommendations for improvements identified. A prioritised risk treatment plan was established to implement the recommendations.

Risk Management

Council is committed to reducing its exposure to financial, strategic, and operational risk. As part of this commitment, Council:

- Continued its regular review and reassessment of its risk register;
- Maintained its ongoing financial controls audits including credit cards, float balances and purchasing;
- Implemented online fraud and corruption training for all staff – one of the findings of the 2019 fraud controls audit;
- Undertook reviews of its safe operation of its swimming pools; and
- Continued implementation of the new health and safety management system.

Insurable risk

Council has an insurance program in place to cover its insurable risk which is reviewed annually to ensure adequate insurance coverage. Council procures its professional indemnity and public liability insurance through the MAV Liability Mutual Insurance scheme.

Special Committees / Community Asset Committees

Council had two remaining special committees of management under the provisions of section 86 of the *Local Government Act 1989*. These committees assisted with the supervision and administration of the Bright Senior Citizens' Centre and the Mount Beauty Recreation Reserve. Following the commencement of *the Local Government Act 2020* (LGA 2020), the section 86 special committees were formally disbanded, and their Instruments of Delegation revoked.

Section 65 of the LGA 2020 provides for Council to establish Community Asset Committees to manage community assets such as halls and recreation reserves. Council formally established CACs for each of the Bright Senior Citizens Centre and the Mount Beauty Recreation Reserve on 25 August 2020. Council set the membership requirements and minimum quora. The LGA 2020 requires Council to establish the CACs, while the Instrument of Delegation is approved by the CEO. Instruments of Delegation were signed on 1 September 2020.

Council also works with advisory committees that provide advice to Council regarding the operations and management of Council assets.

Organisational committees

Audit Committee - see previous page.

Finance Committee - provides oversight of Council's financial performance and management. Quarterly financial reports are also presented to Council meetings as required by s97 of the *Local Government Act 2020*.

Citizenship Ceremonies

Under the Australian *Citizenship Act 2007*, Council has the role of performing citizenship ceremonies on behalf of the Department of Immigration and Citizenship for candidates who are residents of the Alpine Shire. The Pledge of Commitment made at the citizenship ceremony is the final legal requirement to becoming an Australian citizen.

The Alpine Shire Council places great importance on Australian citizenship, with the Mayor presiding over the ceremonies. Ceremonies are held as required prior to the commencement of Council meetings. If required, there is also a special citizenship ceremony held at Australia Day ceremonies.

During 2020/21, one citizenship ceremony was held for two new citizens in the Alpine Shire in January (Australia Day).

Council held the January citizenship event in-person, in accordance with the restrictions at the time. COVID-19 restrictions, and guidelines provided by the Department of Home Affairs were observed at all times.

Governance and Management Checklist

Governance and Management Items	Assessment	
Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Act Date of adoption 23/02/2021	<input checked="" type="checkbox"/>
Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation Date of operation 23/02/2021 High level guidelines are contained in Council's Community Engagement Policy, including specifying when Council will engage and won't engage with the community. The policy also includes specifications for an engagement plan. Additional detailed guidance will be developed as required.	<input checked="" type="checkbox"/>
Financial Plan (plan under section 91 of the <i>Local Government Act 2020</i> outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act Reason: Council has operated a Long-Term Financial Plan as an internal document for many years, updated each year with the Budget. The Financial Plan required by the <i>Local Government Act 2020</i> will be adopted by the due date of 31 October 2021.	<input checked="" type="checkbox"/>
Asset Plan (plan that sets 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 Reason: Council has working drafts of Asset Plans for the following classes: Roads, Bridges, Drainage, Pathways, Buildings, Recreation, and Fleet. These plans will be used to inform the Asset Plan required by the <i>Local Government Act 2020</i> that will be adopted by the due date of 30 June 2022.	<input checked="" type="checkbox"/>
Revenue and Rating Plan (plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 15/06/2021	<input checked="" type="checkbox"/>
Annual Budget (plan setting out the services to be provided and initiatives to be undertaken over the next 12 month and the funding and other resources required)	Budget adopted in accordance with section 94 of the Act Date of adoption: 15/06/2021	<input checked="" type="checkbox"/>
Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation Date of adoption: 17/12/2019	<input checked="" type="checkbox"/>
Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation Date of operation: 1/10/2019	<input checked="" type="checkbox"/>

Governance and Management Items	Assessment
Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> <input checked="" type="checkbox"/> Date of preparation: Council's Municipal Emergency Management Plan was endorsed by Council on 07/08/2018. A successful audit was completed on 25/09/2018, with the next audit due in late 2021.
Procurement policy (policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)	Adopted in accordance with section 108 of the Act <input checked="" type="checkbox"/> Reason: Council reviewed and adopted the Procurement Policy required by s186A of the <i>Local Government Act 1989</i> on 1/06/2021. The Procurement Policy required by s108 of the <i>Local Government Act 2020</i> will be prepared and adopted by the due date of 31 December 2021.
Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation <input checked="" type="checkbox"/> Date of operation: Last adopted on 11/12/2009. A review of the Business Continuity Plan was undertaken during 2019/20. The reviewed plan was live tested in 2020 during bushfires and again during COVID-19 restrictions. Feedback from testing will be incorporated into the plan prior to being presented for adoption.
Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation <input checked="" type="checkbox"/> Date of operation: 16/09/2019
Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation <input checked="" type="checkbox"/> Date of operation: Council's Governance and Risk Framework was endorsed by Council on 17/12/2019 and is due for review in 2021/22.
Audit and Risk Committee (advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act <input checked="" type="checkbox"/> Date of establishment: 25/08/2020
Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged <input checked="" type="checkbox"/> Date of engagement: At the Ordinary Council meeting on 05/04/2016, Council resolved to not appoint an internal auditor for a three-year period but rather source quotes on a per audit basis as required under Council's Procurement Policy. Internal audits conducted during 2020/21 focused on the safe operation of Council's indoor and outdoor swimming pools. Outcomes are proactively managed through the Audit and Risk Committee.
Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i>)	Current framework in operation <input checked="" type="checkbox"/> Date of operation: 1/07/2014

Governance and Management Items	Assessment
Council Plan report (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report <input checked="" type="checkbox"/> Date of reports presented: Quarterly Council Plan reports were presented at the following Council meetings: Q4: 20/10/2020 (as part of annual report); Q1: 15/12/2020; Q2: 02/03/2021; Q3: 01/06/2021.
Financial reporting (quarterly statements to Council under section 138(1) of the Local Government Act 1989 comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly statements presented to Council in accordance with section 138(1) of the 1989 Act <input checked="" type="checkbox"/> Date of reports presented: Finance reports were presented at the following Council meetings: Q4: 01/09/2020 (in-principle financial statements for annual report); and 20/10/2020 (as part of annual report); Q1: 15/12/2020; Q2: 02/03/2021; Q3: 01/06/2021.
Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports prepared and presented <input checked="" type="checkbox"/> Date of reports presented: Strategic risks are reported to Council through its Audit and Risk Committee. No other specific recommendations regarding Strategic Risk were made to Council during 2020/21.
Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the 1989 Act)	Reports prepared and presented <input checked="" type="checkbox"/> Date of reporting: Quarterly progress reports against the indicators contained in the Council Plan were presented at the following Council meetings: Q4: 20/10/2020 (as part of annual report); Q1: 15/12/2020; Q2: 02/03/2021; Q3: 01/06/2021.
Annual report (annual report under sections 131, 132 and 133 of the <i>Local Government Act 1989</i> to the community containing a report of operations and audited financial performance statements)	Annual report considered at a meeting of Council in accordance with section 134 of the 1989 Act <input checked="" type="checkbox"/> Date of consideration: 20/10/2020
Councillor Code of Conduct (Code setting out the standards of conduct to be followed by Councillors and other matters)	Code of conduct reviewed in accordance with section 139 of the Act <input checked="" type="checkbox"/> Date of adoption 23/02/2021
Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations 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 <input checked="" type="checkbox"/> Date of review: 1/09/2020

Governance and Management Items	Assessment
Meeting procedures (Governance Rules governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act <input checked="" type="checkbox"/> Date of adoption: 25/08/2020

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



Charlie Bird
Chief Executive Officer
Date: 17 September 2021



Cr John Forsyth
Mayor
Date: 17 September 2021

Statutory Information Report

Best Value Program

In accordance with section 208B(f) of the *Local Government Act 1989*, at least once every year a council must report to its community on what it has done to ensure that it has given effect to the Best Value Principles.

During 2020/21 Council has undertaken a number of projects and reviews seeking to apply the best value principles to its services, including:

Continued collaborative **Business Systems Transformation** program with Indigo Shire Council and Towong Shire Council. The program aims to provide a frictionless customer experience and drive internal efficiencies across all three Councils. The collaborative approach has aided in driving best value in procurement and implementation of the program and provides a strong foundation for future collaborative initiatives between the Councils.

Alpine Shire Council was one of forty-six Victorian Councils to sign on to VECO, the **Victorian Energy Collaboration**, the largest ever Emissions Reduction Project by local government in Australia. This means that all of Councils electricity will be powered by 100 per cent renewables from Victorian Renewable Energy sources. The ground-breaking project will reduce each of the Council's current energy bills and reduce electricity prices using clean renewable energy generated right here in Victoria.

A **Transfer Stations Operations Review** of Councils three transfer stations Porepunkah, Mount Beauty and Myrtleford was conducted. Council dedicated resources to reviewing all its procedures and developed and adopted an operation manual to provide guidance for the Waste Transfer Station employees to perform their functions correctly, efficiently, and safely.

Introduction of **Revenue and Rating Plan** and updated **Financial Plan** which are strategic documents that ensure that Council remains financially sustainable and delivers the optimal balance of best-value services and projects to the community. These Plans outline Councils Revenue and Rating Policies, Council's understanding of the impact of external factors on its financial outcomes (such as inflation, rate capping, grants and ongoing development in the Shire) as well as the available mitigations for worst-case financial scenarios.

Annual Review of Procurement Policy and Financial Delegations ensures that Council's procurement is undertaken in line with Council's Procurement Policy and Financial Delegations, outlining minimum standards for tendering, contract documentation and approvals, to ensure that ratepayers obtain the best value for the services Council provides.

Documents Available for Public Inspection

In accordance with the *Local Government Act 1989* and regulation 12 of the *Local Government (General) Regulations 2015*, the following documents and information were available during 2020/21 for public inspection on request at the Alpine Shire Council Office, 2 Churchill Avenue, Bright:

- a) a document containing details of overseas or interstate travel (other than interstate travel by land for less than 3 days) undertaken in an official capacity by any Councillor or member of Council staff in the previous 12 months;
- b) the agendas for, and minutes of, ordinary and special meetings held in the previous 12 months which are kept under section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;
- c) the minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under section 89 of the Act and are confidential information within the meaning of section 77(2) of the Act;
- d) a register of delegations kept under sections 87(1) and 98(4) of the Act, including the date on which the last review took place under sections 86(6) and 98(6), respectively, of the Act;
- e) a document containing details of all leases involving land which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease;
- f) a register maintained under section 224(1A) of the Act of authorised officers appointed under that section;
- g) a list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

Contracts

In accordance with Regulation 14 of the *Local Government (Planning and Reporting) Regulations 2014*, the following disclosures are made:

- a) *A list of contracts entered into by Council valued at \$150,000 or more for goods or services or \$200,000 or more for the carrying out of works, of a kind specified in section 186(5)(a) and (c) of the Act:*

Following the December 2020 Ordinary Council Meeting, Council applied for a Ministerial exemption under s186(5)(c) of the *Local Government Act 1989* for an extension to the procurement exemption for kerbside comingled recycling contracts through to 30 June 2022.

The exemption related to the variation to the existing kerbside comingled recycling contract CT17026 "Transportation and Disposal of Kerbside Recyclables" to include a materials processing charge of \$51.30 / tonne (plus GST). Based on an assessment of average collection tonnage for a period of 12 months commencing from 1 July 2020. The introduction of the processing charge would result in an estimated increase in costs under the current contract of \$85,000 (plus GST) in the 2020/21 financial year.

- b) *A list of contracts entered into by Council valued at \$150,000 or more for goods or services or \$200,000 or more for the carrying out of works, if the Council did not engage in a competitive process before entering into the contract and it is not of a kind specified in section 186(5) or (5A) of the Act;*

Council did not enter into any contracts during 2020/21 that were valued at \$150,000 or more for goods or services or \$200,000 or more for the carrying out of works, without engaging in a competitive process.

Information privacy

The primary legislative obligations applying to Council's treatment of personal and health information are contained in the Victorian Government's *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.

The legislation prescribes a number of Information Privacy Principles that the Council is required to comply with to promote and ensure the fair and responsible collection and handling of personal and health information.

Council will continue to comply with the privacy principles contained in the Act, and updated its Information Privacy Policy in June 2021.

More privacy information can be obtained from Council's website: www.alpineshire.vic.gov.au.

Freedom of Information

Freedom of Information (FoI) legislation ensures public accountability at all levels of government in Australia.

The *Freedom of Information Act 1982 [Vic]* gives the public a legal right to see certain council documents created after 1 January 1989 and also any personal documents relating to individuals (regardless of how long they have been held).

How do I make a request?

An application under the *Freedom of Information Act 1982* can be made by forwarding the following:

- The request must be made in writing, providing sufficient information to enable the documents to be identified, and where possible, include the approximate date range of the documents requested.
- Applications must be accompanied with the prescribed fee.

