



***Ordinary Meeting of Council***

***Virtual Meeting***

***21 September 2020***

**ATTACHMENTS UNDER SEPARATE COVER**

**5.4 1 Vasey Street, Ivanhoe East - Amendment to liquor licence hours at Ivanhoe Public Golf Course (P110/2020)**

Attachment 1. Advertised Documents and Plans - P110/2020.....3

**7.4 Certification of the Financial Statements and Performance statement for the year ended 30 June 2020**

Attachment 1. Annual Report 2019-2020 - Part One - Report of Operations - Final Draft.....29

Attachment 2. Annual Report 2019-20 - Part Two - Performance Statement - Final Draft..... 159

Attachment 3. Annual Report 2019-2020 - Part Three - Financial Statements for the period ended 30 June 2020 - Final Draft..... 179





# NOTICE OF AN APPLICATION FOR PLANNING PERMIT

The land affected by the application is located at:

1 Vasey Street IVANHOE  
*(Insert the location of the land)*

The application is for a permit to:

Variation in trading hours for existing On-Premises Liquor Licence  
*(Insert the use, development, or other matter applied for)*

The applicant for the permit is:

Leisure Management Services Pty Ltd  
*(Insert name of applicant for the permit)*

The application reference number is:

P110/2020 PT1  
*(Insert reference number)*

You can view the documents ONLINE at:

**Online at: [www.banyule.vic.gov.au/planningpublicnotices](http://www.banyule.vic.gov.au/planningpublicnotices)**

Alternatively, you can visit BANYULE CITY COUNCIL's OFFICE  
at **1 Flintoff Street, Greensborough VIC 3088**  
Monday to Friday, 8.30am to 5.00pm

to view the plans and documents on our online kiosk during office hours free of charge.

**Any person who may be affected by the granting of the permit may object or make other submissions to the Responsible Authority via post or Council's website.**

### Objection Submission Details

Lodge Online at: [www.banyule.vic.gov.au/planningpublicnotices](http://www.banyule.vic.gov.au/planningpublicnotices)

Or mail to: Banyule City Council  
**PO Box 94, Greensborough VIC 3088**  
Phone: (03) 9457 9808

- An objection must:**
- \* be sent to the Responsible Authority in writing
  - \* include the reasons for the objection, and
  - \* state how the objector would be affected.

**Please be aware Council must make available copies of every objection/submission received at its office for any person to inspect during office hours free of charge until the end of the period during which an application may be made for review of a decision on the application.**

The Responsible Authority will not decide on the application before:

*(Insert a date which is at least 14 days from the date the last notice under Section 22(1) of the Act is being given.)*

If you object, the Responsible Authority will tell you its decision.

ADVERTISED PERMIT  
Application No: P110/2020

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Form Name: Application for a Planning Permit  
 Submission Time: January 30, 2020 2:26 pm

### Need help with the application?

Has there been a pre-application meeting with a Council planning officer? No

Received  
30/01/2020

### Title Information

Title information upload. [https://s3.amazonaws.com/files.formstack.com/uploads/2454570/45142305/576422637/45142305\\_ivanhoe\\_golf\\_land\\_title.pdf](https://s3.amazonaws.com/files.formstack.com/uploads/2454570/45142305/576422637/45142305_ivanhoe_golf_land_title.pdf)

Does the proposal breach, in any way, an encumbrance on title such as a restrictive covenant, section 173 agreement or other obligation such as an easement or building envelope? No

### The Land

Street Number 244

Street Name The Boulevard

Formal Land Description Street

Suburb/Locality Ivanhoe

Postcode 3079

<b>Formal Land Description - this information can be found on the certificate of title.</b> Crown Allotment Number

Crown Allotment Number One and Two

Section number Volume 3908 Folio 781432

Parish/Township Name Parish of Keelbundore

### Type of development

Select the type of development. Change of use/ Liquor Licence/ Car Parking Reduction

### Applicant Details

First Name Nick

Last Name Ciccarelli

ADVERTISED PLAN  
 Application No. P110/2020  
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Organisation (if applicable)	Leisure Management Services
Street Number	9
Street Name	Newsom
Street Type.	Street
Suburb/Locality	Ascot Vale
State	Victoria
Post Code	3032
Email 1	nick@lmservice.com.au
Phone	0414 336 371

Received  
30/01/2020

### Contact Persons Details

Is the contact person the same as the applicant?	Yes
--	-----

### Owner

Is the owner the same as applicant?	No
First Name	Officers
Last name	Councillors
Organisation (if applicable)	Banyule City Council
Street Number	1
Street Name	Flintoff
Street Type.	Street
Suburb/Locality	Greensborough
State	Victoria
Post Code	3088
Email 3	enquiries@banyule.vic.gov.au
Phone	(03) 9490 4222

ADVERTISED PLAN  
Application No. P110/2020

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### Planning permit application fee structure

<b>Select the type of application</b>	Change of use only
---------------------------------------	--------------------

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<b>Change of use only - Select payment option. </b> 1318.10 | Change of use only (including parking dispensation)

<font color="red"><b>Subtotal one</b> </font> 1318.10 </font>

<b>Combined Permit Application - are there additional permit triggers?</b> No

Received  
30/01/2020

### Existing Conditions

Describe how the land is used and developed now.

Golf Course Pro shop and Café services with the ability to run functions.  
Current liquor license trading hours are;

Sunday	Between 10am and 9pm
Good Friday	Between 12 noon and 11pm
Anzac Day ( being Sunday to Tuesday)	Between 12 noon and 9pm
Anzac Day ( being Wednesday to Saturday)	Between 12 noon and 11pm
Monday and Tuesday	Between 10am and 9pm
Wednesday to Saturday	Between 10am and 11pm

### The Proposal

For what use, development or other matter do you require a permit?

Extension of the liquor license trading hours to;

Good Friday the following day	Between 12 noon and 12.30am
Anzac Day ( being Friday to Saturday) the following day	Between 12 noon and 12.30am
Anzac Day ( being Sunday to Thursday) Sunday and Thursday	Between 12 noon and 11pm
Friday and Saturday the following day	Between 8am and 12 midnight
	Between 8am and 12.30am

Approval to allow for the playing of live music to the meet levels of noise emitted from licensed premises as specified in the State Environment Protection Policy ( Control of Music Noise from Public Premises)

ADVERTISED PLAN  
Application No. P110/2020

Estimated cost of the development for which the permit is required 0.00

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**Upload your supporting documents here**Have you clicked the upload files  
button?

Have you clicked the above 'upload files' button?

**Planning Privacy Collection Notice****Received**  
**30/01/2020**

Name Nick Ciccarelli

Signature I agree

Date 30/01/20

**Total Due**

Total Due 1318.10

**Payment**

Payment Choice Applicant/Consultant

Cardholder Name

Credit Card

**ADVERTISED PLAN**  
Application No. P110/2020

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169/592  
2nd land  
the 2nd 1 + 2

Entered in the Register Book



Vol. 7926 Fol. 113

VICTORIA

Received  
30/01/2020

**Certificate of Title**  
UNDER THE "TRANSFER OF LAND ACT 1928"

The Mayor Councillors and Citizens of the City of Heidelberg is  
now the proprietor  
of an Estate in Fee-simple subject to the Encumbrances notified hereunder in

All that piece of Land, delineated and coloured red, blue, green, purple and  
purple-hatched on the map on the sheet annexed hereto being part of Crown Portions  
one and 2 Parish of Keelbunora County of Bourke - The land coloured purple and  
purple-hatched being land appropriated or set apart for drainage and sewerage  
purposes on Plan of Subdivision No.15904 lodged in the Office of Titles Together  
with a right of carriage way over the road coloured brown on the said map and over  
the roads coloured brown and yellow on Plan of Subdivision No.5135 lodged as  
aforesaid and Together with a right of drainage over the land coloured yellow on  
the said map

Dated the Eleventh day of April One  
thousand nine hundred and forty-nine.



**ENCUMBRANCES REFERRED TO**

As to the land coloured blue and  
purple-hatched

ANY EASEMENTS affecting the same

**ADVERTISED PLAN**  
Application No. P110/2020  
THE EASEMENT to Melbourne and Metropolitan  
Council of Victoria  
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THE MEASUREMENTS ARE IN

Vol. 8981 Fol. 452

Transfer 220815~

Application

5

TRANSFER AS TO PART No. E-622328  
registered 1<sup>st</sup> DECEMBER 1972  
CANCELLED AS TO PART  
Sec Vol. 8981 Fol. 452



Received  
30/01/2020

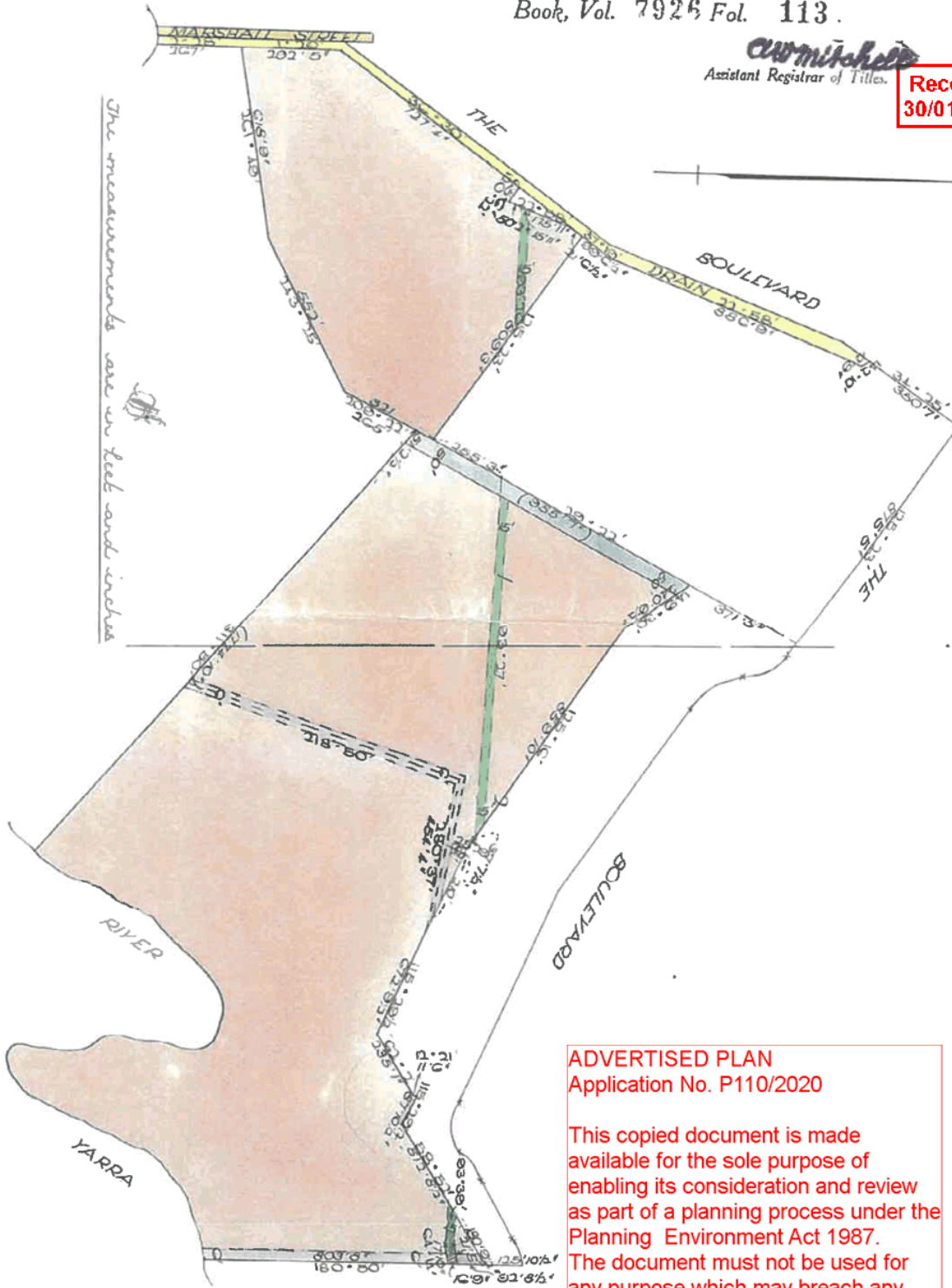
ADVERTISED PLAN  
Application No. P110/2020

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This is the Annexed Sheet referred to in Certificate of Title entered in the Register Book, Vol. 7926 Fol. 113.

*Cum Mitchell*  
Assistant Registrar of Titles.

Received  
30/01/2020



Received  
30/01/2020

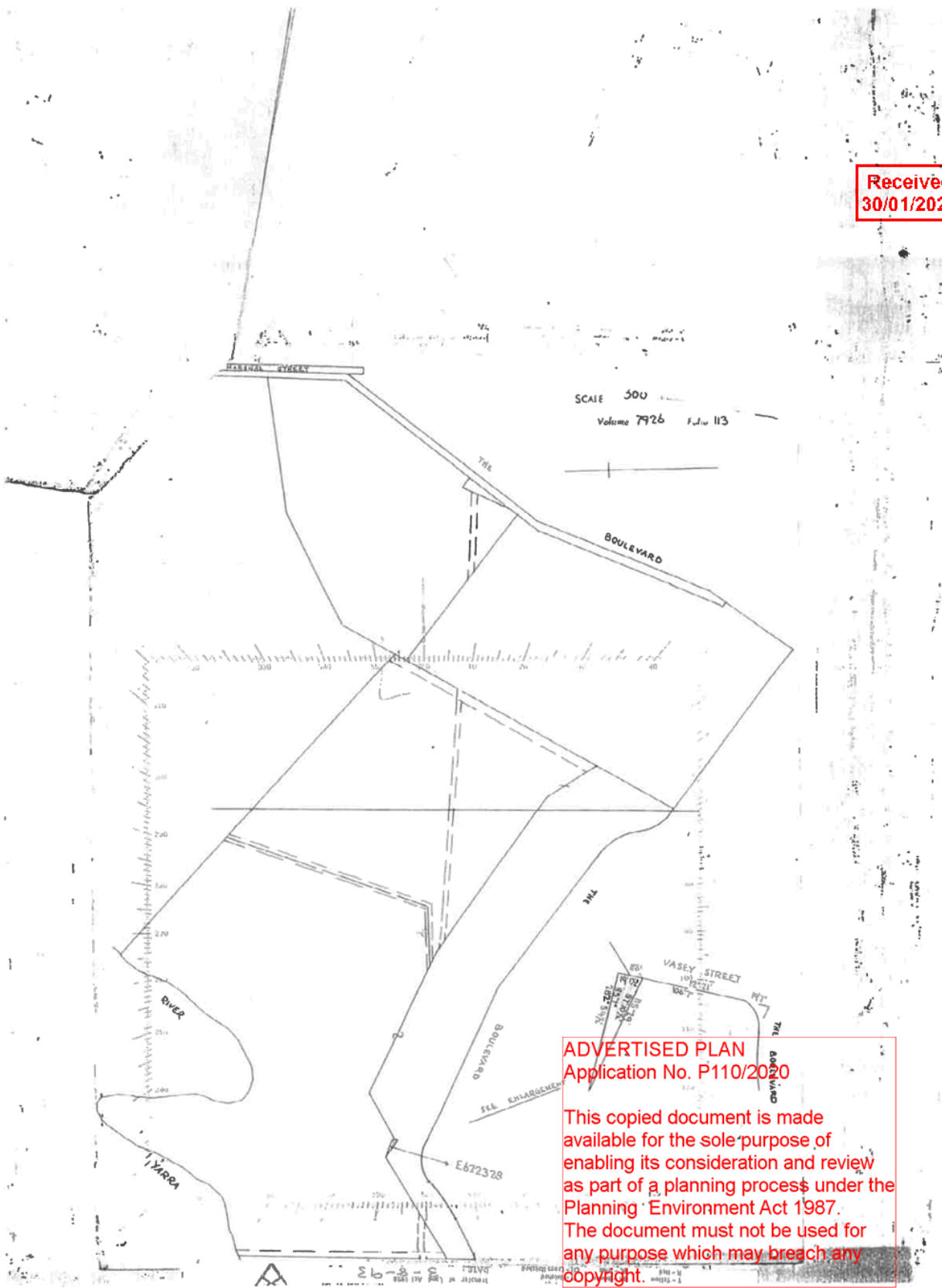
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6022328

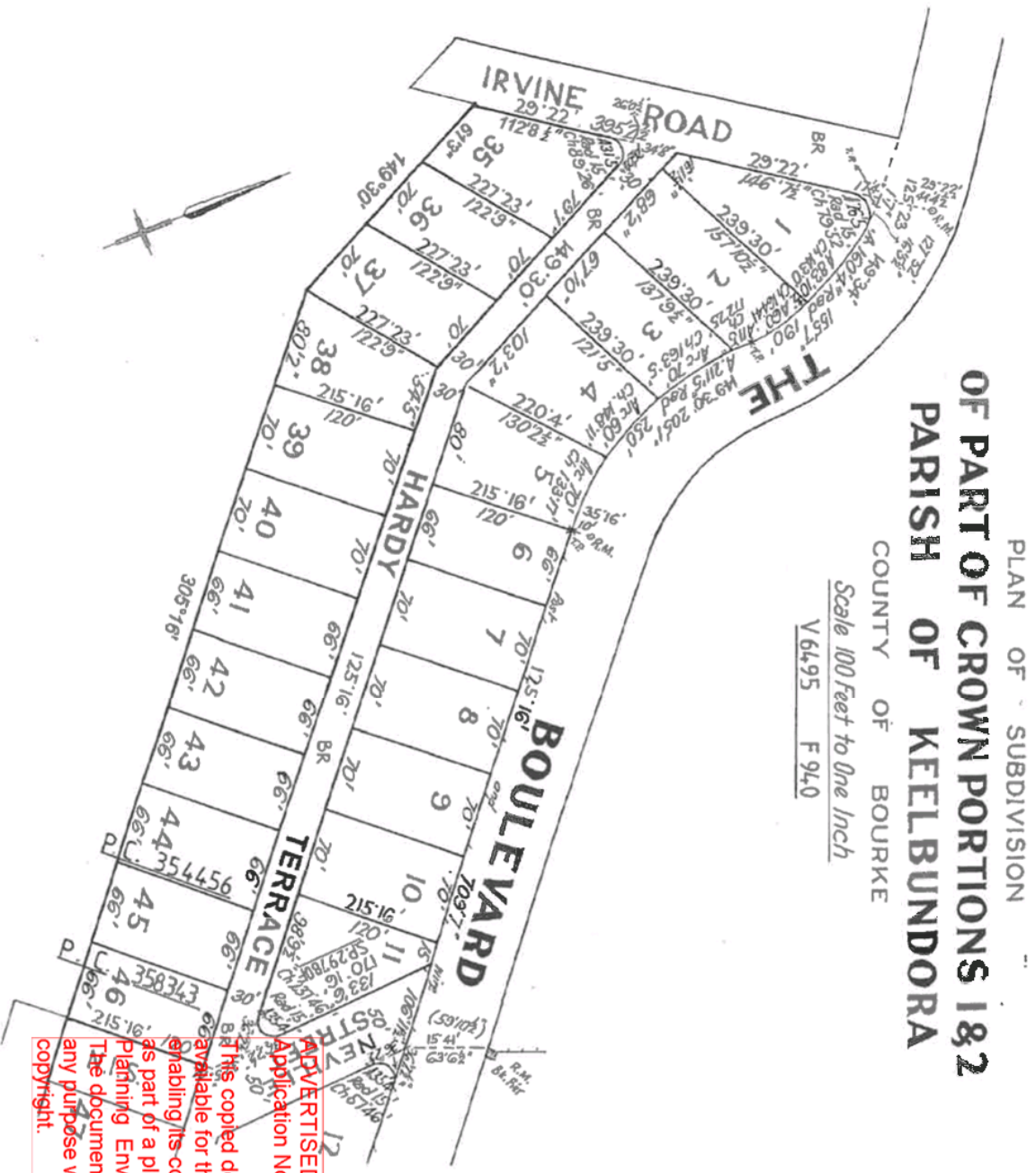
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Application No. P110/2020

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30/01/2020







PLAN OF SUBDIVISION  
**OF PART OF CROWN PORTIONS 182**  
**PARISH OF KELLBUNDORA**  
 COUNTY OF BOURKE

Scale 100 Feet to One Inch  
 V 6495 F 940

LP 15904  
 EDITION 3  
 PLAN MAY BE LODGED 10.10.21

3 SHEETS  
 SHEET  
 Received  
 30/01/2020

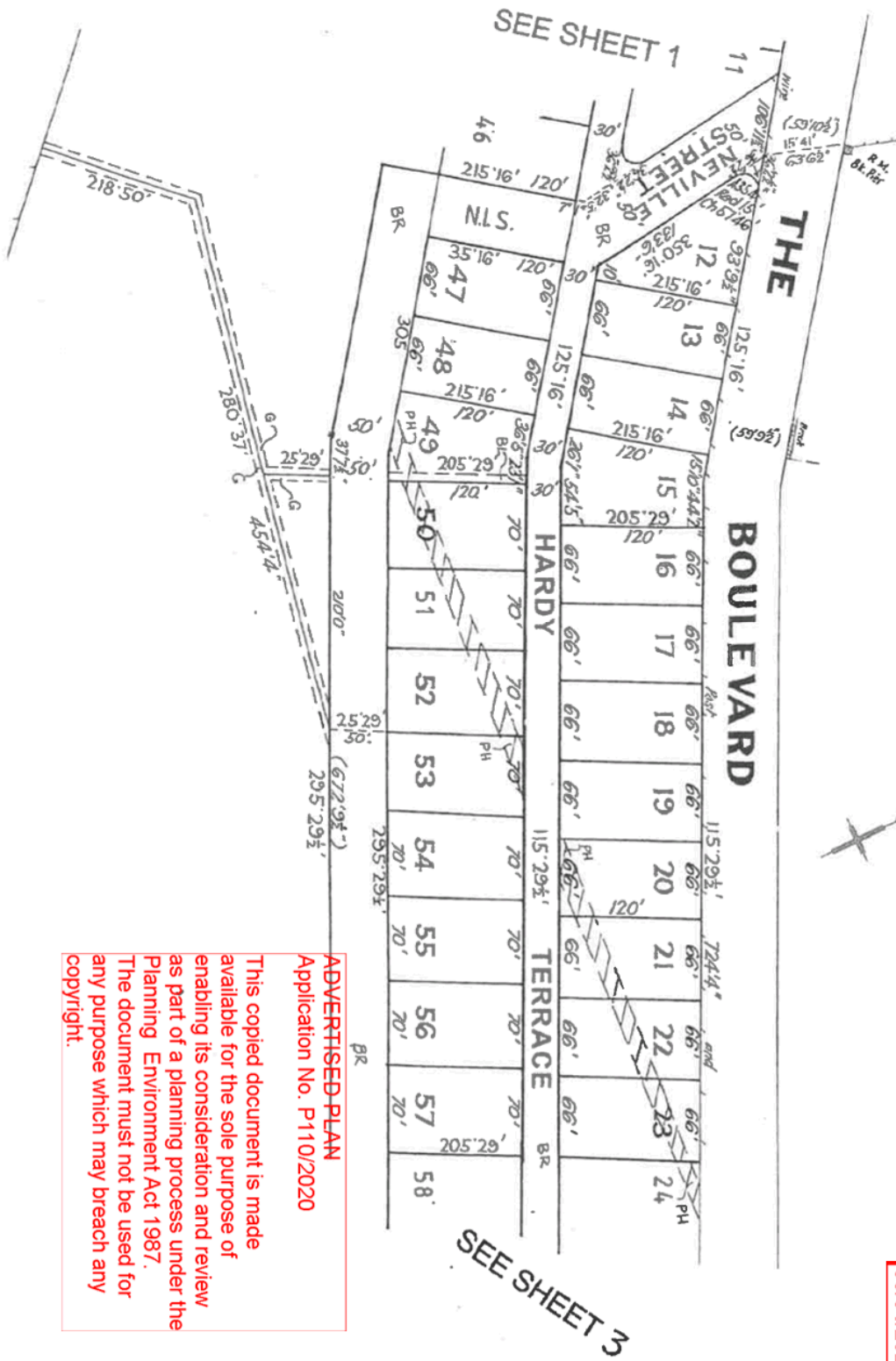
**COLOUR CODE**  
 BL-BLUE G-GREEN  
 BR-BROWN P-PURPLE  
 Y-YELLOW R-RED  
 H-HATCH CR-CROSS HATCH

THE LAND COLOURED BROWN IS APPROPRIATED OR SET APART FOR EASEMENTS OF WAY AND DRAINAGE  
 THE LAND COLOURED BLUE IS APPROPRIATED OR SET APART FOR EASEMENTS OF DRAINAGE AND SEWERAGE AND IS 6 FEET WIDE  
 THE LAND COLOURED GREEN IS APPROPRIATED OR SET APART FOR EASEMENTS OF DRAINAGE AND IS 6 FEET WIDE  
 THE LAND COLOURED PURPLE HATCHED IS ENCUMBERED TO M & M.B.W.

**ADVERTISED PLAN**  
 Application No. P110/2020

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14-53 16/05/2008, Search Enquiry 8151413, Customer 13500

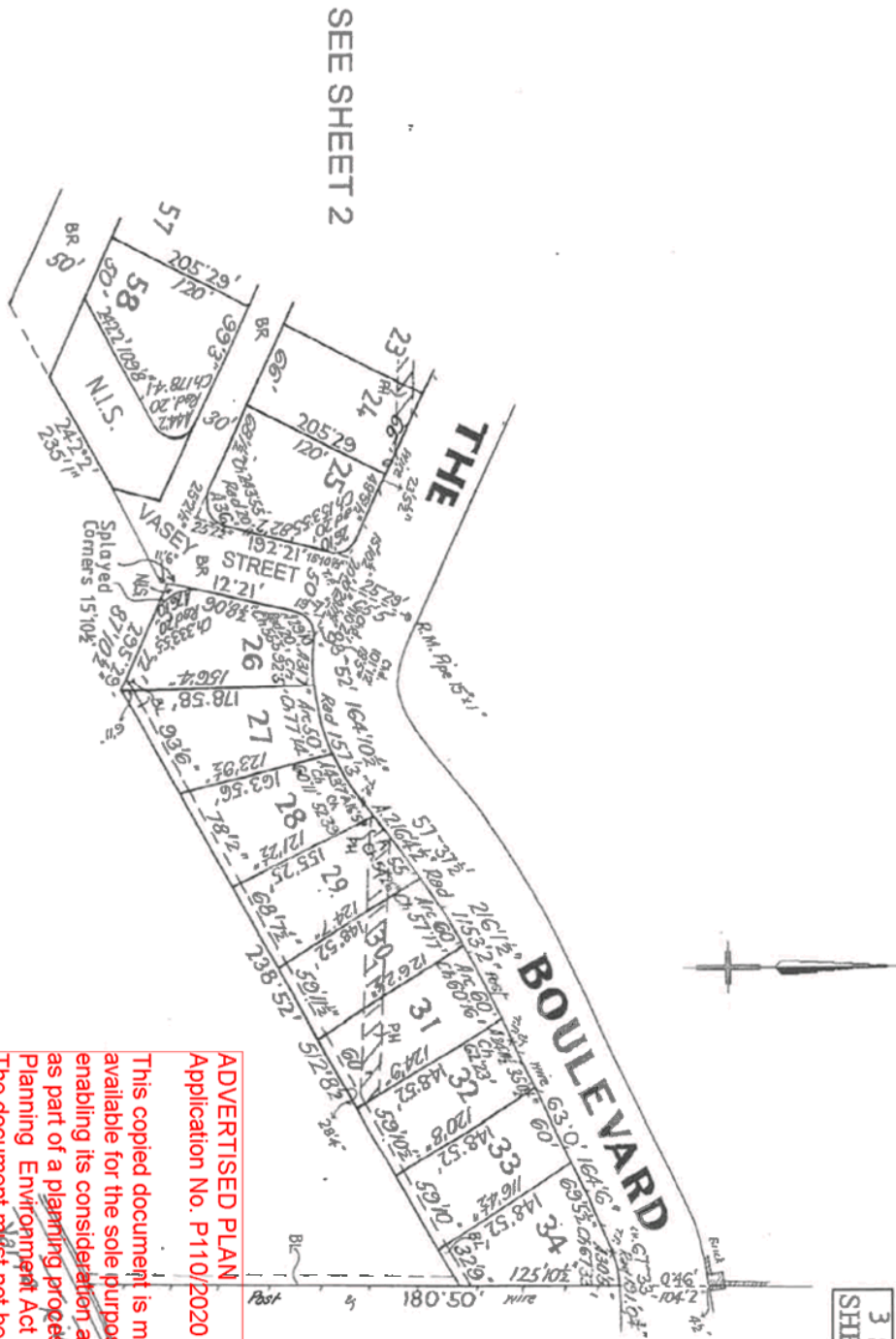


3 SHEETS  
SHEET 2

Received  
30/01/2020

**ADVERTISED PLAN**  
 Application No. P110/2020

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LP 15904

3 SHEETS  
 SHEET 3  
 Received  
 30/01/2020

**ADVERTISED PLAN**  
 Application No. P110/2020

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## MODIFICATION TABLE

### RECORD OF ALL ADDITIONS OR CHANGES TO THE PLAN

**PLAN NUMBER**  
**LP 15904**

Received  
 30/01/2020

AFFECTED LAND / PARCEL	LAND / PARCEL / IDENTIFIER CREATED	MODIFICATION	DEALING NUMBER	DATE	TIME	EDITION NUMBER	ASSISTANT REGISTRAR OF TITLES
LOTS 20 to 25 29 to 31 49 to 54		EASEMENT EXPUNGED	C.O. 42365	23-3-50		1	AD
ROAD		DISCONTINUED	LGD 806	20-5-74		1	AD
ROAD		DISCONTINUED	LGD 778	19-12-72		1	AD
ROAD		NAME MODIFIED	CORR. 52/32183	15-12-53		1	AD
ROAD		DISCONTINUED	LGD. 7542			1	AD
ROAD		DISCONTINUED	LGD.7066			1	AD
Lot 25		Rectification (missing distances)	AE.728278M	15/11/05		2	ARH.
Lot 35		Rectification (missing Lot No. & distances)	AE816342Q	21/07/05		3	ARH.

ADVERTISED PLAN Application No. P110/2020  
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PLAN OF SUBDIVISION  
OF PART OF  
CROWN PORTIONS 1 & 2  
PARISH OF KEELBUNDORA  
COUNTY OF BOURKE  
VOL. 2344 FOL. 777

**LP 5135**  
EDITION 1  
PLAN MAY BE LODGED  
6-10-1909  
**4 SHEETS**  
**SHEET 1**



**COLOUR CODE**

E-1 = BLUE  
E-2 = BROWN  
E-3 = YELLOW

**APPROPRIATIONS**

THE LAND COLOURED BLUE  
IS APPROPRIATED OR SET APART  
FOR EASEMENTS OF DRAINAGE

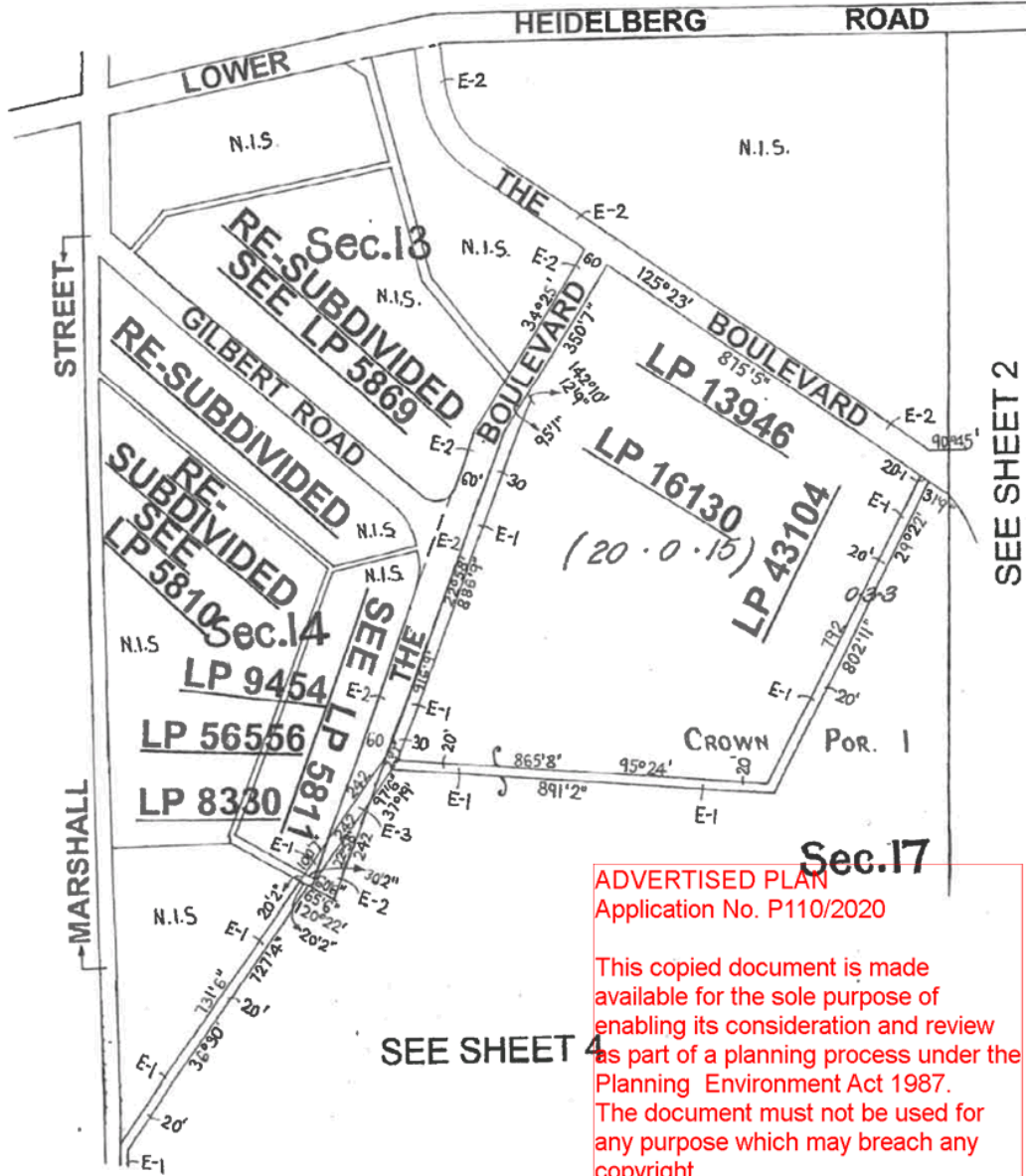
ROADS COLOURED BROWN & YELLOW

Measurements are in Feet & Inches  
Conversion Factor  
FEET x 0.3048 = METRES

STREET NAME AMENDED  
FROM: STEVENSON ROAD  
TO: THE BOULEVARD  
VIDE: CORR. 1928 / 19843

LIST OF MODIFICATIONS					
LAND IDENTIFIER	IDENTIFIER CREATED	MODIFICATION	DEALING No.	A.R.T.	NEW EDN.
'A'		ROAD CLOSED	C.O. 13859	AD	1

Received  
30/01/2020

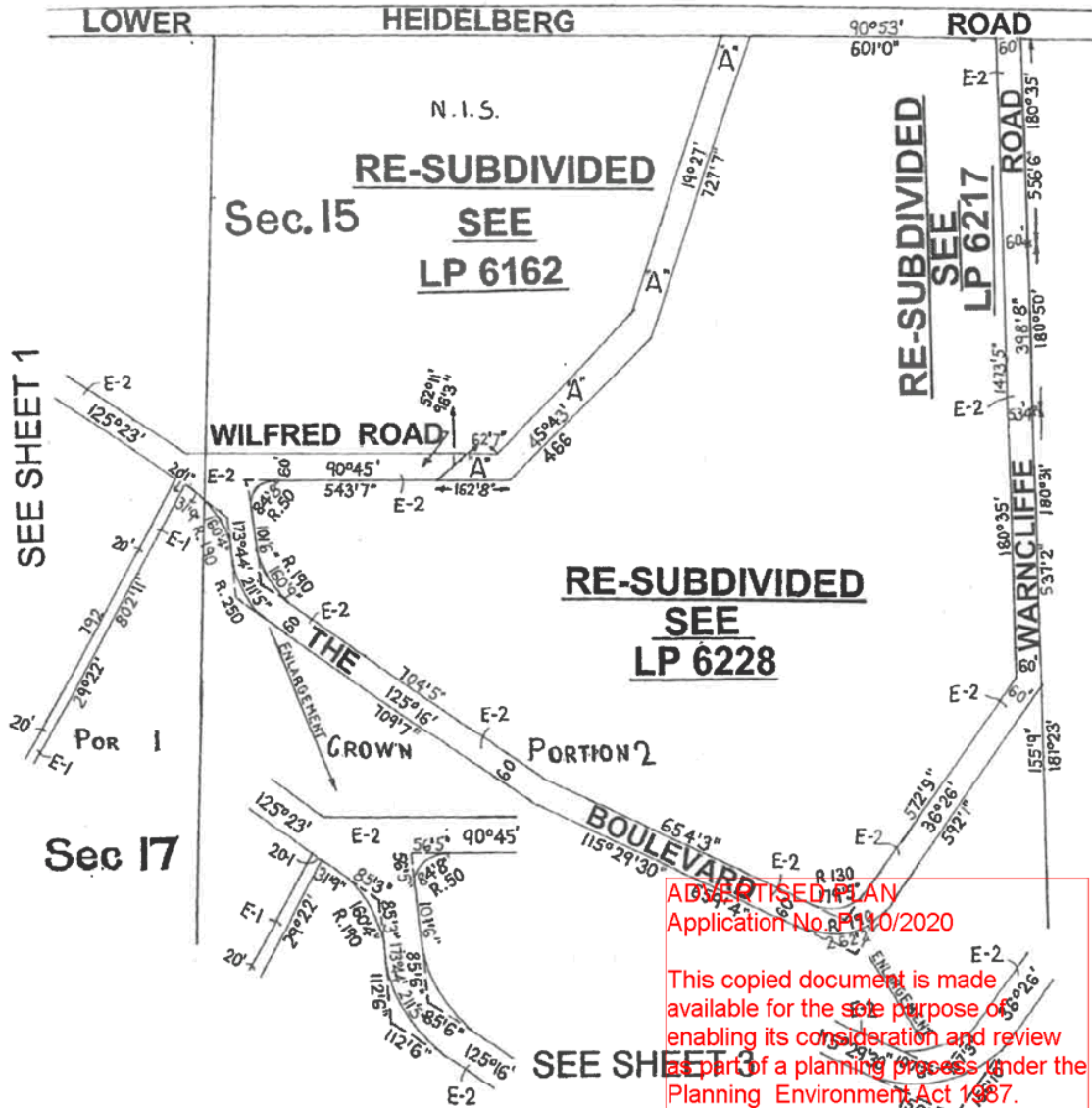


**ADVERTISED PLAN**  
Application No. P110/2020

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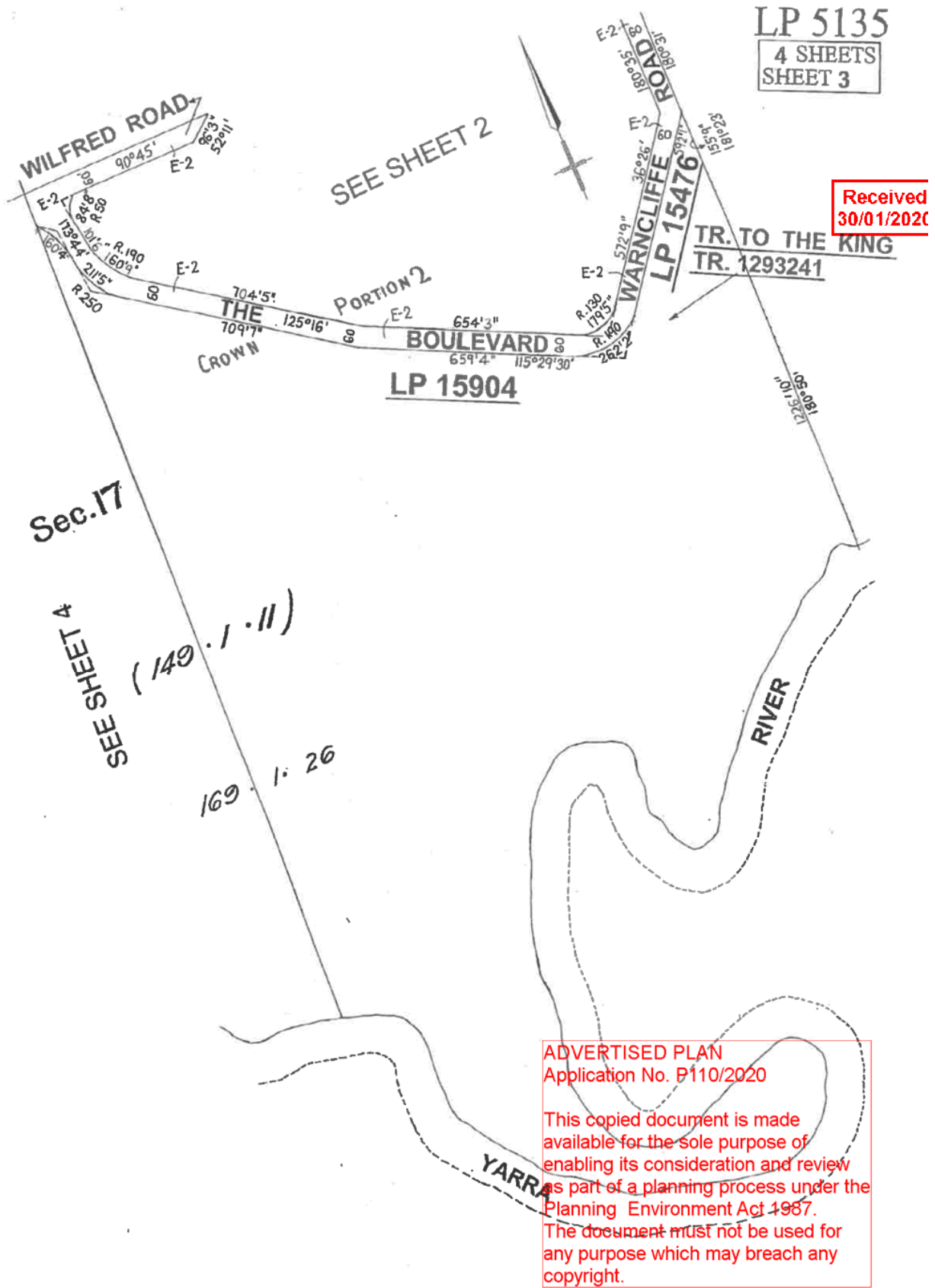
LP 5135  
4 SHEETS  
SHEET 2

Received  
30/01/2020



**ADVERTISED PLAN**  
 Application No. P110/2020

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**LP 5135**  
**4 SHEETS**  
**SHEET 3**

**Received**  
**30/01/2020**

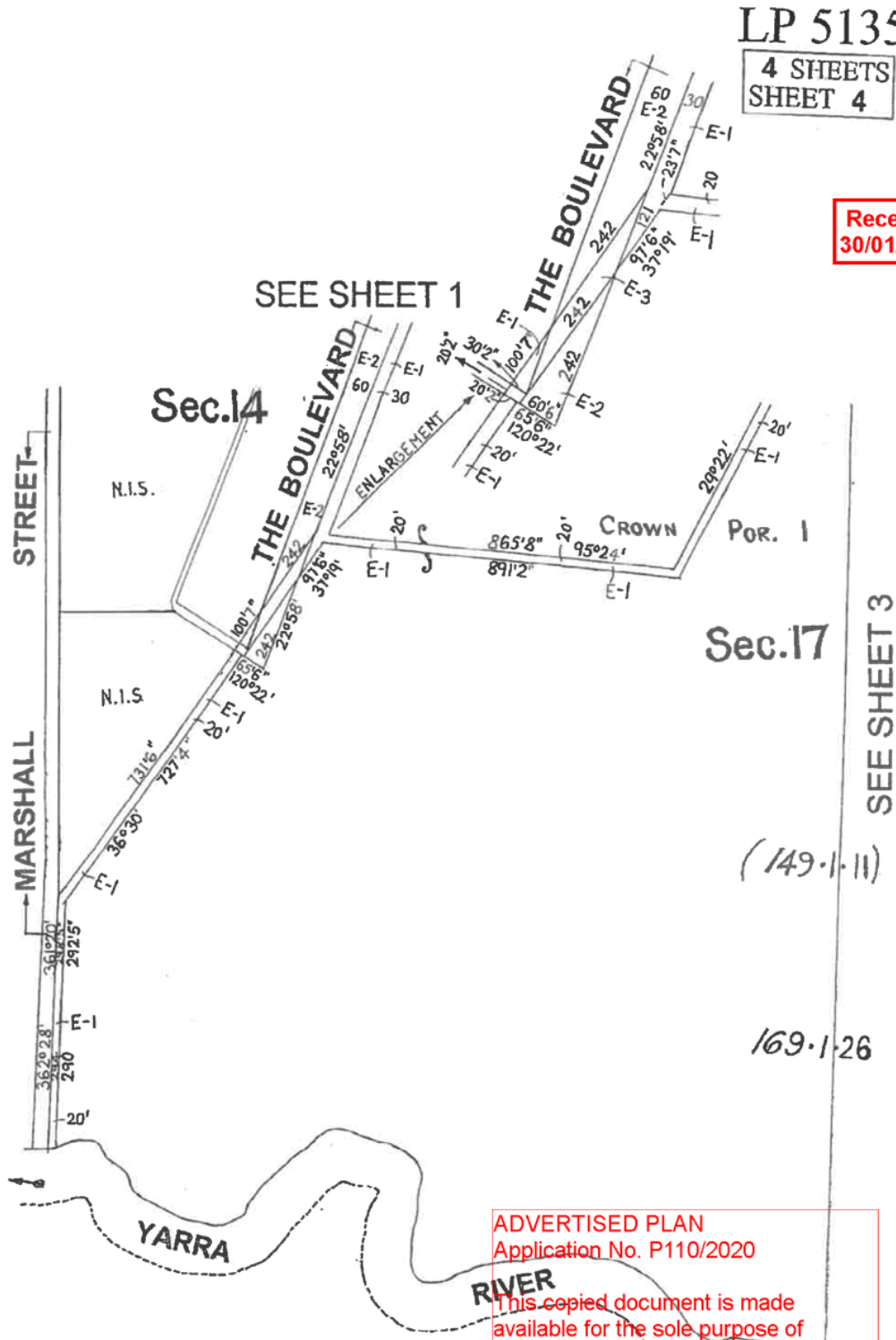
**ADVERTISED PLAN**  
 Application No. P110/2020

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LP 5135

4 SHEETS  
SHEET 4

Received  
30/01/2020



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 Application No. P110/2020  
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2667479

1251113

VICTORIA.