Forward your request to:

Freedom of Information officer
Alpine Shire Council
PO Box 139
BRIGHT 3741

Council will respond to your request within the legislated period. Search and access charges allowable under the Act may apply to your request.

For further information, contact Council's Freedom of Information officer on 03 5755 0555 or email foi@alpineshire.vic.gov.au.

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is a collecting or development agency must prepare and give a report to the Minister for Planning on infrastructure and development contributions including levies and works in kind. The report must be published in a council's annual report.

For the 2020/21 year, Council did not receive any infrastructure and development contributions of the type specified in s46GM or 46WD of the *Planning and Environment Act 1987*.

Public Interest Disclosures Act

On 31 December 2019, the *Protected Disclosure Act 2012* officially became the *Public Interest Disclosures Act 2012*. The Act is to encourage and facilitate the making of disclosures in relation to the improper conduct of Council and its employees and to provide protection for persons making disclosures against detrimental action.

Council's Public Interest Disclosures Policy was adopted in December 2019, to commence on 1 January 2020. The policy will be further reviewed and updated in 2021/22.

Council fully supports the Act, having a high regard for transparency and accountability.

In accordance with Section 70 of the *Public Interest Disclosures Act 2012*, the following information is provided:

- Information about how to access the Protected Disclosure Procedures document*
The policy and procedures are available in hard copy at the Council offices or by request and electronically via the Council website and staff intranet.
- The number of disclosures made to Council and notified to the IBAC for assessment*

There were no disclosures made directly to Council during the period of 1 July 2020 to 30 June 2021.

Road Management Act 2004

Council, as a road authority, is required under section 22 of the *Road Management Act 2004* to publish a copy of any direction received from the Minister in its annual report. No directions were received from the Minister in 2020/21.

Food Act 1984

Council is required under section 7E of the *Food Act 1984* to publish a copy of any direction received from the Minister in its annual report. No directions were received from the Minister in 2020/21.

Carers Recognition Act 2012

Council did not provide a Home and Community Care service during 2020/21 and therefore does not meet the definition of a care agency under the *Carers Recognition Act 2012*. Therefore the reporting obligations for care agencies under s12(2)(a) of the Act do not apply to Council for the 2020/21 year.

Disability Act 2006

Alpine Shire Council is committed to supporting the rights of people with a disability to achieve full participation in community life.

As required under section 38 of the *Disability Act 2006*, Alpine Shire Council prepared a Disability Action Plan (DAP). The document was prepared jointly with Alpine Health, and is referred to as: Alpine Shire Council and Alpine Health 2011 Disability Action Plan.

Activity continued throughout 2020/21:

- The Alpine Shire currently has eight RECHARGE points across the Shire. No additional points were identified this year.
- 2020 Seniors Festival was delivered virtually.
- All Terrain Wheelchair has been retrofitted with an electric motor and moved to YMCA Howman's Gap. Council continues to promote access to the All Terrain Wheelchair.
- Building and facility upgrades scoped and delivered during 2020/21 were completed with consideration to accessibility.
- Accessibility audit undertaken for Visitor Information Centres in Bright, Mount Beauty and Myrtleford in December 2020.
- Council's website updated with consideration for people with disabilities.
- An update to the Disability Action Plan (Access and Inclusion Plan) has commenced including engagement with community and key stakeholders, with completion expected by December 2021.

Domestic Animals Act 1994

Pursuant to section 68A of the *Domestic Animals Act 1994*, Council must prepare a Domestic Animal Management Plan (DAMP) every four years, review the plan annually, and publish an evaluation of its implementation of the plan in its annual report.

The DAMP 2017-2021 sets out how Council manages its responsibilities under the *Domestic Animals Act 1994* and delivers services to enhance and promote responsible pet ownership in the community.

Council's 2017-2021 DAMP was reviewed and formally adopted by Council on 3 October 2017, with a review undertaken in October 2019 to reflect alignment with the Community Local Law 2019, and an update of staff skills and matrix. Key actions in the DAMP 2017-2021 were developed with input from staff and key stakeholders such as the RSPCA, customer request data, and service delivery statistics. They include:

- Educating the community on the benefits and requirements of registering dogs and cats;
- Reducing the number of feral cats;
- Reducing the incidence of dogs and cats wandering at large; and
- Reducing the incidence of dog attacks.

The 2017-2021 DAMP includes the following initiatives:

- Renew s84Y agreement with RSPCA (in accordance with the *Domestic Animals Act 1994*);
- Vet discounted de-sexing;
- Improve use of existing systems; and
- Further improve public awareness program.

For 2020/21, the majority of key targets were met, with the exception of investigating an introduction of a cat curfew across the Shire. This target was not met, largely due to ongoing COVID-19 restrictions. It is expected that this will require considerable stakeholder input and community consultation and subsequently the impact of COVID-19 lockdowns did not see us achieve this target. This will be moved to the 2022-2024 DAMP with a target of achieving this in 2022.

Key areas of progress in 2020/21 were:

- Participation in 'Desex your pet month' was conducted in July 2021, where Council partnered with local veterinarians to provide discounted desexing and microchipping of animals, provided they are registered with Council. This was not as popular as previous years possibly due to COVID-19 lockdowns however we are committed to see it continue in future years.
- Very high rehoming statistics (particularly for dogs), with 96% of animals collected by Council either returned to their owners or transferred to RSPCA for rehoming.
- Pet registration campaign March-April 2021 included advertising in local paper, on Council's Facebook page, and signage placement at Council libraries and the Bright Council office. This was followed up with door knocks by local laws officers of homes where animals that had previously been registered and had not been renewed.

Local laws

Copies of current Local Laws are available from the Council Offices in Bright and on the Alpine Shire Council website. Local Laws in operation during 2020/21 were:

Local Law 1: Council Administration

The purpose of the Council Administration Local Law was to:

- provide for the peace, order and good government of the municipal district of the Alpine Shire Council; and
- Provide for those matters which require a local law under the Local Government Act; and
- Regulate the use of the Common Seal, election of Mayor and the proceedings of Council and the Committees of Council.

Local Law 1: Council Administration was revoked effective 1 September 2020, and replaced Council's Governance Rules (governing Council meeting procedures) and the Governance Local Law (governing use of the common seal and offences at Council meetings).

Community Local Law 2019

The objectives of the Community Local Law are to:

- provide for the peace, order and good government of the municipal district;
- protect, maintain and enhance the natural environment of the municipal district;
- ensure the protection of Council assets and the sustainable use of resources;
- protect the health and safety of persons within the municipal district;
- regulate the management of animals on land and on Council land; and
- provide uniform and fair administration of this Local Law.

The Community Local Law 2019 commenced on 1 July 2019. It was in force through all of 2020/21.

Council gazetted a provision under section 224A of the *Local Government Act 1989* on 1 August 2019, to allow Victorian Police to act as authorised officers to enforce 'Part 2.2 – Consumption of liquor on Council land' and 'Part 7 – Enforcement', where they relate to the use, possession or consumption of alcohol.

Governance Local Law

The objectives of the Governance Local Law are to:

- regulate the use of the Alpine Shire Council Common Seal;
- provide for offences in relation to unauthorised use of the Common Seal or any device resembling the Common Seal; and
- provide for offences in relation to Council meetings and Delegated Committee meetings.

The Governance Local Law was adopted on 25 August 2020, and came into operation on 1 September 2020.

Grants and funding

Grants awarded by Council

Just as important as the funding that Council receives, is the support that it provides to the community. Council has a long history of supporting community groups to run events, programs and projects. These are in the form of festival and event funding, and also in the form of community grants.

Tourism festival and event funding:

Events are vitally important to the economy in the Alpine Shire.

Alpine Shire Council's 2020/21 Event Funding Program was open for applications between 15 May and 28 June 2020. Thirty-six applications were received seeking support with an additional six applications received via the Community Grants program, resulting in a cumulative request of \$415,203 in financial sponsorship.

Council Officers carried out preliminary scoring of each application against the following criteria as detailed in the Event Funding Program Guidelines:

- Expected economic and tourism benefits;
- Event profile;
- Community impact and benefit; and
- Capacity and capability of the event organiser to develop and deliver the event.

The following general criteria were also considered: long term sustainability of the event; operational detail of the event (including marketing); social justice principles; capacity to build relationships; location and fit of the event within the community; long term legacy creation; links to state / regional and local event strategies / plans.

Guided by the preliminary scoring and eligibility, the applications were then reviewed by an event funding assessment panel comprising:

- One member of the Bright and District Chamber of Commerce;
- One member of the Upper Kiewa Valley Community Association;
- One member of the Myrtleford Chamber of Commerce;
- Two Councillors (Cr Forsyth and Cr Keeble); and
- Director Assets (Council).

If an event was cancelled as a result of COVID-19 the funding allocation for that event through the 2020/21 funding program would be made available to the event for the 2021/22 financial year without the event organiser having to reapply for funds.

Financial sponsorship was not provided to event organisers unless government restrictions limiting gatherings as a result of the COVID-19 pandemic were lifted and the event organiser had provided all required documentation to Council, including a risk management plan addressing measures to minimise transmission of COVID-19.

Event organisers receiving funding for events delivered during the 2020/21 financial year were required to comply with the requirements of Council's Wastewise Policy. This includes event organisers preparing and submitting a wastewise plan for their event prior to any funding being provided to an event organiser.

Impact of COVID-19

The impacts of COVID-19 restrictions resulted in many events cancelling. Some of these events were to be of significant scale and held across multiple days.

A full list of Events funded in 2020/21 are found on the following page.

Table 8: Tourism festival and event grants awarded by Council in August 2020

Event Name	Applicant	Sponsorship	Logistics
5Zero	Bright Brewery Australia Pty Ltd	\$1,500	Nil
Alpine Classic	Alpine Classic Co Pty Ltd	\$1,300	\$3,700
Alpine Cross	Alpine Cycling Club Inc	\$2,000	\$1,000
Alpine Cycling Club Gravity Enduro	Alpine Cycling Club Inc	\$1,000	\$1,000
Annual Easter Art Show	Mount Beauty Art Group	\$1,000	Nil
*Bright Art Gallery and Cultural Centre for Café Culture	Bright Art Gallery	\$1,956	Nil
Bright Autumn Festival	Bright Autumn Festival - part of the Bright and District Chamber of Commerce	\$5,000	\$2,000
*Bright Cabaret and Comedy Festival	Jenny Packham	\$2,000	Nil
Bright Festival of Photography	Bright Festival of Photography	\$2,000	Nil
Bright Make it Bake it Grow it Market	Bright and District Chamber of Commerce	Nil	\$1,000
Bright Open 2021 and Australian Nationals Paragliding competition	North East Victoria Hang Gliding Club	\$2,000	Nil
Bright Rotary Markets	Rotary Club of Bright	\$3,000	\$1,400
Bright Spring Festival Carnival and Fireworks	Bright Spring Festival - part of the Bright and District Chamber of Commerce	\$1,700	\$800
Brighter Days Foundation	Brighter Days Foundation Inc	Nil	\$15,000
Bright's Iconic Rod Run	Bright's Rod & Kustom Club Inc	Nil	\$32,500
Carols & Music in the Park	Rotary Club of Bright	\$1,000	\$500
Darker Days	Bright Brewery	Nil	\$250
Dederang Picnic Races	Dederang Picnic Race Club Inc	\$3,000	\$500
Gather Festival 2021	No data	\$2,600	\$900
Get A Grip of the Grind	Get A Grip of the Grind	\$1,000	Nil
Harrierville Half (HH)	No data	\$2,500	\$500
High Country Charity Ride 2021 (February)	Cycle Plan Pty Ltd	\$1,000	Nil
High Country Charity Ride 2021 (March)	Cycle Plan Pty Ltd	\$1,000	Nil
High Country Women's Cycling Festival	High Country Women's Cycling Pty Ltd	\$2,000	Nil
LaFiera (Italian Festival Myrtleford)	Myrtleford Chamber of Commerce & Industry Inc	\$12,500	\$2,200
*Alpine Rally	Myrtleford Football Netball Club	\$2,500	Nil
*Myrtleford 67th Golden Spurs Rodeo	Myrtleford Golden Spurs Rodeo Inc	Nil	\$2,600
Myrtleford Bush Market	The Myrtleford Chamber of Commerce & Industry Inc	Nil	\$700
Myrtleford Farmers Market	Myrtleford Farmer Market (trading name)	\$1,000	\$500
Myrtleford Rotary Annual Show'n'Shine and Swap Meet	The Rotary Club of Myrtleford	Nil	\$1,000
Peaks Challenge Falls Creek 2021	Bicycle Network	Nil	\$1,000
Porepunkah Community Christmas Party	Porepunkah CFA	\$1,100	\$100
Spartan Trifecta	Initiative Events Pty Ltd	\$10,000	Nil
The Mount Beauty Music Festival 2021	The Mount Beauty Music Festival	\$4,500	\$500
The Myrtleford Festival	The Myrtleford Festival	\$4,400	\$3,300
Tour of Bright	Alpine Cycling Club Inc	\$6,000	\$1,300
*Valley Fire Festival	Champagne Club Kiewa Valley Inc	\$1,838	Nil
Wandiligong Nut Festival	Wandiligong Nut Festival	\$3,000	\$1,300
XCO MTB Race	Alpine Cycling Club	\$2,300	\$500
Total		\$87,694	\$76,050

Dinner Plain festival and event funding

Events are vitally important for the economy of Dinner Plain and a key driver of tourism, particularly in the green season. The recommendation for funding is to support a mixture of event types spread over the year. These include existing successful events and events designed to attract visitation by targeting key school holiday and public holiday periods. Attracting event organisers to Dinner Plain is challenging, but ongoing event activity is critical for Dinner Plain's economy.

Applications were assessed by two members from the Dinner Plain businesses and community with Council officers assessed applications received against the following criteria, as detailed in the Event Funding Program Guidelines:

- Community impact and benefit;
- Expected economic and tourism benefits;

- Event profile;
- Capacity and capability of the event organiser to develop and deliver the event; and
- General criteria, including: long term sustainability of the event; operational detail of the event (including marketing); social justice principles; capacity to build relationships; location and fit of the event within the community; long term legacy creation; links to State / regional and local event strategies / plans.

Financial sponsorship was not provided to event organisers unless government restrictions limiting gatherings as a result of the COVID-19 pandemic are lifted and the event organiser has provided all required documentation to Council, including a risk management plan addressing measures to minimise transmission of COVID-19

Table 9: Dinner Plain festival and event grants awarded by Council in September 2020

Event name	Applicant	Funding
MTB Park Opening Social Day	Alpine Shire Council	\$2,000
New Year's Eve Festival	Alpine Shire Council	\$8,500
Outdoor Cinema	Alpine Shire Council	\$3,000
Hiking Festival	Alpine Shire Council	\$3,000
Bike & Beer Festival	Alpine Shire Council	\$5,000
Easter Festival	Alpine Shire Council	\$10,000
Feast High Country Longest Lunch	Alpine Shire Council	\$1,000
Opening Weekend Fireworks	Alpine Shire Council	\$6,200
Sled Dog Challenge	Dinner Plain Sled Dog Sprint	\$10,000
		(\$5,000 in 2020/21, and \$5,000 in 2021/22)
Total		\$48,700

Community grants funding

Council's Community Grants Program is a long-established funding program assisting community groups and organisations to deliver community focussed projects, programs and initiatives.

The 2019/20 Community Grants Program was open for applications between 15 May and 28 June 2020. A total of 51 eligible applications were received, with a cumulative request of \$355,241 in funding. Six applications were referred to Council's event funding program.

The applications were reviewed by an assessment panel comprising: one member of the Myrtleford Chamber of Commerce; one member of the Bright and District Chamber of Commerce; one member of the Upper Kiewa Valley Community Association; two Councillors; and Council's Director Assets. Council's Manager Economic and Community Development, and Council's Community Development Officer were also present to support the assessment panel.

Applications were assessed against the following criteria:

- The degree of benefit to the community;
- The contribution and support from the community toward the project;
- The degree to which projects can be maintained and are sustainable;
- The impact on environmental, economic, social, built, recreational and wellbeing criteria; and
- The geographical spread of funding allocation across the Shire;

The assessment panel recommended that 29 applicants receive funding, with 19 receiving the full amount of funding requested and ten to receive funding at a reduced level.

Impact of bushfires and COVID-19

One project was not completed as a result of COVID-19. Two other projects did not proceed.

Table 10: Community Grants awarded by Council in August 2020

Name of Applicant	Project Title	Grant awarded	Total Project Cost
Myrtleford Amateur Swimming Club	Alpine Pool Shade	\$9,499	\$27,084
Porepunkah Panthers Baseball Club Inc.	Improvements to Porepunkah Reserve	\$7,104	\$9,472
Flex and Bends	Flex and Bends-FAB Warm Water Exercise Program	\$1,225	\$11,753
Myrtleford Men's Shed Inc	Building Permit for Roofing External Work Area	\$1,070	\$44,760
Myrtleford Savoy Soccer Club Inc	Female uniforms / kit	\$1,840	\$4,905
Team Mount Beauty	Trail Head and Trail Node Signage Upgrade	\$1,930	\$3,580
Mount Beauty Neighbourhood Centre Inc	Painting for course part 2	\$4,900	\$22,000
Myrtleford Bowls Club Inc.	Bowling Greens Capital Works Upgrade.	\$10,000	\$15,780
Mount Beauty Golf Club	New Greens Watering Controllers	\$2,443	\$3,412
Mount Beauty Basketball Association	Return to Basketball	\$1,750	\$3,100
Myrtleford Chamber of Commerce	Myrtleford CBD site plan	\$1,650	\$2,200
Mongans Bridge Caravan Park	Mongans Bridge Caravan Park	\$712	\$950
Bright & District Chamber of Commerce Inc	Xmas Tree light renewal	\$3,685	\$5,185
Upper Kiewa Valley Community Association	Interpretive signage for the West Kiewa/Pebble Beach Track	\$4,668	\$6,225
Tawonga Mount Beauty Bowls Club	Capital Works Project	\$5,310	\$7,080
Myrtleford & District Historical Society Inc	Shelving Historical Artefacts: 3 Major Enterprises	\$4,963	\$6,618
Bright Singers Inc	Sheet Music and Storage Upgrade	\$500	\$2,502
Sustainable Upper Ovens	Sustainable Living Skills Sharing	\$2,500	\$11,000

Name of Applicant	Project Title	Grant awarded	Total Project Cost
Bright Court House Committee of Management	Auditorium Upgrade	\$10,000	\$28,744
Myrtleford District Landcare & Sustainability Group	Community Indian Myna Awareness	\$1,500	\$4,760
Kiewa Valley Historical Society Inc	Whistling Snow Line Poles	\$2,761	\$3,683
Bright Radio Controlled Modelling Club Inc.	Mower Purchase	\$2,999	\$4,099
Harrietville Community Hall Committee of Management	Kitchen upgrade	\$6,932	\$12,322
Dederang Picnic Race Club Inc	Race / Golf Club Rooms Re-stumping	\$8,000	\$12,303
Bright Coworking	Phase 3 Fitout - Meeting Expectations	\$2,283	\$26,118
Bright Playgroup Inc.	Little Rascals Reopening	\$1,374	\$1,833
Alpine Community Plantation Inc.	Sustainable Park Access Management	\$8,000	\$25,014
Alpine Little Athletic Association	Timing Gates	\$8,000	\$13,245
Tawonga and District Community Association Inc.	Playground	\$567	\$755
Total		\$118,165	\$320,482

Bushfire grants funding

Council's Bushfire Recovery Community Events Grants Program 2020/21 was a funding opportunity made available through the "Community Bushfire Recovery 2020 Community Events Grant", received by Council in July 2020.

The program was developed to assist community groups and organisations to deliver community events in the Alpine Shire and Alpine Resorts. Events aim to bring bushfire affected communities together, build resilience and raise awareness of support services.

Round one of the Bushfire Recovery Community Events Grants Program 2020/21 was open for applications between 7 December 2020 and 10 January 2021.

Seven applications were received, with a cumulative request of \$31,250 in funding, with four successful applicants.

Round two of the Bushfire Recovery Community Events Grants Program 2020/21 was open for application between 1 February 2021 and 28 February 2021.

Fourteen applications were received, with a cumulative request of \$47,705 in funding, with 12 successful applicants.

The applications were reviewed by an assessment panel including:

- Five community members from the Alpine Community Recovery Committee (CRC)
- Manager Economic and Community Development (Council);
- Alpine Shire Councillor; and
- Director Assets (Council).

Table 11: Bushfire Grants awarded by Council in February 2021

Name of Applicant	Project Title	Grant Awarded
Freeburgh Public Hall and Recreation	Voices of the Valley	\$5,000
Bright and District Chamber of Commerce	Business Revitalisation Event	\$4,950
Kangaroo Hoppet Inc	Mount Beauty Running Festival	\$4,500
Matt Fullerton	The Bright Fun Run	\$5,000
Total		\$19,450

Table 12: Bushfire Grants awarded by Council in April 2021

Name of Applicant	Project Title	Grant Awarded
Bright Art Gallery & Cultural Centre Inc	Resilience Art Project	\$2,385
Bright Fire Brigade	Bright Fire Brigade Awards and Commemoration	\$5,000
Buffalo River CFA	Buffalo River Family Fun Day	\$5,000
Cam Walker	Victorian Backcountry Festival	\$5,000
Harrierville Community Forum	Harrierville survived 2020	\$5,000
Mount Beauty Neighbourhood Centre	Coming out of the smoke RUOK	\$2,000
Mount Beauty United Cricket Club	(3 applications) Welcome to Summer Family Night, Sunset Cocktail Night, and Trivia Night	\$3,320
Myrtleford Agricultural and Pastoral Show Society	73rd Myrtleford & District Annual Show	\$5,000
Myrtleford Chamber of Commerce & Industry Inc	Encore Myrtleford Summer Series	\$5,000
Wandi Trail Runners Inc.	Wandi Cross 2021	\$2,000
Total		\$39,705

Glossary

Alpine Shire	the geographic region in which the Alpine Shire Council operates.
Alpine Shire Council	the organisation represented by elected councillors and staff.
Annual report	a report of the council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement
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
Council	the abbreviation of Alpine Shire Council
council (lowercase)	a reference to councils generally, not specifically the Alpine Shire Council
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 year
Financial performance indicators	a prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency
Financial statements	the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report
Financial year	the period of 12 months ending on 30 June each year
Indicator	what will be measured to assess performance
Initiatives	actions that are one-off in nature and/or lead to improvements in service
Major initiative	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
Measure	how an indicator will be measured and takes the form of a computation, typically including a numerator and denominator
Minister	the Minister for Local Government
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
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 Act
Regulations	the <i>Local Government (Planning and Reporting) Regulations 2014</i>
Services	assistance, support, advice and other actions undertaken by a council for the benefit of the local community
Service outcome indicators	the prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved
Service performance indicators	a prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes
Strategic objectives	the outcomes a council is seeking to achieve over the next four years and included in the council plan
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. It is also referred to as a long term financial plan
Strategies	high level actions directed at achieving the strategic objectives in the council plan
Sustainable capacity indicators	a prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks covering financial performance, capacity and governance and management

Acronyms and abbreviations

CEO	Chief Executive Officer
CFA	Country Fire Authority
CPA	Certified Practising Accountant
CPR	Cardiopulmonary Resuscitation
CSS	Community Satisfaction Survey
DAMP	Domestic Animal Management Plan
DELWP	Department of Environment, Land, Water and Planning (Victorian Government)
DHHS	Department of Health and Human Services (Victorian Government)
EA	Enterprise Agreement
FOI	Freedom of Information
FTE	Full Time Equivalent staff
HACC	Home and Community Care Services
HR	Human Resources
ICT	Information and Communication Technology
LGV	Local Government Victoria
LGPRF	Local Government Performance Reporting Framework
LPPF	Local Planning Policy Framework
MAV	Municipal Association of Victoria
MSS	Municipal Strategic Statement
MTB	Mountain Bike
OH&S	Occupational Health and Safety
RDV	Regional Development Victoria
RSPCA	Royal Society for the Prevention of Cruelty to Animals
SES	State Emergency Service
VCAT	Victorian Civil and Administrative Tribunal
VIC	Visitor Information Centre

Annual Financial Report

For the year ended 30 June 2021

Understanding the Financial Report

The Annual Financial Report comprises of the audited Financial Statements and Performance Statement. The purpose of the Financial Statements is to provide readers with a detailed report of Council's financial performance (profit or loss), financial position (level of assets against liabilities) and cash flow (increase or decrease in cash held by Council) in accordance with Australian Accounting Standards. The preparation of the Financial Statements is consistent for all councils across Victoria and also provides a comparison against the previous financial year.

Transitional provisions in the *Local Government Act 2020*, require that the 2020/21 Annual Report is reported in accordance with the *Local Government Act 1989* and associated regulations. The purpose of the performance statement is to provide readers with an overview of how Council performed against the nominated Service Performance, Sustainable Capacity and Financial Capacity indicators as required by section 131 of the *Local Government Act 1989* and part 4 of the *Local Government (Planning and Reporting) Regulations 2014*. This reporting is consistent for all councils across Victoria, and provides a comparison against the previous financial year(s) results.

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Certification of the Financial Report

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



Dena Vlekkert
PRINCIPAL ACCOUNTING OFFICER

Date: 28 September 2021

Location: Bright

In our opinion, the accompanying financial statements present fairly the financial transactions of Alpine Shire Council for the year ended 30 June 2021 and the financial position of the Council as at that date.