MELBOURNE AND METROPOLITAN BOARD OF WORKS.

TRANSFER OF LAND ACT 1915.

CREATION OF EASEMENT.

Received 30/01/2020

VLTO

"This reproduction is the best obtainable from the original."



C/E  
3908  
432  
to  
M.M.B.W

22.4.16

29.4.26

3.5.26

26

I CHARLES BEGG IRVINE of Nicholson in the State of Victoria, Grazier, being registered as the proprietor of an estate in fee simple in the land hereinafter described subject to the encumbrances notified hereunder in consideration of the sum of seventy-five Pounds <sup>paid to me by the MELBOURNE</sup> AND METROPOLITAN BOARD OF WORKS of 110 Spencer Street in the City of Melbourne (hereinafter called "the Board" which expression shall be deemed to include its successors) do hereby transfer give and grant unto the Board ALL THAT the full and free right and liberty to and for the Board to retain keep and maintain the existing sewer or any other works on or under the piece of land colored brown on the plan endorsed hereon or any part thereof And also for the Board and its servants agents contractors and workmen at all times hereafter to enter and re-enter upon and to go pass and repass for all or any of the purposes hereinafter mentioned and either with or without horses or other animals carts or other carriages through over and along all that piece of land being part of Crown Portions One and Two Parish of Keelbundera County of Bourke and being part of the land described in Certificate of Title entered in the Register Book Volume 3908 Folio 781432 and which piece of land is more particularly delineated and shown on the said plan and thereon colored brown and blue (hereinafter referred to as "the said piece of land") And also full and free right and liberty power and authority to and for the Board and its servants agents contractors and workmen in on or under any part of the said piece of land at any time or times hereafter and from time to time to dig out and excavate for the purpose of laying down building or constructing any sewer or sewers drains branches connections manholes vent columns inspection shafts water mains or pipes or other works or undertakings in connection therewith or such other works or undertakings as may from time to time be deemed necessary by the Board in connection with the sewerage drainage and/or water supply of the Metropolis in pursuance of the powers and authorities conferred on the Board by the Melbourne and Metropolitan Board of Works Act 1915 or any amendment modification or re-enactment thereof and from time to time to construct and maintain inspect repair alter destroy remove close up replace or renew any existing sewer or other works and also any such sewer or sewers drains branches connections manholes vent columns inspection shafts water mains or pipes or other works or undertakings as aforesaid and to do all acts things and works which the Board may deem necessary therefor on in or under the said land or any part or parts thereof. And also with full power at all times hereafter to the Board and its servants agents contractors and workmen under the authority of the said Board to use such ~~existing~~ sewer or other works and also such sewer or sewers drains branches connections manholes vent columns inspection shafts water mains or pipes or other works or undertakings as aforesaid for sewerage and drainage purposes and for the supply of water to the Metropolis or any part thereof. Provided always that the said Charles Begg Irvine and his transferees shall have the right at all times hereafter to erect buildings on the said land

ADVERTISED PLAN  
Application No. P110/2020  
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1251113

upon or over the said land colored blue or any part thereof save and except upon such part whereon manholes vents or inspection shafts have been constructed by the Board.

Dated this *fourteenth* day of *December* 1925.

SIGNED SEALED AND DELIVERED by the said CHARLES BEGG IRVINE within Victoria in the presence of

*Charles Irvine*

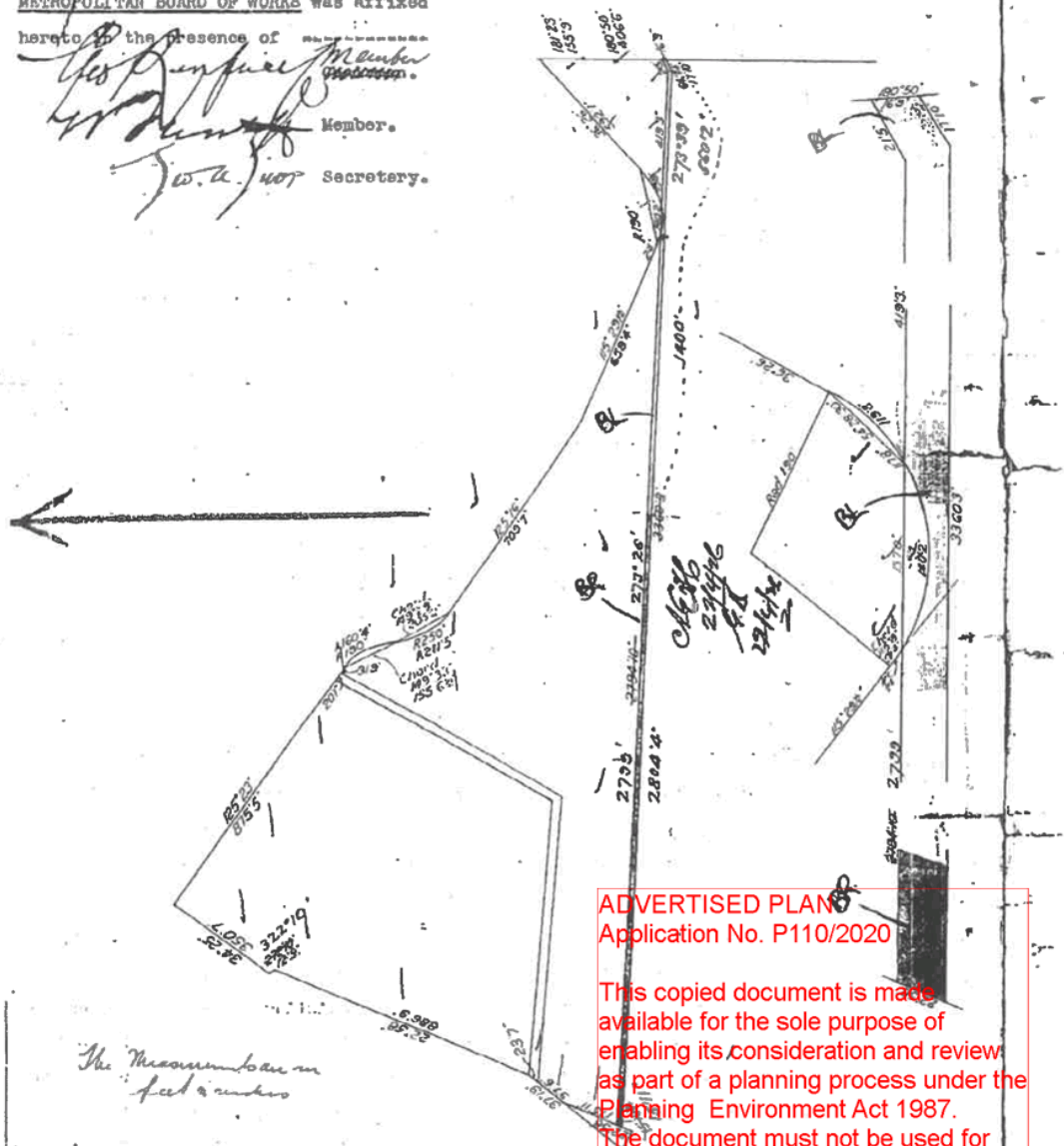
Received 30/01/2020

*Exp. Farmer*  
*Managing Clerk to*  
*Municipal Council*  
*Collectors*  
*Melbourne*

THE COMMON SEAL of the MELBOURNE AND METROPOLITAN BOARD OF WORKS was affixed

hereto in the presence of

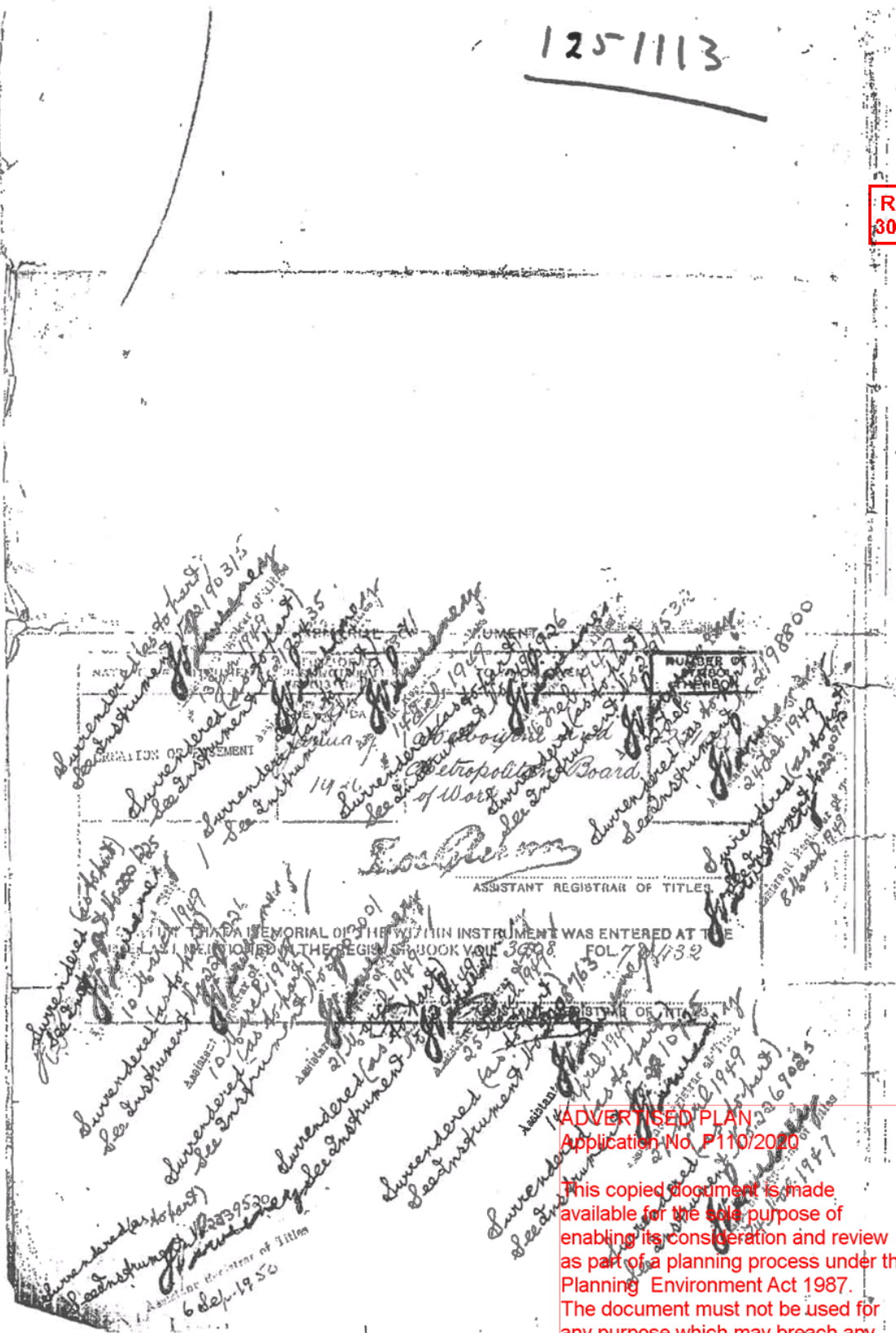
*W. H. [unclear]* Member.  
*[unclear]* Member.  
*[unclear]* Secretary.



ADVERTISED PLANS  
Application No. P110/2020  
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1251113

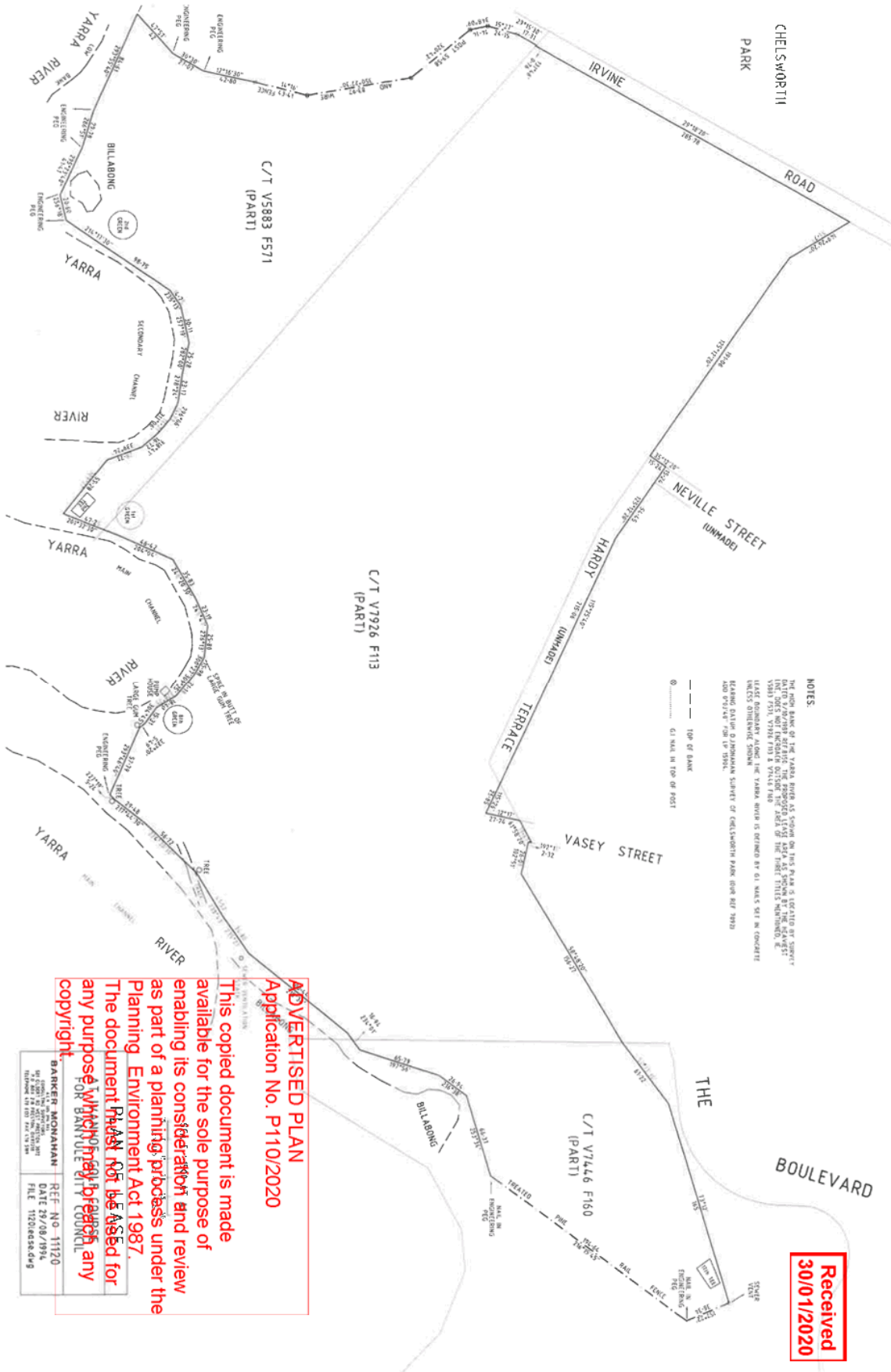
Received  
30/01/2020



**ADVERTISED PLAN**  
 Application No. P110/2020

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**ADVERTISED PLAN**  
**Application No. P110/2020**

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BARBER MOHAMAM	REF NO: 11120
DATE: 29/08/1994	
FILE: 1120dsk.dwg	

**Received**  
**30/01/2020**



PO Box 94, Greensborough VIC 3088

T (03) 9490 4222

enquiries@banyule.vic.gov.au

ABN 16 456 814 549

File number:

Doc ID: DD005.2020.00000110.001

Contact Officer

Amanda Allen  
9457 9812

13 May 2020

Mr Nick Ciccarelli  
Leisure Management Services  
9 Newsom Street  
ASCOT VALE VIC 3032

Dear Mr Ciccarelli

**Public Land Manager Consent to Lodge Planning Permit Application**

I refer to Leisure Management Services proposal to change liquor licence hours and confirm that these works require a planning permit.

As the public land manager, Council consent to Leisure Management Services lodging a planning permit application for the change in liquor licence hours.

I note that Property Services would support the change to the following hours:

Good Friday: 12 noon - 11.30pm

Anzac Day (being Friday to Saturday): 12 noon - 11.30pm

Anzac Day (being Sunday to Thursday): 12 noon - 11pm (same as requested)

Sunday: 10am - 11pm

Thursday: 10am - 11pm

Friday and Saturday: 10am - 11.30pm

I advise that this public land manager consent expires 12 months from the date of this letter. An application for a planning permit must be lodged within this period.

Yours sincerely

**Amanda Allen**  
Property Services Coordinator

Received  
13/05/2020

ADVERTISED PLAN  
Application No. P110/2020

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9 Newsom Street  
Ascot Vale Vic 3042  
P.O. Box 531,  
Moonee Ponds Vic 3039  
Tel: (03) 9938 4567  
Fax: (03) 9938 4550  
A.B.N. Number: 25 069 169 482  
A.C.N. Number: 069 169 482

14 May 2020

Naveen Kumar  
Development Planner  
Banyule City Council

Re: 1 Vasey Street IVANHOE -Request for Further Information - P110/2020

I have provided the following responses as requested.

1 Site Plan

See uploaded file 'Site Plan'

2 Red Line Area Plan

See uploaded file 'Red Line Plan'

3 Justification

The sport of golf has had a major decline in number over the last 10 years. As such, a number of golf courses, both private and commercial, have closed and the land subdivide for residential development.

For a golf facility to survive, it needs to diversify its services to its current market but also attract new markets by offering non-golf related activities.

We believe that by extending the hours of the liquor license, we will be able to cater for a wide range of social and corporate functions.

The amendment also addresses the inconsistencies across Council facilities and the opportunity to remain competitive with other local facilities.

4 Written Consent

See uploaded file '1 Vasey Street Ivanhoe PLMC to Lodge Planning Permit Application'

Received  
13/05/2020

5, 6, 7 – Live Music

We formally withdraw the request for 'live music' from our application and only focus on extending the hours of operation.

Yours sincerely,

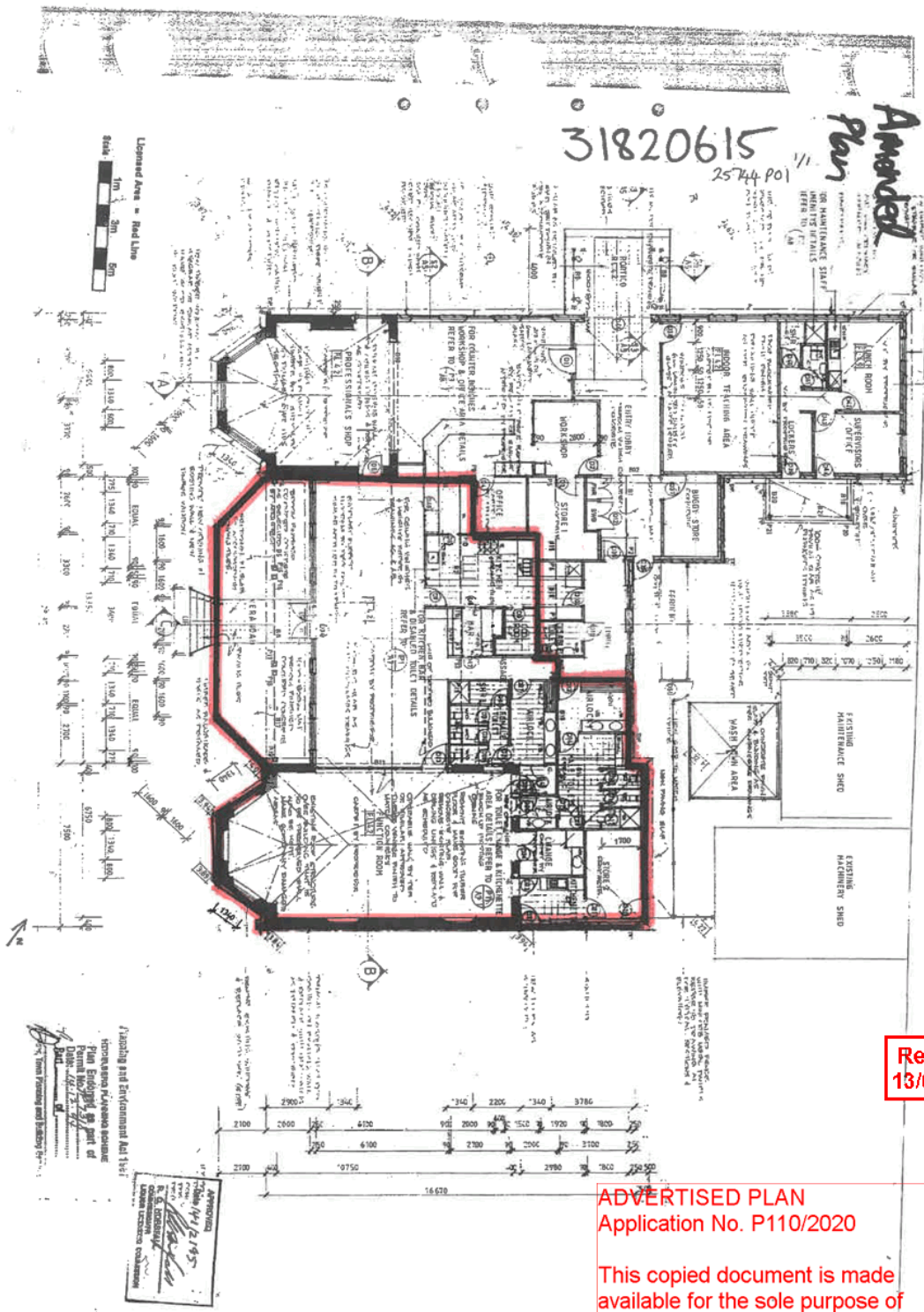
Nick Ciccarelli  
Director  
Leisure Management Services Pty Ltd

ADVERTISED PLAN  
Application No. P110/2020

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Title of Amendment: P110/2020

MANHOE PUBLIC GOLF COURSE



Received  
13/05/2020

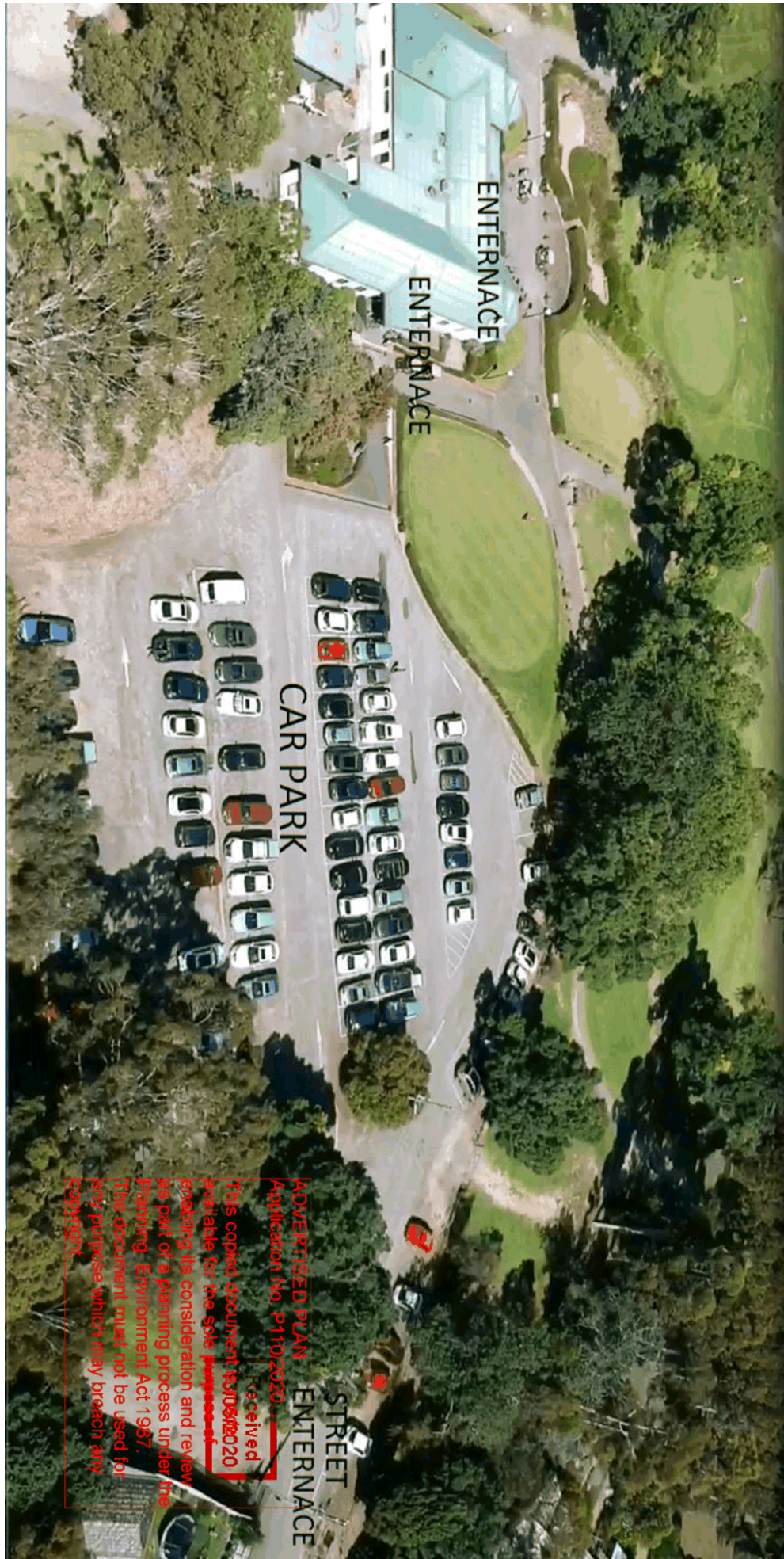
ADVERTISED PLAN  
Application No. P110/2020

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05/09/320932

244 THE BOULEVARD, MANHOE









**Banyule**  
CITY COUNCIL

**Annual Report 2019/2020**  
**Part One of Three**  
**Report of Operations for the Year Ended 30 June 2020**

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## Introduction

### Welcome to the Report of Operations 2019/2020

Banyule City Council is committed to transparent reporting and accountability to the community. The Report of Operations 2019/2020 is the primary means of advising the community about Council's operations and performance during the financial year.

### Snapshot of Banyule City Council

This section sets out demographic information about the municipality which influences how Council plans and budgets for various services.

#### Population

Banyule's estimated resident population for 2019 is 131,631. The municipality has an older age profile compared to Greater Melbourne. Older residents aged 50+ years make up 36% of Banyule's population compared to 31% of the population in Greater Melbourne.

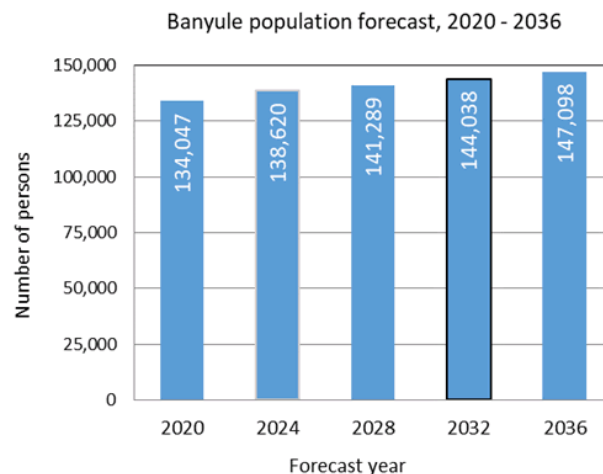
From 2011 to 2016, the largest growth in the number of Banyule residents occurred in the following age groups:

- 5-9 years (+916 persons)
- 65-69 years (+1,140 persons)
- 70-74 years (+897 persons).

Compared to Greater Melbourne, Banyule has a higher than average socio-economic profile. However, there are pockets of disadvantage in the municipality, particularly in the suburb of Heidelberg West.

#### Forecast

From 2020 to 2036, Banyule's population is forecast to grow by more than 13,000 residents to 147,098, at an average annual growth rate of 0.61%.

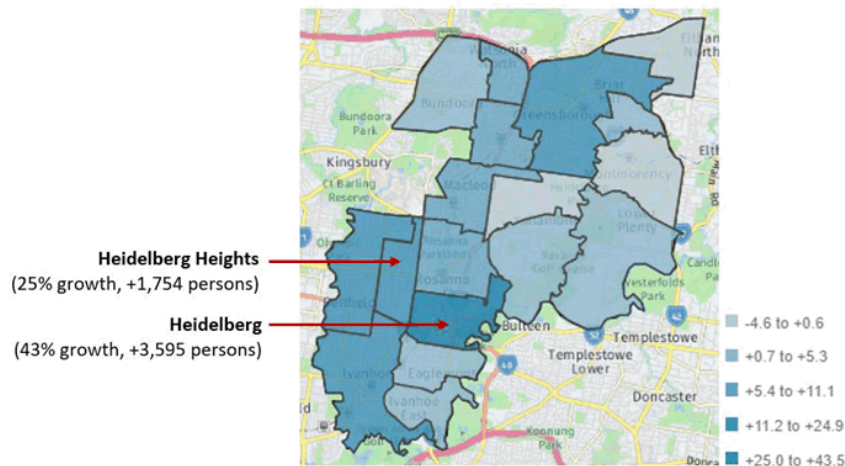


## Introduction

The largest growth in the number of persons is forecast for the suburb of Heidelberg (+3,595), followed by Ivanhoe (+2,182). The population is forecast to increase across all suburbs, with the exception of Montmorency and St Helena/Eltham North.

The largest percentage growth is forecast for Heidelberg (43% increase) and Heidelberg Heights (25% increase).

**Population forecast map, 2020-2036 percent change**



Source: Population and household forecasts prepared by .id, October 2017

## Cultural diversity

Banyule is a culturally and linguistically diverse municipality. Residents come from over 140 countries and around 120 different languages are spoken at home.

An increasing number of residents are born overseas (23% in 2016, up from 20% in 2006), a trend that mirrors the increasing diversity in Greater Melbourne.

The main overseas countries of birth for Banyule residents are: United Kingdom, China, Italy and India.

Between 2011 and 2016, Banyule experienced significant growth in the number of residents born in China (+1,111 persons, 47% increase). There was also considerable growth in the number of residents born in India (+367 persons), Iran (+321 persons) and Vietnam (+201 persons). The largest decrease in birthplace was for residents born in Italy (-307 persons).

The number of residents from Asian countries continues to increase while the number from European countries continues to decline.

## Introduction

More than one in five Banyule residents (22%) speak a language other than English at home. The main non-English languages spoken are: Mandarin, Italian, Greek, Cantonese and Arabic.

Of all suburbs across Australia, Banyule's suburb of Heidelberg West has the largest population of residents that speak Somali at home (562 persons).

Banyule remains a predominantly Christian municipality with 51% of residents identifying as Christians. Between 2011 and 2016, the number of Christians decreased, while the number of residents that nominated no religion, Islam or Hinduism increased.

The number of residents that identify as Aboriginal and/or Torres Strait Islander is 706. The Indigenous community is under-represented in census data so the actual population may be higher.

## Housing

There are 50,163 private dwellings in Banyule. Between 2011 and 2016 there was a decline in the number of separate houses and an increase in the number of medium and high density dwellings.

The average household size has dropped slightly from 2.56 persons in 2011, to 2.54 in 2016. It remains lower compared to the average household size in Greater Melbourne (2.61 persons per household).

Compared to Greater Melbourne, Banyule has:

- A higher proportion of households purchasing or fully owning their home (70% compared to 63%).
- A lower proportion of households renting privately (20% compared to 26%).
- A higher proportion of households in social housing (3.7% compared to 2.6%).

Between 2011 and 2016, the proportion of households that fully owned their home and the proportion of households in social housing decreased while the proportion of renters increased.

The main household type in Banyule is couples with children, making up 34% of all households across the municipality.

## Education & employment

An increasing proportion of Banyule residents (aged 15+ years) have completed Year 12 or equivalent (61% in 2016, up from 56% in 2011). An increasing proportion have also completed a Bachelor or higher degree (32% in 2016, up from 27% in 2011).

The unemployment rate in Banyule remains lower compared to unemployment rates in Australia. In the 2020 March quarter, the unemployment rate in Banyule was 3.2%, down from 3.5% in the previous year and lower compared to Greater Melbourne (5.2%).

The largest employer in Banyule is the Health Care and Social Assistance industry, making up 33% of all employment. This is followed by Education and Training (11%), Retail Trade (10%) and Construction (8%). A considerable proportion of the people who work in Banyule also live in the area (36%).

Source:

*Cultural diversity, housing and employment information - ABS Census of Population and Housing;*

*Unemployment rate - Small Area Labour Markets - March quarter 2020.*

*Employer by industry data - 2018/2019 NIEIR, compiled and presented in economy.id*

## Introduction

### Council Plan Context

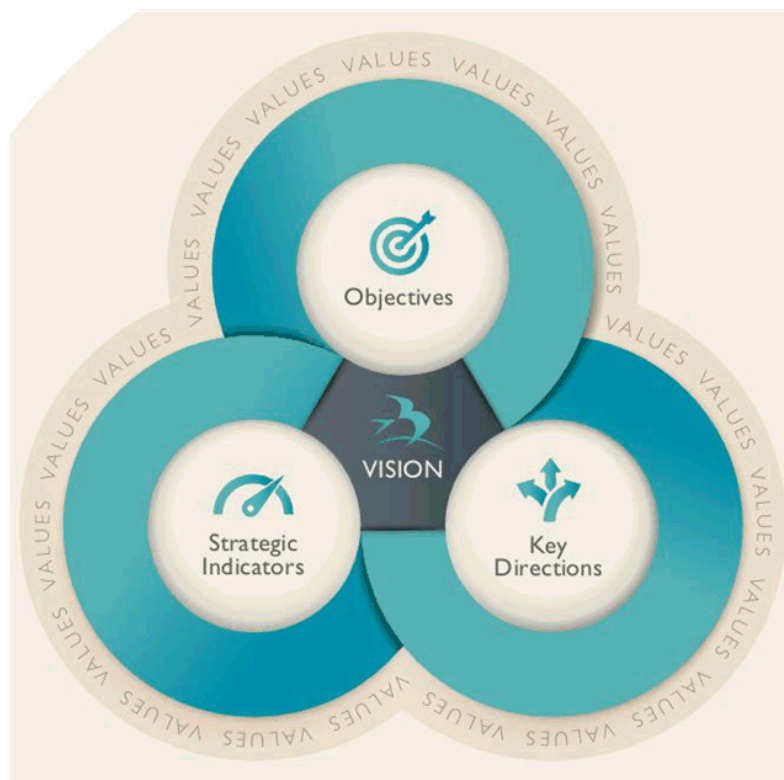
#### **Banyule's Council Plan 2017-2021**

The context for Banyule's Annual Report 2019/2020 is a report to our community in relation to the achievement of Banyule's strategic direction as set out in its Council Plan 2017-2021 and Budget 2019/2020.

Banyule's Council Plan 2017-2021 is prepared in accordance with the requirements of Section 125 of the *Local Government Act 1989*. The plan is a partnership between council and community

The Council Plan 2017-2021 outlines the strategic direction and priorities for Council under the objectives of People, Planet, Place, Participation and Performance. It sets the policy platform for Council and helps guide the services Council provides to the community.

Our Council Plan provides a roadmap for us to follow. Underpinned by our vision and values, the Plan's objectives give us clear areas of focus for the four-year period. It works together with the Budget to guide us to achieve the best for our community



## Introduction

The following diagram gives an overview of Council's objectives and key directions:



The framework outlined above is supported by a set of key policies, strategies and plans. We use strategic indicators to measure our achievements.

The Council Plan includes a Strategic Resource Plan, which is integrated within our 'Performance – Efficiency and good governance' objective.



## Introduction

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### Vision (What we strive for)

*Banyule, a green, sustainable and vibrant place for a healthy, connected and inclusive community.*

### Values

The core values that help us achieve our vision are:

- Respect
- Integrity
- Responsibility
- Initiative
- Inclusion
- Leadership

### Strategic Objectives

- **PEOPLE: STRONG, HEALTHY AND INCLUSIVE COMMUNITIES**  
Support and strengthen the health and wellbeing of the Banyule community.
- **PLANET: ENVIRONMENTAL SUSTAINABILITY**  
Protect and care for the natural environment.
- **PLACE: GREAT PLACES AND SPACES**  
Maintain and enhance our public spaces, buildings and infrastructure.
- **PARTICIPATION: ENGAGEMENT AND ADVOCACY**  
Engage meaningfully and advocate for the broader interest of the community.
- **PERFORMANCE: EFFICIENCY AND GOOD GOVERNANCE**  
Manage our resources wisely to achieve Council's strategic objectives.

Each objective is supported by the following:

- **Key directions:** A range of key strategic directions set to achieve our objectives. These include our priority areas for the four-year period, focus areas and key initiatives:
  - **Focus areas** - Each key direction is supported by a more specific series of themes that Council will focus on.
  - **Key initiatives** - A summary list of activities, programs and projects resourced by Council. These will deliver on our objectives over the term of this plan. The list of initiatives is comprehensive, captures what Council does for its community, and is reviewed on an annual basis.



## Introduction

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- **Strategic indicators:** These indicators measure achievements against our objectives over a four-year period. Banyule's set of Strategic Indicators is detailed in the Council Plan, together with further information about the Local Government Performance Reporting Framework.

The indicators include a mix of:

- Key data gathered by Council and other agencies to assist in evaluating community wellbeing
- Key measures as part of the Local Government Performance Reporting Framework – these include indicators and measures of service performance and service performance outcome indicators. This includes a number of Community Satisfaction Indices (CSI) measured by the State Government in its annual survey of Local Governments in Victoria.

Together these indicators provide a comprehensive measure of the achievement of the long-term objectives of Council and the community.

The indicators chosen represent broad measures of success in areas that are within our control or of significant interest to Council. They help us to assess our efficiency and indicate effectiveness and the quality of the services we provide. They aim to monitor progress against Council's priority areas within each objective.

Banyule's set of Strategic Indicators is detailed in the 'Our Best Value Performance' section of this document.

- **Supporting Policies, Strategies and Plans:** Each of our strategic objectives is underpinned by a range of current supporting policies, strategies and plans. Our key documents informing the Council Plan are continuously reviewed to ensure relevance and responsiveness to community needs and industry best practice.

### Strategic Resource Plan

The Strategic Resource Plan outlines how Council will manage our financial and non-financial resources over the next four years to achieve our strategic objectives.

The Strategic Resource Plan consists of the following:

- The 'Performance – efficiency and good governance' objective. This includes key directions for achieving the objective, and focus areas for the next four years
- The 'Management of our Human Resources' section, which includes statements describing the human resources required for the next four years
- The Financial Resources section, which includes information on financial position, financial statements and commentary on these.

The plan also takes into account services and initiatives contained in plans adopted by Council, as well as other information prescribed by the regulations.

The Strategic Resource Plan is prepared in accordance with the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*. This sits well with Banyule's objective of 'Performance – Efficiency and good governance'.

The Strategic Resource Plan is updated annually.