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

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



Charlie Vincent
COUNCILLOR

Date: 28 September 2021

Location: Bright



Sarah Nicholas
COUNCILLOR

Date: 28 September 2021

Location: Bright



William Jeremy
ACTING CHIEF EXECUTIVE OFFICER

Date: 28 September 2021

Location: Bright

Victorian Auditor-General's Office Report



Victorian Auditor-General's Office

Independent Auditor's Report

To the Councillors of Alpine Shire Council

Opinion	<p>I have audited the financial report of Alpine Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2021 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cashflows 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 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report

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

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

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

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

MELBOURNE
29 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Income			
Rates and charges	3.1	19,162	18,581
Statutory fees and fines	3.2	466	540
User fees	3.3	1,272	1,018
Grants - operating	3.4	8,040	8,690
Grants - capital	3.4	3,007	3,093
Contributions – monetary	3.5	774	711
Contributions – non-monetary	3.5	1,224	265
Other income	3.6	846	1,039
Share of net profits of associates	6.3	21	26
Fair value adjustments for investment property	6.4	515	-
Total income		35,327	33,963
Expenses			
Employee costs	4.1	(10,051)	(8,186)
Materials and services	4.2	(11,447)	(10,896)
Depreciation	4.3	(5,281)	(5,015)
Amortisation - Intangible assets	4.4	(53)	-
Bad and doubtful debts	4.5	(2)	4
Other expenses	4.6	(571)	(1,835)
Net loss on disposal of property, infrastructure, plant and equipment	4.7	(3,328)	(64)
Landfill rehabilitation expense	4.8	131	(48)
Total expenses		(30,602)	(26,040)
Surplus for the year		4,725	7,923
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation (decrement)/increment	9.1	6,245	(3,251)
Total comprehensive result		10,970	4,672

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

Balance Sheet

As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	7,286	1,277
Other financial assets	5.1	30,500	24,000
Trade and other receivables	5.1	1,640	1,882
Inventories	5.2	102	122
Other assets	5.2	187	504
Non-current assets classified as held for sale	6.1	-	515
Total current assets		39,715	28,300
Non-current assets			
Property, infrastructure, plant and equipment	6.2	222,035	217,685
Intangible assets	5.2	242	-
Investments in associates	6.3	123	102
Investment property	6.4	3,775	3,260
Total non-current assets		226,175	221,047
Total assets		265,890	249,347
Liabilities			
Current liabilities			
Trade and other payables	5.3	4,077	2,424
Trust funds and deposits	5.3	278	414
Unearned income	5.3	6,581	2,283
Provisions	5.4	2,614	2,459
Total current liabilities		13,550	7,580
Non-current liabilities			
Unearned income	5.3	422	458
Provisions	5.4	3,499	3,860
Total non-current liabilities		3,921	4,318
Total liabilities		17,471	11,898
Net assets		248,419	237,449
Equity			
Accumulated surplus		118,844	115,119
Reserves	9.1	129,575	122,330
Total equity		248,419	237,449

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

Statement of Changes in Equity

For the year ended 30 June 2021

2021	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at the beginning of the financial year		237,449	115,119	118,206	4,124
Surplus for the year		4,725	4,725	-	-
Net asset revaluation decrement	6.2	6,245	-	6,245	-
Transfers to other reserves	9.1	-	(1,000)	-	1,000
Transfers from other reserves	9.1	-	-	-	-
Balance at the end of the financial year		248,419	118,844	124,451	5,124

2020	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
Balance at the beginning of the financial year		233,088	108,130	121,457	3,501
Impact of change in accounting policy - AASB 15 Revenue from Contracts with Customers		(311)	(311)	-	-
Adjusted opening balance at the beginning of the financial year		232,777	107,819	121,457	3,501
Surplus for the year		7,923	7,923	-	-
Net asset revaluation increment	6.2	(3,251)	-	(3,251)	-
Transfers to other reserves	9.1	-	(651)	-	651
Transfers from other reserves	9.1	-	28	-	(28)
Balance at the end of the financial year		237,449	115,119	118,206	4,124

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

Statement of Cash Flows

For the year ended 30 June 2021

	Notes	2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		19,128	17,653
Statutory fees and fines		470	550
User fees		1,320	1,050
Grants - operating		8,242	8,853
Grants - capital		7,389	5,206
Contributions - monetary		851	919
Interest received		262	364
Rent received		560	602
Trust funds and deposits taken		2,972	2,749
Other receipts		47	47
Net GST refund		1,192	1,299
Materials and services		(11,582)	(13,222)
Employee costs		(9,664)	(8,018)
Trust funds and deposits repaid		(3,122)	(2,704)
Other payments		(581)	(844)
Net cash provided by operating activities	9.2	17,484	14,504
Cash flows from investing activities			
Payments for investments		(6,500)	(9,001)
Payments for property, infrastructure, plant and equipment		(5,526)	(5,985)
Proceeds from sale of assets held for sale		515	-
Proceeds from sale of property, infrastructure, plant and equipment		36	60
Net cash used in investing activities		(11,475)	(14,926)
Net increase/(decrease) in cash and cash equivalents		6,009	(422)
Cash and cash equivalents at the beginning of the financial year		1,277	1,699
Cash and cash equivalents at the end of the financial year	5.1	7,286	1,277
Commitments	5.5		
Restrictions on cash assets	5.1		

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

Statement of Capital Works

For the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Property			
Buildings		577	1,134
Total property		577	1,134
Plant and equipment			
Plant, machinery and equipment		402	569
Fixtures, fittings and furniture		-	27
Computers and telecommunications		115	-
Library books		74	68
Total plant and equipment		591	664
Infrastructure			
Roads		1,673	1,879
Bridges		1,509	985
Footpaths and cycleways		862	714
Drainage		137	178
Recreational, leisure and community facilities		143	315
Parks, open space and streetscapes		-	30
Waste		34	86
Total infrastructure		4,358	4,187
Total capital works expenditure		5,526	5,985
Represented by:			
New asset expenditure		831	352
Asset renewal expenditure		3,018	2,926
Asset upgrade expenditure		1,677	2,707
Total capital works expenditure		5,526	5,985

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

Notes to the Financial Statements

For the year ended 30 June 2021

Overview

Introduction

The Alpine Shire Council (Council) was established by an Order of the Governor in Council on 18 November 1994 and is a body corporate. The Council's main office is located at 2 Churchill Avenue, Bright, Victoria 3741.

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 report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

Significant accounting policies

a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2);
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2);

- the determination of employee provisions (refer to Note 5.4);
- the determination of landfill provisions (refer to Note 5.4).
- 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*
- 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.

b) Impact of COVID-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, Council has noted the following impacts on its financial operations for the financial year ended 30 June 2021, as a result of the lockdowns imposed throughout 2020-21:

- Council provided fee relief in the form of reduced fees and charges for businesses at an estimated cost of \$100k;
- There was minimal impact on staffing costs as the majority of impacted staff were redeployed or took leave;
- Council received additional grant income for several initiatives to help offset the adverse impacts of the lockdown restrictions totalling \$1,367k.

Notes to the Financial Statements

For the year ended 30 June 2021

Note 1 Performance against budget

The performance against budget note compares Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* require explanation of any material variances. Council has adopted a materiality threshold of greater than \$100,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figure details below are those adopted by Council on 16 June 2020. The budget was based on assumptions that were relevant at the time of adoption of the budget. Council set guidelines and parameters for income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

Notes to the Financial Statements

For the year ended 30 June 2021

1.1 Income and expenditure

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Income					
Rates and charges	19,267	19,162	(105)	(1)	1
Statutory fees and fines	416	466	50	12	
User fees	1,096	1,272	176	16	2
Grants - Operating	4,973	8,040	3,067	62	3
Grants - Capital	2,595	3,007	412	16	4
Contributions - monetary	719	774	55	8	
Contributions – non-monetary	214	1,224	1,010	472	5
Other income	745	846	101	14	6
Share of net profits of associates	-	21	21	-	
Fair value adjustments for investment property	-	515	515	-	7
Total income	30,025	35,327	5,302	18	
Expenses					
Employee costs	(9,293)	(10,051)	(758)	8	8
Materials and services	(12,597)	(11,447)	1,150	(9)	9
Bad and doubtful debts	-	(2)	(2)	-	
Depreciation	(4,969)	(5,281)	(312)	6	10
Amortisation	-	(53)	(53)	-	
Landfill rehabilitation expense	(82)	131	213	(260)	11
Other expenses	(723)	(571)	152	(21)	12
Net loss on disposal of property, infrastructure, plant and equipment	(102)	(3,328)	(3,226)	3,163	13
Total expenses	(27,766)	(30,602)	(2,836)	10	
Surplus for the year	2,259	4,725	2,466	109	

Notes to the Financial Statements

For the year ended 30 June 2021

1.1 Income and expenditure (continued)

Ref	Item	Explanation
1	Rates and charges	Lower than budget primarily due to unexpected 25% capacity factor discount on AGL Rates in Lieu.
2	User fees	Higher than budget primarily due to greater than expected <ul style="list-style-type: none"> • building and development fees • higher volumes at transfer stations as well as additional income from steel collection.
3	Grants - Operating	Higher than budget primarily as a result of additional grants received for <ul style="list-style-type: none"> • Working for Victoria \$917k. • 2019/20 bushfire recovery \$846k • Fire services levy administration \$289k • COVID-19 outdoor dining state initiative \$250k • COVID-19 community connections \$140k • COVID-19 business concierge \$60k • Community and tourism events \$72k • Employment subsidies \$82k • ICT (Information and Communications Technology) Infrastructure support \$100k • Key worker housing and housing strategy \$248k.
4	Grants - Capital	Higher than budget primarily due to additional grant funding for the Local Roads and Community Infrastructure program \$355k.
5	Contributions - non-monetary	Higher than budget due to greater than expected assets gifted due to completion of subdivision developments.
6	Other income	Higher than budget primarily due the reversal of the unused portion of 2019/20 provision for rent relief for COVID-19.
7	Fair value adjustments for investment property	Higher than budget due to a valuation increase for Myrtleford and Bright Holiday Parks.
8	Employee costs	Higher than budget primarily due to additional temporary employees funded by Working for Victoria grant.
9	Materials and services	Lower than budget primarily due to: <ul style="list-style-type: none"> • Bushfire recovery expenditure \$391k underspent primarily due to the impact of COVID-19 restrictions • Dinner Plain bus service not operating \$183k • Capitalisation of expenditure for software licences and other equipment \$188k classified as operational in the budget • Delays in several strategic planning projects \$111k • Lower kerbside collection costs and delays in various waste management projects \$200k.
10	Depreciation	Higher than budget due to revaluations of Drainage and Building assets in previous years.
11	Landfill rehabilitation expense	Lower than budget due to an increase in the 10 year bond rate which reduced the discounted amount arising because of time.

Notes to the Financial Statements

For the year ended 30 June 2021

1.1 Income and expenditure (continued)

Ref	Item	Explanation
12	Other expenses	Lower than budget due to reduced events grant and contribution payments as a result of COVID-19 restrictions.
13	Net loss on disposal of property, infrastructure, plant and equipment	Higher than budget due to removal of some land under roads assets following revaluation review and the write off of some recreational assets following a review of these assets for valuation.

Notes to the Financial Statements

For the year ended 30 June 2021

1.2 Capital works

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Property					
Land	353	-	(353)	-	1
Total land	353	-	(353)	-	
Buildings	844	577	(267)	(32)	2
Total buildings	844	577	(267)	(32)	
Total property	1,197	577	(620)	(52)	
Plant and equipment					
Plant, machinery and equipment	502	402	(100)	(20)	3
Fixtures, fittings and furniture	-	-	-	-	
Computers and telecommunications	148	115	(33)	(22)	
Library Books	79	74	(5)	(6)	
Total plant and equipment	729	591	(138)	(19)	
Infrastructure					
Roads	1,637	1,673	36	2	
Bridges	1,462	1,509	47	3	
Footpaths and cycleways	1,052	862	(190)	(18)	4
Drainage	335	137	(198)	(59)	5
Recreational, leisure and community facilities	87	143	56	64	
Parks, open space and streetscapes	54	-	(54)	(100)	
Waste management	85	34	(51)	(60)	
Total infrastructure	4,712	4,358	(354)	(8)	
Total capital works expenditure	6,638	5,526	(1,112)	(17)	
Represented by:					
New asset expenditure	2,418	831	(1,587)	(66)	
Asset renewal expenditure	2,860	3,018	380	13	
Asset upgrade expenditure	1,360	1,677	317	23	
Total capital works expenditure	6,638	5,526	(1,112)	(17)	

Expenditure on uncompleted works in progress has been included in the relevant categories in the above table. For further information refer to Note 6.2 Summary of work in progress - additions.

Ref	Item	Explanation
1	Land	Lower than budget as the land acquisition associated with the Nil Gully flood mitigation has been delayed.
2	Buildings	Lower than budget due to restricted activity across many projects, mainly the Dinner Plain Activation initiative
3	Plant, machinery and equipment	Lower than budget due to delays in acquisition of mowers and a truck
4	Footpaths and cycleways	Lower than budget due to delays in the pathway renewal and Great Valley Trail projects.
5	Drainage	Lower than budget due to delays in McCullough Road drainage design and Dinner Plain activation and Great Valley Trail projects.

Notes to the Financial Statements

For the year ended 30 June 2021

Note 2 Analysis of Council results by program

2.1 Analysis of Council results by program

Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2021					
Councillors and Executive	1,049	10,816	(9,767)	1,028	123
Asset Development	3,122	351	2,771	3,085	-
Asset Maintenance	1,445	8,230	(6,785)	186	225,355
Economic and Community Development	1,528	1,297	231	1,518	-
Bushfire Recovery	817	732	85	817	-
Corporate	20,952	1,414	19,538	4,218	39,922
Customer and Digital Projects	100	994	(894)	100	419
Facilities	5,329	3,615	1,714	46	71
Planning	550	101	449	49	-
Building and Amenity	435	87	348	-	-
Disposal of Asset	-	2,965	(2,965)	-	-
	35,327	30,602	4,725	11,047	265,890

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2020					
Councillors and Executive	65	8,939	(8,874)	39	102
Asset Development	3,347	1,148	2,199	3,287	-
Asset Maintenance	375	7,531	(7,156)	112	220,653
Economic and Community Development	796	1,268	(472)	699	-
Bushfire Recovery	2,261	225	2,036	2,261	-
Corporate	21,659	2,304	19,355	5,342	28,415
Customer and Digital Projects	51	706	(655)	-	108
Facilities	4,660	3,765	895	37	69
Planning	251	78	173	-	-
Building and Amenity	498	76	422	6	-
	33,963	26,040	7,923	11,783	249,347

Notes to the Financial Statements

For the year ended 30 June 2021

2.1 Analysis of Council results by program (continued)

Asset Development

Asset Development delivers the critical projects to develop, renew and upgrade our community assets.