### Annual Budget

The Annual Budget is then framed within the Strategic Resource Plan, taking into account the activities and initiatives included in the Annual Budget which contribute to achieving the strategic objectives specified in the Council Plan.

## Introduction

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### **Our Council Plan's Relationship with the Municipal Public Health and Wellbeing Plan**

The Council Plan and the Banyule People: Health and Wellbeing Framework meet Banyule's obligation for the provision of a Municipal Public Health and Wellbeing Plan under the *Victorian Public Health and Wellbeing Act 2008*.

This Council Plan documents our commitment to, and strategic plan for, enhancing health and wellbeing outcomes for our community.

The development, approval and implementation of Banyule's Council Plan is governed by the *Local Government Act 1989 (LG Act)*. It is the elected Council's responsibility to approve the Council Plan in accordance with S125 of the LG Act.

Under Section 94A(1)(a) of the LG Act, the Chief Executive Officer (CEO) is responsible for Council's operations in accordance with the Council Plan. Banyule's CEO works together with four Directors who, as the Executive Management Team, are jointly responsible for the development, implementation and achievement of the Council Plan. The Banyule Executive Management Team is ultimately responsible for achieving the Council Plan objectives and associated health and wellbeing outcomes.

Banyule Council also works in partnership with community organisations, service providers, neighbouring Councils and other levels of government to achieve improvements in the health and wellbeing of the Banyule Community.

The Council Plan is reviewed on an annual basis with a further lens relating to the health and wellbeing outcomes of our community. This is done to ensure compliance under the *Victorian Public Health and Wellbeing Act 2008* and to help improve health outcomes.

Planning for health and wellbeing relies on many sources of information, including legislation, health and wellbeing data, demographic information, community engagement, research, and the work of our partner agencies.

Council has produced a range of profiles to assist understanding of current and future needs of the Banyule community. These include: a health and wellbeing profile; a series of demographic and precinct profiles; as well as data relating to preventable health issues.

### **Victorian Public Health and Wellbeing Plan 2019-2023 and Victorian Public Health and Wellbeing Outcomes Framework**

To ensure a co-ordinated approach to and alignment of objectives and key directions for enhancing health and wellbeing, the Victorian Public Health and Wellbeing Plan 2015-2019 was used to inform the development of Banyule's Council Plan. During 2019 a new State Plan was developed, the Victorian Public Health and Wellbeing Plan 2019-2023. Within this Plan, there are a new set of priorities shaped by state-wide population health and wellbeing outcomes, and availability of best practice evidence to effectively tackle these issues. There is still very strong alignment between the work occurring in the local Banyule community and State level health and wellbeing priorities, continuing the line of sight between action and outcomes.

Our approach to measuring performance is detailed in Appendix A - Strategic Indicators. Banyule Council has also developed a Municipal Public Health and Wellbeing Evaluation Framework, which incorporates Domains from the Victorian Public Health and Wellbeing Outcomes Framework. This allows for a line of sight from action to health and wellbeing outcome. The purpose of the Banyule Municipal Public Health and Wellbeing (MPHW) Evaluation Framework is to demonstrate Banyule City Council's commitment to monitoring and evaluating work that has been planned and implemented to improve health and wellbeing outcomes for the Banyule community. The Evaluation Framework will provide a greater understanding of Council inputs and their impact on creating a change to health and wellbeing.

## Introduction

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### **Relationship with the Banyule Planning Scheme (BPS)**

Health and wellbeing in Banyule is influenced by our built environment. The BPS is the primary tool Council uses to make land-use and development decisions. Government policy and other legislation directs public sector investment and infrastructure.

Local strategic direction for future land-use and development is guided by the policies that Council introduces into the BPS. These apply a more specific local context to support decision making. The BPA has a range of themes, including Open Space, Housing, Cultural Heritage, the Economy, Natural Environment, Built Environment as well as Transport and Access. The BPS also contains essential planning tools, including zones and overlays, which implement the strategic direction of the BPS for decisions on property development. The BPS includes objectives to promote land use and development that is sensitive to changing community needs for access to community facilities, public transport and promotes development outcomes, such as housing, close to existing facilities and public spaces, such as public hospitals.

The themes in the BPS are reflected in Banyule's Council Plan, in particular in the 'Place' objective, and are consequently aligned with the Municipal Public Health and Wellbeing Plan. These themes describe the buildings, structures and spaces in which we live, work, shop and play and how we access them – which have a direct influence on the health and wellbeing of the community.

### **Banyule City Council's work in Health Promotion and Population Health**

Banyule's work within population health planning and health promotion aims to improve the health and wellbeing of our whole community, to reduce inequities between specific population groups and address the needs of the most disadvantaged. It takes into account the environmental, economic, political, social, cultural and behavioural factors that contribute to health and wellbeing.

These factors are integrated into the decisions Council makes. We ensure that action is taken on the key areas that make a difference in the long (and short term) to people's health and wellbeing, and in particular the chronic health conditions and injuries that are preventable and identified within state and federal government priorities.

Banyule has mapped current Council activity in each of the following issues:

- Physical Activity
- Nutrition
- SunSmart
- Alcohol
- Tobacco
- Other drugs
- Mental health – including social connection and social support activities.

Separate summaries and action plans have been developed for each of these issues. In addition, Council is working to address a number of other important priorities, in particular: preventing family violence, promoting gender equity and reducing harms associated with gambling.

Council reports on its health and wellbeing outcomes to the Victorian Department of Health and Human Services.

The year in review

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Mayor and CEO Message

**\*To be inserted** - Full copy will be available after the Council election to be held on 24 October 2020.

The year in review

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**Mayor and CEO Message (continued)**

**\*To be inserted** - Full copy will be available after the Council election to be held on 24 October 2020.



The year in review

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**Mayor and CEO Message (continued)**

**\*To be inserted** - Full copy will be available after the Council election to be held on 24 October 2020.

## The year in review

### Financial Summary

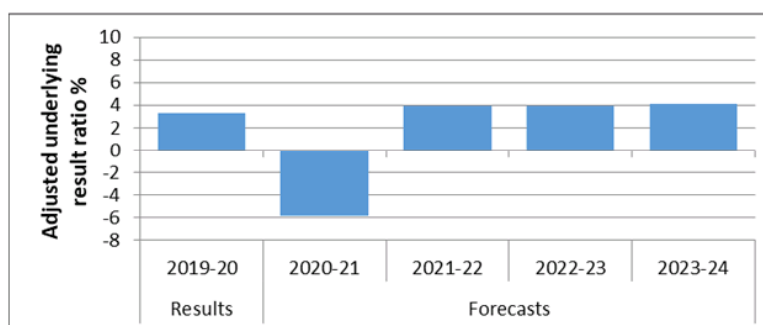
Council's financial position continues to remain sound. Opportunities continue to be explored to ensure income generating capability of Council, cost containment objectives, operational improvements and improvements to organisational efficiency are maximised. Our Commitment to renew and redevelop the community infrastructure for future generations will continue to progress under our financial sustainability strategy and without the need to significantly increase rates or significantly reduce services.

A summary of our performance is outlined below. Detailed information relating to Council's financial performance is included within the Financial Statements and Performance Statement sections of this Report.

### Operating Position

Council achieved a \$12.82 million operating surplus for the 30 June 2020 financial year. This result compares favourably to the budgeted operating surplus of \$5.99 million. The adjusted underlying surplus, after adjusting for non-recurrent capital grants and capital contributions, is \$5.12 million.

Comparing to 2018/19, income and expenses increased 1.54% and 5.21% respectively. While recurrent operating costs were maintained at manageable level within budget, income was significantly reduced in Fees and Charges by 8.48% and interest income by 35.44%.



Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$1.66 billion of community assets under Council's control. The adjusted underlying surplus measures the financial sustainability and Council's ability to achieve its service delivery objectives, as it is not impacted by capital income items which can often mask the operating result.

The underlying surplus is projected to reduce in 2020/21 as a result of a comprehensive \$10.5m million Economic Support Package to provide immediate support to ratepayers, residents, community groups and businesses that are the most impacted by the COVID-19 crisis. For future years, Council is projecting to return to surplus from operating activities.

Council will continue to maximise its current financial position while continuing to explore other revenue and expenditure opportunities to guarantee the delivery of quality services and community infrastructure.

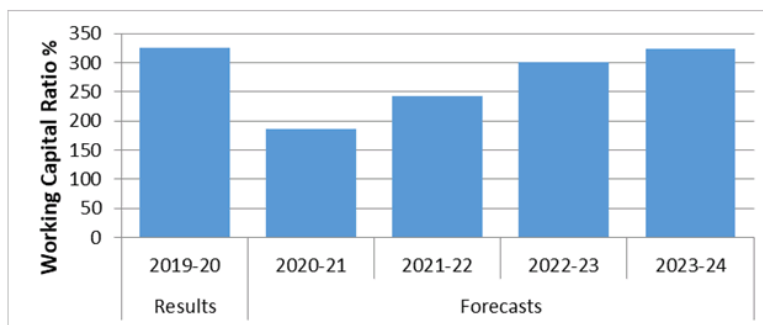
The year in review

**Liquidity**

The total cash holdings (including term deposits) amount to \$110.93 million of which \$70.03 million (63%) of these funds are subject to intended allocations and/or restricted.

The working capital ratio, which assesses Council's ability to meet current commitments, is calculated by measuring Council's current assets as a percentage of current liabilities.

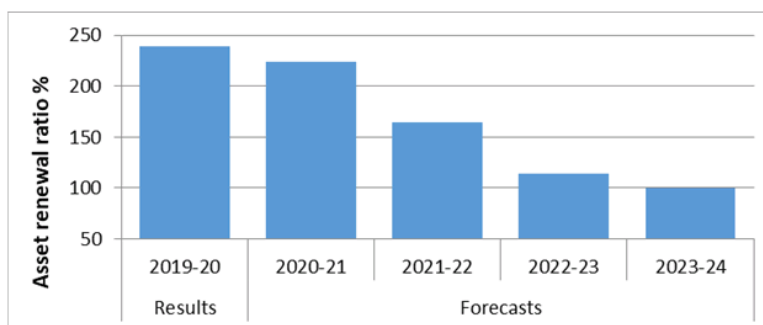
Council is expected to remain in a strong working capital position over the next 4 years. The reduction in 2020/2021 is due to a loan liability moving from non-current to current as it falls due for repayment in 2021/2022. Also, there is a reduction in current assets (i.e. cash) budgeted in 2020/2021 due to the large capital works program. Results in following years, which include significant value of property sales expected in 2022/2023 will return current assets and working capital to previous levels.



**Obligations**

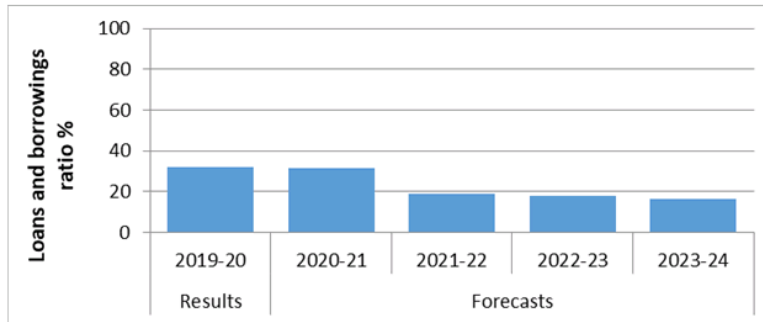
Council aims to ensure that it is able to maintain its infrastructure assets at appropriate levels, while at the same time continuing to deliver the services needed by the community. Council invested \$29.07 million in renewal works during the 2019/2020 year, funded mainly from rates (63% of total income) and cash reserves.

Council's asset renewal ratio, measured by comparing asset renewal and upgrade capital works expenditure to depreciation, was 239.52% for the year ended 30 June 2020 (115.04% in 2019). The future level of investment into asset renewal will remain sufficient to maintain Council infrastructure assets.



The year in review

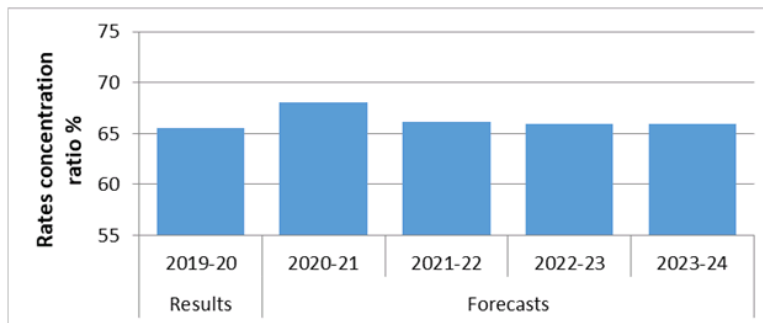
At the end of the 2019/2020 year Council's loans and borrowings ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was below 40%. The amount of loans outstanding are steadily reducing as a result of Council's Debt Management strategy to reduce the reliance on borrowings. The ratio is budgeted to continue to fall.



Stability and Efficiency

Council raises a wide range of revenues including rates, user fees, fines, grants and contributions. Rate revenue is the major source of funding for the Council and represents \$103.62 million. The rates concentration ratio compares rate revenue to adjusted underlying revenue and is at acceptable levels.

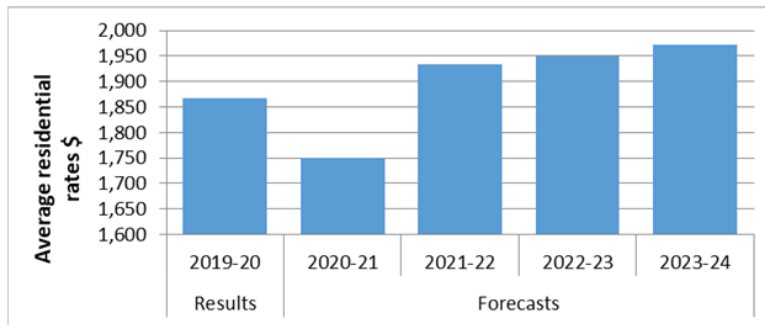
The Financial Sustainability Strategy provides direction to explore other revenue and expenditure opportunities; to guarantee the delivery of quality services and community infrastructure and to look for strategic opportunities to reduce the rates burden on residents.



The average rate per assessment is calculated at \$1,866.49. Rate increases will move in line with the rate cap and this has been set at 2.00% for 2020/21. For the first time Council is waiving rates for those in financial hardship directly impacted by COVID-19. The provision for rate waivers has significantly reduced the total rate revenue that will be received in 2020/2021. Banyule City Council continues to implement cost-saving measures to manage the rate increases to within the Local Government rate capping and variation framework.

### The year in review

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Council will maintain its general rate increases to that announced by the Minister for Local Government. For the year 2020/2021 the general cap has been set at 2.00% and Council has, under its COVID-19 hardship policy, provisioned for rate waivers to support ratepayers financially impacted. Access to the general rate waiver is through making a hardship application to Council.



## The year in review

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### Description of operations

Banyule City Council is responsible for the delivery of more than 100 services, from youth and family services, community and health services, local laws, open space planning, waste management and community building; to economic development, planning for appropriate development and ensuring accountability for Council's budget.

Council's vision, strategic objectives and strategies to further improve services and facilities are outlined in Banyule's Council Plan 2017-2021 and Council's Budget 2019/2020 and reported upon in this document.

The delivery of services, facilities, support and advocacy to achieve the Strategic Objectives are measured by a set of service performance indicators. Council also has a wide range of responsibilities under the Victorian and Australian legislations.

### Economic Factors

The COVID-19 pandemic has been the most profound shock to the economy and society in many decades. The Federal, State Governments have affirmed their commitment to do what they can to support jobs, incomes and businesses in Australia. The JobKeeper program and various support for businesses have ensured that employment relationships have been preserved to date and viable businesses can tide themselves over the period of disruption. Banyule City Council has also committed a \$10.5 million Economic Support Package for 2020/2021 to support ratepayers, local businesses and community groups.

It will take time to get back to the level of global GDP prevailing before the pandemic. Taking 2020 as a whole, global GDP is expected to contract by more than 4 per cent, before rising by nearly 6 per cent in 2021. Recovery is expected to be slow and uneven. (RBA – economic outlook speech August 2020)

Employment declined by more than 850,000 in April and May (ABS; RBA). Although some people regained employment in June, the unemployment rate increased by more than 2 percentage points over these three months. The increase would have been much greater were it not for the JobKeeper program preserving many employment relationships over this period. Although many people lost their jobs over recent months, government support has meant that total household income has not fallen in aggregate.

Construction activity was able to continue during Stage 3 restrictions. Site shutdowns in response to virus outbreaks have also been quite rare. So non-residential construction projects that were already underway have been mostly able to continue.

Headline CPI declined by 2 per cent in the June quarter. This decline is entirely accounted for by two factors: the fall in petrol prices and the decision to make child care (and some preschool) free. The RBA expect inflation to increase a little as the economy recovers during 2020/2021.

## The year in review

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### Major Capital Works

During 2019/2020, Council's major capital works projects and initiatives included:

#### ***Ivanhoe Library and Cultural Hub***

The Ivanhoe Library and Cultural Hub continued construction throughout the year. The \$34.50 million state-of-the-art building is connected to the heritage-listed Ivanhoe Town Hall and will bring together a range of community services and facilities including:

- a modern accessible library;
- a Council Customer Service Centre;
- a museum-standard arts gallery;
- artist studios;
- conference and meeting spaces;
- maternal and child health consulting suites;
- a theatre; and
- café.

Initially scheduled to be opened in September 2020, COVID-19 restrictions has seen the project delayed with the completion expected by late 2020.

#### ***Bellfield Community Hub***

As part of the major Bellfield Redevelopment Project, preliminary designs were completed for an impressive new community hub and garden. The impressive building will be home to an array of community facilities, including:

- A kindergarten
- Maternal Child Health
- social support programs for older adults
- an expansive community garden
- a café
- community rooms; and
- consulting suites.

Builders were shortlisted in August 2020 and the contract is expected to be awarded in November 2020.

### Major Changes

Without doubt, the biggest change was the organisation's need to adapt to the circumstances of the COVID-19 pandemic. Council was quick to put at its highest priority the health and safety of the community and staff, and start the roll-out of a comprehensive economic support package for ratepayers, local businesses and community groups. To ensure service delivery continuity, Council swiftly shifted services online, relocated staff to work from home and adapted work in the field to comply with restrictions. Since March 2020, many significant operational and financial implications have arisen from the pandemic and will continue to be felt.

Banyule Council declared a climate emergency in October 2019. In doing so, Council acknowledged that every level of government, as well as community and business, has a responsibility to take urgent action to reduce emissions and mitigate the effects of climate change. Adopting the Corporate Emissions Reduction Plan 2020-2023 in December 2019, provided the framework and clear direction to put the organisation on a pathway to carbon neutrality by 2028, without the purchase of offsets.

The year also saw Allison Beckwith appointed as Banyule Council Chief Executive Officer (CEO) in December 2019 after Simon McMillan moved to Whitehorse City Council after 12 years as Banyule CEO. With 18 years' experience as a director and manager at Banyule Council, Allison Beckwith's appointment proved a smooth transition for the organisation and Council, building on established partnerships, drawing on extensive organisational knowledge and bringing a new leadership style.

## The year in review

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### Major Achievements

Banyule Council won three awards in the 2020 LGPro Awards for Excellence, the prestigious annual awards for the local government sector, in the following categories:

- **Community Partnerships Initiative:** Banyule Council is the first local government in Australia to have a dedicated Social Enterprise business unit focused on developing innovative approaches to place-based employment creation through social enterprise partnerships.
- **Diversity and Inclusion:** Banyule Council's Inclusive Employment Program is the first of its kind in the local government sector in Australia providing local people facing barriers to employment with 6-months paid employment in roles tailored to their area of interest, skill level and ability.
- **Young Achiever:** Banyule Council Youth Engagement Officer Kate James was awarded the Young Achiever Award for her role in advocacy and developing programs around gender equality, positive body image and negative stereotyping.

In August 2019, Banyule Council took out two awards at the 2019 Victorian Disability Awards which recognise and celebrate the achievements of individuals, teams and organisations that increase the rights and participation of people with disability. Our Social Enterprise and Local Jobs team won the Excellence in Employment Outcomes award for Banyule's Inclusive Employment Program. Heidi Everett, Banyule resident and member of our Disability and Inclusion Advisory Committee, won the Volunteer Award for her outstanding commitment to people with mental illness.

Banyule Council participated in Victoria's largest open Internet of Things (IoT) network as part of an Australian Government-funded collaboration project delivered together with Whittlesea, Moreland, Nillumbik and Mitchell Shire Council. The IoT network integrates with five types of sensors to collect and visualise data on a variety of aspects of everyday life in the city and allows councils to monitor and improve service efficiency and support the delivery of new services. The Northern Melbourne Smart Cities Network project was nominated as a finalist in three MAV Technology Awards for Excellence 2020 to be held in October 2020.

At Procurement Australasia's 2019 Awards, the Regional Collaboration Security Project Group, led by Banyule Council in partnership with Whittlesea, Darebin, Moreland and Mitchell Shire councils, won the Social Procurement Award. The project delivered an innovative solution in the provision of security services across more than 235 sites in the region, helping people from disadvantage backgrounds gain employment. The partnership has already seen 13.5 full-time equivalent (FTE) created, along with significant financial benefits and improved service delivery.

## The year in review

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### Last year we provided:

#### Childhood services

- Supported families with 13,359 Maternal and Child Health Key Age and Stage visits
- Educated and cared for more than 280 children each day at our kindergartens and long day care centres
- Administered 7889 vaccines at public immunisation sessions and 6650 vaccines at school sessions during the 2019 calendar year, achieving an average of 94.35% immunisation coverage for children.

#### Youth services

- Supported young people via outreach contacts
- Helped young people of all abilities to express their artistic side at Jets creative arts studio
- Youth officers delivered face-to-face and online individual support sessions to young people to facilitate successful referral into appropriate services

#### Family support

- Conducted 3,034 hours of additional consultations for first-time parents and for those with children and mothers identified with additional needs and vulnerability.
- Engaged with local families and promoted early childhood services through play-based activities at Council events, activities and festivals
- Conducted 586 hours of first-time parent groups to provide information and opportunities to connect with others.

#### Libraries and community education

- Banyule libraries had 21,593 active users, and 876,162 million items loaned
- Managed seven Neighbourhood Houses and Learning Centres, providing educational opportunities and community hubs in local areas

#### In home support

- Serviced 1465 clients through the Commonwealth Home Support Program, equating to 30,592 hours of Domestic Assistance
- Provided 15,334 hours of personal care, 1,456 hours of respite, 2,699 hours of property maintenance
- Delivered 29,891 meals
- Provided 5,157 hours of supported shopping

#### Community spirit

- Welcomed 465 new Australians at our citizenship ceremonies

#### Local jobs and business initiatives

- Achieved the target of creating 100 local job opportunities
- Launched the 2019 Banyule Business Grants Pilot Program
- Supported economic development by delivering training, networking, mentoring and business events, attended by more than 700 participants.

#### Greening Banyule

- Planted 2693 trees in streets and parks.
- Planted 21,919 tubestock shrubs, grasses, ground cover herbs and semi-aquatic plants were planted within bushland reserves.
- Educated 1892 visitors in waste minimisation practices at our Rethink Centre.

## The year in review

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### Last year we provided:

#### **Keeping Banyule beautiful**

- Maintained 300 parks and reserves
- Cared for approximately 87,000 street trees and park trees
- Emptied approximately 3.87 million bins
- Diverted 52.84 % of waste from landfill.

#### **Health and wellbeing**

- Welcomed 1,321,853 visits to Council leisure centres
- Inspected 1333 food premises and registered 817 food premises
- Maintained 49 sports grounds

#### **Provide and maintain public assets**

- Continued to upgrade Banyule's shared trail network which extends for 44 kilometres
- Replaced 22,167 footpath bays
- Maintained Banyule's 539km of sealed roads

#### **Festivals, events and the arts**

- Malahang Community Festival saw approximately 3500 people get into the festive spirit
- Carols by Candlelight welcomed 6000 people
- Boulevard Lights attracted an estimated 5000 pedestrians each evening
- Movies on the Move six outdoor film events were attended by over 1800 people
- YouthFest welcomed more than 3000 people.
- Hatch Contemporary Arts Space hosted six exhibitions

#### **Assisting the community**

- Lodged 81,911 action requests through our Customer Request Management system
- Answered 130,224 calls to Council's main incoming number
- Received 767,559 visits (sessions) to Council's website
- Issued 1147 building permits
- Conducted 4429 building permit inspections



## Our Council

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### City Profile

Banyule is located between seven and 21 kilometres north-east of central Melbourne and is made up of 21 suburbs. The City covers an area of approximately 63 square kilometres. The Yarra River runs along the City's south border while the west is defined by Darebin Creek.

#### **Traditional Owners**

Council recognises the Wurundjeri Woi-wurrung people as the Traditional Custodians of the lands and waters upon which Banyule is located. More than 50 Aboriginal archaeological sites have been identified in Banyule and Council is committed to protecting these.

#### **Rich artistic heritage**

The region's rolling hills and commanding vistas inspired Australian Impressionist painters (known as the Heidelberg School) which included Arthur Streeton, Walter Withers, Tom Roberts, Charles Conder and Frederick McCubbin. Famous architects and urban landscapers, including Walter Burley Griffin and Ellis Stones, left their mark on the local landscape.

#### **Olympic history**

The Olympic Village in Heidelberg West was home to 4,200 athletes representing 67 countries during the 1956 Melbourne Games. After the Games, most of the Village accommodation was converted to public housing.

#### **Open space and recreation**

Banyule is renowned for its open spaces and plentiful parklands, especially along the Yarra and Plenty River valleys. There are 466 hectares of council-owned open space in Banyule, as well as substantial areas of parkland managed by Parks Victoria. Banyule boasts excellent community leisure facilities, including 50 sports grounds and 44 km of shared trails.

#### **How we live**

The City is primarily a residential area of which approximately two thirds of dwellings are privately owned or being purchased, and most of the remainder being rented. While separate houses dominate, increasing numbers of semi-detached houses, townhouses and units are being built.

#### **Where do we come from?**

Banyule is home to more than 130,000 residents from over 140 countries, bringing a cultural richness and diversity to our community. In addition to Indigenous Australians, a significant number of residents are of European descent, and there is a growing population with Asian and African ancestry.

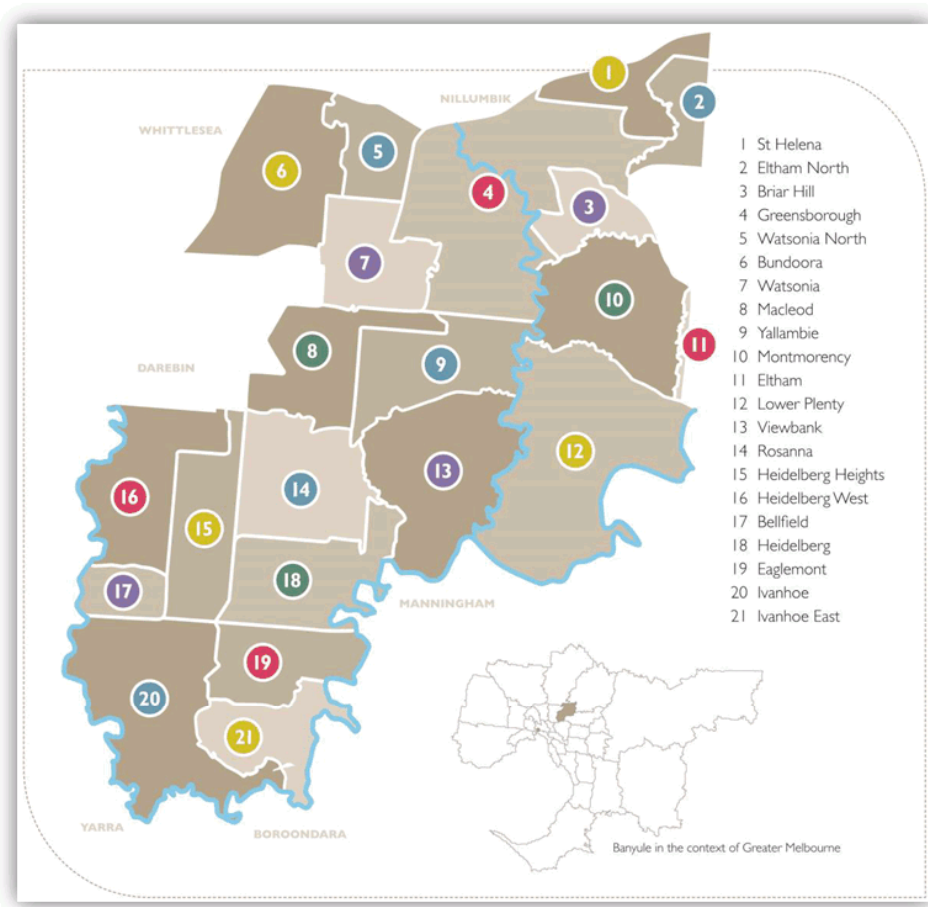
#### **Population growth**

The number of people living in Banyule is expected to increase in the next decade, and our population is expected to age, with the greatest growth occurring in the over 75 age group.

#### **Commerce and industry**

Banyule's main industries are health care, education, retail and construction. Major commercial centres can be found in Greensborough, Heidelberg and Ivanhoe, and industrial areas in Heidelberg West, Greensborough, Briar Hill and Bundoora. The City is home to a number of large institutions such as Melbourne Polytechnic, the Austin Hospital and the Simpson Army Barracks.

## Our Council



## Service Centres

**Greensborough:** Level 3, 1 Flintoff Street, Greensborough

**Ivanhoe:** 4 Bond Street, Ivanhoe

**Rosanna:** 72 Turnham Avenue, Rosanna

**Parks and Buildings:** 268 Banksia Street, Heidelberg West

**Operations Centre:** Corner Banksia Street and Waterdale Road, Heidelberg West

Postal Address: PO Box 94, Greensborough, 3088

DX: 97904 Ivanhoe

Telephone: 9490 4222

National Relay: If your hearing or speech is impaired, you can call us via the National Relay Service on **133 677** (TTY) or **1300 555 727** (ordinary handset) and ask for 9490 4222

Fax: 9499 9475

Email: [enquiries@banyule.vic.gov.au](mailto:enquiries@banyule.vic.gov.au)

Internet: [www.banyule.vic.gov.au](http://www.banyule.vic.gov.au)

## Our Council

A General Election was conducted on Saturday 22 October 2016. The elected councillors were sworn into Office on 7 November 2016. Councillors are required to make an Oath of Office before they officially become councillors.

The following councillors took the Oath of Office before the Chief Executive Officer on Monday, 7 November 2016:

Councillor Peter Castaldo	Councillor Mark Di Pasquale
Councillor Rick Garotti	Councillor Craig Langdon
Councillor Tom Melican	Councillor Wayne Phillips
Councillor Alison Champion	



## Our Council

Following an Electoral Representation Review in 2019, Banyule Council's electoral structure will be changing to be 9 single member wards at the next election in October 2020.

New Banyule 9 member ward structure – effective October 2020:



## Our Council

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The role of the Council is to provide leadership for the good governance of Banyule. The Council serves the community, including ratepayers, residents, businesses, workers and community groups. Council is the level of government closest to the community and takes an active role in advocating for the needs and interests of residents to other levels of government.

The principal duties of the Council are to:

- review and confirm the strategic direction of the Council which is set out in the Council Plan and the Annual Business Plan
- approve the Council budget and resource allocation plan
- consider and approve a range of strategies and policies prepared by Council officers
- fulfil responsibilities in relation to providing quality services, occupational health and safety and protection of the environment.

### **Good Governance - Accountability to each other and our Community**

In late 2015 the Local Government Act 1989 was amended to include a number of important reforms to the councillor conduct framework and the governance requirements for councils.

One of the most significant of these reforms is the requirement for councils to review the councillor code of conduct, which is now required to be done at a special meeting of Council called especially for that purpose. Going forward, all incoming councillors must read their Council's Code of Conduct and make the declaration to abide by it before taking (and remaining in) office.

Banyule's Councillor Code of Conduct, which is available on Council's website, is already well placed to meet the high level of governance standards expected. In developing their Code of Conduct, Banyule's councillors have gone beyond the base requirements and have articulated a set of values to which they hold themselves and each other to account to provide exemplary leadership to the community. These values are:

- Advocacy and Leadership
- Accountability
- Honesty and Integrity
- Courtesy and Respect
- Openness and Inclusion
- Be the Best



## Our Council

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### Councillors

**\*To be inserted** - Full copy will be available after the Council election to be held on 24 October 2020.

## Our people

### Organisational Structure

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day to day management of operations in accordance with the strategic directions of the Council Plan. The CEO, Directors and Senior Officers form the leadership team of the organisation:



**Allison Beckwith**  
Chief Executive Officer

Appointed CEO in December 2019  
27 years local government experience

Bachelor of Applied Science (Consumer Science) – RMIT  
Post Graduate of Business Management – Victoria University  
Master of Business Administration – La Trobe University



**Scott Walker**  
Director City Development

Appointed Director City Development in March 2008.  
28 years local government experience.

Bachelor of Applied Science (Planning) – RMIT University  
Certificate of Business – RMIT University  
Industry Diploma in Property Development (Property Council of Australia)



**Marc Giglio**  
Director Corporate Services

Appointed Director Corporate Services in January 2016.  
25 years local government experience.

Bachelor Business (Accounting) – Swinburne University of Technology  
Fellow CPA Australia  
Graduate Executive Leadership Program  
Local Government Professionals (LGPro)  
Certificate in Public Participation - IAP2



**Kath Brackett**  
Director Community Programs

Appointed Director Community Programs in April 2020.  
24 years local government experience.

Bachelor of Social Work (Phillip Institute) – RMIT University  
Master Arts (Social Policy) – RMIT University  
Graduate Executive Leadership Program  
Local Government Professionals (LGPro)  
Graduate Australian Institute of Company Directors (GAICD)



**Geoff Glynn**  
Director Assets and City Services

Appointed Director Assets and City Services in October 2013.  
34 years local government experience.

Bachelor of Engineering (Civil) – Ballarat College Advanced Education  
Post Graduate Diploma Municipal Engineering and Management – Deakin University  
Master of Business Administration (Technology Management) – La Trobe University

**Joel Elbourne - Manager Planning and Building**

- Development planning
- Building services (BPI)

**Jonathan Risby - Manager Transport**

- Transport engineering
- Transport planning and advocacy

**Darren Bennett - Manager Environment and Place**

- Economic development
- Environmental sustainability
- City futures (strategic planning)
- Municipal laws

**Lucy Rasdell - Manager Strategic Property**

- Property services
- Property developments
- Spatial and property systems

Note: Organisational structure as at 30 June 2020

**Gina Burden - Manager Governance and Communication**

- Governance
- Cemeteries
- Communications
- Records and Information Management
- Corporate Planning

**Tania O'Reilly - Manager Finance and Procurement**

- Financial operations and payroll
- Financial planning, performance and reporting
- Strategic procurement
- Rates management and collections
- Strategic development and organisational performance

**Leah Van Hemert - Manager IT & Digital Transformation**

- IT applications and services
- IT infrastructure and operations
- IT digital transformation

**Toni Toaldo - Manager People and Culture**

- Workforce strategy and planning
- Learning and development
- Recruitment
- Occupational health and safety
- Risk management

**Joseph Linnestad - Manager Customer Experience and Business Improvement**

- Customer experience operations (customer service)
- Continuous improvement
- Customer experience strategy

**Lisa Raywood - Manager Health, Aged and Community Planning**

- Home and community care
- Aged service assessment and advice
- Public health protection
- Immunisation
- Community planning

**Nicole Maslin - Manager Leisure, Recreation and Culture Services**

- Arts, events and cultural services
- Ivanhoe Library and Cultural Hub and libraries
- Sports and club development and activities
- Community and sports facility contract management
- Sports and leisure facility development

**Roberta Colosimo - Manager Youth and Family Services**

- Early childhood services
- Community partnerships
- Youth services
- Community grants and trusts
- Maternal and child health
- Recovery management

**Cheree Hunter - Co-ordinator Social Enterprise and Local Jobs**

- Social enterprise development
- Labour market programs

**James Kelly - Manager Delivery and Assets**

- Asset management
- Asset protection
- Capital works project management and construction
- Building maintenance
- Major infrastructure maintenance
- Developments and drainage

**Arun Chopra - Manager Major Projects**

- Ivanhoe Library and Cultural Hub

**Russell Darling - Manager Operations**

- Environmental waste management
- Depot, plant and fleet management
- Emergency management
- Cleansing and infrastructure maintenance
- Environmental operations

**Kathy Hynes - Manager Parks and Open Spaces**

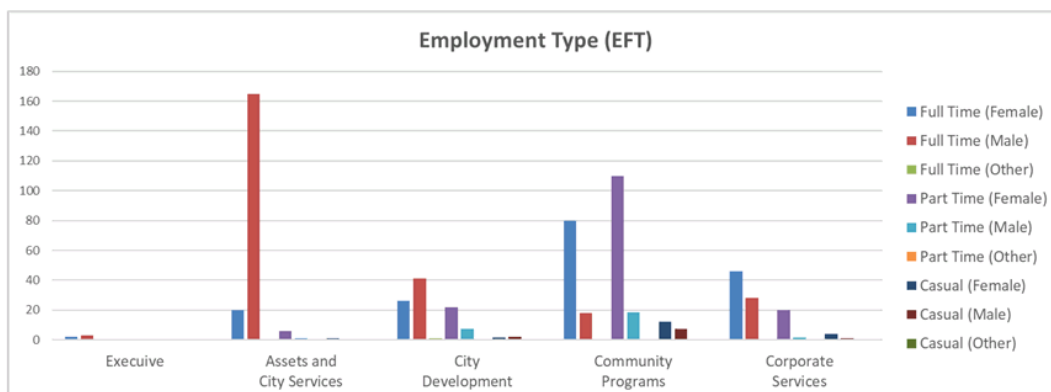
- Sportsfields and open space assets
- Open space presentation
- Bushland management
- Tree care
- Open space and strategic projects

## Our people

### Council Staff

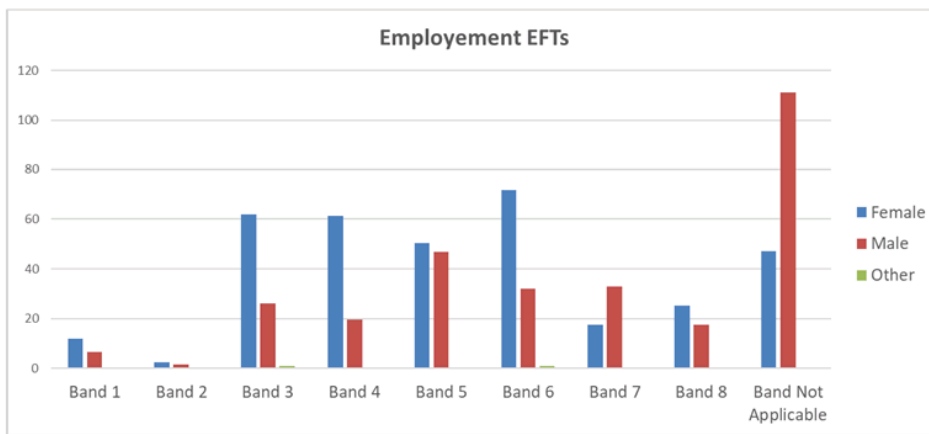
A summary of the number of equivalent full time (EFT) council staff by organisational structure, employment type and gender is set out below.

Employment Type (Gender)	Executive	Assets and City Services	City Development	Community Programs	Corporate Services	Total
Full Time (Female)	2	20	26	80	46	174.00
Full Time (Male)	3	165	41	18	28	255.00
Full Time (Other)			1			1.00
Part Time (Female)		5.87	21.88	109.58	19.9	157.23
Part Time (Male)		1.28	7.5	18.57	1.34	28.69
Part Time (Other)				0.63		0.63
Casual (Female)		0.91	1.43	12	3.9	18.24
Casual (Male)			2.22	7.35	1.19	10.76
Casual (Other)				0.23		
<b>Total</b>	<b>5.00</b>	<b>193.06</b>	<b>101.03</b>	<b>246.36</b>	<b>100.33</b>	<b>645.78</b>



Our people

Employment	Female	Male	Other	Total
Band 1	11.91	6.71		18.62
Band 2	2.36	1.56		3.92
Band 3	61.85	26.11	0.86	88.82
Band 4	61.28	19.52		80.80
Band 5	50.42	46.78		97.20
Band 6	71.58	31.9	1	104.48
Band 7	17.63	33		50.63
Band 8	25.27	17.59		42.86
Band Not Applicable	47.17	111.28		158.45
<b>Total</b>	<b>349.47</b>	<b>294.45</b>	<b>1.86</b>	<b>645.78</b>



## Our people

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### Equal employment opportunity program

As a large employer, with over 1,000 staff, Banyule City Council ensures it meets its commitment to create awareness and education on appropriate workplace conduct. The program has sponsorship from senior leadership and Workplace Behaviour Training remains part of its standard suite of mandatory training programs, and all employees are required to undertake the training every two years. The training session ensures that everyone understands the principles of equal employment opportunity and anti-bullying legislation, including prevention and reporting of incidents at Banyule. It addresses Banyule's desired workplace behaviour and practices, reinforcing Banyule's Code of Conduct and reflects Banyule's values by positively impacting on the culture, motivation and staff engagement.

In addition, people leaders undertake specific workplace behaviour training which provides an emphasis that leaders are the custodians of Banyule's workplace culture. This aims to reinforce that effective leadership is key to preventing bullying, harassment and discrimination in the workplace. Training attendance is centrally recorded on Banyule's learning management system and reported quarterly to our senior leadership team.

### Other staff matters

#### **Enterprise Agreement**

The terms and conditions of employment of Banyule staff are contained within Enterprise Agreement No. 7 2017. This Agreement was ratified by the Fair Work Commission on 14 June 2018 and became operative on 21 June 2018. Consolidation of Part A and Part B of the Agreement, which was the Victorian Local Authorities Award 2001, resulted in a more streamlined and accessible document which is easily understood by all employees. During 2018/2019, EA No 7 was embedded and relevant policies updated to reflect the terms and conditions outlined within this Agreement. Council commenced negotiations for Enterprise Agreement No 8 in early 2020.

#### **Professional Development**

Banyule has a broad suite of learning and development opportunities to ensure staff are appropriately trained and skilled to deliver services now and into the future. Banyule's leadership framework, 'FUEL your career' has been fully embedded into the organisation over the past few years, enabling staff to tap into the extensive range of formal and informal training opportunities on offer.

To continue to enhance and develop our staff and to ensure Banyule has the skills and talent needed into the future, an online Employee Learning Management and Development System, known as FRED was implemented. FRED provides an online platform for employees to easily discover, manage and book into learning. It has enhanced the training options provided to employees with a choice of blended, face to face and online learning, with access to training reports. It allows employees to streamline and automatically record their annual reviews, saving time, effort and helping the environment by reducing paper. The annual reviews are conversation focused, being qualitative and a two way conversations that ultimately improves employee engagement and development. FRED allows access to view, store and record both annual reviews and training, improving record keeping and reporting. FRED enables employees to be accountable for their own learning and development.