Asset Maintenance

Asset Maintenance is responsible for maintaining our vital civil assets in order to underpin the wellbeing of the community. Services include maintenance of local roads, bridges and drainage, footpaths, open spaces and buildings, operations, and emergency management.

Bushfire Recovery

Bushfire Recovery is a new function in place to support communities and businesses to recover from the 2019/2020 bushfires.

Corporate

Corporate manages the supporting functions that help Council to deliver services in a responsible and sustainable manner. Services include financial control and planning, revenue collection, governance, libraries, health and safety and risk management.

Customer and Digital Projects

Customer and Digital Projects manages the information technology and customer service functions that underpin the effective operation of Council.

Councillors and Executive

Includes all human resources support, marketing and communications activities, and advocacy activities. This area also includes remuneration for the Council workforce, the Mayor and the Councillors.

Economic and Community Development

Economic and Community Development supports a thriving, connected community and focuses on building economic and community capacity. It plays a role in facilitating festivals, events and tourism, and manages community services such as youth activities, community grants and the Maternal and Child Health service.

Facilities

Council operates a range of facilities and services for the benefit of our residents and visitors. These include airports, waste facilities, swimming pools, community centres, recreation facilities, public amenity facilities, school crossings and visitor information centres.

Planning

Planning develops frameworks and plans for the ongoing development of land across the Shire and assesses planning applications submitted by individuals and businesses.

Building and Amenity

Building and Amenity provides various services to uphold the amenity and safety of the community such as assessment of building and waste water applications, conduct of fire safety and environmental health inspections, registration of food premises, management of animals and enforcement of local laws.

Notes to the Financial Statements

For the year ended 30 June 2021

Note 3 Funding for the delivery of our services

3.1 Rates and charges

	2021	2020
	\$'000	\$'000
General rates	15,218	14,598
Waste charges	3,245	3,216
Dinner Plain special rate	178	178
Supplementary rates and rate adjustments	132	237
Interest on rates and charges	103	74
Revenue in lieu of rates	286	278
Total rates and charges	19,162	18,581

Council uses capital improved value (CIV) as the basis of valuation of all properties within the shire. The CIV of a property is the total market value of the land plus buildings and other improvements.

The valuation base used to calculate general rates for 2020/2021 was \$3,881 million (\$3,555 million in 2019/2020). The 2020/2021 rate in the dollar was 0.004038 for residential, 0.002947 for farm and 0.005774 for commercial/industrial (2019/20 0.004158 for residential, 0.003035 for farm and 0.005946 for commercial/industrial).

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

Annual rates and charges are recognised as revenues when Council issues annual rates notices.

Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

	2021	2020
	\$'000	\$'000
Town planning fees	297	239
Health services	20	123
Animal and roadside trading permits	90	96
Infringements and costs	23	62
Land information certificates	28	19
Election Fines	8	1
Total statutory fees and fines	466	540

Statutory fees and fines are recognised as revenue when the service has been provided where a specific service obligation is required, all other services are recognised when the payment is received.

Notes to the Financial Statements

For the year ended 30 June 2021

3.3 User fees

	2021	2020
	\$'000	\$'000
Building services	317	243
Waste management services	491	360
Engineering works	53	8
Leisure centre and recreation	170	180
Community centres	15	42
Legal costs recovered	2	22
Visitor information centres	213	151
Library income	5	8
Other fees and charges	6	4
Total user fees	1,272	1,018

User fees are recognised as revenue when the service has been provided where a specific service obligation is required. All other services are recognised when the payment is received.

Notes to the Financial Statements

For the year ended 30 June 2021

3.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants

State funded grants

Total

	2021 \$'000	2020 \$'000
Commonwealth funded grants	4,487	4,801
State funded grants	6,560	6,982
Total	11,047	11,783

(a) Operating recurrent grants

Commonwealth Government

Financial assistance grant

Fuel rebate

State Government

School crossing supervisors

Maternal and child health

Rates administration

Youth services

Senior citizen centres

Library services

Immunisation funding

Weed management

Tobacco activity

Total recurrent operating grants

Financial assistance grant	3,777	4,091
Fuel rebate	30	30
School crossing supervisors	36	37
Maternal and child health	339	296
Rates administration	286	-
Youth services	117	72
Senior citizen centres	43	49
Library services	156	160
Immunisation funding	27	6
Weed management	22	22
Tobacco activity	4	6
Total recurrent operating grants	4,837	4,769

Operating non-recurrent grants

Commonwealth Government

Bushfire Recovery

State Government

Learning and development

Municipal emergency resourcing program

Economic development and tourism

Housing

Community development

COVID-19 Recovery

Working for Victoria

Information and Communication Technology support

Strategic Planning

Wastewater Treatment Cluster Design

Sport and Recreation

Cycle Safety Strategy

Flood/storm incident and recovery

Waste

Mayor and Councillor Allowance

Bushfire Recovery

Total non-recurrent operating grants

Total operating grants

Bushfire Recovery	510	-
Learning and development	82	6
Municipal emergency resourcing program	133	60
Economic development and tourism	117	125
Housing	248	-
Community development	317	151
COVID-19 Recovery	310	-
Working for Victoria	917	-
Information and Communication Technology support	100	-
Strategic Planning	45	-
Wastewater Treatment Cluster Design	41	-
Sport and Recreation	37	-
Cycle Safety Strategy	-	5
Flood/storm incident and recovery	-	189
Waste	10	-
Mayor and Councillor Allowance	-	33
Bushfire Recovery	336	3,352
Total non-recurrent operating grants	3,203	3,921
Total operating grants	8,040	8,690

Notes to the Financial Statements

For the year ended 30 June 2021

3.4 Funding from other levels of government (continued)

	2021 \$'000	2020 \$'000
(b) Capital grants		
Capital recurrent grants		
<i>Commonwealth Government</i>		
Roads to Recovery	710	710
Total recurrent capital grants	710	710
Capital non-recurrent grants		
<i>State Government</i>		
Capital projects		
Roads	405	1,133
Bridges	1,173	260
Recreational, leisure	-	420
Pathways	399	164
Buildings	320	406
Total non-recurrent capital grants	2,297	2,383
Total capital grants	3,007	3,093
Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	2,161	520
Received during the financial year and remained unspent at balance date	1,300	2,151
Received in prior years and spent during the financial year	(1,049)	(510)
Balance at year end	2,412	2,161

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

Unspent capital grants have specific performance obligations and have not been recognised as grant income. These unspent funds are included in the provision for unearned income.

3.5 Contributions

	2021 \$'000	2020 \$'000
Monetary	774	711
Non-monetary	1,224	265
Total contributions	1,998	976
Contributions of non-monetary assets were received in relation to the following services:		
Land	-	2
Roads	628	111
Other infrastructure	596	152
Total non-monetary contributions	1,224	265

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

Notes to the Financial Statements

For the year ended 30 June 2021

3.6 Other income

	2021	2020
	\$'000	\$'000
Insurance claim reimbursement	-	47
Interest on investments	211	317
Rent	592	583
Non-monetary services received	43	92
Total other income	846	1,039

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.

Notes to the Financial Statements

For the year ended 30 June 2021

Note 4 Cost of delivering services

4.1 Employee costs

	2021 \$'000	2020 \$'000
a) Employee costs		
Wages and salaries - permanent	7,648	6,033
Workcover	110	106
Wages and salaries - casual	671	483
Annual leave and long service leave	817	844
Superannuation	786	699
Fringe benefits tax	19	21
Total employee costs	10,051	8,186
b) Superannuation		
Council has made contributions to the following funds:		
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	27	27
Accumulated funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	319	310
Employer contributions - other funds	467	362
Total accumulated funds	786	672
Employer contributions payable at reporting date	-	29

There were no contributions outstanding and no loans issued from or to the above superannuation schemes as at 30 June 2021.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 is \$28,135

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

4.2 Materials and services

	2021 \$'000	2020 \$'000
Administration	2,150	1,803
Operational	5,285	5,068
Asset maintenance	2,516	2,506
Non-recurrent projects	1,496	1,519
Total materials and services	11,447	10,896

Non-recurrent material and services expenditure refers to the portion of capital works project expenditure that is not eligible to be capitalised.

Notes to the Financial Statements

For the year ended 30 June 2021

4.3 Depreciation

	2021 \$'000	2020 \$'000
Property	1,701	1,691
Plant and equipment	478	466
Infrastructure	3,102	2,858
Total Depreciation	5,281	5,015

Refer to note 6 for a more detailed breakdown of depreciation charges

4.4 Amortisation – Intangible assets

	2021 \$'000	2020 \$'000
Software and Implementation costs	53	-
Total Amortisation	53	-

4.5 Bad and doubtful debts

	2021 \$'000	2020 \$'000
Other debtors	2	(4)
Total bad and doubtful debts	2	(4)

Provision for doubtful debts is recognised in accordance with the expected credit loss model, or when there is objective evidence that an impairment loss has occurred. Bad debts are written-off when identified.

Excluding one-off items, year end sundry debtor balances have not altered significantly from 2020 levels. When using the expected credit loss model, in addition to 'base expectations', Council has also applied to other debts greater than 30 days outstanding a factor of 3.42% in consideration of potential economic impacts of prolonged restrictions due to COVID-19.

4.6 Other expenses

	2021 \$'000	2020 \$'000
Auditors remuneration - VAGO - audit of financial statements, performance statement and grant acquittals	38	37
Auditors remuneration - Internal	8	29
Councillors allowances	193	241
Council grants and contributions	289	345
Refund of rates	-	911
Refund of fees	-	114
Refund of rent income	-	66
Non-monetary services received	43	92
Total other expenses	571	1,835

Notes to the Financial Statements

For the year ended 30 June 2021

4.7 Net loss on disposal of property, infrastructure, plant and equipment

	2021 \$'000	2020 \$'000
(a) Property, infrastructure, plant and equipment		
Proceeds of sale	(36)	(60)
Written down value of assets disposed	399	124
Disposal of asset: Land under Roads	2,965	-
Total net loss on disposal of property, infrastructure, plant and equipment	3,328	64

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer. A 2021 review of land under roads by Council's valuers discovered that

the original valuation in June 2018 had erroneously included roads not controlled by Council, these have been removed from Council's asset register.

(b) Asset held for sale

	2021 \$'000	2020 \$'000
Proceeds of sale	(515)	-
Written down value of assets disposed	515	-
Total net loss on disposal of assets held for sale	-	-

4.8 Landfill rehabilitation expenses

	2021 \$'000	2020 \$'000
Additional provisions	167	-
Increase/(Decrease) in discounted amount (due to time and effect of any change in the discount rate)	(298)	48
Total landfill rehabilitation expenses	(131)	48

Notes to the Financial Statements

For the year ended 30 June 2021

Note 5 Our financial position

5.1 Financial assets

	2021 \$'000	2020 \$'000
(a) Cash and cash equivalents		
Cash on hand	2	2
Cash at bank	7,284	1,275
Total cash and cash equivalents	7,286	1,277
(b) Other financial assets		
Term deposits	30,500	24,000
Total other financial assets	30,500	24,000
Council's cash and cash equivalents are subject to restrictions that limit amounts available for discretionary use. These include:		
Trust funds and deposits Note 5.3(b)	278	414
Total unrestricted cash, cash equivalents and other financial assets	37,508	24,863
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	1,892	2,171
Dinner Plain reserve	835	699
Subdivision reserves	374	178
Waste reserve	3,915	3,247
Total funds subject to intended allocations	7,016	6,295

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

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

Notes to the Financial Statements

For the year ended 30 June 2021

5.1 Financial assets (continued)

(c) Trade and other receivables

Current

Statutory receivables

Rates debtors

Net GST receivable

Non-statutory receivables

Other debtors

Provision for doubtful debts - other debtors

Total current trade and other receivables

	2021 \$'000	2020 \$'000
Rates debtors	873	839
Net GST receivable	-	334
Other debtors	773	715
Provision for doubtful debts - other debtors	(6)	(6)
Total current trade and other receivables	1,640	1,882

Short-term receivables are carried at invoice amount. A provision for doubtful debts is recognised in accordance with the expected credit loss model, or when there is objective evidence that impairment has occurred.

Long-term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of receivables

At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade and other receivables (excluding statutory receivables) was:

Current (not yet due)

Past due by up to 30 days

Past due between 31 and 180 days

Past due between 181 and 365 days

Past due more than 1 year

Total trade and other receivables

	2021 \$'000	2020 \$'000
Current (not yet due)	559	600
Past due by up to 30 days	185	60
Past due between 31 and 180 days	3	24
Past due between 181 and 365 days	3	8
Past due more than 1 year	23	23
Total trade and other receivables	773	715

(e) Impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$5,641 (2020: \$6,000) were impaired. The amount of the provision raised against these debtors was \$5,641 (2020: \$6,000).