## Our people

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Leadership continued to be a strong focus at Banyule with staff participating in a range of internal and external development opportunities. In November 2019, sixteen staff completed a Diploma of Leadership and Development, run in partnership with Swinburne University. This 10-month course developed leaders' skills and knowledge, and enhanced the organisation's capabilities. Internally, the Coaching Program continued to provide staff with the opportunity to be matched with a senior leader and work with them over 12 months to develop their professional and leadership skills. Similarly, the long-running Leading Innovation Program offered emerging leaders the opportunity to work on organisation-wide projects and build interdepartmental relationships. Externally, Banyule was proud to support a City Development Team member to participate in the 2020 Local Government Professionals (LGPro) Emerging Leader program.

### **Child Safe Organisation**

Banyule City Council is a child safe organisation and is committed to providing a child safe environment where children feel safe, are empowered, valued and protected. Throughout 2019/2020 Council has continued its work on embedding the Child Safe Standards including:

- Staff training on the Child Safe Standards
- Recruitment processes and position descriptions updated to ensure that the new employees share Council's child safe values
- Additional resources have been developed to support employees to meet their obligations under the Child Safe Standards
- Promotion of Council as a child safe organisation through job advertisements, the Banner and Council's website.

### **Preventing Family Violence**

Banyule, together with the representative unions, has ensured that the Enterprise Agreement incorporates provisions to support employees who may be subject to violence or abuse in their personal life. The Enterprise Agreement makes provision for paid leave and individual support to employees who are at risk.

Council has provided leadership in supporting, addressing and advocating for Domestic Violence through:

- Increasing organisational awareness of gender equity, and how it may impact the workforce, and
- Continuing procedures, processes, and educative programs that advocate on behalf of, and support employees experiencing family violence.

### **Health and Safety**

Our Banyule Management System is in line with best practice standards in Quality, Occupational Health and Safety and Environmental Management. This ensures we continue to provide quality services in a safe manner that protects people and the environment.

Under the OHS element of our management system, existing health and safety measures are monitored, and regular reports of progress provided to senior management for review and action, as necessary.

Specific initiatives, including measures to address manual handling exposures, sun safety, machinery and equipment use, mental and physical health, to prevent injury and illness were undertaken.



## Our Best Value Performance

### Local Government Planning and Accountability Framework

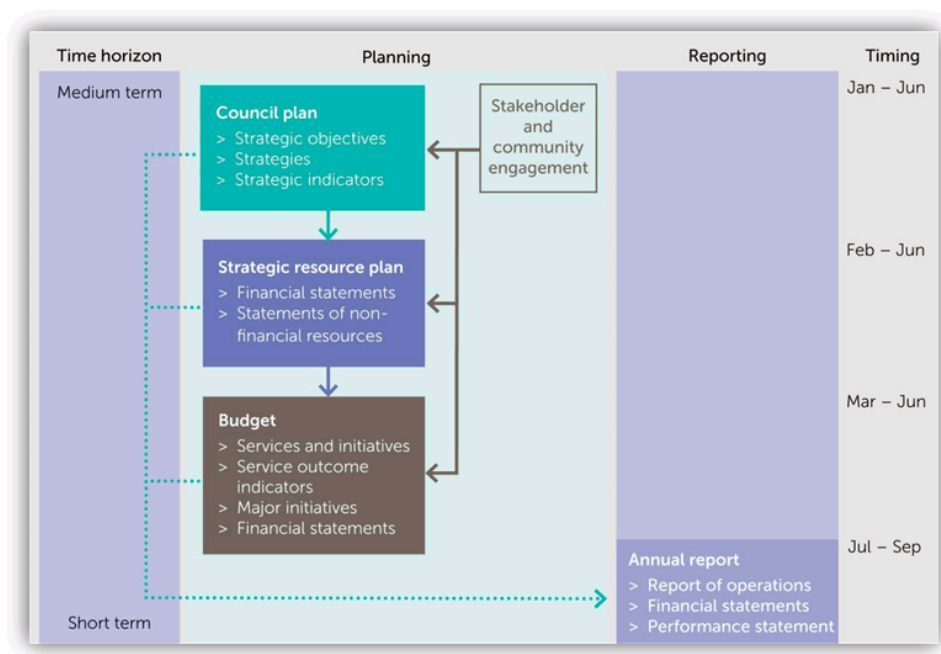
Council has developed its strategic planning process to deliver service outcomes for the Community and to meet requirements of the *Local Government Act 1989* (the Act).

*'The planning and accountability framework is found in part 6 of the Act and in the Local Government (Planning and Reporting) Regulations 2014 (the regulations). The legislation requires councils to prepare the following documents:*

- *A council plan within the period of six months after each general election or by 30 June, whichever is later*
- *A strategic resource plan for a period of at least four years and include this in the council plan*
- *A budget for each financial year, and*
- *An annual report in respect of each financial year.*

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

*Planning and Accountability Framework*



*Note: The information above is sourced from the 'Local Government Better Practice Guide: Report of Operations 2019-20,' Department of Environment, Land, Water and Planning, Local Government Victoria.*

## Our Best Value Performance

### Performance

Banyule's performance for the 2019/2020 year has been reported against our strategic objectives to demonstrate how Council is performing in achieving the Council Plan 2017-2021.

Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the Council Plan
- Progress in relation to the initiatives identified in the Budget 2019/2020
- 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.

The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan.

### Synopsis of Our Best Value Performance

This part of our Annual Report provides a summary of performance against Banyule's Council Plan 2017-2021. This section also constitutes Council's Best Value Victoria Annual Report 2019/2020 to our community on the application of Council's work to the Best Value Principles.

The summary outlines the significant achievements and progress made in relation to the objectives and key directions in our Council Plan. It highlights the range of services (activities), initiatives and processes being implemented across Council to meet the needs of our community, meet the Best Value Principles, and promote a culture of continuous improvement.

The Best Value legislation, introduced by the State Government in 1999, is based on consideration of the following six principles in providing services to the community:



1. All services provided by a council must meet quality and cost standards set by Council (having regard to community expectations, affordability, accessibility, value for money and best practice).
2. All services provided by a council must be responsive to the needs of its community.
3. All services provided by a council must be accessible to those members of the community for whom they are intended.
4. A council must achieve continuous improvement in provision of services for its community
5. A council must develop a program of regular consultation with its community in relation to the services it provides.
6. A council must report regularly to its community on its achievements in relation to the first five principles.

Further information on our Best Value response can be found on Council's website [www.banyule.vic.gov.au](http://www.banyule.vic.gov.au) in Service Highlights: Best Value (follow links to About us, Policies, plans and strategies, and Service Highlights: Best Value).

The following information for each of Council's services is also available:

- Key Performance Indicator (KPI) results
- Key Highlights for 2019/2020
- Future Challenges for 2020/2021.

*Note: Progress against Banyule's strategic indicators is provided in the next section of our Annual Report, following the summary of highlights and achievements.*

## Our Best Value Performance

### Our Activities and Services

The following statement provides information in relation to the services funded in the Budget 2019/2020 and the persons or sections of the community who are provided with the service.



#### Strategic Objective 1:

**PEOPLE: STRONG, HEALTHY AND INCLUSIVE COMMUNITIES**  
Support and strengthen the health and wellbeing of the Banyule community.

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Health, Aged and Community Planning</b>	<p>Provision of the following to support, protect and enhance the community's health and wellbeing:</p> <p><b>Aged and Disability Services:</b> Services for Older People and People with a Disability - service assessment, social support group, domestic assistance, delivered meals, flexible respite and carer support, personal care, home maintenance and modifications, individual social support, support for Seniors Clubs, and Age-friendly City activities and planning</p> <p><b>Public Health Protection:</b> Environmental Health - food safety enforcement &amp; education and immunisation. Public Health - neighbourhood complaints (nuisance), Health Protection - tobacco, infection control, heatwave planning, prescribed accommodation, domestic wastewater management and public health emergency management.</p> <p><b>Community &amp; Social Planning:</b> Supporting Council's community consultation and engagement, demographic data analysis and Council's direct service delivery areas.</p> <p>Supporting Council's commitment to:</p> <ul style="list-style-type: none"> <li>• inclusion, access and equity</li> <li>• public health &amp; wellbeing priorities</li> <li>• advocacy and</li> <li>• planning on key social issues.</li> </ul>	<p>11,032</p> <p>(7,573)</p> <p><b>3,459</b></p>

### Our Best Value Performance

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Leisure, Recreation and Cultural Services</b>	<p>Provision of the following to the municipal community/ population as a whole:</p> <p><b>Leisure &amp; Cultural Services:</b> Art collection management, culture and heritage development, festivals and cultural events, leisure programs for older adults, leisure programs for people with disabilities, sports pavilions and ground allocations, support for Neighbourhood Houses, community halls for hire.</p> <p><b>Facility &amp; Contract Management:</b> The Centre Ivanhoe function centre, library services, leisure facilities including: Ivanhoe Golf Course, WaterMarc, Macleod Recreation Centre and Watsonia Pool.</p> <p><b>Banyule Leisure Facility Management:</b> Ivanhoe Aquatic Banyule, Olympic Leisure Banyule and Macleod Netball Stadium.</p>	<p>15,192</p> <p>(5,919)</p> <p><b>9,273</b></p>
<b>Youth and Family Services</b>	<p>Provision of the following to families, children and youth:</p> <p><b>Youth &amp; Family Strategic Management:</b> Municipal Recovery Management, Banyule Child, Youth and Family Plan.</p> <p><b>Early Years:</b> Child Care Centres, Early Childhood facilities management and capital works program, Early Years Networks facilitation, Kindergartens, Kindergarten Central Registration, Maternal and Child Health Services, Supported Playgroups and Early Years Community Support.</p> <p><b>Youth &amp; Community Partnerships:</b> <i>Youth Services</i> - including individual, LGBTIQ+ &amp; CALD support; Youth Communications, Participation, wellbeing, schools workshops and delivery; Jets Creative Arts Youth Facility &amp; Banyule After Hours Youth Outreach &amp; Program Support team; <i>Community Partnerships</i> including Community Safety, Graffiti Management and preventing Violence Against Women; Community Liaison - Community Development Grants and Volunteer Recognition Awards; Shop 48, Facility management; Project 3081 community capacity building.</p>	<p>10,869</p> <p>(5,245)</p> <p><b>5,624</b></p>

### Our Best Value Performance

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Social Enterprise &amp; Local Jobs</b>	Provision of the following for the municipality:	855
	<b>Social Enterprise Development:</b> Social Enterprise Partnerships Program, Social Procurement Opportunities, Community Social Enterprise Capacity Building and Development.  <b>Labour Market Programs:</b> Banyule Inclusive Employment Program, Volunteer Program, Work Experience Program.	(0) <b>855</b>
<b>Operations – Emergency Management</b>	Provision of the following for the municipality:	313
	<b>Emergency Management:</b> Municipal emergency risk assessment, Local community disaster resilience planning and education, Emergency services support, Community information and warnings, Vulnerable Persons Register (VPR) coordination, Business continuity planning support, Single Incident coordination, Regional collaboration, Municipal emergency relief and recovery planning and coordination, Secondary impact assessment coordination, Volunteer recruitment and training, Relief and recovery centre management and local and regional exercises.	(160) <b>153</b>

## Our Best Value Performance



## Strategic Objective 2

**PLANET: ENVIRONMENTAL SUSTAINABILITY -  
Protect and care for the natural environment.**

Business Area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Environment &amp; Place – Environmental Sustainability</b>	<p>Provision of the following to support council's direct service delivery areas, and municipal community as a whole:</p> <p><b>Environmental Planning:</b> Planet: Environmental Sustainability policy and strategy and supporting plans, energy and water efficiency, environmental stewardship education and publications, Wildlife Corridor Program, State of the Environment reporting, maintaining organisational wide environmental sustainability program, Significant Tree Register, Banyule Environment Advisory Committee (BEAC).</p>	<p>845</p> <p>(0)</p> <p><b>845</b></p>
<b>Parks and Open Space</b>	<p>The provision of the following to the municipal community as a whole:</p> <p><b>Strategic:</b> Parks and Open Space strategic management - strategy development for public open space, including preparation and delivery of the Public Open Space Plan, master planning of reserves and regional playgrounds, and planning and development of Banyule's shared trail network.</p> <p><b>Sportsfields &amp; Open Space Assets:</b> Carry out maintenance on Banyule's park assets including playgrounds, sports fields, irrigation systems, garden beds, paths, fences, park furniture and BBQ's. Implement Council's Park asset renewal programs, and delivery of open space capital works projects. Provide service to repair minor damage to nature strips.</p> <p><b>Tree Care:</b> Street and park tree maintenance, pest and disease control, tree replacement and planting, tree removal, tree root control, assessment for Council trees, nursery operations for plant propagation.</p> <p><b>Bushland:</b> Environmental education, environmental management, flora and fauna recording and habitat restoration, noxious weed control, development of wildlife corridors, maintenance, construction, restoration and protection of bush reserves and rivers, community planting days, Friends Group working bees.</p> <p><b>Open Space Presentation:</b> Maintenance of garden beds, mowing of active and passive parks and reserves, passive reserve maintenance, active reserve maintenance, half cost fence replacement, litter control in parks, maintenance of dog tidy bins, fire hazard control, maintenance and mowing of Right of Ways.</p>	<p>12,036</p> <p>(288)</p> <p><b>11,748</b></p>



## Our Best Value Performance

Business Area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Operations – Environmental Services and Sustainable Infrastructure</b>	<p>Provision of the following to municipal households:</p> <p><b>Waste Management:</b> Strategic Waste Management, Metropolitan Waste Management Group member, Banyule-Visy Material Recovery Facility, Rethink Centre Education Programs, Outreach Education Programs, waste service support, Waste Recovery Centre (Transfer station), garbage collection, recycling collection, green waste collection, Hard rubbish collection, Bundled branch collection, Commercial waste collection, parks and reserves waste collection.</p> <p><b>Cleansing:</b> Mechanical footpath sweeping of shopping centres, Mechanical sweeping of sealed roads, Cleaning of public toilets and BBQ's, Inspection and clearance of drainage pits, Maintenance of litter trap program, Litter clearance from shopping centres, Litter collection, Removal of dumped rubbish, Removal of dead animals from roads, Syringe removal, drain cleaning.</p> <p><b>Infrastructure Maintenance:</b> Maintenance of footpaths, kerb and channel, patching of roads, guardrails and unsealed roads, repair and replacement of signs and street furniture, drainage repair and Road Management Plan implementation.</p> <p><b>Environmental Operations:</b> Management and delivery of Council's Water Sustainability Plan including the various elements of water sensitive urban design, water harvesting, integrated water management, stormwater quality and environmental improvements.</p>	<p>18,600</p> <p><u>(7,782)</u></p> <p><b>10,818</b></p>

## Our Best Value Performance



### Strategic Objective 3

**PLACE: GREAT PLACES AND SPACES – Maintain and enhance our public spaces, buildings and infrastructure.**

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Delivery and Assets</b>	<p>Provision of the following to the municipal population as a whole:</p> <p><b>Asset Management:</b> Strategic Asset Management, programming for road and footpath (pavement) maintenance, Capital Works planning, Asset Management policy, strategy and plans for all asset classes, asset inspection and protection, pedestrian bridge inspection and maintenance.</p> <p><b>Asset Protection:</b> Road Management Plan implementation, road and footpath infrastructure asset protection, line marking, supervision of new sub-divisions and supervision of unit developments, (MOC) Memorandum of Consents.</p> <p><b>Capital Projects:</b> Capital Works management and reporting, project management and contract supervision for building works projects and all major/minor civil works, road resurfacing, pedestrian trail, bike/shared path construction and maintenance, roads construction and reconstruction projects.</p> <p><b>Building Maintenance:</b> Scheduled/Unscheduled building maintenance on all Council owned buildings, air conditioning maintenance, vandalism repairs and graffiti removal from council property and infrastructure.</p> <p><b>Developments and Drainage:</b> Legal Points of Discharge, Building Over Easement approvals, Stormwater drainage approvals for new developments, Planning referrals, investigation of flooding issues, scoping for new drainage works or upgrades and work closely with Council's Cleansing team.</p>	<p>7,634 (674) <b>6,960</b></p>
<b>Planning and Building</b>	<p>Provision of the following to landowners, builders and developers:</p> <p><b>Development Planning:</b> Statutory planning (land use and development including tree removal), subdivisions, planning investigations and enforcement.</p> <p><b>Building Services (Bpi):</b> Municipal Building Surveyor, building permits and inspections, building investigations and enforcement.</p>	<p>5,273 (3,968) <b>1,305</b></p>

## Our Best Value Performance

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
<b>Transport</b>	<p>Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:</p> <p><b>Transport Engineering:</b> Provides traffic engineering, road safety, school crossing supervision and parking management and enforcement.</p> <p><b>Transport Planning &amp; Advocacy:</b> Undertakes planning and advocacy for integrated transport solutions, improved public transport operation and infrastructure that will benefit the Banyule community.</p>	<p>5,271</p> <p><u>(5,673)</u></p> <p><b>(402)</b></p>
<b>Environment &amp; Place - Economic Development, Municipal Laws and City Futures</b>	<p>Provision of the following to businesses and industry:</p> <p><b>Economic Development:</b> Business attraction and retention, investment facilitation, special rate and charge scheme facilitation, labour market development, business support services, activity centre streetscape master planning and business planning, economic development policy and strategy.</p> <p>Provision of the following to road users, pet owners, parents and municipal community as a whole:</p> <p><b>Municipal Laws:</b> Animal management, fire prevention, Local Laws compliance and enforcement, building sites compliance and enforcement, footpath trading.</p> <p>Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:</p> <p><b>City Futures (Strategic Planning):</b> Creating and reviewing place-based policies, strategies and plans. This includes structure plans for activity centres and design frameworks for renewal areas; facilitating Council's role as the Planning Authority for planning scheme amendments; participating in Government strategic planning projects associated with the Victorian Planning Provisions, and periodically reviewing and updating the Banyule Planning Scheme.</p>	<p>4,111</p> <p><u>(2,090)</u></p> <p><b>2,021</b></p>
<b>Strategic Property</b>	<p>Provision of the following to provide a co-ordinated approach for management of Council's property and assets and support council's direct service delivery areas, and to the municipal community as a whole:</p> <p><b>Property Services:</b> Property portfolio management including the management of commercial and residential leases, discontinuances and associated sale of land, provision of Council related valuation services.</p> <p><b>Property Developments:</b> Strategic property developments, acquisitions and disposals involving Council land.</p> <p><b>Spatial &amp; Property Systems:</b> Spatial and property systems co-ordination and maintenance and provision of spatial approaches to managing Council's operations.</p>	<p>1,266</p> <p><u>(1,496)</u></p> <p><b>(230)</b></p>

## Our Best Value Performance



### Strategic Objective 4

**PARTICIPATION: ENGAGEMENT AND ADVOCACY – Engage meaningfully and advocate for the broader interest of the community.**

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Governance and Communication</b>	Provision of the following to support council's direct service delivery areas:  <b>Communications:</b> The team manages all aspects of Council's communications with the community including the Council website and social media accounts. The team is responsible for producing material that informs the community of the services and activities provided by the Council and other issues affecting people that live, work or play in Banyule.	1,278 (0) <b>1,278</b>
<b>Executive</b>	Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:  The Executive comprises the CEO and 4 Directors and their support staff. They are responsible for: <ul style="list-style-type: none"> <li>• Implementation of policies</li> <li>• Day-to-day management of operations</li> <li>• Management of the organisational structure</li> <li>• Developing and implementing a Code of Conduct for Council employees</li> <li>• Providing strategic advice to Council</li> </ul>	2,052 (0) <b>2,052</b>

*Note: Much of the work related to the Participation objective is included within other P objectives. Participation is an integral part of service delivery across Council's business areas and as such has been attributed accordingly*

## Our Best Value Performance



### Strategic Objective 5

**PERFORMANCE: EFFICIENCY AND GOOD GOVERNANCE**  
– Manage our resources wisely to achieve Council's strategic objectives.

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Operations – Plant &amp; Fleet Management</b>	Provision of the following to support council's direct service delivery areas:	3,399 (349)
	<b>Plant and Fleet Management:</b> Council's Workshop conducts repairs and servicing of all fleet vehicles, provides welding and fabrication services, coordination of accident repairs, administration of contracts and specification/purchasing of new and replacement vehicles, trucks and heavy mobile plant, and sale of retired fleet.	<b>3,050</b>
<b>Customer Experience and Business Improvement</b>	Provision of the following to support council's direct service delivery areas:	2,631 (30)
	<b>Customer Experience Operations (Customer Service):</b> The customer service team is a key interface between Council and the community we serve. The team assists customers via phone, online and face to face at our three customer service centres located in Greensborough, Ivanhoe and Rosanna. The team aims to resolve the majority of queries at first point of contact and redirect other queries, as needed, to relevant departments.	<b>2,601</b>
	<b>Continuous Improvement:</b> The Continuous Improvement team manages a framework to support a culture of learning and problem solving which adds value for our staff, customers and Community. The team are responsible for leading, supporting and facilitating improvement projects and initiatives, and building the CI capability across Council.	
	<b>Customer Experience Strategy:</b> The CX Strategy team supports the wider organisation to improve CX (customer experience). The team is responsible for leading key initiatives from Banyule's updated Customer Experience strategy – including ongoing training, the implementation of a voice of customer program and the continued embedding of the Banyule Service Promise.	

### Our Best Value Performance

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Governance and Communication</b>	<p>Provision of the following to support council's direct service delivery areas:</p> <p><b>Governance:</b> Corporate Governance and compliance including Council Meetings, CEO &amp; Councillor administration, Freedom of Information and Public Interest Disclosures, Conflicts of Interest; Council Elections, Councillors support and training, Audit &amp; Risk Advisory Committee, Cemetery management for Warringal &amp; Greensborough Cemeteries.</p> <p><b>Records and Information Management:</b> Management of incoming and outgoing correspondence, capture and action incoming records into Council's ED RMS, delivery of the records archiving and disposal program, mail and courier deliveries across sites, records and information advice and ED RMS training program, and privacy advice.</p> <p><b>Corporate Planning:</b> Organisational business planning and reporting services, including: support for: Council Plan development, corporate planning and reporting, business plan development, best value implementation, and development of key corporate policies and plans.</p>	<p>2,945 (12) <b>2,933</b></p>
<b>People &amp; Culture</b>	<p>Provision of the following to support council's direct service delivery areas:</p> <p>Recruitment and selection, induction, industrial relations, employee relations, human resources information system (HRIS), occupational health and safety, Work Cover and return to work, health and wellbeing, learning and development, corporate training programs, leadership development, organisational cultural improvement initiatives, risk management, claims processing/management, insurances and broker relations, business continuity plan.</p>	<p>3,546 (14) <b>3,546</b></p>



### Our Best Value Performance

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Finance &amp; Procurement</b>	<p>Provision of the following to support council's direct service delivery areas:</p> <p>The team maintains the integrity of the financial system and partners with the organisation to ensure it always provides relevant financial and strategic procurement support to all business units. The team leads the service review program and organisational planning activity to support strategic and sustainable service delivery to the community. The team is accountable for the efficient and compliant strategic procuring of goods and services, collection of monies, timely payment to suppliers and staff. It ensures that investments are appropriately managed and administered and that future and current financial sustainability, performance and position is appropriately monitored and reported.</p>	<p>3,652</p> <p>(262)</p> <p><b>3,390</b></p>
<b>IT &amp; Digital Transformation</b>	<p>Provision of the following to support council's direct service delivery areas:</p> <p><b>IT Applications &amp; Digital Services:</b> Providing an important role for the organisation in the management of applications and systems to ensure reliable and efficient business services. We manage applications throughout their lifecycle, supporting and offering leading business, data, web and digital solutions. We design, build and deploy application solutions, providing improvements through innovative technologies.</p> <p><b>IT Infrastructure and Operations:</b> Providing reliable and secure infrastructure services and IT service desk support for our organisation and Councillors. We manage infrastructure throughout their life cycle, supporting and offering leading data, hardware, network, audio and visual, telephony and mobile solutions. We design, configure and deploy infrastructure solutions, providing improvements through innovative technologies.</p>	<p>4,468</p> <p>(51)</p> <p><b>4,417</b></p>

## Our Best Value Performance

### Reconciliation of operating result against Strategic Objectives

	Net Cost (Revenue)	Expenditure	Revenue
	\$'000	\$'000	\$'000
1. People:			
Strong, healthy and inclusive communities	19,364	38,261	18,897
2. Planet:			
Environmental Sustainability	23,411	31,481	8,070
3. Place:			
Great places and spaces	9,654	23,555	13,901
4. Participation:			
Engagement and advocacy	3,330	3,330	-
5. Performance:			
Efficiency and good governance	19,923	20,641	718
<b>Total services</b>	<b>75,682</b>	<b>117,268</b>	<b>41,586</b>
Depreciation	21,292		
Finance cost	2,457		
Initiative expense	9,125		
Other expenses	1,607		
<b>Deficit before funding sources</b>	<b>110,163</b>		
<b>Funding Sources</b>			
Rates and charges	103,616		
Capital grants	4,857		
Interest income	2,071		
Capital contribution	4,531		
Other incomes	7,910		
<b>Total funding sources</b>	<b>122,985</b>		
<b>Surplus for the year</b>	<b>12,822</b>		

Note: The surplus for the year is as per the Comprehensive Income Statement contained in Part 3 Financial Report.

## Our Best Value Performance

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### A summary of our best value performance

The following statement reviews the progress of Council in relation to major initiatives identified in the Budget 2019/2020. It provides a comprehensive summary of the wide range of initiatives and services that Council has delivered in line with the objectives of the Council Plan.

#### Objective:

#### I. **PEOPLE - STRONG, HEALTHY AND INCLUSIVE COMMUNITIES** **Support and strengthen the health and wellbeing of the Banyule community**

'People' is about our desire for optimal health, better living conditions and improved quality of life. Good health is the state of complete physical, mental and social wellbeing and not merely the absence of disease. Health and wellbeing can be supported at any age through individual and public policy measures. Wellbeing is fundamental to quality of life, quality of human relationships and the capacity to participate in education, work, recreation and the community.

We are committed to improving the health of our community and identifying and minimising threats to public health. This is a shared responsibility for which we have delegated legislative responsibility, and we undertake this in conjunction with other agencies and partners, such as the Department of Health and Human Services and Banyule Community Health, with whom we work closely.

#### Outcomes for our key directions:

##### I.1 Support and promote health and wellbeing

Council continued to provide a range of innovative leisure programs that engage the community and help improve people's physical and mental health and wellbeing. Banyule also prides itself on offering an extensive array of arts and culture activities and vibrant festivals which encourage creativity, connectedness and participation. Some of the annual programs included:

- Malahang Community Festival;
- Movies on the Move events and Nature Play Adventures in each of Banyule's wards;
- Winter Games Night at the Watsonia Library in partnership with the Yarra Plenty Regional Library Service;
- Neighbour Day street parties; and
- World Wide Knit in Public Day.

With the North East Link project continuing to progress, Council successfully negotiated with North East Link Project (NELP), the community and local sporting clubs to secure the development of \$30 million of new sporting infrastructure at Binnak Park, Ford Park and Greensborough Secondary College to support club displacement and provide the Banyule community with significant improvements to sports facilities.

In 2019/2020, Council contributed \$2.5 million as part of a \$5 million commitment to La Trobe University's indoor stadium which is part of a \$150 million Sports Park. The six multi-purpose highball court stadium opened in February 2020 before having to close due to COVID-19 restrictions. As part of 20-year agreement, Banyule-based clubs are guaranteed more than 6000 hours of court time each year, providing community access to a world-class facility.

## Our Best Value Performance

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The Banyule Youth Portal was launched on 27 March 2020 to support local young people and their families dealing with isolation during COVID-19. The portal was developed to promote positive health and wellbeing outcomes and included online activities, as well as a host of local support services and learning resources. Since its launch, the portal has been accessed by more than 3350 users.

A range of new initiatives to support mental health in young people were implemented throughout the year. These included starting a 6-week email newsletter for almost 100 local young people and school staff focusing on wellbeing support and preventative mental health strategies. Wellbeing events, art and craft therapeutic workshops, plus a self-care workshop for schools and organisations were also delivered.

Jets, part of Banyule Youth Services, continued to provide a supportive, creative and safe space for young people to make connections and explore their strengths in a range of creative arts projects. There were over 140 new enrolments, and on average 12 programs a week offered, plus four community groups utilising the space weekly. During COVID-19 restrictions, Jets continued to maintain the delivery of several programs online.

Banyule Youth Services continued to develop opportunities for young people to explore future pathways and build their life skills. Achievements over the last 12 months included: the production of *NoteWorthy*, a series of podcasts; establishing an online market space for young creatives; offering 12 industry-based training workshops; providing internships and work experience placements; and facilitating a range of music industry opportunities for young people.

Banyule's first park run was established at Warringal Park in February 2020 with an Australian record of 727 participants showing up for the first event. Impressive attendance numbers continued for its five weeks until COVID-19 restrictions forced its closure. The event also helped increase visitation at the Chanzas Café, managed by Araulen, at Possum Hollow Playground.

WaterMarc maintained strong attendance figures prior to its closure due to COVID-19 with nearly half a million visits in total for the 2019/2020 financial year. Attendances across Banyule Council-run leisure facilities increased at Olympic Leisure Centre and Ivanhoe Aquatic, with both facilities recording their highest membership numbers, with increases of 22% and 10% respectively.

Community consultation was held on the Community Halls Policy with a total of 64 responses from regular and casual hirers. This feedback helped shape the Policy and informed the overall review of community halls to ensure it aligned with community expectations.

Council continued to engage local residents and park users to help shape the design of the new playgrounds and determine which playground elements were popular with the community. New playgrounds were installed at: Fell Reserve, Greensborough; Kalista Reserve, Watsonia; Gilmour Reserve, Greensborough; and Milford Reserve, Rosanna. Designs were also finalised and construction started for significant playground upgrade projects at Macleod Village Green and Ivanhoe Park.

## Our Best Value Performance

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Looking after the community's health and wellbeing is one of Council's vital roles in areas such as food safety, immunisation and general health. Banyule continues to review, implement and promote public health programs and services to maintain high standards of public health within the municipality and meet community needs. Some of the initiatives included:

### **Food Safety**

During the 2019 calendar year, we:

- Completed 1333 statutory inspections/assessments of food premises.
- Registered 817 food premises.
- Submitted 151 samples for statutory food sampling requirements.
- Investigated 58 food related complaints.
- Conducted 42 recalls for food products.

### **Immunisation**

Throughout the 2019 calendar year, we:

- Provided 14,539 immunisations and achieved an average of 94.35% immunisation coverage in children.
- Delivered year 4 of the tender provision for immunisation services within Nillumbik.
- Provided 7889 vaccines at public immunisation sessions and 6650 vaccines at school sessions.
- Provided 15 immunisation home visits.

### **Public Health**

- Registered 259 premises under the Public Health and Wellbeing Act as at 30 June 2020.
- Completed 165 inspections of health premises.
- Conducted 14 gastrointestinal outbreak investigations at Aged Care and Child care facilities
- Conducted 57 tobacco education visits to schools and children's playgrounds, and conducted 90 tobacco test purchases.
- Investigated 631 health/nuisance related complaints in the 2019 calendar year.
- Continued Council's program for monitoring and promoting the importance of good water quality in public pools to ensure compliance with public health requirements.
- Opened 22 new health premises in the municipality in the 2019 calendar year.

When the pandemic started, we adapted immunisation services including implementing additional hygiene and physical distancing measures, and provided offsite school immunisation sessions via an online booking system.

## **1.2 Provide a range of services for people at important life stages**

The Youth and Family Services team continued to implement the Banyule Child, Youth and Family Plan which promotes the participation of children in community life and the delivery of high-quality programs to enhance the health, wellbeing and development of children and young people.

Council's Youth Plan 2018-2021 continued to be implemented and provide an evidence-based, realistic and practical direction for Council to meet the needs of Banyule's young people. Actions within the Plan have seen young people be involved in program development, activities, events and policy.

Banyule Youth Services continued to run its Rainbow Space program to engage with young people who identify as LGBTIQ+ with social activities and advancing advocacy opportunities. Rainbow Space increased the number of sessions to provide greater support for members and adapted to an online program while COVID19 restrictions were in place.

## Our Best Value Performance

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Council continued to provide aged service delivery under the Commonwealth Home Support Program (CHSP), which included domestic assistance, personal care, meals, social support individual and groups and home maintenance.

A new online portal was developed and implemented allowing families to register for four-year-old kindergarten offers in Banyule. The new system allows Council to allocate places and has streamlined processes, and improved efficiency and communication between Council and families enrolled in kindergarten.

Education and care to children aged 0-5 years continued throughout the pandemic at one of Council's five Early Childhood Services. Children unable to attend were kept engaged and included in programs via phone calls and video messages of educators reading stories.

Incorporating learnings from restricted service delivery during the pandemic, the Maternal and Child Health team examined its modes of service delivery to ensure efficient use of its time and resources to meet the needs of the community.

After coronavirus restricted operations, Banyule Leisure quickly adapted its services to continue to connect and engage with its older adult members and program participants. Exercise programs were posted and emailed, and volunteers assisted members to access digital technology, including weekly online video meetings and workout sessions.

Council's Early Childhood Services continued to implement engaging and innovative programming to provide high-quality services that met the current standards of best practice and give children a great start in their education.

Aged services were modified to ensure the needs of older people were being met during COVID-19. Additional support with delivered meals and shopping was offered with more responsive and flexible service delivery times. Staff were also provided with appropriate personal protective equipment (PPE) and instructed on its safe use.

Banyule's Regional Assessment Service team continued to provide high-quality and timely assessment for older adults accessing the Commonwealth Home Support Program. Council's Regional Assessment Service contract was extended to June 2022.

The inaugural Banyule Nillumbik Healthy and Active Ageing Expo created opportunities for older adults living in Banyule and Nillumbik to try or learn something new, and increase community connectedness. Approximately 500 people attended the Expo on 1 March 2020, which showcased a range of exhibitors, activities and information sessions for older adults in the community.

### **1.3 Support a connected, inclusive and involved community**

Banyule Leisure and La Trobe University conducted a research project looking at the need for specific women's only exercise and recreational activities, particularly in the 3081 postcode area. The report was submitted to VicHealth, a state government body aimed at encouraging improved health and wellbeing for all Victorians.

Olympic Leisure Centre continued to provide women's only swim, gym and basketball programs for women from diverse cultural backgrounds. The aim of the programs is to create a safe and comfortable space for females to partake in activities and exercise, which may not be possible in mixed-gendered environments.



## Our Best Value Performance

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In 2019, Council commenced a pilot program to provide older adults greater opportunity to connect and reduce social isolation. With transport often a barrier for people, participants were picked up from their home and transported to shop and catch up over coffee or lunch in a friendly group setting.

Banyule's LGBTI Rainbow Tick Accreditation was renewed for Council's Aged Services, recognising the commitment from staff and service users in relation to LGBTI-inclusive practices. An improvement plan was also developed to assist ongoing evaluation and reduction to barriers for LGBTI community members.

In partnership with the Australia Government and A League soccer club Melbourne City Football Club, Council constructed Banyule's first 5-a-side outdoor soccer pitch at Malahang Reserve in Heidelberg West. The initiative came to fruition after attendees at the Banyule Youth Forum advocated for Council to build a community pitch that was free and accessible for soccer enthusiasts. It opened on 17 November 2019 and has been warmly welcomed and utilised by locals.

Shop 48 - The Harmony Centre at Bell Street Mall continued to offer a range of support services, meeting spaces and a number of program and activity opportunities.

### **1.4 Develop and promote safety and resilience in our community**

Council continued to review its emergency management arrangements to improve its capability and capacity to respond to and recover from disasters, including major storms, heatwaves, and code red (bushfire warning) days. In response to COVID-19 pandemic, Council provided food relief to the community, distributed free face masks and led the coordination of local services. Council created a community reference committee to bring together Banyule's non-government organisations, and key community services and groups to build capacity and support them through the crisis.

The Banyule Municipal Emergency Management Plan was endorsed by Council in June 2020 and will be submitted for external audit by a panel consisting of VicSES, Victoria Police and Department of Health and Human Services on 13 July 2020.

A community meeting focused on fire awareness was held in a park off Plenty River Drive, Greensborough in December. The event was supported by Plenty CFA and Victoria Police with approximately 75 people attending from the community.

Council continued to collaborate with emergency management units across the 14 north west metro regions to build effective partnerships and enable resources to be shared in times of emergencies.

Educational fact sheets for food and health businesses were developed and distributed to food and health businesses explaining Stage 3 and Stage 4 requirements for COVID -19 control measures.

Risk assessments and control measures were quickly implemented at Council-operated leisure centres, halls and facilities to adhere to government restrictions to help stop the spread of coronavirus.

Development continued of the new Homeless Persons Framework and Protocol in cross-Council collaboration and other stakeholders.

Council continued to support areas of need within postcode 3081 through a coordinated place-based approach to community-building initiatives. New projects identified include: providing increased information for Somali families around mental health, drugs and alcohol; working with schools on truancy; and support for the Olympic Village Learning Hub playgroup.

## Our Best Value Performance

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The Safer Banyule Plan 2017-2021 continued to provide a strategic direction to improve community safety.

The Banyule Graffiti Strategy 2019-2023, together with a year 1 Action Plan, was endorsed by Council in December 2019. The Strategy looks to reduce the impact of illegal graffiti in Banyule through building resilience, responding rapidly and working collaboratively with communities, and amplifying the benefits of legal graffiti through a creative communities' focus.

Providing free programs to the community to improve safety on our roads continued to be focus of Council, including child restraint checking sessions, and a Wiser Driver course for older adults to refresh their road laws knowledge.

A new two-year Gambling Work Plan was developed to implement actions within the Banyule Gambling Policy – Gambling Reduction and Harm Minimisation 2019-2022 to help minimise the harms of gambling and progressively reduce all forms of gambling within the municipality.

### 1.5 Enhance quality of life and connection through arts and culture

Banyule's Public Arts Policy was adopted in December 2019, outlining Council's commitment to supporting, encouraging and investing in public art. The Policy highlights the benefits of art in the public realm and provides guiding principles to support those undertaking to produce, create or stimulate public art in Banyule. Since its adoption, new initiatives have included public art to be part of streetscapes at Were Street, Montmorency, and the Bell Street Mall, Heidelberg West, plus a 10-year commitment to include murals on all new public toilet blocks.

In response to the impact of COVID-19 and acknowledgment of the value of participation in creative and cultural activity, Council refreshed and expanded its Arts and Culture Grants program to offer a total pool of \$60,000, allocated over two streams: quick response grants of \$2000 and larger, and longer-term project grants of up to \$10,000.

With the Ivanhoe Library and Cultural Hub nearing completion, programming and planning commenced to ensure the venue will be an inclusive, community-centred, creative hub when opened to the public. Council's Art and Culture team engaged the local arts community to help prepare a dynamic mix of events, activities, exhibitions, workshops and performances together with access to information, learning and social connection.

Council's Pinpoint Program continued to provide an artist network with a number of events and professional development sessions, including:

- Pinpoint Art in Public Spaces activating public spaces in Banyule during October 2019;
- Open Studios Pilot Program: local artists opening their studios to a group of other creatives for one night each week; and
- Effective Grant Writing workshop delivered online in April 2020.

The 2019 Malahang Community Festival celebrated the vibrant local multicultural community with performances, food and activities, including a lion dance by Australia Zhong Hua Qun Yi Lion Dance Association, Tai Chi by Celestial Tai Chi, local Indigenous performers, and a Somali fashion parade.

Council continued to offer an extensive program of exhibitions and events at Hatch Contemporary Arts Space in Ivanhoe to promote local arts and culture. Some of the stand-out offerings included: the 2019 Banyule Award for Works on Paper; *Future Histories* as part of our celebration of Midsumma Festival; and the New Hope Street Art Collective celebrating hip hop culture.

## Our Best Value Performance

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### 1.6 Stimulate business, employment and investment opportunities

Council continued to deliver and support economic development events in partnership with other organisations, for example neighbouring councils, Victorian and Australian governments, and regional development organisations. Through Banyule's Economic Support Package, Council allocated an additional \$60,000 in business grants which funded 24 recipients in Round 1. The grants provided immediate support to assist businesses to pivot their business model and help them have business continuity during the pandemic.

Council continued to work with the Heidelberg West Business Park Association, a dedicated group of business operators committed to driving business development, investment and improving the amenity of the Heidelberg West Industrial Estate.

The draft Inclusive Local Jobs Strategy 2020-2025 and draft Inclusive Local Jobs Strategy Action Plan 2020-2025 were developed which outline Council's vision and plan to help provide a pathway for local people facing barriers in the workforce. Focus areas that will lead to more inclusive and equitable employment include:

- Stimulating inclusive local employment opportunities;
- Strengthening pathways to local labour force participation;
- Growing business ownership and entrepreneurship; and
- Advancing inclusive employment practices across the local government sector and private sector.

Banyule's Inclusive Employment Program continued to support vulnerable communities experiencing barriers to employment and provide jobs across a variety of organisational roles at Banyule Council. The successful program in its second year and has created 39 job outcomes to date.

In a first for local government, Council developed its draft Social Enterprise Strategy 2020-2025 and draft Social Enterprise Strategy Action Plan 2020-2025. These documents will support the growth and sustainability of the social enterprise sector, helping create new jobs and workforce participation that support local people facing barriers to meaningful employment. The key focus areas of the strategy are:

- Advance place-based social enterprise innovation;
- Build business capacity and capability;
- Improve market access; and
- Increase community awareness and engagement.

The partnership work between Council and various social enterprises, including Chancez Café (Araluen), Asylum Seeker Resource Centre, Nomads Pizza and Community Grocer, has led to the creation of 50 employment and training outcomes in Banyule.

Council also continued work in sustainable procurement to create local inclusive jobs and collaborative procurement across the Northern Region Councils, which has contributed to inclusive employment of more than 13 equivalent full-time positions.

The inaugural Banyule Business Grants Pilot Program funded 12 recipients in 2019. All 12 businesses were profiled through the Banyule Business' communications channels and were recognised at the 'Shine On' networking event on 20 November 2019, which featured celebrity Jules Lund as guest speaker.

## Our Best Value Performance

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### Objective:

#### 2. **PLANET - ENVIRONMENTAL SUSTAINABILITY** **Protect and care for the natural environment**

'Planet' is about the natural and formed environment and the ecosystems that sustain the community. Our community is an integral part of the environment and together we are the custodians of our shared home.

Outcomes for our key directions:

##### 2.1 **Protect and enhance our natural environment**

The Bushland Management team continued to protect and enhance Banyule's natural environment through many initiatives:

- Continued to tackle weed infestation across the municipality's waterways, including along the Plenty and Yarra rivers;
- Supported environmental 'Friends of' groups undertaking conservation and environmental activities throughout the year;
- Facilitated community events with 378 volunteers participating 1134 hours in activities such as planting, weeding, and maintaining habitat nest boxes;
- Continued an extensive integrated weed control program within 35 bush reserves covering approximately 280 hectares of bush and natural areas;
- Coordinated the planting of 21,919 tubestock of shrubs, grasses, ground cover herbs and semi-aquatic plants throughout bushland reserves with the help of various community and school groups.
- Conducted ecological control burning within remnant conservation areas to help regenerate and stimulate the indigenous seed bank, promoting biodiversity and species enrichment at Harry Pottage, Dalvida, Darebin Creek Northern Grasslands, and Plenty River reserves.