In determining the value of the provision for doubtful debts, an expected credit loss model was used, incorporating a combination of historical trends, knowledge of individual issues and forward-looking expected losses. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

Notes to the Financial Statements

For the year ended 30 June 2021

5.2 Non-financial assets

(a) Inventories

Current

Merchandise
Pavement materials

Total inventories

2021 \$'000	2020 \$'000
72	69
30	53
102	122

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

Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(b) Other assets

Prepayments
Accrued income

Total other assets

2021 \$'000	2020 \$'000
102	400
85	104
187	504

(c) Intangible assets

Software and implementation costs

Total intangible assets

2021 \$'000	2020 \$'000
242	-
242	-

Gross carrying amount

Balance at 1 July 2020
Additions from internal developments
Other additions
Work in progress
Balance at 1 July 2021

\$'000
-
72
170
53
295

Accumulated amortisation

Balance at 1 July 2020
Amortisation expense
Balance at 1 July 2021

-
53
53

Net book value at 30 June 2020

Net book value at 30 June 2021

-
242

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

Notes to the Financial Statements

For the year ended 30 June 2021

5.3 Payables

	2021 \$'000	2020 \$'000
(a) Trade and other payables		
Trade payables	2,426	2,156
Accrued expenses	1,162	263
Net GST payable	202	-
Grants to be repaid	280	-
Other creditors	7	5
Total trade and other payables	4,077	2,424
(b) Trust funds and deposits		
Fire services levy	81	143
Retention amounts	60	191
Subdivision works	85	28
Other deposits	52	52
Total trust funds and deposits	278	414
(c) Lease income received in advance		
Current	36	36
Non-current	422	458
Total lease income received in advance	458	494
(d) Unearned income		
Grants received in advance - operating	-	164
Grants received in advance - capital	6,420	1,977
Other	125	106
Total unearned income	6,545	2,247

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

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

Fire Services Levy - Council is the collection agent for the 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.

Subdivision works - Council receives deposits as a form of surety from property developers until certain works are completed. Once the works are completed the amounts are refunded.

Unearned income

This represents -

- Lease income received in advance for the Bright and Myrtleford Caravan Park leases at the start of the lease to be recognised on a straight line basis over the life of the leases (21 years).
- Grants received in advance for capital and operating projects to be recognised when the specific obligations for the grant agreement have been fulfilled.
- Other income in advance comprised of fees and contributions with specific obligations to be recognised when they have been fulfilled.

Notes to the Financial Statements

For the year ended 30 June 2021

5.4 Provisions

	Employee provisions \$'000	Landfill restoration \$'000	Total \$'000
2021			
Balance at beginning of the financial year	2,028	4,291	6,319
Additional provisions	1,020	167	1,187
Amounts used	(911)	(176)	(1,087)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	(8)	(298)	(306)
Balance at the end of the financial year	2,129	3,984	6,113
2020			
Balance at beginning of the financial year	1,931	4,306	6,237
Additional provisions	983	-	983
Amounts used	(892)	(63)	(955)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	6	48	54
Balance at the end of the financial year	2,028	4,291	6,319

	2021 \$'000	2020 \$'000
a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	621	620
Long service leave	152	153
Other accrued and parental leave	95	86
	868	859
Current provisions expected to be wholly settled after 12 months		
Annual leave	178	163
Long service leave	796	742
	974	905
Total current provisions	1,842	1,764
Non-current		
Long service leave	287	264
	287	264
Total aggregate carrying amount of employee provisions	2,129	2,028

	2021	2020
The following assumptions were adopted in measuring the present value of employee benefits:		
Weighted average increase in employee costs	2.95%	2.80%
Weighted average discount rates	1.49%	0.87%
Weighted average settlement period	2 years	2 years

Notes to the Financial Statements

For the year ended 30 June 2021

5.4 Provisions (continued)

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

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values. Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

b) Landfill restoration

Current

Non-current

Total landfill restoration

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

Weighted average increase in restoration costs

Weighted average discount rates

Weighted average settlement period

Council is obligated to restore former landfill sites at Myrtleford and Porepunkah to a particular standard.

The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken, which has been estimated

Long service leave

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

	2021 \$'000	2020 \$'000
	772	695
	3,212	3,596
	3,984	4,291
	2021	2020
	2.02%	2.30%
	1.49%	0.87%
	3 Years	3 Years

based on current understanding of work required to reinstate the sites to this standard.

Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Notes to the Financial Statements

For the year ended 30 June 2021

5.5 Commitments

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

	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
2021	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Waste management	2,143	1,509	777	-	4,429
Electricity	412	412	1,235	1,647	3,706
Dinner Plain bus	243	-	-	-	243
Cleaning	132	132	37	-	301
Consultancy	329	-	-	-	329
Other	359	60	71	-	490
Total	3,618	2,113	2,120	1,647	9,498
Capital					
Buildings	278	-	-	-	278
Bridges	-	-	-	-	-
Pathways	8	-	-	-	8
Roads	96	-	-	-	96
Other	6	-	-	-	6
Total	388	-	-	-	388

	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
2020	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Waste management	1,930	1,717	1,849	-	5,496
Electricity	754	-	-	-	754
Dinner Plain bus	168	42	42	-	252
Cleaning	163	90	21	-	274
Consultancy	469	-	-	-	469
Other	211	-	-	-	211
Total	3,695	1,849	1,912	-	7,456
Capital					
Buildings	13	-	-	-	13
Bridges	1,122	-	-	-	1,122
Pathways	105	-	-	-	105
Other	164	-	-	-	164
Total	1,404	-	-	-	1,404

Notes to the Financial Statements

For the year ended 30 June 2021

5.5 Commitments (continued)

b) Operating lease receivables

The Council has entered into commercial property leases on some properties, consisting caravan parks, a community centre and a cafe. These properties held under operating leases have remaining non-cancellable lease terms between 1 and 18 years. All leases include a CPI based revision of the rental charge annually.

Future minimum rentals receivable under non-cancellable operating leases are as follows:

Not later than one year

Later than one year and not later than five years

Later than five years

Total operating lease receivables

	2021	2020
	\$'000	\$'000
	480	493
	1,533	1,573
	2,678	2,970
	4,691	5,036

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

5.6 Financing arrangements

Bank overdraft

Credit cards

Bank guarantees

Total facilities

Used facilities

Unused facilities

	2021	2020
	\$'000	\$'000
	250	250
	50	50
	15	15
	315	315
	65	65
	250	250

Notes to the Financial Statements

For the year ended 30 June 2021

Note 6 Assets we manage

6.1 Non current assets classified as held for sale

	2021 \$'000	2020 \$'000
Property held for sale	-	515
Total non-current assets classified as held for sale	-	515

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of their carrying amount and fair value less costs of disposal and are not subject to depreciation.

Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

Notes to the Financial Statements

For the year ended 30 June 2021

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment	At fair value 30 June 2020 \$'000	Acquisitions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Transfers \$'000	At fair value 30 June 2021 \$'000
Land	32,019	-	-	5,297	-	(2,965)	-	34,351
Buildings	32,681	355	-	-	(1,701)	-	-	31,335
Plant and equipment	3,462	591	-	72	(478)	(7)	-	3,640
Infrastructure	149,000	3,184	1,224	876	(3,102)	(376)	391	151,197
Work in progress	523	1,396	-	-	-	(16)	(391)	1,512
Total	217,685	5,526	1,224	6,245	(5,281)	(3,364)	-	222,035

Summary of work in progress	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Disposal \$'000	Closing WIP \$'000
Buildings	-	222	-	-	222
Infrastructure	523	1,174	(391)	(16)	1,290
Total	523	1,396	(391)	(16)	1,512

Notes to the Financial Statements

For the year ended 30 June 2021

6.2 Property infrastructure plant and equipment (continued)

	Land	Land under roads	Total land	Buildings	Total buildings	Work in progress	Total property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
a) Property							
Property - at fair value 1 July 2020	24,424	7,595	32,019	74,880	74,880	-	106,899
Property - accumulated depreciation at 30 June 2020	-	-	-	(42,199)	(42,199)	-	(42,199)
	24,424	7,595	32,019	32,681	32,681	-	64,700
Movements in fair value							
Acquisition of assets at fair value	-	-	-	355	355	222	577
Revaluation increments	5,297	-	5,297	-	-	-	5,297
Fair value of assets disposed	-	(2,965)	(2,965)	-	-	-	(2,965)
	5,297	(2,965)	2,332	355	355	222	2,909
Movements in accumulated depreciation							
Depreciation and amortisation	-	-	-	(1,701)	(1,701)	-	(1,701)
	-	-	-	(1,701)	(1,701)	-	(1,701)
At fair value 30 June 2021	29,721	4,630	34,351	75,235	75,235	222	109,808
Accumulated depreciation at 30 June 2021	-	-	-	(43,900)	(43,900)	-	(43,900)
	29,721	4,630	34,351	31,335	31,335	222	65,908

Notes to the Financial Statements

For the year ended 30 June 2021

6.2 Property infrastructure plant and equipment (continued)

	Plant, machinery and equipment	Fixtures, fittings and furniture	Computers and telecomms	Library Books	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
b) Plant and equipment						
At fair value 1 July 2020	5,859	471	460	663	-	7,453
Accumulated depreciation at 30 June 2020	(2,956)	(256)	(353)	(426)	-	(3,991)
	2,903	215	107	237	-	3,462
Movements in fair value						
Acquisition of assets at fair value	402	-	115	74	-	591
Revaluation increments/(decrements)	-	-	-	135	-	135
Fair value of assets disposed	(64)	-	-	-	-	(64)
	338	-	115	209	-	662
Movements in accumulated depreciation						
Depreciation and amortisation	(329)	(29)	(46)	(74)	-	(478)
Revaluation increments/(decrements)	-	-	-	(63)	-	(63)
Accumulated depreciation of disposals	57	-	-	-	-	57
	(272)	(29)	(46)	(137)	-	(484)
At fair value 30 June 2021	6,197	471	575	872	-	8,115
Accumulated depreciation at 30 June 2021	(3,228)	(285)	(399)	(563)	-	(4,475)
	2,969	186	176	309	-	3,640

Notes to the Financial Statements

For the year ended 30 June 2021

6.2 Property, infrastructure, plant and equipment (continued)

	Roads	Bridges	Footpaths and cycleways	Drainage	Waste	Recreational, leisure and community facilities	Parks, open spaces and streetscapes	Work in progress	Total infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
c) Infrastructure									
At fair value 1 July 2020	143,218	25,827	12,524	23,877	962	4,929	2,876	523	214,736
Accumulated depreciation at 30 June 2020	(40,688)	(7,441)	(3,976)	(9,672)	(273)	(1,767)	(1,396)	-	(65,213)
	102,530	18,386	8,548	14,205	689	3,162	1,480	523	149,523
Movements in fair value									
Acquisition of assets at fair value	1,226	1,502	158	137	34	127	-	1,174	4,358
Contributed assets	628	-	125	471	-	-	-	-	1,224
Revaluation increments/(decrements)	-	-	382	-	-	84	-	-	466
Fair value of assets disposed/written-off	(256)	(87)	-	-	-	(538)	-	(16)	(897)
Transfers	52	258	81	-	-	-	-	(391)	-
	1,650	1,673	746	608	34	(327)	-	767	5,151
Movements in accumulated depreciation									
Depreciation and amortisation	(1,949)	(256)	(189)	(341)	(61)	(166)	(140)	-	(3,102)
Revaluation increments/(decrements)	-	-	143	-	-	267	-	-	410
Accumulated depreciation of disposals	231	29	-	-	-	245	-	-	505
	(1,718)	(227)	(46)	(341)	(61)	346	(140)	-	(2,187)
At fair value 30 June 2021	144,868	27,500	13,270	24,485	996	4,602	2,876	1,290	219,887
Accumulated depreciation at 30 June 2021	(42,406)	(7,668)	(4,022)	(10,013)	(334)	(1,421)	(1,536)	-	(67,400)
	102,462	19,832	9,248	14,472	662	3,181	1,340	1,290	152,487

Notes to the Financial Statements

For the year ended 30 June 2021

6.2 Property, infrastructure, plant and equipment (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

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

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

Asset recognition thresholds and depreciation periods

	Depreciation period	Threshold limit \$'000
Class of Asset		
Land	-	-
Land under roads	-	5
Buildings	15 to 100 years	5
Roads	25 to 80 years	5
Bridges	70 years	5
Drainage	50 to 100 years	5
Footpaths and cycleways	22 to 60 years	5
Recreational, leisure and community facilities	15 to 50 years	5
Parks, open space and streetscapes	20 to 50 years	5
Waste management	12 to 20 years	-
Plant, machinery and equipment	3 to 20 years	2
Fixtures, fittings and furniture	5 to 20 years	2
Computers and telecomms	3 to 10 years	2

Land under roads

Council recognises land under roads it controls at fair value.

Depreciation

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

Notes to the Financial Statements

For the year ended 30 June 2021

6.2 Property, infrastructure, plant and equipment (continued)

Valuation of land and land under roads

Valuation of land was undertaken by a qualified independent valuer Martin Burns AAPI (Liquid Pacific). The valuation of land is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

An indexed based revaluation was conducted in the current year; this valuation was based on the Valuer-General Victoria vacant land indexation factors for the financial years 2020 and 2021. A full revaluation of these assets will be conducted in 2021/22.

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.

Valuation of buildings

Valuation of Council's building assets was performed by a qualified independent valuer Martin Burns AAPI (Liquid Pacific). The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation. Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of valuation
Land	-	15,858	13,863	Jun-2021
Land under roads	-	-	4,630	Jun-2021
Specialised buildings	-	-	22,350	Jun-2019
Non-specialised buildings	-	8,985	-	Jun-2019
Total	-	24,843	40,843	

Valuation of infrastructure

Valuation of Council's infrastructure assets was performed by an asset management consultant Robert Uebergang, Bachelor of Engineering (Civil). The date of the current valuation is detailed in the following table.

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

Infrastructure asset values are not expected to be materially impacted by COVID-19 as at 30 June 2021. Formal revaluations were undertaken for Infrastructure assets during 2020/21 (Footpaths and cycleways) which were predominately based on industry standard unit rates (Rawlinson's Construction Cost Guide) and are largely immune to the impacts of COVID-19.