Council adopted a new strategic Biodiversity Plan, which included the following initiatives:

- Continued collaboration with Melbourne Water, Parks Victoria and Wurundjeri Woi-wurrung Corporation to investigate the long-term water needs of Banyule Billabong to ensure the site's ecological, cultural and liveability future.
- Increased biodiversity through indigenous revegetation works carried out across bush reserves including the Yarra River, Darebin Creek Corridor, Plenty River Corridor, and Salt Creek at Rosanna Parklands.
- Developed priority bushland management plans for Alma Browns Reserve and Dalvida Bush Reserve, identifying biodiversity improvement opportunities for these sites.
- Delivered Wildlife Corridor Program initiatives, including school and resident education programs, and planting days.

Council planted and maintained 1975 advanced trees in streets, parks and open spaces. Aftercare visits of watering and mulching were undertaken to nurture the trees through the early stages of establishment and encourage healthy growth.

Council continued to implement the Urban Forest Strategic Plan with a focus on the following objectives:

- Increase tree planting;
- Canopy coverage assessments;
- Minimise canopy loss;
- Increase biodiversity;
- Community initiatives; and
- Encourage tree planting in the public and private realm.

## Our Best Value Performance

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Council continued its proactive enforcement for replacement tree planting on building sites to ensure property owners and developers adhere to planning permits requirements when removing trees.

Banyule's fire breaks continued to be maintained across the municipality during the fire season, reducing fuel load to minimise fire risk.

Council continued to maintain and manage the endangered Eltham Copper Butterfly species habitat at Andrew Yandell Habitat reserve, including conducting annual butterfly larvae counts with community volunteers.

Raising community awareness of free hard rubbish and green waste collection programs to minimise illegal dumping also continued in Council's newsletter and through its digital platforms, including social media, corporate website and digital screens at WaterMarc.

### 2.2 Conserve water and improve stormwater management

Significant maintenance works were undertaken across Council's stormwater harvesting systems throughout 2019/2020 to ensure pipes and pits were cleaned, stormwater capture was improved and drainage issues were addressed. Banyule's systems filter out pollutants, improve habitat and reduce the need to purchase drinking water to irrigate local sports fields and open space.

Council adopted its Water Plan 2019-2023, which set targets for water conservation and water quality in Banyule. The Water Conservation Target was set at 330ML per annum, while actual use in 2019/2020 was 196.7 ML. The lower water use was attributed to a much wetter than average summer, reducing irrigation needs for ovals parks and street trees. The Water Quality Target of 180 tonnes of litter and pollutants was exceeded, with 200 tonnes of litter and pollutants removed from Banyule assets.

Work continued with the Victorian Government and other stakeholders on an Integrated Water Management Plan for the Yarra Catchment, and on the draft Yarra Strategic Plan. The Yarra Strategic Plan seeks a long-term community vision for the river and will provide an integrated river corridor plan for the collaborative management of the river and its parklands with the Wurundjeri Woi wurrung Cultural Heritage Aboriginal Corporation, seven councils and numerous public agencies.

### 2.3 Lead in planning for, and responding to, climate change

Council continued to take action and leadership to combat climate change. In December 2019, Banyule's Corporate Emissions Reduction Plan (2020-2023) was adopted, outlining the direction for the organisation to reach carbon neutrality by 2028, without the purchase of offsets. Over the next four years, Council will focus on following nine priority actions to reduce emissions from Council operations:

1. Climate action culture
2. Zero net emissions buildings
3. Green fleet
4. Low carbon lighting
5. Electric leisure centres
6. Maximise renewable energy
7. Develop actions for new priority
8. Green suppliers
9. Monitoring, evaluation, reporting and improvement.



## Our Best Value Performance

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Council continued to invest in clean energy by increasing its generation of solar power as an alternative to fossil fuels. In 2019/2020, Banyule's total solar capacity reached 1.15MW, with new installations on six sites and a 94kWh solar battery system on Nets Stadium Banyule in Macleod.

A two-year Solar Savers bulk buy scheme for residents was established, leading to a total of 38 residents installing solar photovoltaic (PV).

Energy and water efficiency measures continued to be implemented on Council-owned buildings, including leisure facilities, sports pavilions, community halls, and maternal and child health care centres. The upgrades included installing insulation, LED lighting, heating and cooling systems, hot water systems, new appliances and draught proofing.

Council continued to increase fuel efficiency in its fleet and reduce its carbon emissions, substituting fossil-fuelled vehicles with alternative fuel and electric powered vehicles. Four new vehicles were introduced during 2019/2020 and now the fleet has a total of seven electric cars.

### 2.4 Avoid waste generation

Council started implementing its Towards Zero Waste Management Plan 2019-2023 and advocating to key stakeholders and governments to bring about change in waste management practices and behaviours. The overall aim being to achieve zero waste to landfill by 2030. Priority actions are being revisited due to new policy changes being implemented by the Victorian Government.

Banyule continued to achieve a significantly higher level of community satisfaction than the state-wide average with a result of 73 for 'Waste Management (performance)' in the Victorian Government's Annual Community Satisfaction Survey 2020. Waste was considered the highest area of importance for those surveyed with a result of 81.

Council continued to incorporate waste reduction initiatives at its festivals and events. Encouraging people to bring 'nude food' (food without packaging) and reusable water bottles, and providing recycling for plastic, aluminium and glass beverage containers, and organic waste bins were among some of the measures employed.

A series of reusable nappy workshops promoted the benefits of using reusable nappies rather than disposable types to Banyule residents. Workshop participants received two premium reusable nappies to encourage them to take a more environmentally sustainable option and reduce the amount of waste which ends up at landfill.

Council started a green cone rebate program to encourage residents to divert food scraps from landfill, instead using them to enrich their soil using an inground bio-digester (green cone). Close to 250 Banyule residents purchased a subsidised green cone since the program piloted in September 2019.

Council's Rethink Centre's education program continued to educate people about waste avoidance behaviour and resource recovery participation. One of the year's highlights was the program offered at early learning education settings and primary schools. Children as young as four at Apollo Parkways Preschool experienced an incursion from The Litter Sisters Do Lunch, a show about waste avoidance and food waste recycling, while Apollo Parkways Primary School year 3 students enjoyed the Centre's Recycle it Right Show performed by the Material Girls. In total, more than 800 Banyule pre-schoolers, primary school students, and cubs and scouts shared in the program.



## Our Best Value Performance

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As a large organisation with up to 1000 staff, there was a continued emphasis on reducing waste to landfill by providing recyclables and organic waste bins at Council work sites. Food scraps have also been used to produce worm juice at several sites, and the promotion of keep cups and reusable shopping bags have reduced waste generation.

### 2.5 Be environmental stewards

Council continued to support and educate the community to protect, enhance and experience the environment, working together with local 'friends of' groups and environmental organisations. across all bush reserves. Highlights included:

- Planting of indigenous tubestock at Rosanna Parklands and Darebin Creek Northern Grasslands for National Tree Day;
- Banyule Environmental Friends Celebration Day for Banyule Flats wetlands;
- Eltham Copper Butterfly counts at Andrew Yandell Habitat Reserve; and
- Nesting box inspections and monitoring showing good results of nesting uptake.

As part of Council's Inclusive Employment Program (IEP), two 'green collar' placement roles within the Environment team were established: Environment Project Officer and Environment Communications Officer. The IEP also supported the employment of a full-time Sustainable Procurement Officer role, further contributing to Council's action towards addressing climate change.

Council created a community energy officer role in response to community feedback on the need for greater tailored support and advice for residents, specifically for those wanting to pursue energy efficiency improvements and renewable energy actions. More than 100 residents participated in energy efficient workshops and activities or sought advice from Council.

Council continued to deliver environmental sustainability engagement programs and events, including the Home Harvest Festival with more than 450 in attendance, and a Spring Outdoors program of 17 events in collaboration with Nillumbik and Manningham councils.

The Gardens for Wildlife program continued to encourage the community to plant more native vegetation and habitat for fauna and contribute to Banyule's strategic wildlife corridors.

Council continued implementation of its Biodiversity Plan, Sustainable Water Plan, Energy Plan and Environmental Stewardship Plan and Waste Plan. All of these plans work together to protect and care for the natural environment with collaboration from Council, community and other stakeholders.

Council continued its popular nature play days, educating children and parents about biodiversity and water sustainability through hands-on activities in reserves across the seven wards of Banyule.

A full review of the Banyule Environment Advisory Committee was conducted which led to an increased membership of 12, and broader representation from across the community, including business and universities.

The partnership between CERES Community Environment Park and all five Banyule early childhood services continued to help them be more environmentally sustainable and encourage children to introduce 'green' initiatives in their homes and the community.

## Our Best Value Performance

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### Objective:

#### 3. PLACE - GREAT PLACES AND SPACES

##### **Maintain and enhance our public spaces, buildings and infrastructure.**

'Place' describes the buildings, structures and spaces in which we live, work, shop and play. It is about our surroundings, how we interact with and move about within them. 'Place' also shapes our interactions with others and influences the quality and frequency of our social and economic activities. 'Place' is dynamic and influenced by many factors, most notably the aspirations of landowners and statutory approval systems that are governed through State and sometimes Federal decision making.

Outcomes for our key directions:

#### **3.1 Preserve and improve Banyule as a great place to live, work and play**

The Urban Design Framework for Heidelberg West under Amendment C120 to the Banyule Planning Scheme was approved by Council in October 2019. The framework guides development, including preferred design outcomes, for this area of Banyule over the next 20 years.

Council continued its work with Cladding Safe Victoria to inspect and enforce dangerous cladding in more than 30 buildings within Banyule.

Council's Livable Housing Guidelines continued to improve the accessibility of housing to cater for older adults, people with impaired mobility, and other special needs. A Livable Housing Guidelines checklist was included on Council's planning final inspection checklist and advocacy work was undertaken through a community presentation to promote livable housing to residents.

A series of informative brochures were prepared and made available on Council's website to outline preferred neighbourhood character and encourage better planning outcomes.

Council started preparation of Banyule's second heritage review which aims to identify properties of heritage value in the municipality worthy of protection. A public nomination phase occurred during March and April 2020.

In line with new Victorian Government requirements, Council started to implement the new Swimming Pool and Spa Building Regulations which made it compulsory to register pools with councils and adhere to specific compliance inspections.

Council secured many significant positive outcomes at the Victorian Civil and Administrative Tribunal (VCAT) for key development sites throughout the municipality.

Council continued its work with Land Use Victoria to reclassify historical public land requiring appropriate land titles and land use allocation to match present day circumstances.

Banyule achieved a result of 73 for 'The Appearance of Public Areas (performance)' in the Victorian Government's Annual Community Satisfaction Survey 2020 which was the equal third highest performing area for Council.

## Our Best Value Performance

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### 3.2 Renew and maintain Banyule's public assets and infrastructure

Construction of the Ivanhoe Library and Cultural Hub continued throughout the year. This \$34.50 million project will bring together a range of community facilities and services including a modern, accessible library, two arts galleries, artists' studios, a theatrette, community meeting rooms, plus maternal and child health consulting suites and a customer service centre. The project is expected to be completed by late-2020.

Council continued to maintain and improve the local road network infrastructure, including:

- Delivered re-sheeting and rehabilitation program to improve roads.
- Conducted line marking in conjunction with road re-sheets and design and construct bicycle parking facilities to improve bicycle travel opportunities.
- Delivered improvement initiatives for localised traffic infrastructure and pedestrian and school crossings.
- Continued the Roads to Recovery program.

Maintaining the condition and safety of the footpath network remained a key priority.

Council delivered several sporting club facility upgrades to increase capacity of facility use and support inclusive participation. Key projects included:

- A \$1.5 million pavilion redevelopment at Banyule Flats Reserve;
- Resurfacing, drainage and fencing at Montmorency Park North Oval;
- Loyola Reserve multi-purpose nets training facility;
- Olympic Park main pitch reconstruction, drainage and resurfacing;
- Malahang Reserve 5-a-side soccer pitch;
- Heidelberg Park LED sports field lighting; and
- Elder Street Reserve sports field lighting.

To improve the provision of the street sweeping program, the use of SMS (short message service) was trialled to notify and improve communication to residents on when street sweeping was carried out.

Council delivered five capital works projects in Council-owned preschool and long day care buildings, which improved the facilities for children accessing the services and staff. Projects included upgrading the baby's outdoor area at Joyce Avenue Children's Centre, Greensborough, renovated kitchen and bathroom at Yandell Kindergarten, Greensborough, and refurbished bathroom facilities at Watsonia Preschool.

Banyule's Environment team continued to work with several preschools to plant outdoor garden spaces with indigenous plants and install possum nesting boxes in trees.

## Our Best Value Performance

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### 3.3 Invest in and support activity centres and employment precincts

Council continued delivery of a range of support to traders in each of its eleven main shopping centres to develop sustainable economic development programs through the Special Rates and Charges schemes, including: governance arrangements, best practice guidance, rules of association, rate renewals, marketing and promotional activity, and annual business planning.

Council started preparation for a structure plan for the Heidelberg Major Activity Centre. Early work included a significant community engagement exercise to help inform the long-term planning for this key employment, residential, medical and transport area.

Council continued to upgrade local shopping precincts to improve the public realm and aesthetic appeal. During 2019/2020 the following works were undertaken:

- Design work was completed and the construction tender awarded for the Rosanna Activity Centre streetscape upgrade project. Works started in April 2020.
- In February 2020, the first phase of community consultation started for a major facelift for Montmorency's Were Street. Council received 494 submissions to shape the planning for the centre.
- In May 2020, Eaglemont Village was regenerated with new street furniture, footpaths, plant stands, new plantings and landscaping.
- Landscape improvement works were conducted along Main Street, Greensborough in May 2020.

The Economic Development Plan 2015-2020 continued to deliver a range of programs and initiatives to support local business and retail, while aspiring to broader economic development goals for inward investment and labour market initiatives.

### 3.4 Provide great public and open spaces

As cycling continued to grow in popularity, Council continued to improve Banyule's shared user path network continued in 2019/2020, including the start of an extensive upgrade at Darebin Creek Trail, with the Banksia Street to Bell Street section completed.

To ensure park assets were fit for purpose, Council continued regular maintenance and renewal for barbeques, fencing, pathways, retaining walls and drinking fountains across the municipality.

Council enhanced Banyule's streetscapes, parks, reserves and bushlands with more than 2,693 trees and 21,919 tubestock planted.

Banyule's numerous green open spaces continued to be cared for by Council with mowing, pruning, weeding, watering, mulching and controlled burnings at ovals, parks, and road reserves.

To ensure Banyule's public and open spaces was informed by the principles of Age-friendly Banyule, Age-friendly Champions continued to have input into strategic planning and community consultation activities.

## Our Best Value Performance

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### 3.5 Support sustainable transport

Council implemented actions outlined in the Banyule Integrated Transport Plan 2035 to address transport issues and create a more accessible, safe, sustainable and active community.

There was a continued focus to encourage a change in people's travel behaviour and increase walking, cycling and public transport use in priority areas around the municipality. Some of the successful programs included participation and promotion of the 'Walk to School' initiative for children and BikeSpot 2020 to improve bicycle safety along roads and shared trails.

Preparation commenced on a new Banyule Bicycle Strategy to look at an integrated approach to support cycling as a viable option for commuters and improve the experience for recreational users.

The Banyule Walking Strategy was adopted in December 2018 which outlines a plan to support and encourage a walking culture in Banyule. This includes helping create a comprehensive walking network that is safer, easier and more comfortable.

Audits were undertaken at four neighbourhood activity centres – Bell Street Mall, Lower Plenty Shopping Centre, Montmorency and Watsonia – to examine accessibility for pedestrians, cyclists and mobility scooter users.

Council contributed feedback to the Disabled Parking Permit Scheme to be introduced via a new VicRoads online portal in mid-2021.

Council continued to promote and encourage staff to use green travel options. Some of the key initiatives included carpooling, bicycle loans and myki commuter loans. Events such as the annual Ride to Work Day encouraged staff to explore cycling as a way of commuting to work.

Council introduced new parking management techniques, such as options for mobile phone payment and parking sensors, to streamline services and encourage appropriate availability of car parking spaces in high-demand areas.

## Our Best Value Performance

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### Objective:

#### **4. PARTICIPATION - ENGAGEMENT AND ADVOCACY** **Engage meaningfully and advocate for the broader interest of the community.**

'Participation' is about how people get involved in the community and community activities, how they have a say on issues important to them, and how Council listens to and involves people in decision making and planning. Participation also involves Council advocating with and on behalf of the community on issues out of Council's direct control. Supporting 'Participation' is central to good governance.

Outcome of our key directions:

#### **4.1 Engage meaningfully with our community and encourage participation**

Council improved the use of evidence to inform Council decision-making by increased quality of community engagement and utilisation of data. Throughout 2019/2020, Council worked with thousands of community members on more than 65 engagement projects, including key initiatives:

- Community Climate Action Plan;
- Bellfield Community Hub and Residential Development;
- Reconciliation Action Plan;
- Olympic Park Master Plan;
- Electoral Representation Review;
- Youth Spaces and Facilities; and
- North East Link.

Council also continued work with the community and key stakeholders on its draft Community Engagement Policy that will guide community engagement practice into the future, embedding core values and principles to ensure the provision of high-quality community engagement that is valued by community and assist in enabling evidence informed decision making. The Policy is scheduled for adoption September 2020.

Council's online portal 'Shaping Banyule' continued to assist and complement face-to-face community consultation and offer people a digital 'open all hours' way to engage with Council. Throughout 2019/2020, 'Shaping Banyule' projects attracted more than 32,800 visits and over 1900 contributions were made.

The organisation continued to work together to plan and implement community engagement plans to achieve better reach, more uptake and valuable input from residents and stakeholders. An extensive community consultation process provided valuable input into shaping the Year 4 of the Council Plan 2017-2021 and 2020/2021 Budget. Face-to-face consultation at events, visits to schools, mail-out surveys, and involvement from community groups and advisory committees at forums and workshops were just some of the ways people meaningfully contributed to Council's projects and plans. Many of these face-to-face interactions were shifted online when COVID-19 restrictions came into force.



## Our Best Value Performance

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Council's advisory committees (Disability, Multicultural, Aboriginal and Torres Strait Islander, and LGBTIQ+) continued to meet throughout the year, and shifted meetings online due to COVID-19 restrictions, to ensure that Council continued to hear the diverse voices of communities.

Banyule has a diverse community and Council continued to support and strengthen all aspects of its vibrant community across a range of programs and plans. Council continued to implement its Inclusion Access and Equity Framework and associated plans:

- Aboriginal and Torres Strait Islander Plan 2017-2021
- Multicultural Plan 2017-2021
- Disability & Inclusion Plan 2017-2021
- Lesbian Gay, Bi-sexual, Transgender and Intersex (LGBTI) Plan 2017-2021.

To commemorate Sorry Day and Reconciliation Week during the COVID-19 restrictions, Council engaged a variety of local Aboriginal community representatives and artists to conduct virtual workshops, activities and performances. These activities were conducted in partnership with libraries and neighbourhood houses.

To support gender diversity and create an inclusive and safe space for trans and gender diverse employees at Banyule, preferred pronouns were made an option to display on staff email signatures.

Banyule Youth Services continued its program with the African Women's Action Group and a range of initiatives, including fundraising for a medical mission to Somalia, and ongoing participation at the 2019 Banyule YouthFest to share culture through art and conversations over Somali tea. Banyule Youth Services also partnered with Darebin Youth Services to provide a DJ program for six weeks for Somali Australian young people at the Northland Youth Hub.

Councils' Facility and Resource grants provided financial support for community groups to access Council halls. A total of \$12,184 was allocated to a variety of local organisations and groups, including the Diamond Valley Vietnam Veterans, Diamond Valley Multiple Births Association, Northern Region Indians Senior Association, The Patchwork Gallery Quilt Group, Legend of Brass, Winston Hills Preschool, Australian Scrabble Players Association, Weekend Playgroup Montmorency, Blokes helping Blokes, and The Penguin Club of Australia.

To be more inclusive, Council continued to host sensory friendly festivals, which include a time out tent to provide a space for attendees to relax and avoid an overload of noise and sights. These standard features of Banyule Council festivals have been greatly appreciated by people on the autism spectrum and their families.

YouthFest was staged at Macleod Park for the 9<sup>th</sup> consecutive year in September 2020. An estimated 3000 people attended, with 86 individuals performing, and more than 200 young people involved in planning or volunteering the 50 activities running throughout the day. Highlights included greater participation from community organisations, a focus on environmental initiatives, an expanded market space, a new wellbeing space, plus extra rides and activities on offer.

The Age-friendly Champion Program encouraged and supported older adults to be active participants in the process of planning and implementing actions to enable people to stay connected to their community as they age.

## Our Best Value Performance

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### 4.2 Advocate for our community

Council continued its advocacy to the North East Link Project and other Victorian Government agencies to seek to achieve better outcomes for Banyule from the North East Link project. Banyule, Boroondara and Whitehorse councils made a joint submission to the Environmental Effects Statement (EES) for the North East Link project in July 2020. Several design improvements were recommended by the independent Inquiry and Advisory Committee (IAC), including: an extended tunnel; protection of significant vegetation and habitat at the Simpsons Army Barracks; a reduced footprint for the Lower Plenty Road interchange; and rejecting Borlase Reserve as a site for the tunnel boring machine.

In February 2020, Banyule, Boroondara and Whitehorse councils along with Manningham Council launched a joint legal challenge in the Supreme Court of Victoria against the Victorian Government and the Minister for Planning for the approval granted for the North East Link project. The hearing date was set for September 2020.

Improvements to active transport, public open space, road and interchanges, public transport and land use remained key advocacy focuses. Council continued to push for improvements for the Watsonia area, such as pedestrian and cycling infrastructure, road access and a multi-deck car park, together with improvements to Watsonia Railway Station and its bus interchange. Advocacy also continued to the Victorian Government to upgrade Greensborough Station to improve the bus and rail interchange, build a new shared user path between Greensborough and Eltham, plus undertake a review of bus operations in Greensborough.

Council continued its involvement with the Northern Councils Alliance, a group of seven northern councils representing nearly one million people, to deliver coordinated advocacy on a range of projects to benefit the economic, health and social wellbeing of residents and businesses. Advocacy throughout the year to the Australia Government focused on securing a range of transport projects proposed for Melbourne's north and west regions as part of a City Deal package. City Deals are a partnership between the three levels of government and the community to work towards a shared vision for productive and liveable cities.

To reduce harm from gambling, Council continued community education and advocacy. This included participation in a number of gambling harm minimisation activities, including a Gambling Harm Awareness Week activity with Banyule Community Health Service and Gamblers Help at Barrbunin Beek Aboriginal Gathering Place, and advocacy for gambling harm prevention during the COVID-19 pandemic.

Council continued to advocate for funding from Victorian Government departments to improve sports facilities across Banyule. Throughout 2019/2020, Council was successful with funding applications to help deliver the following projects:

- Willinda Park female-friendly change room - \$100,000;
- Heidelberg Park sports field lighting - \$150,000;
- Glenauburn Park change room upgrade \$100,000; and
- Loyola Reserve multi-purpose training nets \$100,000.

Council continued to champion gender equality for young people in Banyule, including addressing unhealthy forms of masculinity. Partnering with the Victorian Department of Education and Training, Carlton RESPECT, and Jesuit Social Services, Banyule Youth Services helped organise a one-day forum in December 2019. The event saw more than 100 young people education professionals and youth workers attend a series of workshops to help them better understand how they could promote healthy masculinity in young men to decrease violence against women. New school-based workshops were also developed for Banyule secondary schools and other education settings to address gender equity and positive body image.

## Our Best Value Performance

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The Banyule Nillumbik Youth Services Network (BNYSN) continued to provide leadership in the local sector and advocate for youth issues. The forums provide an opportunity for professional development and training, information sharing, networking and professional support. Session topics during the year included: exploring skills and pathway development for young people; cross-cultural training; and impacts of family violence on young people.

Banyule Leisure continued to provide access and opportunities to minority and vulnerable groups in Banyule, including Olympic Leisure Centre's first trans and gender diverse swim and gym event which saw Council collaborate with local radio station Joy FM, and local medical clinics and cultural organisations.

### 4.3 Communicate effectively with our community

Banyule's Customer Service team answered 130,224 calls to the main incoming number and 81,911 action requests were logged through Banyule's Customer Request Management (CRM) system.

A completely redesigned Council website was launched on 1 July 2020. The site provides improved access to information, interactive online forms for Council services and a central location for news, events and local activities. Feedback on the site showed that 73% of visitors found the pages they visited helpful.

When the COVID-19 pandemic hit Melbourne, information was made available and constantly updated to provide the community with current government restrictions and health advice plus information about Council services and other support services. Council meetings were also shifted online to allow continued community participation when the public could no longer physically attend.

Banyule's Age in Focus newsletter continued to be a source of news, events and service information to support Banyule being an age-friendly city. The quarterly newsletter had a hard copy distribution of 3000 and email recipients grew from 532 to 591 during the year.

Banyule's Communications team delivered a range of activities in 2019/2020 to improve the reach, impact and responsiveness of communications including:

- Six editions of Council's newsletter the Banyule Banner and two editions of local ward newsletters.
- Production of special interest newsletters, such as Food News, Health News, and Age in Focus.
- Community Calendar 2019;
- Contributed to the Council Plan, Budget, and Annual Report, plus numerous corporate strategies and plans.
- Mayoral updates to accompany rates notice to keep residents informed; and
- TV presentations in service centres and leisure centres.

## Our Best Value Performance

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The Communications team developed marketing and communications for hundreds of events, programs and initiatives throughout the year including:

- Malahang Community Festival
- Carols by Candlelight
- Banyule Volunteer Awards
- Banyule Seniors Festival
- A range of interactive community events delivered as virtual events due to COVID-19.
- A new branding approach was developed for the 2020 Council's grants programs.
- A series of videos promoting Council as an employer of choice were developed.

### **Media liaison**

- Proactive media releases and reactive media responses resulted in 123 media appearances of which 97% were favourable.
- Significant media coverage was gained through daily newspapers, radio and TV as part of Council's advocacy on the North East Link project.

Council continued to increase its digital media presence and utilise it as an effective way to communicate with residents including:

- Visits to Banyule Council's corporate website increased by more than 5.4% from 729,812 to 767,559.
- Banyule's corporate Facebook following increased by 16.1% to 7900 page likes. 293 posts were published gaining over 86,000 impressions and 1,050 engagements (clicks or actions).
- Twitter remained a key communication tool with 109 tweets gaining 86,000 impressions and 1050 engagements, and a 6% increase in followers.
- Instagram was launched as a new social media channel in March 2020, with 17 posts attracting 747 engagements and 1400 followers.
- Shaping Banyule, Council's community engagement website, had 32,852 visits and 1921 contributions made to community engagement projects.

## Our Best Value Performance

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### Objective:

#### **5. PERFORMANCE - EFFICIENCY AND GOOD GOVERNANCE** **Manage our resources wisely to achieve Council's strategic objectives.**

'Performance' is about managing our resources wisely, providing organisational support services, strategic planning and risk management. We are charged with the stewardship of the resources of the municipality. Council is committed to managing its resources in a responsible, sustainable and accountable way in keeping with community expectations.

Our operations are based on responsible management, risk mitigation, strong customer service, and continuous improvement. We value our staff and recognise the integral role they play in the provision of Best Value services to our community.

We will effectively manage our resources in a changing environment, while continuing to deliver quality and value for money services. Banyule's commitment to a culture and practice of continuous improvement is based on our organisational Best Value Program.

Outcome of our key directions:

#### **5.1 Provide exceptional customer service**

Work continued on the Banyule Service Promise with the community's help to outline the organisation's commitment to levels of service, including customers' rights, clear response timeframes and how complaints will be handled.

Council's Property Maintenance team continued to work closely with other agencies to ensure eligible service users could access affordable minor home modifications to support them to remain living safely and independently in their own homes. During 2019/2020, with increased staff resourcing, the team improved its service scope and increased referral numbers without impacting wait times.

Council maintained an uninterrupted building permit and inspection service throughout COVID-19 without impacting upon clients or ratepayers.

#### **5.2 Deliver best value services and facilities**

In the Victorian Government's Annual Community Satisfaction Survey 2020, Banyule achieved positive results. Banyule's Overall Performance Index remained stable at a rating of (68), slightly higher than the Metro Group average (66) and significantly higher than the State average (58).

Council's 'Community Consultation' performance (60) continued to show an ongoing upward trend, up from 59 in 2019, and was higher than the Metro Average (58). 'Lobbying on behalf of the community' (59) continued to improve, up from 57 in 2019, and was higher than the Metro result (57). 'Decisions made in interest of the community' (60) remained stable, and was slightly higher than the Metro average of 59, and significantly above the State average (53).

'Customer Service' performance (77) continued to increase from 2019 (76), and was above the Metro wide average (74) and significantly higher than the State average (70). It remained a service area where Banyule performs most strongly. 'Overall Council Direction' achieved an Index of 54, slightly lower than 2019 (55) and equal to the Metro wide average of 55.

Council performed best on Recreational Facilities (77), Arts Centres and Libraries (76), Appearance of Public Areas (73), Waste Management (73) - also considered by residents as the service of highest importance - and Community & Cultural (73).



## Our Best Value Performance

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Banyule Council led and supported in regional procurement activities, continuing to advocate for and increase the number of collaborative tender opportunities. Banyule successfully implemented the Northern Region cleaning tender for the Provision of Cleaning Services during the year, resulting in regional savings in excess of \$2 million and social procurement benefits across the region.

Future development of the former Banksia La Trobe High School site and Council-owned land located on Oriel Road was progressed through a rezoning of the land via an Amendment to the Banyule Planning Scheme. Community consultation regarding the rezoning was completed, a Panel Hearing was held, and Council adopted the Panel's recommendations in April 2020. The Planning Scheme Amendment was lodged with the Minister for Planning for approval in May 2020.

In October 2019, the Minister for Planning approved the Banyule Developer Contributions Plan (DCP) under Amendment C115. This enables Council to require all new residential and industrial development to pay a contribution toward necessary Council infrastructure.

A new printing solution was implemented for the organisation to be more environmentally sustainable, reduce costs and improve staff productivity and efficiency through system integration.

An audit was conducted into Early Years' facilities to help plan for the introduction of Victorian Government funded 3-year-old kindergarten in 2022 and look at future capital works projects to meet the demand for kindergarten places in high-demand areas within Banyule.

Council continued to provide information to the Local Government Performance Reporting Framework which ensures councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector. The information is made publically available on the KnowYourCouncil website.

The 'average wait time' for callers to Council's customer service centre improved to 57 seconds – a significant improvement after a review was conducted in mid-2019. In 2018/2019, the average wait time was 2 minutes and 57 seconds.

Council undertook significant review and assessment reporting as foundational work for longer term service, community infrastructure, asset, and resourcing to inform long-term financial planning. Further work identified to develop planning tools, investigate key gaps, and strengthen alignment of community needs, business planning, and asset and financial outcomes. Continued implementation of annual service planning tracking mechanisms.

There was a significant increase in the number of planning applications determined within the statutory timeframes from 62.96% in 2018/2019 to 75.19% in 2019/2020. Also showing improvement, the median number of days for processing planning applications reduced from 55 to 30.



## Our Best Value Performance

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### 5.3 Provide responsible financial management and business planning

Council's Financial Services team continued its commitment to ensuring effective financial management and Banyule's long-term sustainability. Some of its key initiatives included:

- Worked closely with the management team, service units and councillors to prepare Council's Budget. The development of the Budget included extensive community consultation.
- Prepared relevant financial information for Banyule's Annual Report, incorporating the Financial Statements, Performance Statements, and Report of Operations.
- Completed monthly financial management reporting for the Executive Management Team (EMT), councillors and Council meetings (quarterly). The Finance team continued regular monthly monitoring of each of the capital projects and operational services and initiatives to enhance the reporting of the financial position, year-to-date data, and forecasting.
- Continued to provide timely financial information and reports, meeting statutory time frame for all finance deliverables, including: the Fringe Benefits Tax (FBT) Return; Business Activity Statements for the payment of GST; Victoria Grants Commission Return; Fire Services Levy Property reconciliations and remittances to the State Revenue Office grant acquittals; and for the Australian Bureau of Statistic (ABS) reporting.

The initial 2019/2020 Budget was completed as scheduled in March 2020. The COVID-19 pandemic saw the Budget revisited to include additional financial support required to help community, businesses and ratepayers.

Council continued to utilise asset management plans which set out the asset maintenance and renewal needs for key infrastructure asset classes for the next 10 years for roads, pathways, bridges, drains, playgrounds, open space, and buildings.

A four-year condition audit program was undertaken for infrastructure assets to ascertain the condition of key community infrastructure, including roads, footpaths, bridges, drains, playgrounds, open space, and buildings, to prioritise maintenance and upgrade schedules.

Banyule Council participated in the 2020 Community Satisfaction Survey led by Local Government Victoria. Results were used to track and benchmark Banyule, in conjunction with the Household Survey and other key data, to better understand community needs and leverage business intelligence to improve service provision planning and performance.

Key service planning mechanisms were reviewed to improve longer term financial planning, investigate key gaps, develop planning tools, and strengthen alignment of community needs to deliver better outcomes.

Council continued to ensure alignment of all strategic planning to the Council Plan 2017-2021 objectives and the organisation's values. The Council Plan 2017-2021 framework is based on the '5P' objectives of People, Planet, Place, Participation and Performance. Together, these give Council a strong framework for decisions moving forward. Banyule's strategic direction and priorities were reviewed, incorporating community feedback, further strengthening the areas of focus, and meeting the relevant legislative requirements. The Council Plan includes an updated list of key initiatives for 2020/2021 to give the community a practical sense of what Council is aiming to achieve within its objectives, key directions and focus areas. Ongoing internal support is also provided for key plans as they are reviewed (linkages of these with Council Plan, Annual Business Plan, and key policies, strategies and plans).

Council provided relevant corporate reporting for Banyule's Annual Report 2018/2019 in line with relevant legislation and best practice guides, as well as reported progress to the community and Minister for Local Government. This involved preparing Banyule's Best Value Victoria Report 2018/2019.

## Our Best Value Performance

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The Continuous Improvement (CI) Framework continued to deliver improvement projects across Council, including building the organisation's capability with the introduction of CI Champions training along with CI awareness training for all staff.

### 5.4 Provide good governance and be accountable

Council commenced implementation of the new Local Government Act 2020. The first part of the Act came into operation in April 2020 with the balance of the Act progressively rolled out in stages over the next four years.

During 2019, Council made its final submission to the Victorian Electoral Commission (VEC) Electoral Representation Review. Council facilitated a public information session run by the VEC in August 2019, receiving a total number of 61 submissions, one of the highest number of submissions for the Reviews. A public hearing was also facilitated for submitters to be heard before the VEC made its final determination and recommendation. The VEC submitted its final report and recommended nine single wards, an increase from seven single wards.

Several key integrity policies were reviewed during the year: Gifts and Hospitality; Conflicts of Interest; and Public Interest Disclosures.

Council reviewed its Election Period Policy which was required 12 months prior to the 2020 General elections to be held in October 2020. The Policy was adopted by Council on 7 October 2019.

The Local Laws team continued the education and enforcement of the Local Law No.1, including articles in Council's newsletter outlining laws about dumped rubbish and responsible pet ownership.

Local Laws officers and Victoria Police collaborated to conduct 'Operation Ranger' to target illegal drinking in public dry areas and known hotspots around the municipality.

A series of littering videos was produced, including videos promoting hard rubbish collection and anti-littering, to try and limit illegal dumping in streets and parks.

### 5.5 Promote an engaged and productive organisation

During the COVID-19 pandemic, the health and wellbeing of staff remained a top priority. Staff surveys were regularly conducted to gauge staff sentiment and more health and wellbeing resources were made available. The Employee Assistance Program, a free and confidential personal counselling and referral service for all Council employees and their immediate family members, was also repeatedly promoted during the pandemic to ensure staff were aware of the service.

The new online learning and performance management system (FRED) helped achieve a 97% completion rate of employee development reviews by December 2019. The platform also made available 40 different courses to improve staff learning and development, with a total of 3747 completed by staff across the organisation.

Negotiations started for the new Enterprise Agreement in March 2020 to build on previous enterprise agreements and progress employment security, continuous improvement and the development of employees.

## Our Best Value Performance

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In August 2019, a staff survey was conducted to measure and understand the underlying factors that contribute to the organisation's culture and level of staff engagement. All employees were invited to participate with 666 employees providing their feedback. The survey results have provided a base for action planning to drive systemic change and improve staff alignment and engagement within the organisation.

A range of initiatives continued to cement the Working Together Working Better program in the organisation to encourage positive work behaviours and a culture where staff were rewarded and recognised for their achievements and approach to work.

A new Customer Service induction program for new staff was developed and implemented which included a comprehensive introduction to systems and processes, and an increased overview of organisational operations to equip staff with greater knowledge.

A climate action cultural change program was introduced, embedding responsibility for carbon reduction across all roles at Council to help the organisation reach carbon neutrality by 2028.

A range of enhanced organisational and personal development opportunities continued to be offered to enable staff to learn new skills, improve teamwork and progress their careers. Examples included internal initiatives such as the coaching program and the Leading Innovation program. Staff also attended conferences and seminars to further knowledge.

### 5.6 Manage the systems and assets that support service delivery

Investing in new technology and innovative solutions to deliver operational efficiencies and improve the customer experience continued to be a key focus of the organisation. The Digital Transformation Strategy provided the framework for Council's digital vision, strategies, supporting initiatives and transformation roadmap for 2018-2020.

Banyule Council participated in Northern Melbourne Smart Cities Network, successfully implementing Victoria's largest open Internet of Things (IoT) network that integrates with sensors to monitor and improve efficiency of services, including bin levels, air quality and water levels.

Software was deployed onto 700 laptops, which provided all desk-based staff connectivity to Council's IT systems and enabled seamless working from home arrangements to ensure business continuity during the COVID-19 lockdown period.

To increase Council's security posture and meet future growing needs, IT migrated 80% of the on-premise servers to a scalable and robust cloud infrastructure and implemented cloud-based managed firewalls. Completed in April 2020, this ensured Council staff and the community continued to access responsive and reliable IT services without disruptions during the pandemic.

A new Risk Management Framework and Policy was developed together with a Risk Action Plan, and a full review undertaken of the Strategic and Operation Risk Registers to ensure risk management practices met local government standards.

A new online program was introduced for families that attend Council-managed long day care centres to allow better access and up-to-date information on their child's learning and development. The program includes electronic sign in, a parent portal to access information about their child's day, and attendance records.

### Our Best Value Performance

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During the year, Council upgraded its mapping system. The new system has improved organisational capabilities with increased data accessibility and more intelligent mapping processes.

To make the process of applying for asset protection easier for contractors and customers commencing building works, more information was made available on Council's website and complemented by an improved application form.

A vendor was engaged to upgrade Council's Electronic Document Records Management System (EDRMS) to improve the system's speed, user experience and better integrate with key Council systems.

Banyule Council participated in the Municipal Association of Victoria (MAV) Records Step Audit Program to identify gaps in recordkeeping compliance and develop a plan to address recommendations.

## Our Best Value Performance

### Indicators – How we measure our performance against the Council Plan objectives

The following statement reviews the performance of Council against the Council Plan including results achieved in relation to the strategic indicators included in the Council Plan. The statement also provides the results of the prescribed service performance indicators and measures, including explanation of material variations. Results are also compared with targets set out in Banyule's Budget 2019/2020.

Note: Council Plan objectives:



People



Planet






Place





Participation



Performance




No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
1.	 Attendance at Council provided leisure centres <i>Indicator Type: Outcome (Service Effectiveness)</i>	1,812,985	1,681,815	1,710,013	1,321,853	These figures are inclusive of WaterMarc (499,762), Macleod (190,562), Ivanhoe Aquatic (390,409), Olympic (48,709) and Nets (192,411) leisure centres.  Target 2020 1,200,000 Achieved Target (+121,853).  COVID-19 related restrictions resulted in closures of all leisure facilities for the majority of the last quarter of the 2019/2020 financial year, impacting on attendance figures significantly when compared to previous years.
2.	  Percentage of people who feel they 'belong' in Banyule <i>Indicator Type: Outcome (Service Effectiveness)</i>	84%	87%	83%	84%	This indicator is measured via the CSS 2020, co-ordinated by the Department of Environment, Land, Water and Planning (DELWP) and is an additional question for Banyule. The result demonstrates a relatively strong result for people feeling connected in Banyule and this has continued since 2012.  Target 2020 80% Achieved Target (+4%).