Details of Council's infrastructure and information about the fair value hierarchy as at 30 June 2021 are as follows:

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Date of valuation
Roads	-	-	102,462	Jun-2020
Bridges	-	-	19,832	Jun-2020
Footpaths and cycleways	-	-	9,248	Jun-2021
Drainage	-	-	14,472	Jun-2020
Waste management	-	-	662	Jun-2019
Recreational, leisure and community facilities	-	-	3,181	Jun-2021
Parks, open space and streetscapes	-	-	1,340	Jun-2019
Total	-	-	151,197	

Notes to the Financial Statements

For the year ended 30 June 2021

6.2 Property, infrastructure, plant and equipment (continued)

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads are valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 10% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$7.62 and \$679 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 cost is calculated on a square metre basis and ranges from \$200 to \$4000 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 15 years to 100 years.

Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

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 5 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land

Land under roads
Parks and reserves
Facilities
Office/depots

Total specialised land

	2021	2020
	\$'000	\$'000
	4,630	7,595
	6,488	5,205
	5,056	4,260
	2,319	1,825
	18,493	18,885

Notes to the Financial Statements

For the year ended 30 June 2021

6.3 Investments in associates

Investment in associates accounted for by the equity method are:

MomentumOne Shared Services Pty Ltd

A 50% Interest is held in the MomentumOne Shared Services Pty Ltd.

Fair value of Council's investment in MomentumOne Shared Services Pty Ltd.

Council's share of accumulated surplus

Council's share of accumulated surplus at start of year

Reported profit/(deficit) for year

Council's share of accumulated surplus at end of year

Movement in carrying value of investment in associates

Carrying value of investment at start of year

Distributions for the year

Share of profit/(deficit) for year

Carrying value of investment at end of year

Council's share of expenditure commitments

Operating commitments

Capital commitments

Council's share of expenditure commitments

	2021 \$'000	2020 \$'000
Fair value of Council's investment in MomentumOne Shared Services Pty Ltd.	123	102
Council's share of accumulated surplus		
Council's share of accumulated surplus at start of year	67	41
Reported profit/(deficit) for year	21	26
Council's share of accumulated surplus at end of year	88	67
Movement in carrying value of investment in associates		
Carrying value of investment at start of year	102	76
Distributions for the year	-	-
Share of profit/(deficit) for year	21	26
Carrying value of investment at end of year	123	102
Council's share of expenditure commitments		
Operating commitments	-	-
Capital commitments	-	-
Council's share of expenditure commitments	-	-

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

Committees of management

All entities controlled by Council that have material revenues, expenses, assets or liabilities, such as committees of management, have been included in this financial report. Any transactions between these entities and Council have been eliminated in full.

Notes to the Financial Statements

For the year ended 30 June 2021

6.4 Investment property

	2021	2020
	\$'000	\$'000
Balance at beginning of financial year	3,260	3,260
Fair value adjustments	515	-
Balance at end of financial year	3,775	3,260

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 the Council. Subsequent to initial recognition at cost, investment property is carried at fair value. 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 in accordance with an independent valuation by a qualified independent valuer LG Valuation Services Pty Ltd (API Registration no. 62901) 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 as at 4 May 2021.

The COVID-19 restrictions have adversely affected the tourism industry within the Alpine Shire, this may have impacted these property values. As this effect at present is not reliably quantifiable no adjustment has been made.

Notes to the Financial Statements

For the year ended 30 June 2021

Note 7 People and relationships

7.1 Council and key management remuneration

a) Related Parties

Interests in associates are detailed in Note 6.3.

b) Key management personnel

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

Councillors

Peter Roper - Mayor (1 Jul 2020 - 16 Nov 2020)

John Forsyth - Mayor (17 Nov 2020 - 30 Jun 2021)

Sarah Nicholas - Deputy Mayor (1 Jul 2020 - 30 Jun 2021)

Daryl Pearce (1 Jul 2020 - 16 Nov 2020)

Tony Keeble (1 Jul 2020 - 30 Jun 2021)

Kitty Knappstein (1 Jul 2020 - 16 Nov 2020)

Ron Janas (1 Jul 2020 - 30 Jun 2021)

Kelli Prime (17 Nov 2020 - 30 Jun 2021)

Charlie Vincent (17 Nov 2020 - 30 Jun 2021)

Katarina Chalwell (17 Nov 2020 - 30 Jun 2021)

Chief Executive Officer and other key management personnel

Charlie Bird - Chief Executive Officer

Nathalie Cooke – Director Corporate (1 Jul 2020 – 8 Mar 2021)

Ruth Kneebone - Acting Director Corporate (9 Mar 2021 - 30 Jun 2021)

William Jeremy – Director Assets

Notes to the Financial Statements

For the year ended 30 June 2021

7.1 Council and key management remuneration (continued)

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

	2021	2020
	No.	No.
< \$10,000	1	-
\$10,000 - \$19,999	4	-
\$20,000 - \$29,999	5	5
\$40,000 - \$49,999	1	1
\$60,000 - \$69,999	-	1
\$180,000 - \$189,999	2	2
\$230,000 - \$239,999	-	1
\$240,000 - \$249,999	1	-
	14	10

	2021	2020
	No.	No.
Total Number of Councillors	10	7
Chief Executive Officer and other Key Management Personnel	4	3
Total Key Management Personnel	14	10

(c) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

	2021	2020
	\$'000	\$'000
Short-term benefits	787	771
Long-term benefits	14	13
Termination benefits	-	-
Post-employment benefits	54	49
Total	855	833

(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.

There were no officers meeting this definition.

Notes to the Financial Statements

For the year ended 30 June 2021

7.2 Related party disclosure

(a) Transactions with related parties

	2021 \$'000	2020 \$'000
<i>Momentumone</i>		
The CEO is a director of MomentumOne Shared Services Pty Ltd as Council owns 50% of this company. MomentumOne provides a labour hire services mainly for the operating of Council's swimming pool facilities. MomentumOne has also provided recruitment, onboarding and payroll services for Council employees funded under the Working for Victoria program.		
Paid to MomentumOne Shared Services Pty Ltd	1,106	288
<i>Alpine Community Plantations</i>		
William Jeremy is a member of the board of management for Alpine Community Plantations. Transactions with Alpine Community Plantations relate to the development of a new masterplan for the mountain bike park, the installation of an electronic boom gate at the entrance to the park and an annual fee towards operational costs.		
Paid to Alpine Community Plantations	50	13
<i>Tourism North East</i>		
The CEO is a member of the Tourism North East board of directors. Tourism North East provides marketing and advertising services for Council.		
Paid to Tourism North East	235	291
Received from Tourism North East	-	30
<i>Partners of key management personnel that are employed by Council</i>		
Council employed partners of key management personnel. This is a normal Council employee/contractor relationship.		
	1	6
(b) Outstanding balances with related parties		
The outstanding balances owing to related parties is to MomentumOne Shared Services Pty Ltd	27	2
The outstanding balances owing with related parties is to Tourism North East	-	-

(c) Loans to/from related parties

There were no loans either to or from related parties.

(d) Commitments to/from related parties

Council had contracted with MomentumOne to provide labour hire services for seasonal swimming pools for three years to September 2022. Both parties mutually agreed that this contract would cease prior to the 2021/22 outdoor swimming season. MomentumOne's contract to provide recruitment, onboarding and payroll services for Council employees funded the Working for Victoria program will end 31 August 2021.

Notes to the Financial Statements

For the year ended 30 June 2021

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

Contingent liabilities

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

Landfill

Council is responsible for three small landfill sites that have been closed for more than twenty years at Myrtleford, Mount Beauty and Harrietteville. These sites are being monitored by Council and it may be required to perform rehabilitation works in the future. It is estimated that the works if required are likely to cost \$800,000.

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 note 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.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards.

As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB applicable for the year ending 30 June 2021 that are expected to impact Council.

Notes to the Financial Statements

For the year ended 30 June 2021

8.3 Financial instruments

(a) Objectives and policies

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

(b) Market risk

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

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council does not hold any interest-bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk.

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

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

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

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

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

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- Council has a policy for establishing credit limits for the entities Council deals with;
- Council may require collateral where appropriate; and
- Council only invests surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy. Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.
- There are no material financial assets which are individually determined to be impaired. Details of our contingent liabilities are disclosed in Note 8.1

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

Notes to the Financial Statements

For the year ended 30 June 2021

8.3 Financial instruments (continued)

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at

below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- has a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- has readily accessible standby facilities and other funding arrangements in place;
- monitors budget to actual performance on a regular basis; and
- sets limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and is deemed insignificant based on prior periods' data and current assessment of risk.

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

All financial liabilities are expected to be settled within normal terms of trade.

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 0.25% and -0.25% in market interest rates (AUD) from year end rates of 0.45%.

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

Notes to the Financial Statements

For the year ended 30 June 2021

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.

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

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

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

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

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

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above. In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 4 years. The valuation is performed either by experienced council officers or independent experts. Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the 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.

Notes to the Financial Statements

For the year ended 30 June 2021

8.5 Events occurring after the balance date

A series of statewide lockdowns with Stage 4 restrictions covering the period between 28 May and September 2021 occurred. Although some of the restrictions were eased in regional Victoria at various times, the sudden nature of these lockdowns has widely impacted the Council's financial operations in various ways:

- closed or restricted access to some facilities including visitor information centres, libraries, and leisure centre
- redeployed or requested impacted staff to take leave so this will have minimal impact on staffing costs
- provided rent relief in the form of rent waiver to lessee's meeting the criteria under the Victorian Government Tenancy Relief Scheme
- cancelled or modified tourism related events organised by Council
- the prevention of metropolitan residents from enjoying the region's tourist attractions.

Notes to the Financial Statements

For the year ended 30 June 2021

Note 9 Other matters

9.1 Reserves

	Balance at beginning of reporting period	Increment / (decrement)	Balance at end of reporting period
	\$'000	\$'000	\$'000
a) Asset revaluation reserve			
2021			
Property			
Land	21,559	5,297	26,856
Buildings	17,978	-	17,978
	39,537	5,297	44,834
Plant, machinery and equipment			
Books	22	72	94
Infrastructure			
Roads	54,740	-	54,740
Bridges	13,744	-	13,744
Footpaths and cycleways	1,239	525	1,764
Drainage	7,983	-	7,983
Waste	353	-	353
Recreational, leisure and community	159	351	510
Parks, open spaces and streetscapes	429	-	429
	78,647	876	79,523
Total asset revaluation reserve	118,206	6,245	124,451
2020			
Property			
Land	21,559	-	21,559
Buildings	17,978	-	17,978
	39,537	-	39,537
Plant, machinery and equipment			
Books	91	(69)	22
Infrastructure			
Roads	55,214	(474)	54,740
Bridges	15,642	(1,898)	13,744
Footpaths and cycleways	1,239	-	1,239
Waste	353	-	353
Drainage	8,793	(810)	7,983
Recreational, leisure and community	159	-	159
Parks, open spaces and streetscapes	429	-	429
	81,829	(3,182)	78,647
Total asset revaluation reserve	121,457	(3,251)	118,206

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

Notes to the Financial Statements

For the year ended 30 June 2021

9.1 Reserves (continued)

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
b) Other reserves				
2021				
Dinner Plain	699	136	-	835
Waste	3,247	668	-	3,915
Subdivision recreation	178	196	-	374
Total other reserves	4,124	1,000	-	5,124
2020				
Dinner Plain	727	-	(28)	699
Waste	2,597	650	-	3,247
Subdivision recreation	177	1	-	178
Total other reserves	3,501	651	(28)	4,124

The **Dinner Plain reserve** is maintained to ensure all rates raised from Dinner Plain properties are quarantined and invested back into Dinner Plain.

The **waste reserve** is maintained to fund landfill rehabilitation works. Where budgeted rehabilitation projects are not carried out in the financial year, funds are allocated to the reserve to fund future rehabilitation work.

The **subdivision recreation reserve** is maintained to account for contributions received under the *Subdivision Act 1988*. This reserve funds future recreational projects which meet the definition of the Act.

Notes to the Financial Statements

For the year ended 30 June 2021

9.2 Reconciliation of cash flows from operating activities to surplus

	2021	2020
	\$'000	\$'000
Surplus for the year	4,725	7,923
Depreciation	5,281	5,015
Net loss on disposal of property, infrastructure, plant and equipment	3,328	64
Contributions - non-monetary assets	(1,224)	(265)
Landfill rehabilitation expense	-	-
Fair value adjustments for investment property	(515)	-
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	242	446
(Increase)/decrease in Intangible assets	(242)	-
(Increase)/decrease in prepayments	298	(295)
(Increase)/decrease in accrued income	19	18
Decrease in inventories	20	47
Increase in investment in associates	(21)	(26)
Increase/(decrease) in trade and other payables	1,653	(447)
Increase in trust funds and other deposits	(136)	41
Increase/(decrease) in employee provisions	101	97
Increase in unearned income	4,262	1,901
Decrease in landfill restoration provision	(307)	(15)
Net cash provided by operating activities	17,484	14,504

9.3 Superannuation

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

Accumulation

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

Defined Benefit

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

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

Notes to the Financial Statements

For the year ended 30 June 2021

9.3 Superannuation (continued)

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.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. To determine the VBI, the Fund Actuary used the following long-term assumptions:

- Net investment returns 5.6% pa
- Salary information 2.5% pa for two years and 2.75% pa thereafter
- Price inflation (CPI) 2.0% pa.

Vision Super has advised that the estimated VBI at 30 June 2021 was 109.7%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 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 2020 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 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). 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.

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.