### Our Best Value Performance




No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
3.	 <p>LGPRF - Aquatic facilities: (a) Service standard (aquatic facilities are inspected by a qualified officer).</p> <p>– AF2: Health inspections of aquatic facilities (number of inspections by an authorised officer within the meaning of the <i>Public Health and Wellbeing Act 2008</i> carried out per Council aquatic facility)</p> <p>LGPRF Indicator Type: Output (Service Standard, Effectiveness, Quality)</p> <p>(Note: LGPRF - Key indicators and measures as part of the Local Government Performance Reporting Framework. For further information please refer to the 'General Notes and Glossary of Terms for the Indicators').</p>	3.67	4	3	4	<p>Banyule's proactive public pools inspection program aims to inspect each pool across 4 periods of the year. In 2019/20, four tests were conducted for each of the facilities (Ivanhoe Aquatic, Watermarc, Olympic Leisure Centre).</p> <p>Achieved Target</p> <p>Target 2020 4</p>
4.	 <p>LGPRF - Aquatic facilities: (b) Service cost (provision of aquatic facilities is undertaken in a cost-efficient manner)</p> <p>– AF7: Cost of aquatic facilities (direct cost less any income received of providing aquatic facilities per visit.)</p> <p>LGPRF Indicator Type: Input (Service cost, Efficiency)</p>	New in 2020	New in 2020	New in 2020	\$0.85	<p>COVID-19 shutdown restrictions resulted in no facility attendance (and no income) from late March to early June. Cautious re-opening in June under revised restrictions at that time provided a limited service for attendance. As facilities require ongoing operational costs throughout COVID-19 closures and restrictions, this greatly affects overall net costs, and comparisons to last year.</p> <p>Target 2020 N/A (set from 2021)</p> <p>Note: From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities'</p>






## Our Best Value Performance

No.	Indicators	Result 2018	Result 2018	Result 2019	Result 2020	Comments / Material Variations
5.	 LGPRF - Aquatic facilities: (c) Utilisation (aquatic facilities are safe, accessible and well utilised) <ul style="list-style-type: none"> <li>– AF6: Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population)</li> </ul> LGPRF Indicator Type: Output (Utilisation, Outcome)	10.04	9.79	9.47	7.13	COVID-19 closures of our facilities for the majority of the last quarter of the 2019/20 financial year impacted visit utilisation figures significantly.  Target 2020 9 visits per head of BCC municipal population  The 2020 result represents 79% achievement against target. COVID-19 closures had an impact on all 3 centres (Ivanhoe Aquatic, Olympic Leisure Centre and Watermarc).
6.	 LGPRF - Food safety: (a) Timeliness (Councils take action in response to food complaints in a timely manner) <ul style="list-style-type: none"> <li>– FS1: Time taken to action food complaints (average number of days it has taken for Council to action food complaints received from members of the public about the about the safety or handling of food for sale)</li> </ul> LGPRF Indicator Type: Input (Timeliness, Effectiveness, Appropriateness)	2.27	1.83	1.19	1.14	Target 2020 Written or verbal acknowledgment of receipt of complaint within 5 working days.  Achieved Target (3.86 days better than target).  Response time is prioritised based on the risk associated with the complaint.
7.	 LGPRF - Food safety: (b) Service standard (food safety service is provided in accordance with legislative requirements) <ul style="list-style-type: none"> <li>– FS2: Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)</li> </ul> LGPRF Indicator Type: Output (Service Standard, Effectiveness, Quality)	99.61%	99.61%	99.82%	100.00%	Target 2020 100%  Achieved Target



Our Best Value Performance

No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
8.	 <p>LGPRF - Food safety: (c) Service cost (food safety service is delivered in a cost-efficient manner)</p> <ul style="list-style-type: none"> <li>FS3: Cost of food safety service (direct cost of the food safety service per food premises registered by Council, or for which Council has received notification, during the year)</li> </ul> <p>LGPRF Indicator Type: Input (Service cost, Efficiency)</p>	\$689.75	\$623.97	\$537.28	\$528.24	<p>Target 2020 \$553.00</p> <p>Achieved Target (\$24.76 better than target).</p>
9.	 <p>LGPRF - Food safety: (d) Health and safety (food safety service protects public health by preventing the sale of unsafe food)</p> <ul style="list-style-type: none"> <li>FS4: Critical and major non-compliance notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council)</li> </ul> <p>LGPRF Indicator Type: Output (Health and safety, Outcome)</p>	100%	100%	100%	100%	<p>Target 2020 100%</p> <p>Achieved Target</p>
10.	 <p>LGPRF - Maternal and Child Health: (a) Satisfaction (clients satisfied with the MCH service)</p> <ul style="list-style-type: none"> <li>MC6: Participation in 4-week Key Age and Stage visit (percentage of infants enrolled in the MCH service who participated in 4-week Key Age and Stage visit)</li> </ul> <p>LGPRF Indicator Type: Output (Satisfaction, Effectiveness, Appropriateness)</p>	New in 2020	New in 2020	New in 2020	94.64%	<p>Target 2020 N/A (set from 2021)</p> <p>Note: From 2020, this new measure replaced a previous measure: 'Participation in first MCH home visit'</p>





### Our Best Value Performance

No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
11.	 LGPRF - Maternal and Child Health: (b) Service Standard (Councils enrol all infants in the MCH service) <ul style="list-style-type: none"> <li>- MC2: Infant enrolments in the MCH service (percentage of infants enrolled in the MCH service)</li> </ul> LGPRF Indicator Type: <i>Output</i> (Service standard, Effectiveness, Quality)	102.26%	101.56%	101.55%	99.29%	Target 2020 98% Achieved Target
12.	 LGPRF - Maternal and Child Health: (c) Service cost (MCH service is delivered in a cost-efficient manner) <ul style="list-style-type: none"> <li>- MC3: Cost of the MCH service (cost of the MCH service per hour of service delivered)</li> </ul> LGPRF Indicator Type: <i>Input</i> (Service cost, Efficiency)	\$73.76	\$72.57	\$75.87	\$74.50	Target 2020 \$73.00 Additional cost of \$1.50 compared with target Efforts continue to be made to minimise costs.
13.	 LGPRF - Maternal and Child Health: (d) Participation (Councils promote healthy outcomes for children and their families) <ul style="list-style-type: none"> <li>- MC4: Participation in the MCH service (percentage of children enrolled who participate in the MCH service)</li> <li>- MC5: Participation in the MCH service by Aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service)</li> </ul> LGPRF Indicator Type: <i>Output</i> (Participation, Outcome)	80.55%	79.95%	80.07%	77.44%	Target 2020 80% The 2020 result represents 97% achievement against target. Result possibly impacted by COVID-19  Underlying differences compared to last year is difficult to determine and is most likely due to a combination of factors such as 1) clients accessing alternative services, 2) client changes and 3) COVID19 impacts. An audit will be undertaken to identify if families have indicated engagement with an ACCHO or other MCH service.  Target 2020 81% The 2020 result represents 87% achievement against target.



## Our Best Value Performance

No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
14.	<p>Percentage of people who feel safe in Banyule</p>  <p><i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i></p> 	92%	92%	94%	97%	<p>This indicator is measured via the CSS 2020 co-ordinated by the DELWP, and is an additional question for Banyule. The result demonstrates a strong result for people feeling safe in Banyule and this has continued since 2012.</p> <p>Target 2020 80%</p> <p>Achieved Target (+17%)</p>
15.	<p>LGPRF - Libraries: (a) Utilisation (library services are well utilised)</p> <p>– LB1: Physical library collection usage (number of physical library collection item loans per physical library collection item)</p> <p><i>LGPRF Indicator Type: Output (Utilisation, Effectiveness, Appropriateness)</i></p>	6.95	9.53	9.53	6.98	<p>Loan figures for physical collections have been significantly impacted by COVID-19 facility closures and restrictions.</p> <p><i>Note: From 2019-20, this indicator measures the performance of physical library items as a subset of the wider library collection.</i></p> <p>Target 2020 9</p> <p>The 2020 result represents 78% achievement against target.</p>
16.	<p>LGPRF - Libraries: (b) Resource currency (libraries have new resources available to members)</p> <p>– LB2: Recently purchased library collection (percentage of the library collection that has been purchased in the last 5 years)</p> <p><i>LGPRF Indicator Type: Input (Resource currency, Effectiveness, Quality)</i></p>	86.24%	87.37%	89.24%	88.06%	<p>Target 2020 85%</p> <p>Achieved Target (+3.06%).</p> <p>New collection purchases were put on hold from 20 March to 30 June 2020 due to the closure of all branch libraries. The positive result is due to the Yarra Plenty Regional Library (YPRL) Collection Framework, which helps to ensure a current and relevant collection.</p>
17.	<p>LGPRF - Libraries: (c) Service cost (delivery of library services is undertaken in a cost-efficient manner)</p> <p>– LB5: Cost of library service (direct cost of the library service per head of population)</p> <p><i>LGPRF Indicator Type: Input (Service cost, Efficiency)</i></p>	New in 2020	New in 2020	New in 2020	\$30.29	<p><i>Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits.</i></p> <p>Target 2020 N/A (set from 2021)</p>

### Our Best Value Performance




No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
18.	 LGPRF - Libraries: (d) Participation (library resources are free, accessible and well utilised) – LB4: Active library borrowers* (percentage of the population that are active library borrowers) ^ LGPRF Indicator Type: Output (Participation, Outcome)	16.12%	15.73%	17.83%	16.66%	*The indicator descriptor has changed marginally from 'active library members' to the number of 'active library borrowers' This change has not impacted on the results reported. ^The definition for 2020 has been aligned with the changes in the Local Government Better Practice Guide, Performance Statement 2019-20. Target 2020 16% Achieved Target (+0.66%).
19.	  Participation level (attendance) at Council operated/ hosted economic development events Indicator Type: Outcome (Service Effectiveness)	940	1,014	709	706	A high level of participation with the business events delivered by Council including the digital marketing series (in collaboration with the Melbourne Innovation Centre) which continues to attract a high attendance rate. Target 2020 400 Achieved Target (+306)
20.	 Completion of scheduled emergency management exercises as part of Council's Municipal Emergency Management Plan Indicator Type: Output (Quality)	Completed as per schedule	Completed as per schedule	Completed as per schedule	Completed as per schedule	A full Regional response (Exercise PAEN) was hosted by Banyule City Council in October 2019. Due to the COVID-19 pandemic event, the annual Pandemic Exercise scheduled for April was cancelled, and a Fire Exercise (scheduled for March) was postponed. Target 2020 Completed as per schedule Achieved Target.

### Our Best Value Performance



No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
21.	 <p>Number of tree plantings (Council tree plantings in streets and parks)</p> <p><i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i></p>	7,347	6,075	3,226	2,693	<p>The result includes street and park and bushland reserve trees (advanced trees and tube stock) and is aligned with objectives of Banyule's Urban Forest Strategic Plan.</p> <p>In addition, 21,919 tubestock shrubs, grasses, ground cover herbs and semi-aquatic plants were planted within bushland reserves, and 4,000 plants were installed into various roadside garden beds and traffic treatment areas across Banyule (street and landscapes treatments)</p> <p>Target 2020 4,000</p> <p>The 2020 result represents 67% achievement against target.</p> <p>The tree planting numbers are based on financial year rather than planting season which results in yearly variances.</p> <p>The 2020 planting season (which would usually begin in May) was delayed due to uncertainty around COVID-19 restrictions and also seasonal conditions.</p> <p>As a result, the number of advanced trees planted is less than the prior financial year.</p>
22.	 <p>Council's water use</p> <p><i>Indicator Type: Outcome (Service Effectiveness)</i></p>	283.60	286.74	348.00	196.70	<p>While Spring during 2019 was a little drier than usual, Melbourne had a particularly wet summer in 2019/2020 with lower irrigation requirements across parks, street trees and sporting ovals. This resulted in a significantly lower level of water use than usual in the peak irrigation season.</p> <p>Target 2020 Constrain annual Council potable water use below 330* million litres</p> <p>Achieved Target (133.3 million litres better than target).  <i>(*Note: The target has been revised to align with the Banyule Water Plan 2019-2023, adopted in December 2019.)</i></p>






## Our Best Value Performance

No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations	
23.	 Council's greenhouse gas emissions <i>Indicator Type: Outcome (Service Effectiveness)</i>	1.7%* increase	6.2% reduction	6.9% reduction	10% reduction	Council's greenhouse gas emissions (CO2 equivalent) reduced to 14,062 tonnes in 2020.  From 2020, Council is capturing a broader range of emissions sources to comply with future carbon neutrality certification under Climate Action.  Target 2020 Achieved Target. A reduction in operational activity (notably electricity use in buildings and staff travel) due to COVID-19 restrictions has led to a decline in emissions. Solar and energy efficiency programs continue to reduce emissions further.	
		* The WaterMarc cogen system was out of operation between approx. April 2016 and April 2017.					
24.	 LGPRF - Waste Collection: (a) Satisfaction (users are satisfied with the waste collection system) - WC1: Kerbside bin collection requests (number of kerbside bin collection requests per 1,000 kerbside bin collection households) <i>LGPRF Indicator Type: Output (Satisfaction, Effectiveness, Appropriateness)</i>	198.61	215.15	231.92	244.25	Target 2020 210  Target not achieved on this occasion.  Increase due to more requests for changing bin size, bins not placed out in time for collection or bins being partially emptied.	
25.	 LGPRF - Waste Collection: (b) Service standard (kerbside collection bins are collected as planned) - WC2: Kerbside collection bins missed (number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts) <i>LGPRF Indicator Type: Output (Service standard, Effectiveness, Quality)</i>	15.31	18.51	17.98	14.85	Management of customer requests has been enhanced to better track non-presentation of bins and bin pick-up accessibility.  Target 2020 14  Target not achieved on this occasion. Council continues to achieve an improved result towards the set target.	




### Our Best Value Performance

No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
26	 LGPRF - Waste Collection: (c) Service cost (kerbside collection service is delivered in a cost-efficient manner)					
	<ul style="list-style-type: none"> <li>- WC3: Cost of kerbside garbage collection service (direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin)</li> </ul>	\$99.44	\$104.75	\$96.65	\$101.81	Target 2020 \$99 Target not achieved on this occasion. There was an increase in the quantity of garbage collected.
	<ul style="list-style-type: none"> <li>- WC4: Cost of kerbside recyclables bin collection service (direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin)</li> </ul>	\$29.55	\$32.20	\$37.88	\$54.38	The variation in result from the previous year is due to a 365% increase in recycling disposal costs following the State-wide reset of the recycling industry in 2019.
	LGPRF Indicator Type: Input (Service cost, Efficiency)				Target 2020 \$42 Target not achieved on this occasion.	
27.	 LGPRF - Waste Collection: (d) Waste diversion (amount of waste diverted from landfill is maximised)	52.35%	50.76%	50.23%	52.84%	
	<ul style="list-style-type: none"> <li>- WC5: Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)</li> </ul>					Target 2020 50% Achieved Target (+2.84%). Increase in green waste collection and diversion
	LGPRF Indicator Type: Output (Waste diversion, Outcome)					



### Our Best Value Performance

No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
28.	 LGPRF - Statutory Planning: (a) Timeliness (Council planning application processing and decisions are carried out in a timely manner) – SP1: Time taken to decide planning applications (median number of days between receipt of a planning application and a decision on the application) LGPRF Indicator Type: Input (Timeliness, Effectiveness, Appropriateness)	44.00 days	48.00 days	55.00 days	30.00 days	The median number of days for processing applications has decreased due to reductions in the backlog of older applications. In addition, Council received an increase in types of applications which were able to be fast-track processed.  Target 2020 55 days Achieved Target (25 days better than target). Banyule has achieved a very strong result in the median processing days for applications for 2020.
29.	 LGPRF - Statutory Planning: (b) Service Standard (planning application processing and decisions are in accordance with legislative requirements) – SP2: Planning applications decided within the relevant required time (percentage of planning application decisions made within the relevant required time) LGPRF Indicator Type: Output (Service standard, Effectiveness, Quality)	63.49%	63.71%	62.96%	75.19%	The number of planning decisions made within the required timeframes has improved through the reduction in the backlog of older applications, use of streamlined assessment processes for straight forward applications, and increased monitoring of decision timeframes.  Target 2020 60% Achieved Target (+15.19%)
30.	 LGPRF - Statutory Planning: (c) Service cost (planning application processing and decisions are carried out in a cost-efficient manner) – SP3: Cost of statutory planning service (direct cost of the statutory planning service per planning application) LGPRF Indicator Type: Input (Service cost, Efficiency)	\$1,537.78	\$1,810.78	\$2,407.86	\$2,158.95	In 2019/20, 157 more applications were received than the previous year, and with costs remaining consistent, this resulted in an overall reduced cost per planning application.  Target 2020 \$2,400 Achieved Target (\$241.05 better than target)





### Our Best Value Performance

No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
31.	 LGPRF - Statutory Planning: (d) Decision making (planning application processing and decisions are consistent with the local planning scheme) – SP4: Council planning decisions upheld at VCAT (percentage of planning application decisions subject to review by VCAT and that were not set aside)  LGPRF Indicator Type: Output (Decision making, Outcome)	65.12%	50.00%	40.91%	42.11%	Target 2020 60%  The 2020 result represents 70% achievement against target.  The result is a reflection of a number of possible factors, including: the tribunal forming a more tolerant approach to Council when deciding on a planning application, amended improved development proposals being put forward during the appeal process, or settlement not being reached by parties prior to a hearing.
32.	 LGPRF - Roads: (a) Satisfaction of use (road users are satisfied with the sealed local road network) – R1: Sealed local road requests (number of sealed local road requests per 100 kilometres of sealed local road)  LGPRF Indicator Type: Output (Satisfaction, Effectiveness, Appropriateness)	116.33	83.67	82.37	92.02	Target 2020 100  The variation in requests in 2019/20 are associated with major Council precinct-specific projects, early works associated with the Hurstbridge trainline upgrade, and the North Eastlink utility services relocation.  Achieved Target Council has embarked on a continuous improvement program by strengthening proactive road inspections
33.	 LGPRF – Roads: (b) Condition (sealed local roads are maintained at the adopted condition standard) – R2: Sealed local roads below the intervention level (percentage of sealed local roads that are below the renewal intervention level set by Council and not requiring renewal)  LGPRF Indicator Type: Input (Condition, Effectiveness, Quality)	96.93%	98.23%	98.21%	97.41%	Target 2020 80%  Achieved Target (+17.41%). Impact on some road condition has occurred due to the commencement of early works for major State projects (eg. Hurstbridge line upgrades (LXRA), Greensborough Road utility relocation (North Eastlink)). Road conditions are anticipated to be impacted by the volume of heavy vehicles being present on municipal roads associated with North East Link.

Our Best Value Performance




No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
34.	 LGPRF - Roads: (c) Service cost (renewal and maintenance of sealed local roads are undertaken in a cost-efficient manner)					Not Applicable. (Council did not undertake sealed local road reconstruction in 2019-20 as defined in this Indicator by Local Government Victoria.)
	- R3: Cost of sealed local road reconstruction (direct reconstruction cost per square metre of sealed local roads reconstructed).	N/A	N/A	N/A	N/A	
	- R4: Cost of sealed local road resealing (direct resealing cost per square metre of sealed local roads resealed).	\$26.29	\$36.42	\$28.07	\$30.66	
	LGPRF Indicator Type: Input (Service cost, Efficiency)				Target 2020 \$32	Achieved Target (\$1.44 better than target). Cost of resealing sealed roads is slightly lower than Council target due to the application of more economical road rehabilitation methods.
35.	 LGPRF - Roads: (d) Satisfaction (sealed local road network is maintained and renewed to ensure that it is safe and efficient)	66	64	69	68	
	- R5: Satisfaction with sealed local roads (community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)				Target 2020 67	Achieved Target (+1) Banyule's CSI score (68) was higher than the 2020 Metro Council Group average (67) and higher than the 2020 State-wide average (54). Overall, 91% of respondents provided a rating of very good, good or average for this service area (category) in 2020.
	LGPRF Indicator Type: Output (Satisfaction, Outcome)					

### Our Best Value Performance





No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
36.	 Number of businesses that are participating in special rates schemes <i>Indicator Type: Appropriateness (Access/ Equity/ Service Levels)</i>	1,353	1,309	1,293	1,299	This figure reflects continued investment in our shopping precincts by property owners, traders and Council. Achieved Target (+299).
					Target 2020 1,000	
37.	 Number of promotional campaigns delivered in collaboration with Traders Associations <i>Indicator Type: Appropriateness (Access/ Equity/ Service Levels)</i>	-	53*	44	48	Promotional campaign and events continue to be delivered across our shopping precincts in partnership with our Trader Associations. Achieved Target (+18) *Indicator first introduced 2018.
					Target 2020 30	
38.	 LGPRF – Animal management: (a) Timeliness (Councils act in response to animal management related requests in a timely manner) – AM1: Time taken to action animal requests (average number of days it has taken for Council to action animal management related requests) <i>LGPRF Indicator Type: Input (Timeliness, Effectiveness, Appropriateness)</i>	1.60	2.46	2.30	2.07	The number of animal management requests increased slightly in 2019/20, however the overall average number of days taken to action requests decreased due to ongoing use of specialist Animal Management officers. Achieved Target (+0.93 days better than target)
					Target 2020 3 Days	
39.	 LGPRF – Animal management: (b) Service standard (Councils register all animals in the municipality in accordance with the Domestic Animals Act 1994) – AM2: Animals reclaimed (percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed) – AM5: Animals rehomed (percentage of collected registrable animals under the Domestic Animals Act 1994 that are rehomed) <i>LGPRF Indicator Type: Output (Service standard Effectiveness, Quality)</i>	69.67%	84.62%	73.17%	71.84%	Target not achieved on this occasion. Council will continue key initiatives for responsible animal ownership, including pet registration, microchipping and desexing. This assists with owner reuniting and animal management.
					Target 2020 78%	
		New in 2020	New in 2020	New in 2020	20.86%	Note: New measure for 2019-20 financial year.
					Target 2020 N/A (set from 2021)	Council endeavours to maintain strong reclaiming rates from the pounds by owners, and to otherwise rehome animals.







## Our Best Value Performance

No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
40.	 LGPRF – Animal management: (c) Service cost (animal management service is delivered in a cost-efficient manner) – AM6: Cost of animal management service (direct cost of the animal management service per head of population)  LGPRF Indicator Type: Input (Service cost, Efficiency)	New in 2020	New in 2020	New in 2020	\$4.56	Local Government Victoria changed the calculation methodology for this indicator in 2019/20, affecting the basis for comparison with previous years.  Note: This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals.  Target 2020 N/A (set from 2021)  This indicator changed for AM6 in 2019/20. The denominator changed from total number of registered animals to the total population in Banyule.
41.	 LGPRF – Animal management: (d) Health and safety (animal management service protects the health and safety of animals, humans and the environment) – AM7: Animal management prosecutions (percentage of animal management prosecutions which are successful) ^  LGPRF Indicator Type: Output (Health and safety, Outcome)	New in 2020*	New in 2020*	New in 2020*	100%	The percentage of successful animal management prosecutions is a new indicator in 2020.  * The 'Animal management prosecutions' indicator has changed from the number of successful animal management prosecutions to the percentage of successful animal management prosecutions.  Target 2020 N/A (set from 2021)  ^The definition is aligned for 2020 with the Local Government Better Practice Guide, Performance Reporting Indicator Workbook 2019-20
42.	 Linear metres of shared paths/trails renewed, upgraded and new.  Indicator Type: Appropriateness (Access/Equity/ Service Levels)	1,610	575	908	1,005	This result includes construction of trails along Darebin Creek and at Kalparrin Gardens.  Target 2020 500 metres  Achieved Target (+505)





### Our Best Value Performance

No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
43.	  <p>LGPRF - Governance: (a) Transparency (Council decisions made at an ordinary or special meeting of Council, or at a meeting of a special committee consisting only of Councillors, in an open and transparent manner)</p> <ul style="list-style-type: none"> <li>- G1: Council resolutions made at meetings closed to the public (percentage of Council resolutions made at an ordinary or special meeting of Council, or at a meeting of a special committee consisting only of Councillors, closed to the public under section 89(2) of the Act)</li> </ul> <p><i>LGPRF Indicator Type: Output (Transparency, Effectiveness, Appropriateness)</i></p>	2.23%	4.98%	1.37%	3.83%	<p>There has been an increase in confidential reports due to a high amount of strategic property related decisions being made this year.</p> <p>Target 2020 8%</p> <p>Achieved Target</p>
44.	  <p>LGPRF - Governance: (b) Consultation and engagement (Council decisions made and implemented with community input)</p> <ul style="list-style-type: none"> <li>- G2: Satisfaction with community consultation and engagement (community satisfaction rating out of 100 with the consultation and engagement efforts of Council)</li> </ul> <p><i>LGPRF Indicator Type: Output (Consultation and engagement, Effectiveness, Appropriateness)</i></p>	56	57	59	60	<p>Target 2020 58</p> <p>Achieved Target (+2) Banyule's CSI score (60) was higher than the 2020 Metro Council Group average (58) and higher than the 2020 State-wide average (55). Overall, 76% of respondents provided a rating of very good, good or average for this service area (category) in 2020.</p>







### Our Best Value Performance

No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
45.	<p>LGPRF - Governance: (c) Attendance (Councillors represent the views of their constituents and allow decisions to take place by attending meetings)</p> <p> - G3: Councillor attendance at Council meetings (percentage of attendance at ordinary and special Council meetings by Councillors)</p> <p></p> <p><i>LGPRF Indicator Type: Input (Attendance, Effectiveness, Quality)</i></p>	90%	95.24%	96.83%	91.43%	<p>Target 2020 85%</p> <p>Achieved Target (+6.43%)</p> <p>Due to COVID-19 social distancing requirements and health concerns there was a slight increase in Councillor non-attendance.</p>
46.	<p>LGPRF - Governance: (d) Service cost (Councillors perform their governance role in a cost-efficient manner)</p> <p> - G4: Cost of elected representation (direct cost of delivering Council's governance service per Councillor)</p> <p></p> <p><i>LGPRF Indicator Type: Input (Service cost, Efficiency)</i></p>	\$46,584.89	\$57,337.86	\$61,083.29	\$77,428.43	<p>Cost variations relate to Communications expenses (associated with North-East Link, Climate Action, and Postage distribution charges), as well as Training course participation and costs associated with CEO recruitment process.</p> <p>Target 2020 \$65,000</p> <p>Target not achieved on this occasion.</p>


### Our Best Value Performance

No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
47.	 <p>LGPRF - Governance: (e) Satisfaction (Councils make and implement decisions in the best interests of the community)</p>  <p>- G5: Satisfaction with Council decisions (community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)</p> <p><i>LGPRF Indicator Type: Output (Satisfaction, Outcome)</i></p>	57	56	60	60	<p>Achieved Target (+1)</p> <p>Banyule's CSI score (60) was higher than the 2020 Metro Council Group average (59) and higher than the 2020 State-wide average (53). Overall, 75% of respondents provided a rating of very good, good or average for this service area (category) in 2020.</p>
48.	 <p>Average time taken to answer telephone call enquiries</p>  <p><i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i></p>	3 minutes and 3 seconds	3 minutes and 56 seconds	2 minutes and 57 seconds	57 Seconds	<p>The significant improvement in average call waiting times was achieved through more accurate forecasting, improved rostering and deploying additional resources in the Customer Service team. A new induction program for all new customer service officers and a thorough review of processes, procedures, training materials and help notes has helped the team deliver more accurate, prompt and efficient services to our customers</p> <p>Target 2020 Within 2 minutes</p> <p>1 minute and 3 seconds within target.</p>

### Our Best Value Performance

No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
49.	<p>Percentage of customer requests actioned within specified timeframes</p> <p><i>Indicator Type: Output (Quality)</i></p>  	82%	83%	80%	82%	<p>Service delivery timeframes continue to be reviewed across the organisation. Improved monthly reporting and analysis has helped to ensure accountability to our Banyule Service Promise.</p> <p>Target 2020 80% Achieved Target (+2%)</p>
50.	<p>Percentage of projects in annual Capital Works program completed on time.</p> <p><i>Indicator Type: Output (Quality)</i></p> 	90%	94%	91%	91%	<p>Target 2020 85% Achieved Target (+6%).</p>
51.	<p>Staff engagement (measured via Council's regular Alignment and Engagement Staff Survey)</p> <p><i>Indicator Type: Outcome (Service Effectiveness, Quality)</i></p> 	-	64%	64%*	67%	<p>Next Alignment &amp; Engagement survey to be held in May 2021 with quarterly organisation pulse checks to commence November 2020.</p> <p>Target 2020 70% The 2020 result represents 96% achievement against target.</p>
52. to 66.	<p>LGPRF - Financial and Sustainable Capacity Indicators</p> <p><i>Key indicators and measures as part of the Local Government Performance Reporting Framework.</i></p> <p><i>LGPRF Indicator Type: Input &amp; Output (Financial – Operating position, Liquidity, Obligations, Stability, Efficiency (10), &amp; Sustainable Capacity (5))</i></p> <p><i>(Note: For further information please refer to the 'General Notes and Glossary of Terms for the Indicators')</i></p>  	<i>Refer to Parts 1 and 2 of relevant Annual Reports.</i>				<p>Council's set of strategic indicators includes the prescribed Financial and Sustainable Capacity indicators.</p> <p>The results of Council's assessment and commentary against these 15 indicators (covering 18 measures) are included in 'Part 2 Performance Statement for the year ended 30 June 2020'.</p>

## Our Best Value Performance

No.	Indicators	Result 2017	Result 2018	Result 2019	Result 2020	Comments / Material Variations
67. to 90.	<p>LGPRF GMC – Governance and Management Checklist (24 indicators)</p> <p>Key indicators and measures as part of the Local Government Performance Reporting Framework.</p> <p> LGPRF Indicator Type: Output (Governance &amp; management, Community engagement (2), Monitoring (4), Planning (10), Reporting (5), Decision making (3))</p> <p>(Note: For further information please refer to the 'General Notes and Glossary of Terms for the Indicators')</p>	Assessment criteria successfully achieved				<p>Council's set of strategic indicators includes the prescribed governance and management checklist (24 measures).</p> <p>The results of Council's assessment against these measures are included in the 'Governance, management and other information section' of the BCC Annual Report.</p>
		Refer to GMC in BBC Annual Reports for relevant years				

### General Notes and Glossary of Terms for the Indicators

1. CSI – Community satisfaction index scores measured by Victorian Local Government Community Satisfaction Survey (CSS), co-ordinated by the Department of Environment, Land, Water and Planning (DELWP)
2. CSI indicators and results are based on survey measures in the CSS for 2017, 2018, 2019 and 2020. These are listed for comparison with the average results for the Melbourne Metropolitan Group of councils (Metro Council Group). Banyule is classified as a Metropolitan Council, and the Target 2019/2020 is based on: 'Equal to or greater than the Metro Council Group average'
3. Banyule's CSI indicators and targets are based on 'performance' measures. Community Satisfaction Index (CSI) scores are commonly used in the market research industry to represent the extent of customer satisfaction. Banyule's survey results are available on Council's website.
4. The explanatory notes supporting CSI indicators generally include additional information, including comparisons with the 2020 Metro Council Group average, comparison with 2020 State-wide average, and 'the percentage of respondents providing a rating of very good, good or average' (note: the percentages are based on the survey report data which includes the scale: very good, good, average, poor, very poor, and can't say).



## Our Best Value Performance

### General Notes and Glossary of Terms for the Indicators (continued)

5. LGPRF – Local Government Performance Reporting Framework indicators:
  - Key measures as part of the Local Government Performance Reporting Framework – these include indicators and measures of service performance, financial performance and sustainable capacity, along with a checklist of 24 governance and management requirements.
  - The Local Government (Planning and Reporting) Regulations 2014 support the operation of the planning and reporting framework for Councils under the Local Government Act 1989. This includes the requirement for Councils to report against the LGPRF.
  - Banyule follows the 'Local Government Better Practice Guide: Performance Reporting Framework Indicator Workbook 2019-20,' Department of Environment, Land, Water and Planning, Local Government Victoria (LGV Guide - LGPRF Indicator Workbook) in the implementation of the LGPRF indicators process. A selection of indicators were adjusted in 2019-2020, including indicators being retired, modified or otherwise adjusted, in accordance with LGV guidance.
  - Council's Budget 2019/2020 includes relevant indicators from the State Government's LGPRF. The results are reported in the Annual Report, in line with the legislative requirements. Council will continue to review and adjust targets and indicators as appropriate on an annual basis.
  - Council will continue to work with the State Government and Local Government industry sector in the further development and implementation of the LGPRF.
  - 'Indicator type': LGPRF Indicators have been categorised in line with the LGV Guide - LGPRF Indicator Workbook. Banyule has categorised its other indicators in the form of: Output (Quality), Appropriateness (Access/Equity/Service Levels), Outcome (Service Effectiveness), and Output (Cost), for useful ongoing reference.
  - LGPRF GMC – LGPRF Governance and Management Checklist.
6. Banyule's reporting on indicators in the Report of Operations (and in the Performance Statement) is in accordance with the Local Government (Planning and Reporting) Regulations 2014, and the relevant Local Government Better Practice Guides 2019-20
7. The indicators are reviewed on an ongoing basis to ensure continued alignment with Council's objectives and priorities, and are subject to change.
8. Indicator No. 2: Percentage of people who feel they 'belong' in Banyule - This indicator is measured on a '0 to 10' rating scale. The percentage result is based on the total percentage of people who have given a rating of 5 or more on the rating scale.
9. Indicator No. 14: Percentage of people who feel safe in Banyule - This indicator is measured on a '0 to 10' rating scale. The percentage result is based on the total percentage of people who have given a rating of 5 or more on the rating scale.

## Governance, management and other information

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### Good Governance

At Banyule we are committed to fair dealing and high standards of ethical behaviour in caring for and managing our City. The community places its trust in our councillors, staff and contractors to ensure that we serve them faithfully and honestly and manage resources responsibly on their behalf.

We must therefore ensure the business of Council is conducted efficiently, impartially and with integrity, and that the interests of the Banyule community are always our priority.

Underpinning everything we do at Council is strong governance, astute financial management and efficient service delivery. We remain transparent and accountable as an organisation.

### Decision Making

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

### Meetings of Council

Ordinary meetings of Council are generally held on a three-weekly cycle on a Monday evening. The meeting schedule is adopted by Council each year and is advertised in the local paper, calendar and on Council's website. Council meetings commence at 7.00pm and are open to the public.

During Victoria's COVID-19 pandemic Council meetings were livestreamed to ensure that the meetings were open and accessible to the public whilst safety measures and restrictions prevented physical attendance.

Council decisions are made by councillors at Council meetings. Meetings are open to the public unless the Council resolves to close the meeting to consider confidential matters. Council meetings provide residents with an opportunity to witness the discussion and decisions of Council, to ask questions of Council and to raise issues for Council to consider in its decision-making process.

The meeting procedure is outlined in Council's Governance Local Law No.2 (2015). The local law and Meeting Procedures Code (2015) regulate the conduct of Council meetings and use of the Common Seal. Voting is by a show of hands. The Mayor takes precedence at all municipal proceedings within the municipality and takes the chair at all meetings of the Council when present.

### Public Participation in Council Meetings

Anyone can address Council on a matter that is on the Council Agenda by submitting a request to speak by midday the day of the meeting. Speakers are allowed three minutes to present to Council.

Members of the public can submit a question to be asked during Public Question Time after the conclusion of the formal meeting. Questions must be submitted the Friday before a meeting. Questions are read out at the end of each meeting by the Chairperson or another nominee. The appropriate officer will then provide a response.

Due to the COVID-19 pandemic, temporary changes were made to the public participation of Council meetings including Request to Speak and Public Questions.

Members of the community can provide input through the conventional process of petitions. In this way they can raise the attention of the whole Council to matters that are of concern to a number of residents.

### Governance, management and other information

Council meetings open to the public are also audio recorded. This provides residents who may not have been able to attend with the ability to hear proceedings.

For the 2019/20 year Council held the following meetings:

- 16 ordinary Council meetings
- 4 special Council meeting.

The following table provides is a summary of councillor attendance at Council meetings and Special Council meetings for the 2019/20 financial year.

Councillors	Council Meeting	Special Council Meeting	Total
Cr Mark Di Pasquale	16	4	20
Cr Rick Garotti	14	3	17
Cr Craig Langdon	15	3	18
Cr Tom Melican	15	4	19
Cr Wayne Phillips	12	2	14
Cr Peter Castaldo	16	4	20
Cr Alison Champion	16	4	20

Note: Councillor Wayne Phillips was on a leave of absence on the 5 and 26 August 2019.

#### Special Committees

The *Local Government Act 1989* allows councils to establish one or more special committees consisting of:

- Councillors
- Council staff
- Other persons
- Any combination of the above.

Council has no special committee as permitted under Section 86 of the *Local Government Act 1989*. Council has established a number of advisory committees and councillors are appointed as representatives on those committees. In addition to the Council-established advisory committees, there are a number of other committees that include nominated Councillor Representatives.

Governance, management and other information

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**Committee Listing**

**\*To be inserted** - Full copy will be available after the Council election to be held on 24 October 2020.

Governance, management and other information

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**Committee Listing (continued)**

**\*To be inserted** - Full copy will be available after the Council election to be held on 24 October 2020.

Governance, management and other information

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**External Committees**

**\*To be inserted** - Full copy will be available after the Council election to be held on 24 October 2020.



## Governance, management and other information

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### **External Committees (continued)**

**\*To be inserted** - Full copy will be available after the Council election to be held on 24 October 2020.

### **Councillor Briefing Sessions**

In addition to regular Council meetings, briefing sessions are held to inform councillors about important issues. These sessions provide councillors and Council officers with an opportunity to discuss issues in detail, seek further information and allow questions and concerns to be addressed in an open and frank environment. Briefing meetings are not a decision-making forum; they allow councillors to explore options and gain a more detailed understanding of the matter/s in question. Decisions of Council can only be made during Council meetings. Most councillor briefing sessions are considered an Assembly of Councillors. Further information is provided below.

### **Assembly of Councillors**

The *Local Government Act 1989* requires councils to keep a record of any planned or scheduled meetings where at least half the councillors (4) and one member of Council staff are present to consider matters that are intended or likely to be the subject of a decision of the Council, or subject to the exercise of a function, duty or power of a Council that has been delegated to a person or committee. An Assembly of Councillors does not include a meeting of the Council, a special committee of the Council, or any club, association, peak body, political party or other organisation.

At an Assembly of Councillors, if a councillor has a conflict of interest they must disclose it, complete a prescribed form and leave the assembly before the matter is considered.

Council keeps a written record of the names of councillors and members of Council staff attending the meeting, the matters considered at the meeting, and any conflict of interest disclosures made by a Councillor attending. The public can inspect an Assembly of Councillors record for 12 months after the date of the Assembly. For the 2019/2020 period, 81 Assemblies of Councillors were recorded.

## Governance, management and other information

Period	Council Meetings	Assembly of Councillors
2019/2020	18	81

### Code of Conduct

Banyule's Councillor Code of Conduct is designed to assist councillors in maintaining the highest standards of conduct and behaviour as well as provide a means for dealing with conflicts which may occur. The Code is also intended to assist the mayor, deputy mayor and councillors to discharge their public office appropriately. (Further information regarding the Councillor Code of Conduct is available on Banyule's website.)

The Local Government Act 1989 section 76C requires each council to adopt a Councillor Code of Conduct (the Code). The Code of Conduct must be reviewed within 4 months after a General Election.

### A new Local Government Act

The [Local Government Act](#) is legislation that describes the objectives, roles and functions of local government in Victoria; this act has recently had a major reform.

The new *Local Government Act 2020* replaces the *Local Government Act 1989* and is said to be the most ambitious reform to the local government sector in over 30 years. The Act seeks to improve local government democracy, accountability and service delivery for all Victorians.

The Victorian Government set three overriding objectives for the new Act:

1. Victorians will better understand and value the role of councils as democratically elected bodies that represent their interests; participate more as candidates, voters and citizens in council activities; and contribute to council strategic visions and plans.
2. Councils will drive reform across the state by being more autonomous and outcome-oriented; and by embracing innovative and collaborative arrangements that increase organisational efficiency and deliver public value for residents.
3. The Act will be a living document that tells people clearly what councils do and how to get involved, and provide a sound framework for the sector to become more efficient and enterprising in its local governance.

The new Act will be implemented in four transitional stages. Within each stage there are key dates where specific documents are required to be adopted and in place at each Council.

As part of the current transitional stage, the documents due for implementation by 1 September 2020 include:

- Governance Rules
- Expense Policy
- Audit and Risk Committee and Charter
- Public Transparency Policy

## Governance, management and other information

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A special meeting must be called solely for the purpose of reviewing the Councillor Code of Conduct. Council reviewed and adopted its Councillor Code of Conduct at a Special Meeting on 20 February 2017. All councillors signed and declared in writing to abide by the Councillor Code of Conduct at all times, and this declaration was made in front of, and witnessed, by the Chief Executive Officer as required under Section 76C(6B) of the *Local Government Act 1989*.

As community and civic leaders, councillors commit to lead by example and promote the highest standard in the way Council business is conducted. The Values and Behaviours include:

- Leadership - Councillors will strongly represent and advocate on behalf of the community and exercise courage in leadership and decision-making.
- Responsibility - Councillors will actively and openly participate in Council decision-making processes and strive to achieve effective governance and the best outcome for the community
- Integrity - Councillors will always act with honesty and integrity and demonstrate high standards of professionalism.
- Respect - Councillors will act in ways which support individual contribution and worth and strive to achieve healthy working relationships
- Inclusion - Councillors will value the contribution and individuality of others and commit to develop open and positive working relationships
- Initiative - Councillors will aim to achieve continuous improvement in performance and the highest standards and outcomes for the City of Banyule.

The Councillor Code of Conduct also includes:

- conduct principles
- procedures for resolving disputes between Councillors
- procedures for the disclosure of conflict of interests
- statement of caretaker procedures for the election period
- procedures to ensure Council resources are not inappropriately used during an election period.

### Conflict of Interest

The *Local Government Act 1989* sets out, in general terms, the conduct expected of councillors and members of special committees. In performing the role of a councillor, councillors must act honestly and must exercise reasonable care and diligence in carrying out their duties.

Councillors must not make improper use of their position or information gained in their role as a councillor to:

- gain, or attempt to gain, directly or indirectly, an advantage for themselves or for any other person
- cause or attempt to cause detriment to the Council.

The *Local Government Act 1989* places stringent obligations on councillors to disclose any conflict of interest they may have in a matter which is to be, or is likely to be, considered or discussed at a meeting of the Council or a special committee.

Conflict of interest provisions apply only if the nature of the interest of the councillor may conflict with the performance of their public duties. Where a conflict of interest exists the councillor is not allowed to vote on the matter before Council and must leave the Council chamber before the vote is taken.

Disclosure of conflict of interest provisions requires a councillor to disclose the type of interest, whether it is direct or indirect, and the nature the conflict of interest.

## Governance, management and other information

A direct interest generally exists if the councillor is directly affected or their circumstances directly altered. Direct interests specifically include circumstances where the councillor is reasonably likely to be directly affected financially, or where their residential amenity is likely to be directly affected.

An indirect interest generally arises as a result of a connection with another person, organisation or circumstance. Indirect interests are described as:

- a close association in the matter: this is where a 'family member' who regularly resides with the councillor has a direct or indirect interest, or a 'relative' has a direct interest, or a member of the person's household has a direct interest in the matter
- an indirect financial interest in the matter
- a conflicting duty. (Note there are circumstances where a person does not have an indirect interest because of a conflicting duty)
- a receipt of an applicable gift
- someone who becomes an interested party in the matter by initiating civil proceedings or becoming a party to civil proceedings in relation to the matter
- a residential amenity is likely to be altered.

To ensure impartiality in decision-making, councillors, senior and nominated officers are required to make a six-monthly return of any prescribed interest they hold. Council staff with delegated powers must also disclose any conflict of interest they may have in a matter where they are executing their delegated authority.

During 2019/20, two (2) conflict of interest was declared at a Council meeting.

Conflict of Interest	Number
<b>Direct Interest (S77B)</b>	<b>0</b>
<b>Indirect Interest (S78)</b>	
Indirect Interest by Close Association (s78)	0
Indirect Interest that is an indirect financial interest (s78A)	1
Indirect Interest because of conflicting duties (s78B)	1
Indirect Interest because of receipt of applicable gift (s78C)	0
Indirect Interest as a consequence of becoming an interested party (s78D)	0
Indirect Interest because of residential amenity (s78E)	0
<b>Conflicting personal interest (s.79B)</b>	<b>0</b>
<b>Total</b>	<b>2</b>

### Councillor Allowances

The *Local Government Act 1989* provides for councillors to be paid an allowance for their services. The Mayor is also entitled to receive a higher allowance. These allowances are determined by the State Government who sets the upper and lower limits for all allowances paid to councillors and mayors. Councils are divided into three categories based on the income and population of each Council. Banyule City Council is recognised as a category three council.

In accordance with Section 74 the *Local Government Act 1989* (the 'Act'), a Council must review and determine the level of councillor and mayoral allowance within the period of 6 months after a general election or by next 30 June, whichever is later.

### Governance, management and other information

On 24 April 2017, Council set the mayoral and councillor allowances which will be payable during the next four financial years, effective from the same date. The allowance for councillors was set at \$29,630 and \$94,641 for the mayor subject to any adjustments determined by the Minister. The allowances are adjusted in line with Section 73B of the *Local Government Act 1989*, which provides for an annual adjustment factor to be applied to the mayoral and councillor allowances. The Minister for Local Government approved an adjustment factor increase of 2.0 per cent to take effect from 1 December 2019.

Period	Mayoral Allowance	Councillor Allowance
01/07/19 - 30/11/19	\$98,465 per annum pro rata	\$30,827 per annum pro rata
01/12/19 – 30/06/20	\$100,434 per annum pro rata	\$31,444 per annum pro rata

#### Councillor Expenses

In accordance with the *Local Government Act 1989*, councillors are entitled to be reimbursed in relation to expenses incurred in their capacity as a councillor.

Section 75B of the *Local Government Act 1989* (the Act) requires that a Council must adopt and maintain a policy in relation to the reimbursement of out-of-pocket expenses for councillors and members of Council committees. Section 75C of the Act requires Councils to provide for resources and facilities for councillors as prescribed.

In accordance with these requirements, Banyule Council has a policy titled 'Councillor Expense & Resource Policy' (Policy) which was last reviewed and adopted by Council on 24 April 2017. The Policy outlines the support and resources available to councillors to perform their roles and undertake their official duties. The policy ensures reimbursement of expenses and access to resources and support are provided in an equitable manner, to cater for the full participation of all councillors in Council business and with their communities, while also recognising individual needs and circumstances.

### Governance, management and other information

Details of the expenses, including reimbursement of expenses, for each councillor, paid by the Council for the 2019/2020 year, are set out in the table below.

Councillors	Travel	Car Mileage	Child Care	Information/Communication	Conferences & Training	Total
Cr Peter Castaldo				\$9,887	\$3,059	\$12,946
Cr Alison Champion	\$84			\$9,887	\$722	\$10,693
Cr Mark Di Pasquale		\$619		\$10,235		\$10,854
Cr Rick Garotti		\$1,115		\$11,075	\$10,225*	\$22,415
Cr Craig Langdon	\$855	\$2,949		\$9,887	\$5,552	\$19,243
Cr Tom Melican				\$10,397	\$3,554	\$13,951
Cr Wayne Phillips				\$10,464		\$10,464

The Information/Communications column includes phone and internet charges, the provision of any new IT equipment and the costs associated with the publication and distribution of the News in Our Neighbourhood. In 2018/19 there was a change to the way the News in our Neighbourhood was distributed this resulted in an increase in the overall cost. This was the first full year that it was distributed in this way.

Councillors are given the opportunity to attend conferences and training sessions as they are important in enhancing their knowledge and providing them with the ability to make informed decisions. Conferences and training sessions must be of relevance to the responsibilities of the respective Councillor, relate to the areas of local government activity, leadership and governance in the context of the role of Councillor, or enhance the personal skills of the individual to undertake the role.

\*Cr Rick Garotti attended the Australian Institute of Company Directors (AICD) course which was at a cost of \$8,168. A General Business item was tabled by Cr Garotti at the Ordinary Council Meeting on 24 February 2020 outlining the learnings and benefits to council from the course.



## Governance, management and other information

### Statutory information

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

#### Documents Available for Public Inspection

The following documents in accordance with Section 12 of the *Local Government (General) Regulations 2015* are available for inspection or copies of the document can be obtained for the purposes of section 222 of the *Local Government Act 1989* from the Council offices during business hours and include:

- details of overseas or interstate travel
- Council Agendas and Minutes for Ordinary and Special Meetings ([website](#))
- register of delegations kept under sections 87(1) and 98(4)
- details of all leases involving land
- a register of authorised officers appointed under Section 224 of the Act
- list of donations and grants made by Council.

In addition to this, the *Local Government Act 1989 Act* and other Acts under which local government operates, stipulate the following information is available for public inspection (\*access to some of these documents may require a payment of a fee in accordance with the relevant Act or Regulation):

- Register of Interests (Section 81(10))
- Candidate campaign donation returns (Section 62A) ([website](#))
- Councillor Reimbursement Policy (Section 75B) ([website](#))
- Councillor Code of Conduct (Section 76C) ([website](#))
- Assembly of Councillors (Section 80A) (summary also available in Council Agenda)
- Election Period Policy (section 93B(4)) ([website](#))
- Local Law (Section 120) ([website](#))
- Accounts and records of Council transactions (Section 140)
- Annual Report (Section 131) ([website](#))
- Auditor's Report (Section 133)
- Annual Budget (Section 127) ([website](#))
- Council Plan and Strategic Resource Plan (Section 125 & 126) ([website](#))
- Details of Differential Rates (Section 161) ([website](#))
- Best Value – Quality and cost standards (Section 208)
- Procurement Policy (Section 186A) ([website](#))

#### Other Acts

- Register of all building permits issued (Building Act 1983, Section 31)
- Register of all registered dogs and cats in the Municipal District (Domestic Animals Act 1994, Section 18)
- Municipal Planning Scheme and any approved amendments (Planning & Environment Act 1987, Section 42) ([website](#))
- A register of planning permit applications, decisions and determinations (Planning & Environment Act 1983, Section 49)
- A copy of each s173 agreement indicating any amendment made, (Planning and Environment Act 1987, Section 179)
- Municipal Public Health and Wellbeing Plan (Public Health and Wellbeing Act 2008, Section 26(7))
- Details of Food Premise Registrations (Food Act 1984, Section 43)
- Protected Disclosure Procedures (Protected Disclosure Act 2012, Section 70) ([website](#))

Note: ([website](#)) - available on Council's website

## Governance, management and other information

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### Best Value

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. Council incorporates Best Value Principles through regular corporate and business planning, Banyule Management System support systems, community engagement, performance monitoring processes, and through a commitment to continuous improvement in a range of activities. To further reflect Council's commitment to Best Value, Council has a Service Development Review program which is progressively rolled out across the organisation. This program provides extensive review and assessment to strengthen Council's delivery of sustainable, efficient, and effective services to the local community.

### Disability Action Plan

In accordance with section 38 of the *Disability Act 2006*, as Council has prepared a Disability Action Plan it must report on the implementation of the Disability Action Plan in its annual report.

As a part of Council's Inclusion, Access and Equity Framework, Council has developed and adopted its Disability Plan 2017-2021 which outlines Council's commitment to people with a disability and their families. Council has established a Disability Inclusion Advisory Committee which meets regularly to provide advice to Council on implementing the plan and raise issues requiring strategic advocacy. Council has developed an annual reporting program for the Plan and reports on the progress of implementation through Council's advisory committee, Council's website and a variety of printed publications. The current plan incorporates key directions and focus areas for Council's Disability Plan, based on an extensive community engagement process.

### Carers Recognition Act 2012

Within the *Carers Recognition Act 2012* all councils in Victoria are defined as a 'public service care agency' and therefore a 'care support organisation'. As a consequence, councils are required to comply with the Act and to report on this.

This reporting requirement impacts across a wide range of council activities including Human Resources, Aged & Disability Services, Leisure & Recreation, Community Services and Family & Children's Services.

Council has taken all practicable measures to comply with its responsibilities outlined in the *Carers Recognition Act 2012*. Council has promoted the principles of the Act to people in care relationships who receive council services; to people in care relationships, and to the wider community by:

- Engaging with carers to seek feedback on how Council can best support them
- Distributing printed material through relevant council services
- Delivering group activities and respite programs to support clients and provide carers with some short term relief from their carer role
- Providing links to state government resource materials on council's website
- Providing information to organisations represented in council/community networks
- Operating a regular carers group that has been set to provide information and advice to support carers in their role.

Council has taken all practicable measures to ensure staff, council agents and volunteers working for council are informed about the principles and obligations of the Act by including information on the care relationship in:

- Council induction and training programs for staff working in Commonwealth Home Support Program (CHSP) and disability services;
- Council induction and training programs for staff working in front-line positions with the general community; and
- Induction and training programs for volunteers working directly with the community.

## Governance, management and other information

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### **Domestic Animal Management Plan**

In accordance with the Domestic Animals Act 1994, Council is required to prepare and implement a 4 year Domestic Animal Management Plan (DAM) which is required to be reviewed annually.

Council's Domestic Animal Management Plan 2017-2021 was developed by Council's Animal Management Team with input from Banyule residents, stakeholders, and organisations with vested interests in animal management. The DAM was adopted by Council in late 2017 and reviewed in November 2019.

Initiatives delivered under the Plan during the 2019/2020 financial year included:

- Continued focus on encouraging and promoting new pet registrations
- Council has partnered with the Australian Pet Welfare Foundation signing up to a four year Community Cat Research project.
- In conjunction with the University of Queensland and Australian Pet Welfare Foundation, surveys are being completed by owners of cats when participating in the cat de-sexing program, to gather data on human behaviour changes towards the cat, for research purposes.
- Council has developed a new Animals in Emergency Plan as a sub-plan of the Municipal Emergency Management Plan.
- Providing additional information regarding responsible pet ownership via social media, including the production of two media clips, one for what happens when a lost pet is found, and the other on new legislation relating to the Pet Exchange Register.
- Animal Management Officers managed 966 animal related requests for service during 2019/2020.

Council continues to foster and manage responsible animal ownership by implementing initiatives that assist with reuniting animals and owners, re-homing animals, and delivering quality animal management services.

### **Food Act Ministerial Directions**

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a copy of any Ministerial Direction received during the financial year in its annual report.

No such Ministerial Directions were received by Council during the financial year.

### **Victorian Charter of Human Rights and Responsibilities**

Council takes a range of steps to ensure that actions and decision of Council adequately meet the requirements and principles of the Charter. This includes providing training for Council's staff on understanding the Charter and being able to identify potential human rights issues. Council staff are required to assess the impacts of decisions, policies and actions against the Charter and take steps to address any potential conflicts. Council reports on actions it has undertaken to comply with the Charter through responding to surveys developed by the Victorian Human Rights and Equal Opportunity Commission into the operation of the Charter within Local Government.

## Governance, management and other information

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### Freedom of Information

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

The *Freedom of Information Act (FOI) 1982* gives the community a legal right to access certain Council documents. The Banyule Council is subject to the FOI Act and responds to requests directly related to its operations.

The FOI Act has four basic principles:

- the public has a legal right of access to information
- local governments are required to publish information concerning the documents they hold
- people may request that inaccurate, incomplete, out-of-date or misleading information in their personal records be amended
- people may appeal against a decision not to give access to the information or not to amend a personal record.

Requests to access documents must be in writing and accompanied by the appropriate application fee. Applicants should specify the documents they are seeking to access. Access charges may also apply once documents have been processed and a decision on access is made (e.g. photocopying and search and retrieval charges).

On receipt of a request, a decision must be made within 30 days with the provision to extend by an additional 15 days where consultation is required. Where a decision is made to refuse or defer access, the applicant will be notified in writing of the reasons for the refusal and the procedures available to appeal the decision. Application forms are available on Council's website.

### Reporting of FOI requests during 2019/2020

There were 27 FOI requests processed in 2019/2020.

Further information regarding FOI can be found at [www.ovic.vic.gov.au](http://www.ovic.vic.gov.au) and or on Council's website.

### Privacy and Data Protection Act 2014

The Victorian Privacy and Data Protection Act 2014 requires that Council adhere to the information privacy principles when collecting, managing and using an individual's personal information.

Council's Privacy Policy outlines how Council ensures these principles are applied. Privacy training is incorporated in Council's induction program and it is mandatory for all staff to undertake refresher training every two years.

## Governance, management and other information

### **Public Interest Disclosure Procedures (previously known as protected disclosure or 'whistle-blower' complaints)**

Banyule City Council is a public body subject to the *Public Interest Disclosures Act 2012* (PID Act). The purpose of the Act is to encourage and facilitate the making of disclosures of improper conduct by public officers and public bodies, including the Council as a public body, its staff, employees and councillors.

Banyule is committed to the aims and objectives of the PID Act. It recognises the value of transparency and accountability in its administrative and management practices, and supports the making of disclosures that reveal improper conduct. It does not tolerate improper conduct by the organisation, its employees, officers, or councillors, nor the taking of reprisals against those who come forward to disclose such conduct.

The Independent Broad-based Anti-corruption Commission (IBAC) has responsibility for identifying and preventing serious corrupt conduct across the whole public sector, including members of Parliament, the judiciary and state and local government.

IBAC also has a broad oversight role in relation to police personnel misconduct and an important education function to proactively assist public sector agencies to improve their systems and processes to prevent corrupt conduct.

People making a disclosure must believe, on reasonable grounds that the councillor or Council employee has engaged in, or proposes to engage in, improper conduct. The conduct must be serious enough to constitute a criminal offence or reasonable grounds for dismissal.

Further information and a copy of the Banyule's Public Interest Disclosure procedures is available on Council's website or by calling Council on 9490 4222.

### **Reporting of Disclosures during 2019/20**

There were no disclosures notified to the IBAC under section 21(2) in 2019/2020.

### **Election Period Policy**

With the recent amendments to the *Local Government Act 1989* (Act), section 93B now requires all councils to adopt and maintain an 'Election Period' policy.

All levels of government in Australia accept that during the period leading up to an election that the Government assumes a 'caretaker role'.

During the caretaker period, the business of government continues and ordinary matters of administration still need to be addressed. However, successive governments have followed a series of practices, known as the 'caretaker conventions', which aim to ensure that their actions do not bind an incoming government and limit its freedom of action.

The Election Period policy requires that councils publicly explain to their communities how they will conduct their business immediately prior to an election. This is to ensure council elections are not compromised by inappropriate electioneering by existing councillors and to safeguard the authority of the incoming council.

The policy must cover the three matters outlined below:

1. Preventing inappropriate decisions and misuse of resources
2. Limiting public consultation and council events
3. Equitable access to council information



## Governance, management and other information

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The Election Period Policy is required to be adopted 12 months prior to a General Election. The Policy was updated and adopted by Council on 7 October 2019.

The 2020/2024 Election Period Policy is currently available on Council's website and will be replaced with an updated Policy incorporated in Council's Governance Rules. This is a new requirement from the new *Local Government Act 2020*.

### Road Management Act Ministerial direction

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

### Local Laws

As at 30 June 2020, Council had the following Local Laws:

- General Local Law No 1 (2015) which regulates and controls activities and behaviour on public land
- Governance Local Law 2 (2015) which regulates the conduct of Council meetings and use of the Common Seal.

### Codes of Practice

The Council has also adopted Codes of Practice to complement and enhance its Local Laws. Council has the following Code as at 30 June 2020:

- Meeting Procedures Code (2015).

### Contracts

During the year Council did not enter into any contracts valued at \$150,000 or more for services, or \$200,000 or more for works or more of a kind specified in section 186(5)(a) and (c) of the Act other than for the works undertaken as per below:

- During the year J & D Barton were engaged under a request for quote process to carry out works to repair tennis courts in accordance with Tennis Australia references. As a result of a variation issued to Council whilst the works were being carried out, the total payments for the project marginally exceeded the tender threshold.
- SportEng was invited to submit quotations through a request for quote process to provide design consultancy services for the Olympic Park Masterplan Redevelopment. The original quote provided in 2018/2019 was below the tender threshold, subsequent changes to the requirements during 2019/2020 resulted in variations being issued to complete the detailed design resulting in the tender threshold being breached. Due to the nature of the design services provided and the Consultant intellectual property involved in the detailed design provided to date, another Consultant could not be engaged to complete the design of the Olympic Park Masterplan Redevelopment.

Council has subsequently undertaken a public tender process to establish a panel of consultants to provide sports-field and leisure design consulting services which will aid in future compliance with the Procurement Policy and *S186 of the Local Government Act 1986*.



## Governance, management and other information

### Infrastructure and development contributions

Council introduced a Development Contributions Plan in 2016/2017.

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is a collection 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 2019/2020 financial year, the following information about development contributions is disclosed.

**Table 1 - Total DCP levies received in 2019-20**

DCP NAME (Year Approved)	Levies received in 2019-20 FY (\$)
DCP 2016/2017 (2019)	195,737
<b>Total</b>	<b>195,737</b>

**Table 2 - DCP land, works, services or facilities accepted in-kind in 2019-20**

DCP name (year approved)	Project ID	Project description	Item Purpose	Project Value (\$)
-	-	-	-	-
<b>Total</b>	-	-	-	-

Banyule has not entered into any agreements for DCP land, works, services or facilities accepted in-kind in the 2019/2020 financial year.

**Table 3 - Total DCP contributions received and expended to date**

(for DCPs approved after 1 June 2016)

DCP name (year approved)	Total levies received (\$)	Total levies expended (\$)	Total works-in-kind accepted (\$)	Total DCP contributions received (levies and works-in-kind) (\$)
DCP 2016/2017 (2019)	195,737	195,737	-	195,737
<b>Total</b>	<b>195,737</b>	<b>195,737</b>	-	<b>195,737</b>

**Governance, management and other information**

**Table 4 - Land, works, services or facilities delivered in 2019-2020 from DCP levies collected**

Project description	Project ID	DCP name (Year approved)	DCP fund expended (\$)	Works In-kind Accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	% of item delivered
LaTrobe University Basketball Stadium - contribution to community facility	I	DCP 2016/2017 (2019)	20,909	-	2,479,091	-	2,500,000	100%
Gabonia Avenue Reserve - pavilion female friendly change rooms	B10	DCP 2016/2017 (2019)	1,770	-	2,080	-	3,850	100%
One Flintoff, Greensborough - community rooms and spaces in office building	B111	DCP 2016/2017 (2019)	5,571	-	670	-	6,241	100%
One Flintoff, Greensborough - construction management	B114	DCP 2016/2017 (2019)	5,571	-	801,783	-	807,354	100%
WaterMarc - pool plant	B25	DCP 2016/2017 (2019)	1,414	-	213,978	-	215,392	100%
WaterMarc - mechanical plant	B26	DCP 2016/2017 (2019)	1,414	-	58,386	-	59,800	100%
Banyule Flats Reserve - pavilion	B27	DCP 2016/2017 (2019)	3,138	-	848,649	-	851,787	100%
The Centre Ivanhoe - great hall floor	B29	DCP 2016/2017 (2019)	15,030	-	63,851	-	78,881	100%
Ivanhoe Community Learning Hub - library	B31	DCP 2016/2017 (2019)	14,838	-	10,606,027	-	10,620,865	100%

## Governance, management and other information

Table 4 - Land, works, services or facilities delivered in 2019-2020 from DCP levies collected (continued)

Project description	Project ID	DCP name (Year approved)	DCP fund expended (\$)	Works In-kind Accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	% of item delivered
Ivanhoe Aquatic - pool plant	B33	DCP 2016/2017 (2019)	10,268	-	95,417	-	105,685	100%
Olympic Leisure Centre - pool plant	B34	DCP 2016/2017 (2019)	9,220	-	3,430	-	12,649	100%
WaterMarc - pool plant	B36	DCP 2016/2017 (2019)	3,491	-	211,900	-	215,392	100%
WaterMarc - mechanical plant	B37	DCP 2016/2017 (2019)	5,571	-	54,229	-	59,800	100%
Banyule Flats Reserve - pavilion	B38	DCP 2016/2017 (2019)	3,294	-	848,493	-	851,787	95%
Willilinda Park - pavilion female friendly change rooms	B39	DCP 2016/2017 (2019)	502	-	81,861	73,105	155,468	100%
Glenauburn Reserve – pavilion female friendly change rooms and social room expansion-pavilion	B40	DCP 2016/2017 (2019)	-	-	-	13,872	13,872	3%
Grimshaw Ward Preschool - upgrade	B42	DCP 2016/2017 (2019)	912	-	13,554	19,825	34,291	100%
Grimshaw Ward Preschool - upgrade	B43	DCP 2016/2017 (2019)	483	-	13,983	19,825	34,291	100%
Ivanhoe Community Learning Hub -library	B46	DCP 2016/2017 (2019)	14,338	-	10,606,527	-	10,620,865	70%

**Governance, management and other information**

**Table 4 - Land, works, services or facilities delivered in 2019-2020 from DCP levies collected (continued)**

Project description	Project ID	DCP name (Year approved)	DCP fund expended (\$)	Works In-kind Accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	% of item delivered
WaterMarc - mechanical plant	B50	DCP 2016/2017 (2019)	1,414	-	64,792	-	66,206	100%
Ivanhoe Aquatic - stage 2 construction	B51	DCP 2016/2017 (2019)	10,405	-	195	-	10,600	100%
Olympic Park - pavilion	B52	DCP 2016/2017 (2019)	2,723	-	2,378,471	243,529	2,624,723	100%
Watsonia Pool - mechanical plant	B7	DCP 2016/2017 (2019)	502	-	14,676	-	15,178	100%
The Centre Ivanhoe - air conditioning	B78	DCP 2016/2017 (2019)	14,338	-	154,939	-	169,277	100%
Greensborough RSL and Clubs - education facility	B93	DCP 2016/2017 (2019)	502	-	122,167	-	122,669	100%
NETS Stadium - court surface	B96	DCP 2016/2017 (2019)	1,414	-	631,296	1,313,820	1,946,530	100%
The Centre Ivanhoe - floor	B98	DCP 2016/2017 (2019)	9,352	-	30,089	-	39,441	100%
Arthur Streeton Reserve - gross pollutant trap	D12	DCP 2016/2017 (2019)	-	-	9,091	-	9,091	100%
Brixton Avenue, Eltham North - stage 1 drainage works	D3	DCP 2016/2017 (2019)	-	-	142,353	-	142,353	100%

## Governance, management and other information

Table 4 - Land, works, services or facilities delivered in 2019-2020 from DCP levies collected (continued)

Project description	Project ID	DCP name (Year approved)	DCP fund expended (\$)	Works In-kind Accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	% of item delivered
Brixton Avenue, Eltham North - stage 2 drainage works	D7	DCP 2016/2017 (2019)	-	-	142,353	-	142,353	100%
Rosanna Shopping Centre - stage 1 streetscape	R123	DCP 2016/2017 (2019)	2,071	-	235,429	-	237,500	100%
Watsonia Shopping Centre - car park extension opposite Watsonia RSL	R125	DCP 2016/2017 (2019)	483	-	223,097	-	223,580	50%
Yarra Street, Heidelberg - children's crossing	R130	DCP 2016/2017 (2019)	2,150	-	24,437	-	26,587	60%
Pacific Drive Heidelberg Heights - intersection at Ramu Parade	R131	DCP 2016/2017 (2019)	2,723	-	39,005	-	41,728	100%
Prospect Road, Rosanna - intersection at Beecham Parade	R132	DCP 2016/2017 (2019)	2,071	-	41,071	-	43,142	100%
Alisa Grove, Ivanhoe - vehicle turn at Tate Street	R133	DCP 2016/2017 (2019)	-	-	11,999	39,330	51,329	100%
Mount Street, Eaglemont – traffic measure at The Eyrie	R134	DCP 2016/2017 (2019)	-	-	31,105	-	31,105	100%
Calendonia Drive, Eltham North - traffic measures	R135	DCP 2016/2017 (2019)	-	-	60,500	-	60,500	100%

## Governance, management and other information

Table 4 - Land, works, services or facilities delivered in 2019-2020 from DCP levies collected (continued)

Project description	Project ID	DCP name (Year approved)	DCP fund expended (\$)	Works In-kind Accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	% of item delivered
Lower Heidelberg Road, Ivanhoe - Bus shelter west of Marshall Street	R141	DCP 2016/2017 (2019)	242	-	14,467	-	14,709	75%
Plenty River Drive/Diamond Creek Road to Avandina Crescent, Greensborough - road rehabilitation	R147	DCP 2016/2017 (2019)	502	-	38,210	-	38,712	77%
Victoria Avenue/Grandview Grove to Yarra view Parade, Rosanna - road rehabilitation	R148	DCP 2016/2017 (2019)	2,071	-	34,661	-	36,732	100%
Corvette Street/Morobe Street to Pacific Drive, Heidelberg West - road rehabilitation	R158	DCP 2016/2017 (2019)	454	-	30,326	-	30,781	100%
Graham Road/Warren Road to Willa Av, Viewbank - road rehabilitation	R160	DCP 2016/2017 (2019)	285	-	53,467	-	53,752	100%
Kenna Street/Maiona Road to Grievé Street, Macleod - road rehabilitation	R162	DCP 2016/2017 (2019)	785	-	13,337	-	14,122	100%
Valentine Street/Oriel Road to Athelstane Grove, Ivanhoe - road rehabilitation	R164	DCP 2016/2017 (2019)	116	-	53,128	-	53,244	100%



## Governance, management and other information

Table 4 - Land, works, services or facilities delivered in 2019-2020 from DCP levies collected (continued)

Project description	Project ID	DCP name (Year approved)	DCP fund expended (\$)	Works In-kind Accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	% of item delivered
Creamean Avenue/Bond Street to Hawker Street, Ivanhoe – road rehabilitation	R166	DCP 2016/2017 (2019)	116	-	48,595	-	48,711	100%
Mundy Street/Kenmare Street to Ladd Street, Watsonia – road rehabilitation	R167	DCP 2016/2017 (2019)	484	-	24,993	-	25,477	100%
Kurrajong Crescent/Sellars Street to Hakea Street, Watsonia North – road rehabilitation	R169	DCP 2016/2017 (2019)	519	-	58,156	-	58,676	100%
Derra Street/Oriel Rd to Mulberry Parade, Heidelberg West – road rehabilitation	R172	DCP 2016/2017 (2019)	801	-	34,831	-	35,631	100%
Lower Plenty Road/Lower Plenty Road to Kardina Drive, Yallambie - road rehabilitation	R174	DCP 2016/2017 (2019)	1,168	-	31,687	-	32,854	100%
Progress Road/Ryans Road to Weidlich Road, Eltham North – road rehabilitation	R178	DCP 2016/2017 (2019)	0	-	91,979	-	91,979	100%
Graeme Avenue/Sherbourne Road to Baldwin Avenue, Montmorency -road rehabilitation	R180	DCP 2016/2017 (2019)	499	-	39,788	-	40,286	100%

## Governance, management and other information

Table 4 - Land, works, services or facilities delivered in 2019-2020 from DCP levies collected (continued)

Project description	Project ID	DCP name (Year approved)	DCP fund expended (\$)	Works In-kind Accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	% of item delivered
Lodge Street/Plenty Lane to Nepean Street, Greensborough – road rehabilitation	R184	DCP 2016/2017 (2019)	502	-	18,711	-	19,213	50%
Rosanna Shopping Centre - stage 2 streetscape	R189	DCP 2016/2017 (2019)	2,071	-	474,209	-	476,280	79%
Small shopping strips - streetscape	R257	DCP 2016/2017 (2019)	2,110	-	5,943	1,700	9,753	100%
Small shopping strips - streetscape	R271	DCP 2016/2017 (2019)	2,110	-	7,643	-	9,753	100%
Community Gateways - streetscape	R288	DCP 2016/2017 (2019)	5,346	-	36,790	-	42,135	84%
Heidelberg Shopping Centre - stage 1 Burgundy Street streetscape	R341	DCP 2016/2017 (2019)	-	-	41,939	-	41,939	100%
Heidelberg Shopping Centre - stage 2 Burgundy Street streetscape	R54	DCP 2016/2017 (2019)	3,124	-	38,815	-	41,939	8%
High Street, Watsonia - stage 1 removal of roundabout at Morwell	R61	DCP 2016/2017 (2019)	482	-	-	-	482	1%
Greensborough Shopping Centre - streetscape	R56	DCP 2016/2017 (2019)	502	-	21,176	-	21,678	9%

**Governance, management and other information**

**Table 4 - Land, works, services or facilities delivered in 2019-2020 from DCP levies collected (continued)**

Project description	Project ID	DCP name (Year approved)	DCP fund expended (\$)	Works In-kind Accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	% of item delivered
Henry Street, Greensborough - stage 1 Louis Street intersection	R65	DCP 2016/2017 (2019)	502	-	40,406	-	40,908	100%
Grimshaw Street, Bundoora - bus shelter west of Oxford Drive	R70	DCP 2016/2017 (2019)	429	-	16,671	-	17,100	100%
Elder Street, Watsonia - bus shelter north of Frensham Road	R71	DCP 2016/2017 (2019)	483	-	16,617	-	17,100	100%
Bell Street, Heidelberg Heights - bus shelter west of Gotha Street	R72	DCP 2016/2017 (2019)	2,150	-	14,950	-	17,100	100%
<b>Total 2019/2020</b>		<b>DCP 2016/2017 (2019)</b>	<b>195,737</b>	<b>-</b>	<b>32,662,466</b>	<b>1,725,006</b>	<b>34,583,208</b>	

## Governance, management and other information

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### Orders of Council

#### *Alcohol Prohibition*

In accordance with its General Local Law No. 1(2015) alcohol prohibition applies with and in the environs of the below-listed locations. The restriction means that it is an offence to consume or be in possession of an open container of alcohol in the following locations:

- Bundoora, Andrew Place Shopping Precinct
- Eaglemont, Silverdale Road Shopping Strip
- Greensborough Shopping Precinct
- Heidelberg Shopping Precinct
- Heidelberg West, Olympic Village Shopping Centre located at Southern Road, including the park, community centre, and adjoining laneway
- Heidelberg West, The Mall Shopping Precinct
- Heidelberg West, Waterdale Road North Shops and surrounds including park
- Ivanhoe Shopping Precinct and Council Offices Ivanhoe,
- The Boulevard, Ivanhoe 15 December - 1 January 7:00PM - 2:00AM inclusive
- Montmorency Shopping Precinct
- Ivanhoe East Shopping Precinct and surrounds
- Macleod Shopping Precinct and surrounds
- Lower Plenty Shopping Precinct
- Watsonia Shopping Centre and surrounds
- Waterdale Road Shopping Precinct and surrounds
- Rosanna Shopping Precinct and surrounds

It should be noted that the prohibition does not apply to individual trading premises, licensed premises, premises operating pursuant to a current Footpath Trading Permit issued by Council, subject to any additional licensing requirements or any other license granted by Licensing Victoria, but does extend to all other public places within the above areas as indicated by signs.

## Governance, management and other information

### Governance and Management Checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

Column 1 Governance and Management Items	Column 2 Assessment	
1 <b>Community engagement policy</b> (policy outlining council's commitment to engaging with the community on matters of public interest)	Current policy in operation. Date of operation of current policy: 3 February 2016.	☑
2 <b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation. Date of operation of current guidelines: 24 January 2013.	☑
3 <b>Strategic Resource Plan</b> (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Plan adopted in accordance with section 126 of the Act. Date of adoption: 27 July 2020. The Minister for Local Government provided an extension for 2020/2021 Council Strategic Resource Plans until 31 August 2020.	☑
4 <b>Annual Budget</b> (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 130 of the Act. Date of adoption: 27 July 2020. The Minister for Local Government provided an extension for 2020/2021 Council budgets until 31 August 2020.	☑
5 <b>Asset management plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation. Date of operation of current plans: Roads - 25 July 2016, Pathways - 25 July 2016, Bridges - 25 July 2016, Drains - 25 July 2016, Playgrounds and Open Space - 25 July 2016, Buildings - 25 July 2016.	☑
6. <b>Rating strategy</b> (strategy setting out the rating structure of Council to levy rates and charges)	Current strategy in operation. Date of operation of current strategy: 6 July 2020.	☑
7. <b>Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation. Date of operation of current policy: 26 June 2018.	☑

### Governance, management and other information

Column 1 Governance and Management Items	Column 2 Assessment	
8. <b>Fraud policy</b> (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation. Date of operation of current policy: 14 December 2017.	<input checked="" type="checkbox"/>
9. <b>Municipal emergency management plan</b> (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> . Date of preparation: 10 June 2020.	<input checked="" type="checkbox"/>
10. <b>Procurement policy</b> (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> . Date of operation of current strategy: 16 March 2020.	<input checked="" type="checkbox"/>
11. <b>Business continuity plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation. Date of preparation: 22 December 2017.	<input checked="" type="checkbox"/>
12. <b>Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation. Date of preparation: 31 July 2019.	<input checked="" type="checkbox"/>
13. <b>Risk management framework</b> (framework outlining council's approach to managing risks to the Council's operations)	Current framework in operation. Date of operation of current framework: 27 May 2016.	<input checked="" type="checkbox"/>
14. <b>Audit Committee</b> (advisory committee of council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee established in accordance with section 139 of the Act. Date of operation of current guidelines: 27 June 1997.	<input checked="" type="checkbox"/>



## Governance, management and other information

Column 1 Governance and Management Items	Column 2 Assessment	
15 <b>Internal audit</b> (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. Date of engagement of the current provider: 18 September 2017.	<input checked="" type="checkbox"/>
16 <b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Current framework in operation. Date of operation of current framework: 1 July 2019.	<input checked="" type="checkbox"/>
17 <b>Council Plan reporting</b> (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. Date of the reports: Q1: 24 October 2019 Q2: 22 January 2020 Q3: 5 May 2020 Q4: 5 August 2020.	<input checked="" type="checkbox"/>
18 <b>Financial reporting</b> (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly statements presented to Council in accordance with section 138(1) of the Act. Dates statements presented: Q1: 28 October 2019 Q2: 24 February 2020 Q3: 27 April 2020 Q4: 17 August 2020.	<input checked="" type="checkbox"/>
19 <b>Risk reporting</b> (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports prepared and presented. Date of reports: Q1: 27 November 2019 Q2: 4 March 2020 Q3: 20 May 2020	<input checked="" type="checkbox"/>
20 <b>Performance reporting</b> (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports prepared and presented. Date of reports: Full-Year: (base on 2019/20 EOY Reporting) As in prior years Council monitors financial and non-financial indicator performance on a quarterly basis, as part of more extensive and informative reporting throughout the entire year. Council's Annual Report includes reporting against targets that Council has set for both State Government and strategic indicators in the Council Plan. including a focus on annual State Government indicators	<input checked="" type="checkbox"/>

### Governance, management and other information

Column 1 Governance and Management Items	Column 2 Assessment	
21 <b>Annual Report</b> (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Annual report considered at a meeting of Council in accordance with section 134 of the Act. Date statements presented: 28 October 2019.	☑
22 <b>Councillor Code of Conduct</b> (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Code of conduct reviewed in accordance with section 76C of the Act. Date reviewed: 20 February 2017.	☑
23 <b>Delegations</b> (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 98(6) of the Act. Date of reviewed: 1 June 2020	☑
24 <b>Meeting procedures</b> (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act. Date local law made: 1 May 2015 Governance Local Law and Meeting Procedures Code were made (gazetted) in 2015. Updates also made to the Meetings Procedures Code (an attachment to the Local Law) on: <ul style="list-style-type: none"> <li>• 15 September 2016 to reflect changes to the Local Government Act and best practice; and</li> <li>• 3 June 2019 to incorporate changes to Traditional Custodians Acknowledgement, taking effect on 13 June 2019.</li> <li>• 21 May 2020 to allow Council to be able to call Special Council Meetings as this provision was removed from the new LGA 2020.</li> </ul>	☑

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

\_\_\_\_\_  
Cr Alison Champion  
Mayor  
Dated: Monday, 21 September 2020

\_\_\_\_\_  
Allison Beckwith  
Chief Executive Officer  
Dated: Monday, 21 September 2020

## Glossary

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<b>Act</b>	<ul style="list-style-type: none"><li>• The <i>Local Government Act 1989</i></li></ul>
<b>Advisory Committees</b>	<ul style="list-style-type: none"><li>• The main function of an advisory committee is to assist Council in the consultative process and provide valuable information to support the decision making of Council. Each year Council appoints Councillor representatives to a number of advisory committees. Their role in relation to these committees is representation, advocacy and consultation.</li></ul>
<b>Annual report</b>	<ul style="list-style-type: none"><li>• 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</li></ul>
<b>Appropriateness</b>	<ul style="list-style-type: none"><li>• Means indicators or measures that provide users with sufficient information to assess the extent to which an entity has achieved a pre-determined target, goal or outcome</li></ul>
<b>Auditor General</b>	<ul style="list-style-type: none"><li>• An independent officer of the Parliament, appointed under legislation, to examine and report to Parliament and the community, on the efficient and effective management of public sector resources, and provide assurance on the financial integrity of Victoria's system of government</li></ul>
<b>Best Value</b>	<ul style="list-style-type: none"><li>• State Government legislation that requires councils to review all their services and adopt service delivery models that are the best on offer, to meet the needs of their community.</li></ul>
<b>BPI</b>	<ul style="list-style-type: none"><li>• Banyule BPI is a well-established building permit provider to the large volume home builders of Victoria.</li></ul>
<b>Budget</b>	<ul style="list-style-type: none"><li>• 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</li></ul>
<b>CAATS</b>	<ul style="list-style-type: none"><li>• Computer assisted audit techniques – computer programs to read city databases to assess correctness.</li></ul>
<b>CALD</b>	<ul style="list-style-type: none"><li>• Culturally and linguistically diverse.</li></ul>

## Glossary

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<b>Capital Works</b>	<ul style="list-style-type: none"> <li>• Work undertaken on Council-owned assets including new works, expansions, upgrades and renewal or disposal.</li> </ul>
<b>CEO</b>	<ul style="list-style-type: none"> <li>• Chief Executive Officer</li> </ul>
<b>Continuous Improvement</b>	<ul style="list-style-type: none"> <li>• The process of ensuring that review and improvement practices are built into operational activities.</li> </ul>
<b>Corporate Governance</b>	<ul style="list-style-type: none"> <li>• Taking responsibility for the economic and ethical performance of the municipality, the underlying principles of which are openness, inclusion, integrity and accountability. Governance differs from the everyday management of affairs, in that it identifies the strategic directions for the organisation and implements the controls and checks, which enable the governing body to measure management's performance.</li> </ul>
<b>Council Asset</b>	<ul style="list-style-type: none"> <li>• An asset is a physical component of a facility that has value, enables a service to be provided and has an economic life greater than 12 months.</li> </ul>
<b>Council Plan</b>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<b>Financial performance indicators</b>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<b>Financial statements</b>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<b>Financial Year</b>	<ul style="list-style-type: none"> <li>• The period of 12 months beginning on 1 July and ending on 30 June the following year.</li> </ul>
<b>HACC Indicator</b>	<ul style="list-style-type: none"> <li>• Home and Community Care</li> <li>• What will be measured to assess performance</li> </ul>

## Glossary

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<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>The physical 'skeleton' required to enable the community to be connected and operational. This includes roads, drains, footpaths and public open spaces as well as public facilities and buildings.</li> </ul>
<b>Initiatives</b>	<ul style="list-style-type: none"> <li>Actions that are one-off in nature and/or lead to improvements in service</li> </ul>
<b>Internal Audit</b>	<ul style="list-style-type: none"> <li>An independent appraisal to examine and evaluate Council's financial, management and internal control systems.</li> </ul>
<b>Major initiative</b>	<ul style="list-style-type: none"> <li>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</li> </ul>
<b>MAV</b>	<ul style="list-style-type: none"> <li>Municipal Association of Victoria: the peak representative and lobbying body for Victoria's 79 councils.</li> </ul>
<b>Measure</b>	<ul style="list-style-type: none"> <li>Means how an indicator will be measured and takes the form of a computation, typically including a numerator and denominator</li> </ul>
<b>Minister</b>	<ul style="list-style-type: none"> <li>The Minister for Local Government</li> </ul>
<b>PAG</b>	<ul style="list-style-type: none"> <li>Planned Activity Group: social groups for frail older adults that provide an opportunity to meet and enjoy the company of others in a supported group situation.</li> </ul>
<b>Performance statement</b>	<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Planning and accountability framework</b>	<ul style="list-style-type: none"> <li>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</li> </ul>
<b>Regulations</b>	<ul style="list-style-type: none"> <li>The <i>Local Government (Planning and Reporting) Regulations 2014</i></li> </ul>
<b>Relevance</b>	<ul style="list-style-type: none"> <li>Indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved</li> </ul>

## Glossary

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<b>Report of operations</b>	<ul style="list-style-type: none"> <li>• A report containing a description of the operations of the council during the financial year and included in the annual report</li> </ul>
<b>Service outcome indicators</b>	<ul style="list-style-type: none"> <li>• The prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved</li> </ul>
<b>Service performance indicators</b>	<ul style="list-style-type: none"> <li>• A prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes</li> </ul>
<b>Services</b>	<ul style="list-style-type: none"> <li>• Assistance, support, advice and other actions undertaken by a council for the benefit of the local community</li> </ul>
<b>Strategic objectives</b>	<ul style="list-style-type: none"> <li>• The outcomes a council is seeking to achieve over the next four years and included in the Council Plan</li> </ul>
<b>Strategic resource plan</b>	<ul style="list-style-type: none"> <li>• 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</li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• High level actions directed at achieving the strategic objectives in the Council Plan</li> </ul>
<b>Sustainable capacity indicators</b>	<ul style="list-style-type: none"> <li>• 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 into the future covering financial performance, capacity and governance and management</li> </ul>
<b>Financial year representation</b>	<ul style="list-style-type: none"> <li>• Representation of financial years is presented in one of two formats as appropriate; either as 2019/2020 or where a whole year is used it represents end of the relevant financial year, i.e. 2020 represents 2019/2020.</li> </ul>





**Annual Report 2019/2020**  
**Part Two of Three**  
**Performance Statement for the Year Ended 30 June 2020**

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## Performance Statement For the year ended 30 June 2020

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### Description of municipality

Banyule is located between seven and 21 kilometres northeast of central Melbourne and is made up of 21 suburbs. The City covers an area of approximately 63 square kilometres. The Yarra River runs along the City's south border while the west is defined by Darebin Creek.

Banyule is renowned for its open spaces and parklands, especially along the Yarra and Plenty River valleys. There are 617 hectares of council-owned open space in Banyule, as well as substantial areas of parkland managed by Parks Victoria. These provide a wealth of recreational, environmental and tourism opportunities for the region. There are sites of botanical, zoological, habitat and heritage significance, including aboriginal archaeological sites and scar trees, and points of interest associated with the Heidelberg School of Artists.

Banyule's estimated resident population for 2019 is 131,631 and is forecast to grow to 147,098 residents by 2036. Banyule has a diverse community from over 140 countries. A significant number of residents have European ancestry, and there is an increasing population of people with Asian and African ancestry. This diverse population brings a cultural richness to our community.

The City is primarily a residential area. There are industrial areas in Heidelberg West, Greensborough/ Briar Hill and Bundoora, as well as institutions such as the Austin and Repatriation Medical Centre and Simpson Army Barracks. Banyule also has a range of educational, health and leisure facilities.