Notes to the Financial Statements

For the year ended 30 June 2021

9.3 Superannuation (continued)

The 2020 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 conducted every three years and interim actuarial investigations are conducted for each intervening year. A full investigation was conducted as at 30 June 2020.

The Fund's actuarial investigations identified the following in the defined benefit category of which Council is a contributing employer:

	2020 \$m	2019 \$m
A VBI surplus	\$100.0	\$151.3
A total service liability surplus	\$200.0	\$233.4
A discounted accrued benefits surplus	\$217.8	\$256.7

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 2020. Council was notified of the 30 June 2020 VBI during August 2020.

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.

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 the investigation date.

The 2021 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2021 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2021.

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2021 are detailed below:

Scheme	Type of Scheme	Rate	2021 \$'000	2020 \$'000
Vision super	Defined benefit	9.50%	27	27
Vision super	Accumulation fund	9.50%	319	310
Other funds	Accumulation fund	9.50%	467	362

There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2022 is \$28,135.

Performance Statement

For the year ended 30 June 2021

Performance Statement

For the year ended 30 June 2021

Description of municipality

The Alpine Shire Council is situated in north-east Victoria, approximately 300km from the Victorian state capital Melbourne, and 70km south of Albury-Wodonga. The area of the Alpine Shire is 4,790 square kilometres consisting of 92% public land.

The Shire extends from mountain ranges to the valley floor, where residents choose to live predominantly around the three main towns of Bright, Myrtleford and Mount Beauty. Other members of the populace live in the smaller towns, villages and surrounding farming communities that are spread throughout the Shire.

The region offers a diverse lifestyle with a mix of culture, history and experiences. The region is a well-known destination for tourists with festivals, markets, exhibitions, sporting and recreational activities held throughout the Alpine Shire; together with a range of cafes, restaurants and wineries.

The estimated resident population of the Shire is 12,973, a number which significantly increases with the seasonal influx of tourists. Population demographics show a lower population of 20-39 year olds, but a much higher population of persons aged 55 and over as compared to the Victorian averages.

Other Information

For the year ended 30 June 2021

1. Basis of preparation

Council is required to prepare and include a Performance Statement within its Annual Report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014* (as per the transitional provisions of the *Local Government Act 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 Council's Strategic Resource Plan. The *Local Government (Planning and Reporting) Regulations 2014* require explanation of any material variations in the results contained in the Performance Statement. Council has utilised materiality thresholds as described in the "Local Government Better Practice Guide - Annual Report Performance Statement 2020/21" relevant to each indicator and measure. Where Council's year on year result varies by more than 10% of the State-wide average (2019/20), Council has reported a material variance. Explanations have not been provided for variations below these 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 four-year Budget on 15 June 2021. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Budget can be obtained by contacting Council.

2. Impact of COVID-19 on Performance Statement

COVID-19 was officially declared as a global pandemic by the World Health Organisation in March 2020. Since then, various measures have been taken by all three levels of Government in Australia to reduce the spread of COVID-19.

COVID-19 and measures taken to mitigate it, have impacted on Council operations and resulting performance in the following areas for the financial year ended 30 June 2021:

- * Usage of aquatic facilities has fallen compared to the previous year, due primarily to extended closures to comply with COVID-19 restrictions.
- * Active library members has reduced, due primarily to COVID-19 restrictions and extended closures, despite limited service delivery being available such as "Click and Collect".
- * The percentage of critical and major non-compliance food safety notifications followed-up has fallen slightly compared to the previous year, with COVID-19 restrictions impacting on the inspection schedule. However, improved food safety compliance overall has improved, with fewer total notifications received compared to the previous year.
- * Against the trend, Maternal and Child Health services saw an increase in participation compared to the previous year, despite the continuation of COVID-19 restrictions. Participation rates have returned to the historical averages, following a drop the previous year due to bushfires and COVID-19 restrictions.

Generally the financial indicators show that Council is financially sustainable and that services are being delivered within expected parameters.

Sustainable Capacity Indicators

For the year ended 30 June 2021

Indicator / measure	Results				Material Variations
	2017/18	2018/19	2019/20	2020/21	
Population					
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,951	\$2,300	\$2,032	\$2,359	During a 2021 review of land under roads by Council's valuers, it was discovered that the June 2018 valuation had erroneously included roads not controlled by Council. These have been removed from Council's asset register. As a result, expenses for the year were higher than prior years.
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$14,727	\$14,753	\$14,489	\$14,467	
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	21.7	22.0	22.4	22.6	
Own-source revenue					
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,701	\$1,635	\$1,655	\$1,718	

Sustainable Capacity Indicators (continued)

For the year ended 30 June 2021

Indicator / measure	Results				Material Variations
	2017/18	2018/19	2019/20	2020/21	
Recurrent grants <i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$421	\$401	\$428	\$428	
Disadvantage <i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	5	5	5	5	
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	7.1 %	14.4 %	11.0 %	19.6 %	Council experienced a higher turnover in 2020/21 compared to previous years, with more than half of those leaving to relocate to another area or to advance their careers at another organisation. Council is proud to be an organisation that develops its staff which enables them to advance their careers.

Sustainable Capacity Indicators (continued)

For the year ended 30 June 2021

Definitions

"adjusted underlying revenue" means total income other than—

- (a) non-recurrent capital 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 in paragraphs (a) and (b)

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

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

"population" means the resident population estimated by council

"own-source revenue" means adjusted underlying revenue excluding revenue which 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 2021

Service / indicator /measure	Results				Material Variations
	2017/18	2018/19	2019/20	2020/21	
Aquatic facilities Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	3.1	2.4	2.2	1.9	Bright Sports Centre was closed for a significant period of 2020/21 due to COVID-19 restrictions, with 3,900 less visitors than the previous year. Outdoor pools were less affected by COVID-19 restrictions and closures, as the most severe lockdowns were outside normal months of operation.
Animal management Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	New in 2020	New in 2020	0	0%	No animal management prosecutions were presented to Court during 2020/21.
Food safety Health and safety <i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	33.3 %	82.9 %	95.8 %	100.0 %	Fewer non-compliance notifications were noted by Council compared to the previous year, showing an overall improvement in food safety compliance. All non-compliance notifications were followed up.

Service Performance Indicators (continued)

For the year ended 30 June 2021

Service/indicator /measure	Results				Material Variations
	2017/18	2018/19	2019/20	2020/21	
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]	60	59	56	56	Community satisfaction with Council decisions remains steady with previous year results.
Libraries Participation <i>Active library members</i> [Number of active library members / Municipal population] x100	20.0 %	18.8 %	18.4 %	15.8 %	Active borrowers were slightly lower than in previous years, due to COVID-19 restricted operations during the year, when only Click and Collect services were permitted to operate.

Service Performance Indicators (continued)

For the year ended 30 June 2021

Service/indicator /measure	Results				Material Variations
	2017/18	2018/19	2019/20	2020/21	
Maternal and child health 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	86.6 %	84.5 %	74.4 %	81.8 %	Participation in the MCH service returned to a more usual trend in 2020/21 after a reduction the previous year due to Bushfires and COVID-19 restrictions. The MCH team continued to support the community, working within COVID-19 restrictions in 2020/21.
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	95.7 %	79.2 %	58.8 %	85.7 %	Council has a small number of Aboriginal and Torres Strait Island enrolments, so a slight change in participation creates a greater improvement in overall results.

Service Performance Indicators (continued)

For the year ended 30 June 2021

Service/indicator /measure	Results				Material Variations
	2017/18	2018/19	2019/20	2020/21	
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]	60	64	61	63	Community satisfaction with sealed local roads continues to perform significantly better than State-wide and Small Rural Council averages.
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	0 %	100 %	0 %	100 %	One planning application was presented to VCAT in 2020/21, with the decision varied.
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	45.9 %	39.4 %	40.4 %	40.0 %	

Service Performance Indicators (continued)

For the year ended 30 June 2021

Retired measures Service/indicator /measure	Results		
	2017/18	2018/19	2019/20
Animal Management Health and Safety Animal management prosecutions [Number of successful animal management prosecutions]	0	0	Retired in 2020

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 sections 131, 132 and 133 of the *Local Government Act 1989*

"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 authorised 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 authorised 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 2021

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Efficiency									
Expenditure level									
<i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,803	\$3,361	\$2,955	\$3,423	\$3,407	\$3,164	\$3,203	\$3,251	The increase in expenses in 2020/21 is due to the impact of a one-off disposal of land under roads assets, erroneously included in prior years. Expenses remain high in 2021/22 due to a large program of Capital Works scheduled, with a proportion of project expenditure being operational in nature. Expenses return to a more usual trend in the following years.
Revenue level									
<i>Average rate per property assessment</i> [General rates and Municipal charges / Number of property assessments]	New in 2020	New in 2020	\$1,684	\$1,717	\$1,762	\$1,778	\$1,814	\$1,850	

Financial Performance Indicators (continued)

For the year ended 30 June 2021

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Liquidity									
Working capital									
Current assets compared to current liabilities [Current assets / Current liabilities] x100	422.7 %	349.5 %	373.4 %	293.1 %	415.2 %	438.9 %	407.6 %	426.7 %	Significant capital works grant funding received prior to year end relates to work yet to be completed in the 2021/22 financial year. As a result, current Liabilities increased at a rate proportionally greater than the increase in current assets causing a decrease in the working capital ratio for 2020/21. In future years it is assumed that grant funding is received in the year in which works are to be completed.
Unrestricted cash									
Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	1.4 %	4.8 %	-48.1 %	15.1 %	15.2 %	21.8 %	25.3 %	29.8 %	The 2020/21 year had a higher than normal cash balance due to receipt of grant funding just prior to 30 June which has resulted in a higher than expected ratio of unrestricted cash to current liabilities. Future years budgets have no carried forward amounts or conditional grants unspent so that the unrestricted cash is higher.

Financial Performance Indicators (continued)

For the year ended 30 June 2021

Dimension / indicator / measure	Results			Forecasts					Material Variations
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Obligations									
Loans and borrowings									
<i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	Council continues to operate free from borrowings and has no foreseeable need for loans in the future.
<i>Loans and borrowings repayments</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	0.0 %	Council continues to operate free from borrowings and has no foreseeable need for loans in the future.
Indebtedness									
<i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	16.2 %	20.8 %	20.4 %	17.6 %	19.3 %	16.9 %	13.9 %	13.3 %	Non-current liabilities are reduced in 2023/24 and 2024/25 as landfill rehabilitation works will be completed.
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	New in 2020	112.3%	93.1 %	231.0 %	196.1 %	133.7 %	132.9 %	A reduction in asset renewals and upgrades was a result of a lower focus on renewal projects in the year. This is addressed in future year Capital Works programs, before returning to normal levels.

Financial Performance Indicators (continued)

For the year ended 30 June 2021

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	13.1 %	-6.3 %	16.8 %	3.8 %	-7.1 %	0.6 %	1.5 %	2.1 %	The underlying surplus for 2020/21 has dropped from prior year due to higher than normal expenditure associated with the disposal of land under roads assets erroneously included in prior year. These have now been removed from Council's asset register. This was offset in part by higher non-recurrent operating grant funding primarily related to 2019/20 Bushfire and COVID-19 recovery. Future years income does not include any non-recurrent operating grant funding.
Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	62.2 %	64.5 %	58.8 %	59.7 %	68.6 %	69.3 %	69.2 %	69.1 %	2020/21 includes higher non-recurrent operating grant funding, primarily related to 2019/20 Bushfire and COVID-19 recovery. Future years income does not include non-recurrent operating grant funding.
Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.63 %	0.55 %	0.51 %	0.50 %	0.45 %	0.46 %	0.47 %	0.48 %	A large increase in the Capital Improved Value (CIV) for property valuations across the Alpine Shire is forecast to reduce rates compared to property values.

Financial Performance Indicators (continued)

For the year ended 30 June 2021

Retired measures	Results		
Dimension / indicator / measure	2017/18	2018/19	2019/20
Efficiency Revenue level <i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,717	\$1,753	Retired in 2020
Obligations Asset renewal <i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	76%	92%	Retired in 2020

Financial Performance Indicators (continued)

For the year ended 30 June 2021

Definitions

"adjusted underlying revenue" means total income other than—

- (a) non-recurrent capital 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 in paragraphs (a) and (b)

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

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

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

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

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

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

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

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

"population" means the resident population estimated by council

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

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

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

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

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

Certification of the Performance Statement

For the year ended 30 June 2021

In my opinion, the accompanying Performance Statement has been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* (as per the transitional provisions of the *Local Government Act 2020*).



Dena Vlekkert
Principal Accounting Officer
Date: 28 September 2021

In our opinion, the accompanying Performance Statement of the Alpine Shire Council for the year ended 30 June 2021 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* (as per the transitional provisions of the *Local Government Act 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 2014* to certify this Performance Statement in its final form.



Charlie Vincent
Councillor
Date: 28 September 2021



Sarah Nicholas
Councillor
Date: 28 September 2021



William Jeremy
Acting Chief Executive Officer
Date: 28 September 2021

Victorian Auditor-General's Office Report



Independent Auditor's Report

To the Councillors of Alpine Shire Council

<p>Opinion</p>	<p>I have audited the accompanying performance statement of Alpine Shire Council (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2021 • sustainable capacity indicators for the year ended 30 June 2021 • service performance indicators for the year ended 30 June 2021 • financial performance indicators for the year ended 30 June 2021 • other information and • certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<p>Basis for Opinion</p>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p>Councillors' responsibilities for the performance statement</p>	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 1989</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
<p>Auditor's responsibilities for the audit of the performance statement</p>	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.</p>

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

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

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

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

MELBOURNE
29 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

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