*Note: Banyule City Council's Performance Statement is prepared and completed in accordance with the Local Government (Planning and Reporting) Regulations 2014, and the Local Government Better Practice Guide: Performance Statement 2019-20,' Department of Environment, Land, Water and Planning, Local Government Victoria*

**Sustainable Capacity Indicators**  
For the year ended 30 June 2020

Indicator / measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations
<b>Population</b>					
Expenses per head of municipal population	\$1,031.48	\$1,058.46	\$1,108.01	\$1,154.82	
[Total expenses / Municipal population]					
Infrastructure per head of municipal population	\$4,366.65	\$4,605.74	\$4,658.00	\$4,936.19	
[Value of infrastructure / Municipal population]					
Population density per length of road	234.05	239.96	241.63	241.08	
[Municipal population / Kilometres of local roads]					
<b>Own-source revenue</b>					
Own-source revenue per head of municipal population	\$996.25	\$1,046.90	\$1,063.81	\$1,076.60	
[Own-source revenue / Municipal population]					
<b>Recurrent grants</b>					
Recurrent grants per head of municipal population	\$126.77	\$107.34	\$106.23	\$111.97	
[Recurrent grants / Municipal population]					
<b>Disadvantage</b>	9	9	9	9	
Relative socio-economic disadvantage [Index of Relative Socio-economic Disadvantage by decile]					

**Sustainable Capacity Indicators**  
For the year ended 30 June 2020

Indicator / measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations
<b>Workforce turnover</b> Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	12.3%	11.9%	12.2%	9.7%	The 2020 results reflect a stable level of turnover consistent with favourable staff survey results. Workforce turnover will also fluctuate from year to year pending organisation changes.

**Definitions**

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above

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

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

"population" means the estimated resident population compiled by the Australian Bureau of Statistics

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

"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

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

"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.

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

**Service Performance Indicators**  
For the year ended 30 June 2020

Service / indicator / measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations
<b>Aquatic facilities</b> <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	10.04	9.79	9.47	7.13	COVID-19 closures of our facilities for the majority of the last quarter of the 2019/20 financial year impacted visit utilisation figures significantly.
<b>Animal management</b> <b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Total number of animal management prosecutions] x100 – The percentage of successful animal management prosecutions <sup>^</sup>	New in 2020 *	New in 2020 *	New in 2020 *	100%	The percentage of successful animal management prosecutions is a new indicator in 2020. * The 'Animal management prosecutions' indicator has changed from the number of successful animal management prosecutions to the percentage of successful animal management prosecutions. <sup>^</sup> The definition is aligned for 2020 with the Local Government Better Practice Guide, Performance Reporting Indicator Workbook 2019-20
<b>Food safety</b> <b>Health and safety</b> <i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about a food premises] x100	100%	100%	100%	100%	



## Service Performance Indicators

For the year ended 30 June 2020

Service / indicator / measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations
<b>Governance</b> <b>Satisfaction with council decisions</b> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	57	56	60	60	
<b>Libraries</b> <b>Participation</b> Active library borrowers* in municipality [Number of active library borrowers in the last three years / The sum of the population in the last three years] x100 <sup>^</sup>	16.12%	15.73%	17.83%	16.66%	*The indicator descriptor has changed marginally from 'active library members' to the number of 'active library borrowers'. This change has not impacted on the results reported. <sup>^</sup> The definition for 2020 has been aligned with the changes in the Local Government Better Practice Guide, Performance Statement 2019-20.
<b>Maternal and child health</b> <b>Participation</b> Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	80.55%	79.95%	80.07%	77.44%	
<b>Participation</b> Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	77.24%	81.18%	81.68%	70.17%	Underlying differences compared to last year is difficult to determine and is most likely due to a combination of factors such as 1) clients accessing alternative services, 2) client changes and 3) COVID19 impacts. An audit will be undertaken to identify if families have indicated engagement with an ACCHO or other MCH service.

**Service Performance Indicators**  
For the year ended 30 June 2020

Service / Indicator / measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations
<b>Roads</b>	66	64	69	68	
<b>Satisfaction</b> <i>Satisfaction with sealed local roads</i>					
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]					
<b>Statutory Planning</b>	65.12%	50.00%	40.91%	42.11%	
<b>Decision making</b> <i>Council planning decisions upheld at VCAT</i>					
[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100					
<b>Waste Collection</b>	52.35%	50.76%	50.23%	52.84%	
<b>Waste diversion</b> <i>Kerbside collection waste diverted from landfill</i>					
[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100					

## Service Performance Indicators

For the year ended 30 June 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 borrowers" means a borrower of a library who has borrowed a book or other resource from the library
- "annual report" means an annual report prepared by a council under sections 131, 132 and 133 of the Act
- "class 1 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act
- "class 2 food premises" means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 2 food premises under section 19C of that Act
- "critical non-compliance outcome notification" means a notification received by council under section 19N (3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
- "food premises" has the same meaning as in the *Food Act 1984*
- "local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*
- "major non-compliance outcome notification" means a notification received by a council under section 19N (3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
- "MCH" means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age
- "population" means the estimated resident population compiled by the Australian Bureau of Statistics
- "WorkSafe reportable aquatic facility safety incident" means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

**Financial Performance Indicators**  
For the year ended 30 June 2020

Dimension / Indicator / measure	Results			2020	Forecasts			Material Variations	
	2017	2018	2019		2021	2022	2023		2024
<b>Efficiency</b> <b>Expenditure level</b> Expenses per property assessment [Total expenses / Number of property assessments]				\$2,763.82	\$2,732.46	\$2,817.80	\$2,850.56	\$2,877.62	
<b>Revenue level</b> Average rate per property assessment [General rates and Municipal charges / Number of property assessments] <sup>a</sup>				\$1,866.49	\$1,750.77	\$1,932.91	\$1,950.26	\$1,972.93	In 2020/2021 rate waivers are being offered for those ratepayers, communities and businesses suffering from financial hardship directly related to COVID-19.  The average rate per property assessment is a new indicator in 2020.  * The revenue level indicator was in prior years measured as the 'Average residential rate per residential property assessment' and from 2020 comprises all properties not just residential.  <sup>a</sup> The definition is aligned for 2020 with the Local Government Better Practice Guide, Performance Reporting Indicator Workbook 2019-20

**Financial Performance Indicators**  
For the year ended 30 June 2020

Dimension / Indicator / measure	Results				Forecasts				Material Variations
	2017	2018	2019	2020	2021	2022	2023	2024	
<b>Liquidity</b> Current assets compared to current liabilities / [Current assets / Current liabilities] x100	304.18%	438.42%	421.88%	324.81%	185.53%	242.23%	300.38%	324.10%	Council has maintained a strong cash position in accordance with its financial sustainability plan. The delivery of capital projects has impacted on the level of liquidity in prior years. Although a strong liquidity position is being maintained in future years it is anticipated that from 2020 Council will need to draw on its cash reserves to support Ratepayers, Communities and Business as outlined in the Banyule's Economic Support Package of \$10.5m (related directly to the COVID-19 pandemic and Council's response to provide direct financial support).
<b>Unrestricted cash</b> Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	236.18%	324.35%	312.58%	242.08%	141.20%	184.50%	242.06%	264.91%	The cash position is closely monitored to ensure ongoing financial sustainability. As a result of the strong cash position Council has paid down debt and is undertaking a significant capital works program. Council has, as part of the adopted Budget 2020/2021, endorsed a \$10.5m Economic Support Package to support Ratepayers, Communities and Businesses within the Municipality.

### Financial Performance Indicators

For the year ended 30 June 2020

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2017	2018	2019	2020	2021	2022	2023	2024	
<b>Obligations</b>	56.21%	36.98%	34.31%	31.79%	31.59%	19.14%	17.80%	16.41%	Council's Debt Management Strategic Plan includes identifying opportunities to accelerate the repayment of debt taking into account Council's financial position. Council took the opportunity and made an early repayment in 2017/18 and has plans to make another early repayment in 2021/22.
<b>Loans and borrowings</b> Loans and borrowings compared to rates									
[Interest bearing loans and borrowings / Rate revenue] x100									
<b>Loans and borrowing</b> Loans and borrowings repayments compared to rates	6.82%	20.54%	4.01%	3.89%	4.08%	11.19%	2.33%	2.27%	Council took the opportunity to make an early repayment of its current loan commitments in 2017/18 and plans to make another early repayment in 2021/22.
[Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100									
<b>Indebtedness</b> Non-current liabilities compared to own source revenue	30.13%	26.81%	25.21%	24.39%	18.21%	14.92%	14.02%	13.00%	This result is in line with Council's funding of community infrastructure and the Debt Management Strategic Plan.
[Non-current liabilities / Own source revenue] x100									



**Financial Performance Indicators**  
For the year ended 30 June 2020

Dimension / Indicator / measure	Results			Forecasts				Material Variations	
	2017	2018	2019	2020	2021	2022	2023		2024
<b>Asset renewal and upgrade</b> Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100 <sup>v</sup>	New in 2020 *	New in 2020 *	New in 2020 *	239.52%	224.17%	164.09%	114.55%	100.18%	Council continues to ensure that assets are maintained and renewed to meet community needs. Asset Renewal will fluctuate from year to year depending on the nature of the Capital Program and completion of these projects in the year planned. The renewal of the Ivanhoe Library and Cultural Hub is planned over multiple years with the completion of this significant project in 2020/2021.  The 'Asset renewal and upgrade' is a new indicator in 2020.  * The 'Asset renewal' indicator from prior years has been replaced with the 'Asset renewal and upgrade' indicator.  ^The definition is aligned for 2020 with the Local Government Better Practice Guide, Performance Reporting Indicator Workbook 2019-20

## Financial Performance Indicators

For the year ended 30 June 2020

Dimension / Indicator / measure	Results			Forecasts				Material Variations	
	2017	2018	2019	2020	2021	2022	2023		2024
<b>Operating position</b> <b>Adjusted underlying result</b> Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x 100	8.58%	8.62%	5.71%	3.25%	-5.87%	3.98%	3.95%	4.14%	This result supports the ongoing long-term financial sustainability of the municipality to generate underlying surpluses. Council has adopted a Budget deficit for 2020/2021 to provide a \$10.5m Economic Support Package to ensure those that are most in need of support during the COVID-19 pandemic are provided with the direct financial relief.
<b>Stability</b> <b>Rates concentration</b> Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x 100	64.83%	64.51%	65.29%	65.54%	68.05%	66.15%	65.99%	65.99%	
<b>Rates effort</b> Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x 100	0.24%	0.24%	0.20%	0.22%	0.20%	0.22%	0.23%	0.24%	The Banyule community experienced a decrease in property values. This is reflective of broader property market conditions in the Melbourne metro area. Rate revenue has been maintained in line with the rate cap.

## Financial Performance Indicators

For the year ended 30 June 2020

### Definitions

- "adjusted underlying revenue" means total income other than:
- (a) non-recurrent grants used to fund capital expenditure; and
  - (b) non-monetary asset contributions; and
  - (c) contributions to fund capital expenditures from sources other than those referred to above
- "adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure
- "asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability
- "current assets" has the same meaning as in the Australian Accounting Standards (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 and contributions)
- "population" means the estimated resident population compiled by the Australian Bureau of Statistics
- "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 and other financial assets, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
- "unrestricted cash" means all cash and cash equivalents other than restricted cash.

## Other Information

For the year ended 30 June 2020

### Basis of preparation

Council is required to prepare and include a Performance Statement within its Annual Report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014*.

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

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the Council's Strategic Resource Plan. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the Performance Statement.

Banyule City Council's (BCC) Performance Statement is prepared and completed in accordance with the *Local Government (Planning and Reporting) Regulations 2014*, and the *Local Government Better Practice Guide, Performance Statement 2019-20*.

The forecast figures included in the Performance Statement are those adopted by Council in its Strategic Resource Plan on 27 July 2020 and which forms part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council.

## Certification of Performance Statement

For the year ended 30 June 2020

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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*.

TANIA O'REILLY, CA  
Principal Accounting Officer

Dated: Monday, 21 September 2020  
Greensborough

In our opinion, the accompanying Performance Statement of Banyule City Council for the year ended 30 June 2020 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

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

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

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this Performance Statement in its final form.

RICK GAROTTI  
Councillor

Dated: Monday, 21 September 2020  
Greensborough

ALISON CHAMPION  
Mayor

Dated: Monday, 21 September 2020  
Greensborough

ALISON BECKWITH  
Chief Executive Officer

Dated: Monday, 21 September 2020

**Victorian Auditor General Independent Audit Report**

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**INSERT**



**Victorian Auditor General Independent Audit Report (cont)**

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**Annual Report 2019-2020**  
**Part Three of Three**  
**Financial Report for the Year Ended 30 June 2020**

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Banyule City Council Annual Report 2019/2020 Part Three – Financial Report

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Banyule City Council Annual Report 2019/2020 Part Three – Financial Report

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**Certification of the Financial Statements  
for the year ended 30 June 2019**

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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.

TANIA O'REILLY, CA  
Principal Accounting Officer

Dated: Monday, 21 September 2020  
Greensborough

In our opinion the accompanying Financial Statements present fairly the financial transactions of Banyule City Council for the year ended 30 June 2020 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 on Monday, 21 September 2020 and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the Financial Statements in their final form.

**ALISON CHAMPION**  
Councillor

Dated: Monday, 21 September 2020  
Greensborough

**RICK GAROTTI**  
Councillor

Dated: Monday, 21 September 2020  
Greensborough

ALLISON BECKWITH  
Chief Executive Officer

Dated: Monday, 21 September 2020  
Greensborough



**Victorian Auditor General Independent Audit Report**

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**Victorian Auditor General Independent Audit Report (cont)**

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### Comprehensive Income Statement for the year ended 30 June 2020

	Note	2020 \$'000	%	2019 \$'000	%
<b>INCOME</b>					
Rates and charges	3.1	103,616	62.9	100,572	62.0
Statutory fees and fines	3.2	9,850	6.0	10,594	6.5
User fees and charges	3.3	17,744	10.8	19,559	12.0
Grants - operating	3.4	13,307	8.1	12,771	7.9
Grants - capital	3.4	4,857	2.9	5,276	3.3
Interest income	3.5	2,071	1.2	3,208	1.9
Rental income	3.6	2,222	1.3	2,363	1.5
Contributions income - monetary	3.7	4,954	3.0	5,739	3.5
Net gain on disposal of property, infrastructure, plant and equipment	3.8	-	-	353	0.2
Fair value adjustments for investments	6.3 (a)	-	-	249	0.2
Fair value adjustments for investment property	6.4	4,512	2.7	-	-
Other income	3.9	1,433	0.9	1,650	1.0
Share of net profits of associates	6.3 (b)	266	0.2	-	-
<b>Total Income</b>		<b>164,832</b>	<b>100.0</b>	<b>162,334</b>	<b>100.0</b>
<b>EXPENSES</b>					
Employee costs	4.1	65,771	43.3	64,975	45.0
Materials, contracts and services	4.2	44,269	29.1	41,117	28.5
Utility charges	4.3	4,022	2.6	4,310	3.0
Depreciation	4.4	20,532	13.5	19,671	13.6
Amortisation – intangible assets	4.5	219	0.1	212	0.2
Amortisation – right of use assets	4.6	541	0.4	55	-
Donations expenditure	4.7	886	0.6	574	0.4
Finance costs - leases	4.8	44	0.0	-	-
Borrowing costs	4.9	2,457	1.6	2,546	1.8
Contributions expense	4.10	9,146	6.0	8,146	5.6
Net loss on disposal of property, infrastructure, plant and equipment	3.8	1,535	1.0	-	-
Fair value adjustments for investments	6.3 (a)	262	0.2	-	-
Impairment loss	6.2	419	0.3	134	0.1
Other expenses	4.11	1,907	1.3	2,025	1.4
Share of net losses of associates	6.3 (b)	-	-	539	0.4
<b>Total Expenses</b>		<b>152,010</b>	<b>100.0</b>	<b>144,304</b>	<b>100.0</b>
<b>Surplus/(Deficit) for the year</b>		<b>12,822</b>		<b>18,030</b>	
<b>OTHER COMPREHENSIVE INCOME</b>					
Net asset revaluation increment/(decrement)	9.1	56,226		-	
<b>Total Comprehensive Result</b>		<b>69,048</b>		<b>18,030</b>	

The above Comprehensive Income Statement should be read in conjunction with the accompanying notes.

**Balance Sheet as at 30 June 2020**

	Note	2020 \$'000	2019 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	5.1 (a)	13,926	9,578
Other financial assets	5.1 (b)	97,000	119,000
Trade and other receivables	5.1 (c)	12,706	12,680
Inventories	5.2 (a)	37	39
Non-current assets classified as held for sale	6.1	2,650	-
Other assets	5.2 (b)	1,633	1,299
<b>Total current assets</b>		<b>127,952</b>	<b>142,596</b>
<b>Non-Current Assets</b>			
Trade and other receivables	5.1 (c)	215	175
Investments	6.3	3,187	3,183
Property, infrastructure, plant and equipment	6.2	1,660,453	1,575,089
Right of use assets	5.8	1,542	-
Investment property	6.4	33,034	32,029
Intangible assets	5.2 (c)	929	1,075
<b>Total non-current assets</b>		<b>1,699,360</b>	<b>1,611,551</b>
<b>Total Assets</b>		<b>1,827,312</b>	<b>1,754,147</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade and other payables	5.3 (a)	15,599	13,493
Provisions	5.5	15,560	14,424
Trust funds and deposits	5.3 (b)	3,510	3,805
Unearned income	5.3 (c)	2,574	534
Interest bearing loans and borrowings	5.4	1,672	1,544
Lease liabilities	5.8	478	-
<b>Total current liabilities</b>		<b>39,393</b>	<b>33,800</b>
<b>Non-Current Liabilities</b>			
Provisions	5.5	1,379	1,320
Trust funds and deposits	5.3 (b)	1,007	867
Interest bearing loans and borrowings	5.4	31,067	32,739
Lease liabilities	5.8	1,105	-
<b>Total non-current liabilities</b>		<b>34,558</b>	<b>34,926</b>
<b>Total Liabilities</b>		<b>73,951</b>	<b>68,726</b>
<b>Net Assets</b>		<b>1,753,361</b>	<b>1,685,421</b>
<b>EQUITY</b>			
Accumulated surplus		509,831	474,094
Reserves	9.1 (a)	1,243,530	1,211,327
<b>Total Equity</b>		<b>1,753,361</b>	<b>1,685,421</b>

The above Balance Sheet should be read in conjunction with the accompanying notes.

**Statement of Changes in Equity for the year ended 30 June 2020**

2020	Note	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Asset Replacement Reserves \$'000
Balance at beginning of the financial year		1,685,421	474,094	1,145,104	66,223
Impact of change in accounting policy - AASB 15 Revenue from Contracts with Customers	10	(1,031)	(1,031)	-	-
Impact of change in accounting policy - AASB 1058 Income of Not-for-Profit Entities	10	(77)	(77)	-	-
<b>Adjusted opening balance</b>		<b>1,684,313</b>	<b>472,986</b>	<b>1,145,104</b>	<b>66,223</b>
Surplus for the year		12,822	12,822		
Net asset revaluation increment	9.1	56,226	-	56,226	
Impairment Loss on revalued assets	(a) 9.1(b)	-	63	(63)	
Transfers from asset revaluation reserve	(b) 9.1(b)	-	1,513	(1,513)	
Transfers to other reserves	9.1(b)	-	(14,933)		14,933
Transfers from other reserves	9.1(b)	-	37,380		(37,380)
<b>Balance at end of the financial year</b>		<b>1,753,361</b>	<b>509,831</b>	<b>1,199,754</b>	<b>43,776</b>
				(c)	(c)

2019	Ref.	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Asset Replacement Reserves \$'000
Balance at beginning of the financial year		1,667,391	453,394	1,145,133	68,864
Surplus for the year		18,030	18,030	-	-
Net asset revaluation increment	9.1	-	-	-	-
Impairment loss on revalued assets		-	-	-	-
Transfers from asset revaluation reserve	9.1(b)	-	29	(29)	-
Transfers to other reserves	9.1(b)	-	(15,515)	-	15,515
Transfers from other reserves	9.1(b)	-	18,156	-	(18,156)
<b>Balance at end of the financial year</b>		<b>1,685,421</b>	<b>474,094</b>	<b>1,145,104</b>	<b>66,223</b>
				(c)	(c)

- (a) Impairment of Ford Park Public Toilet y \$64,000 due to being damaged by fire in December 2019.
- (b) Land 5-9 Borlase Street, Yallambie (Borlase Reserve) described as Parcel 4 on SP23922 was divested from Council under s134(1)(b) of the MTPFA (as part of the North East Link Project), by Order in the Government Gazette on 19 March 2020. The Secretary to the Department of Transport, as project authority for NEL is now the Committee of Management for the land.
- (c) Refer to Note 9.1 for more information on reserves.

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 2020**

	Note	2020 Inflows/ (Outflows) \$'000	2019 Inflows/ (Outflows) \$'000
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates and charges		103,291	99,978
Statutory fees and fines		8,102	11,703
User fees and charges		18,992	19,273
Grants - operating		13,628	13,253
Grants - capital		5,258	5,367
Contributions - monetary		5,510	5,300
Interest received		2,827	3,256
Rent		2,267	2,914
Trust funds and deposits received		1,203	2,529
Other receipts		1,742	1,303
Net GST refund/(payment)		(535)	24
<b>Payments:</b>			
Employee costs		(64,822)	(64,821)
Materials, contracts and services		(45,197)	(41,282)
Short-term, low value and variable lease payments		(1)	-
Trust funds and deposits refunded		(1,358)	(854)
Other payments		(15,043)	(16,066)
<b>Net cash provided by operating activities</b>	9.2	<b>35,864</b>	<b>41,877</b>
<b>Cash Flows from Investing Activities</b>			
Payments for property, infrastructure, plant and equipment		(49,795)	(33,714)
Payments for leasehold improvements and intangible assets		(73)	-
Proceeds from sale of property, plant and equipment		847	947
Payments for financial assets		(190,000)	(172,050)
Redemption of financial assets		212,000	173,100
<b>Net cash (used in) investing activities</b>		<b>(27,021)</b>	<b>(31,717)</b>
<b>Cash Flows from Financing Activities</b>			
Borrowing costs - interest		(2,462)	(2,547)
Repayment of borrowings		(1,544)	(1,461)
Interest paid – lease liabilities		(44)	-
Repayment of lease liabilities		(445)	-
<b>Net cash (used in)/provided by financing activities</b>		<b>(4,495)</b>	<b>(4,008)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>4,348</b>	<b>6,152</b>
Cash and cash equivalents at the beginning of the financial year		9,578	3,426
<b>Cash and cash equivalents at the end of the financial year</b>	5.1 (a)	<b>13,926</b>	<b>9,578</b>
Financing arrangements	5.6		
Restrictions on cash assets	5.1 (b)		

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 2020**

	Note	2020 \$'000	2019 \$'000
<b>Capital Works</b>			
<b>Infrastructure</b>			
Roads, streets and bridges	6.2	6,661	7,520
Drainage	6.2	762	659
Parks and gardens	6.2	10,533	5,527
Playgrounds	6.2	655	931
<b>Total infrastructure</b>		<b>18,611</b>	<b>14,637</b>
<b>Property</b>			
Freehold land	6.2	144	364
Freehold buildings	6.2	28,110	10,411
Leasehold Improvements	6.2	-	-
Investment Property	6.4	419	4,005
<b>Total property</b>		<b>28,673</b>	<b>14,780</b>
<b>Plant and equipment</b>			
Motor vehicles	6.2	2,513	2,740
Plant and equipment	6.2	1,678	2,148
Furniture and fittings	6.2	188	160
<b>Total plant and equipment</b>		<b>4,379</b>	<b>5,048</b>
<b>Other assets</b>			
Art Collection	6.2	31	166
<b>Total other assets</b>		<b>31</b>	<b>166</b>
<b>Intangible assets</b>			
Software	5.2 (c)	73	-
<b>Total intangible assets</b>		<b>73</b>	<b>-</b>
<b>Total capital works expenditure</b>		<b>51,767</b>	<b>34,631</b>
<b>Represented by:</b>			
New assets		1,372	5,590
Asset renewal		29,071	22,692
Asset upgrade		20,108	2,966
Asset expansion		1,216	3,383
<b>Total capital works expenditure</b>		<b>51,767</b>	<b>34,631</b>

Note: Work in progress is incorporated into the specific asset class based on the nature of the work.

The above Statement of Capital Works should be read in conjunction with the accompanying notes.

## Notes to and forming part of the Financial Statements for the year ended 30 June 2020

### OVERVIEW

#### INTRODUCTION

Banyule City Council ("Council") was established by an Order of the Governor in Council on 14 December 1994 and is a Body Corporate.

Council has three Service Centres located at:

- Ivanhoe – 4 Bond Street (Temporary)
- Rosanna (in Library) – 72 Turnham Avenue
- Greensborough – 1 Flintoff Street

Please note that all service centres are currently closed due to Covid-19 restrictions.

Council's website address is: [www.banyule.vic.gov.au](http://www.banyule.vic.gov.au)

#### STATEMENT OF COMPLIANCE

These Financial Statements are a general purpose Financial Report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these Financial Statements. The general purpose Financial Report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

#### SIGNIFICANT ACCOUNTING POLICIES

The significant policies which have been adopted in the preparation of these Financial Statements are:

**(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.

Revenue is measured based on the consideration specified in the contract with the customer. Banyule City Council recognises revenue when it transfers control of a good or service to the customer. As the fees are generated and sales made on short credit terms, there is no financing element present. There has been no change in the recognition of revenue from the sale of goods as a result of the adoption of AASB 15.

Revenue is recognised when, or as, the performance obligations for the sale of goods or rendering of services to the customer are satisfied. Revenue from the rendering of services is recognised at a point in time when the performance obligation is satisfied when the service is completed; and over time when the customer simultaneously receives and consumes the services as it is provided.

Consideration received in advance of recognising the associated revenue from the customer is recorded as a contract liability. Where the performance obligation is satisfied but not yet billed, a contract asset is recorded

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.

Covid-19 has impacted the financial environment of the whole country and thus must be considered when making our judgements, estimates and assumptions. The main impacts of Covid-19 on Council estimate relate to the recoverability of debts with regards to any change in credit risk, and any change in the fair value of Council's assets due to market forces. Further details can be found in the related notes.

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 AASs that have significant effects on the Financial Statements and estimates relate to:

## Notes to and forming part of the Financial Statements for the year ended 30 June 2020

### SIGNIFICANT ACCOUNTING POLICIES (cont)

#### (a) Basis of Accounting (cont)

- the fair value of land, buildings, infrastructure, plant and equipment (Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (Note 6.2)
- the determination of employee provisions (Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 *Revenue from Contracts with Customers* or AASB 1058 *Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with AASB 16 *Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation (except where transitional requirements of AASB 15 *Revenue from Contracts with Customers*, AASB 16 *Leases* and AASB 1058 *Income of Not-for-Profit Entities* do not require restatement of comparatives under the modified retrospective approach adopted by the Council), and disclosure has been made of any material changes to comparatives.

The figures presented in all the Financial Statements and the notes to the Financial Statements are expressed as thousands of dollars when indicated by "\$'000". Otherwise, the figures are exact to the nearest one dollar.

#### (b) Goods and Services Tax (GST)

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

### NOTE I. PERFORMANCE AGAINST BUDGET

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of \$1.5 million or 10% (if over \$1,000,000) where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 24 June 2019. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for the 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.

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 and forming part of the Financial Statements  
for the year ended 30 June 2020**

**I. PERFORMANCE AGAINST BUDGET (cont)**

**I.1 Income and Expenditure**

	Budget 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance %
Ref.				
<b>INCOME</b>				
Rates and charges	103,268	103,616	348	0.3
Statutory fees and fines	10,506	9,850	(656)	(6.2)
User fees and charges (a)	19,656	17,744	(1,912)	(9.7)
Grants – operating (b)	10,806	13,307	2,501	23.1
Grants – capital (c)	3,297	4,857	1,560	47.3
Interest income	2,498	2,071	(427)	(17.1)
Rental income	2,531	2,222	(309)	(12.2)
Contributions income - monetary	5,242	4,954	(288)	(5.5)
Net gain on disposal of property, infrastructure, plant and equipment	165	-	(165)	-
Fair value adjustment for investment property (d)	-	4,512	4,512	-
Other income	662	1,433	771	116.5
Share of net profits of associates	-	266	266	-
<b>Total income</b>	<b>158,631</b>	<b>164,832</b>	<b>6,201</b>	<b>3.9</b>
<b>EXPENSES</b>				
Employee costs (e)	68,713	65,771	2,942	4.3
Materials, contracts and services	43,914	44,269	(355)	(0.8)
Utility charges	4,568	4,022	546	12.0
Depreciation	21,227	20,532	695	3.3
Amortisation – intangible assets	312	219	93	29.8
Amortisation – right of use assets	-	541	(541)	-
Donations expenditure	623	886	(263)	(42.2)
Finance costs - leases	-	44	(44)	-
Borrowing costs	2,457	2,457	-	0.0
Contributions expense	9,015	9,146	(131)	(1.5)
Impairment loss	-	419	(419)	-
Other expenses	1,814	1,907	(93)	(5.1)
Net loss on disposal of property, infrastructure, plant and equipment (f)	-	1,535	(1,535)	-
Fair value adjustments for investments	-	262	(262)	-
<b>Total expenses</b>	<b>152,643</b>	<b>152,010</b>	<b>633</b>	<b>0.4</b>
<b>Surplus/(Deficit) for the year</b>	<b>5,988</b>	<b>12,822</b>	<b>6,834</b>	<b>114.1</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items that will not be reclassified to surplus or deficit in future periods:</b>				
Net asset revaluation increment	-	56,226	56,226	-
<b>Total Comprehensive Result</b>	<b>5,988</b>	<b>69,048</b>	<b>63,060</b>	<b>1,053.1</b>

**Notes to and forming part of the Financial Statements for the year ended 30 June 2020**

**I. PERFORMANCE AGAINST BUDGET (cont)**

**I.1 Income and Expenditure (cont)**

**Explanation of Material Variations – Income and Expenditure**

Ref.	Item	Explanation
(a)	User fees and charges	<ul style="list-style-type: none"> <li>Due to COVID-19 Council's Leisure Centres were completely closed from mid-March to mid-June 2020, only opening briefly in June for casual usage subject to restrictions, membership income ceased from March. The loss of membership income and casual usage fees has negatively impacted user fees by \$1.65 million.</li> <li>WaterMarc Banyule, owned but not operated by Council, has also been impacted by COVID-19 closures which has resulted in a reduction of \$0.76 million in fees.</li> <li>The transfer station experienced a better than predicted result due to an increase in commercial tipping volume and prices, whilst demand dropped and the facility was closed to the public during COVID-19 restrictions, the net result was favourable to budget by \$0.65 million.</li> </ul>
(b)	Grants – operating	<ul style="list-style-type: none"> <li>The Victoria Grants Commission, known as the Victorian Local Government Grants Commission (VLGGC) from July 2020, paid approximately 50% of the 2020/2021 general purpose grant in advance in May 2020.</li> <li>Funding for the Commonwealth Home Support Package was anticipated to cease in 2018/2019 however continued into 2019/2020.</li> </ul>
(c)	Grants – capital	<ul style="list-style-type: none"> <li>VLGGC paid 50% of the 2020/2021 grant for local roads in advance in May 2020.</li> <li>Council received \$0.50 million in grant funding for preschool upgrades which were not budgeted.</li> <li>VicRoads Safe Travel in Local Streets program funded \$0.50 million for works completed in 2018/2019 and 2019/2020, the external funding was not expected.</li> </ul>
(d)	Fair value adj for investment property	<ul style="list-style-type: none"> <li>Land held at the former Banksia LaTrobe Secondary College is classified as an investment property, the land is being rezoned for market and social housing purposes and has been revalued favourably.</li> </ul>
(e)	Employee costs	<ul style="list-style-type: none"> <li>Employee costs were under budget across Council due to vacancies that occurred throughout the year. This is partially offset by agency staffing that was used to as a temporary measure. For services that were temporarily closed due to COVID-19 restrictions, staff were redeployed where possible to work in other areas of Council.</li> <li>Workcover costs were \$0.90 million favourable compared to budget due to historical claim data and industry average performance.</li> </ul>
(f)	Net loss on disposal of property, infrastructure, plant and equipment	<ul style="list-style-type: none"> <li>The Victorian Government has compulsory acquired the land known as Borlase Reserve as part of the North East Link Project, compensation has not been agreed upon and will be recognised when reached.</li> </ul>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**I. PERFORMANCE AGAINST BUDGET (cont)**

**I.2 Capital Works**

Ref.		Budget 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance %
<b>Infrastructure</b>					
	(a)	9,368	6,661	2,707	28.9
	(b)	2,100	762	1,338	63.7
		11,205	10,533	672	6.0
		755	655	100	13.2
		<b>23,428</b>	<b>18,611</b>	<b>4,817</b>	<b>20.6</b>
<b>Property</b>					
		1,000	144	856	85.6
	(c)	31,826	28,110	3,716	11.7
		-	419	(419)	-
		<b>32,826</b>	<b>28,673</b>	<b>4,153</b>	<b>12.7</b>
<b>Plant and Equipment</b>					
	(d)	5,406	2,513	2,893	53.5
		785	1,678	(893)	(113.8)
		385	188	197	51.2
		<b>6,576</b>	<b>4,379</b>	<b>2,197</b>	<b>33.4</b>
<b>Other</b>					
		15	31	(16)	(106.7)
		<b>15</b>	<b>31</b>	<b>(16)</b>	<b>(106.7)</b>
<b>Intangible assets</b>					
	(e)	1,500	73	1,427	95.1
		<b>1,500</b>	<b>73</b>	<b>1,427</b>	<b>95.1</b>
<b>Total capital works expenditure</b>		<b>64,345</b>	<b>51,767</b>	<b>12,578</b>	<b>19.5</b>
<b>Represented by:</b>					
		2,339	1,372	967	41.3
		33,396	29,071	4,325	12.9
		26,900	20,108	6,792	25.2
		1,710	1,216	494	28.9
		<b>64,345</b>	<b>51,767</b>	<b>12,578</b>	<b>19.5</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**I. PERFORMANCE AGAINST BUDGET (cont)**

**I.2 Capital Works (cont)**

**Explanation of Material Variations – Capital Works**

Ref.	Item	Explanation
(a)	Roads, streets & bridges	<ul style="list-style-type: none"> <li>The Renewal of the Streetscape at the Rosanna Village Precinct commenced later than anticipated and is scheduled to be completed in 2020/2021.</li> </ul>
(b)	Drainage	<ul style="list-style-type: none"> <li>Drainage works at Lower Plenty Drain Catchment and Rotherwood Parade have been delayed, currently waiting for study and permits to be completed, works have been carried over to 2020/2021.</li> </ul>
(c)	Freehold Buildings	<ul style="list-style-type: none"> <li>Construction works have been delayed and unfinished works carried over to 2020/2021. Carried forward works include Glенаuburn Reserve, Willinda Park and DeWinton Park female friendly change rooms and NETS Stadium redevelopment project.</li> </ul>
(d)	Motor Vehicles	<ul style="list-style-type: none"> <li>Purchase of replacement motor vehicle fleet has been delayed, Council is awaiting delivery of new vehicles and has carry forward funds for this. The motor vehicle budget for some purchases are now classified as Plant &amp; Equipment resulting in a reallocation of spend between categories.</li> </ul>
(e)	Software	<ul style="list-style-type: none"> <li>Implementation of the new Enterprise Resource Planning (ERP) system has been delayed and funds carried forward to 2020/2021.</li> </ul>



**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**NOTE 2. ANALYSIS OF COUNCIL'S RESULTS BY DIRECTORATE**

Council delivers its functions and activities through the following Directorates:

**Assets and City Services**

Assets and City Services are responsible for building, maintaining and enhancing Council's public spaces, buildings and infrastructure. This includes the collection of waste and recycling, parks and gardens maintenance, plant & fleet management, emergency management and the construction and maintenance of a diverse range of assets that underpin the wellbeing of the community.

**City Development**

City Development are responsible for managing sustainable growth and development within Banyule including land use, transport and environmental strategy, approvals and enforcement. This covers a wide range of areas including city futures, planning and building, economic development, property management, municipal laws, environmental sustainability and transport (roads, footpaths, and active transport).

**Community Programs**

Community Programs are responsible for supporting and promoting the health and wellbeing of residents within Council. This is done by providing a wide range of programs and services to support the community in living a healthy and active lifestyle and to maintain a connection to the community in which they live. This includes community planning, social enterprise and local job; services and for all stages of life including maternal child health, youth and aged; health services, leisure, recreation and culture programs.

**Corporate Services**

Corporate Services are responsible for providing efficient, effective and proactive support to the three other directorates to aid them in delivering services to the public. Covering the areas of finance and procurement, organisational systems, human resources, governance and communication; Corporate Services provides oversight and support to the organisation to ensure all legislative requirements are met and we strive to implement best practices across Council.

	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income \$'000	Total assets \$'000
<b>2020</b>					
Assets & City Services	12,372	44,454	(32,082)	2,127	764,966
City Development	18,573	19,425	(852)	985	270,652
Community Programs	21,299	41,780	(20,481)	12,016	592,778
Corporate Services	10,479	44,273	(33,794)	3,036	198,916
Core Corporate	-	2,052	(2,052)	-	-
Unattributed	102,109	26	102,083	-	-
	<b>164,832</b>	<b>152,010</b>	<b>12,822</b>	<b>18,164</b>	<b>1,827,312</b>

	Income \$'000	Expenses \$'000	Surplus/ (Deficit) \$'000	Grants included in income \$'000	Total assets \$'000
<b>2019</b>					
Assets & City Services	12,201	41,299	(29,098)	2,617	725,644
City Development	20,159	18,846	1,313	524	256,740
Community Programs	24,272	40,653	(16,381)	12,386	562,307
Corporate Services	7,140	41,414	(34,274)	2,520	209,456
Core Corporate	11	2,092	(2,081)	-	-
Unattributed	98,551	-	98,551	-	-
	<b>162,334</b>	<b>144,304</b>	<b>18,030</b>	<b>18,047</b>	<b>1,754,147</b>

**Notes to and forming part of the Financial Statements for the year ended 30 June 2020**

Note	2020 \$'000	2019 \$'000
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**NOTE 3. FUNDING FOR THE DELIVERY OF OUR SERVICES**

**3.1 RATES AND CHARGES**

For the basis of rates calculation, Council uses Capital Improved Value as the basis of valuation of all properties within the municipality. The Capital Improved Value of a property is the value of the land, dwellings and all its improvements.

The valuation base used to calculate general rates for 2019/2020 was \$47,203,564,380 excluding cultural & recreational properties and any supplementary valuations processed during the year (\$49,231,188,000 for 2018/2019).

The date of the most recent revaluation of land for rating purposes within the Municipality was on 1 January 2020 and this valuation will be first applied in the rating year commencing 1 July 2020.

The date of the last revaluation of land for rating purposes within the Municipality was 1 January 2019 and the valuation was first applied in the rating year which commenced on 1 July 2019. These valuations were used in the calculation of rates in the current financial year.

Residential	92,906	90,194
Commercial	6,843	6,101
Industrial	2,341	2,235
Cultural and Recreational	19	21
<b>Total general rates</b>	<b>102,109</b>	<b>98,551</b>
General Rates	102,109	98,551
Supplementary Rates	567	985
Interest on Rates	300	385
<b>Total general rates and charges</b>	<b>102,976</b>	<b>99,921</b>
Special Rates and Charges	634	643
Interest on Special Rates and Charges	6	8
<b>Total rates and charges</b>	<b>103,616</b>	<b>100,572</b>

Annual rates and charges are recognised as revenues when Council issues annual rates notices, as a result of the adoption by Council of its annual budget and fulfilling the statutory process. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rate notice issued.

A provision for doubtful debts on rates has not been established as unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Income from construction special rates and special charges is recognised at the commencement of each scheme. Income from shopping centre special rates and charges schemes is recognised on a yearly basis, for the length of each scheme, as the schemes run on a year by year basis.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

Note	2020 \$'000	2019 \$'000
<b>3.2 STATUTORY FEES AND FINES</b>		
Building and Planning permits and fees	3,845	3,999
Food Act and Health registrations	570	559
Local laws infringements and fines	5,058	5,245
Property valuations	-	232
Road and footpath reinstatement	135	246
Other fees and fines	242	313
<b>Total statutory fees and fines</b>	<b>9,850</b>	<b>10,594</b>

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

<b>3.3 USER FEES AND CHARGES</b>		
Aquatic and Leisure Centre fees and charges	5,190	7,355
Building and Planning permits and fees	99	102
Child care centre charges	892	1,159
Community buses, halls and events	223	319
Delivered meals charges	337	335
Engineering services' fees	303	248
Functions Centre charges	86	258
Home, Personal & Respite care charges	392	382
Immunisation fees	217	260
Local laws fees	2,126	1,992
Planned activity group fees and charges	110	137
Sports ground rentals income	174	237
Transfer station tipping fees	6,715	6,112
Other fees and charges	880	663
<b>Total user fees and charges</b>	<b>17,744</b>	<b>19,559</b>

**User fees and charges by timing of revenue recognition**

User fees and charges recognised over time	1,556	1,929
User fees and charges recognised at a point in time	16,188	17,630
<b>Total user fees and charges</b>	<b>17,744</b>	<b>19,559</b>

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

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

Note	2020 \$'000	2019 \$'000
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**3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT**

Grants were received in respect of the following:

**Summary of Grants**

Recurrent	14,739	13,836
Non-recurrent	3,425	4,211
<b>Total grants</b>	<b>18,164</b>	<b>18,047</b>

**Summary of Grants**

State Government funded grants	7,224	8,055
Commonwealth Government funded grants	10,940	9,992
<b>Total grants</b>	<b>18,164</b>	<b>18,047</b>

**Summary of Grants**

Operating grants	13,307	12,771
Capital grants	4,857	5,276
<b>Total grants</b>	<b>18,164</b>	<b>18,047</b>

**(a) Operating Grants**

**Recurrent – State Government**

Children's services	59	65
Delivered meals	4	15
HACC assessment and care management	712	730
Home, personal and respite care	95	63
Immunisation	107	107
Maternal and child health centres	1,193	1,102
Metro access program	-	139
Planned activity group (incl. carer support)	200	221
Pre-schools and child care centres	640	668
Property maintenance	2	13
School crossing supervisors	432	362
Supported playgroup	49	113
Vic Roads maintenance	95	93
Youth services	217	173
Other grants	102	121
<b>Total State Government</b>	<b>3,907</b>	<b>3,985</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

Note	2020 \$'000	2019 \$'000
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**3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (cont)**

<b>Recurrent – Commonwealth Government</b>		
Child care centres	1,723	1,649
Delivered meals	326	199
HACC assessment and care management	44	43
Home, personal and respite care	3,180	3,189
Planned activity group (incl. carer support)	641	631
Property maintenance and home modifications	247	214
Victorian Grants Commission – general purpose	2,975	2,520
Other grants	21	19
<b>Total Commonwealth Government</b>	<b>9,157</b>	<b>8,464</b>
<b>Total recurrent operating grants</b>	<b>13,064</b>	<b>12,449</b>
<b>Non-Recurrent – State Government</b>		
Pre-schools and child care centres	89	58
Recycling	-	105
Other grants	84	68
<b>Total State Government</b>	<b>173</b>	<b>231</b>
<b>Non-Recurrent – Commonwealth Government</b>		
Child care centres	24	24
Other grants	46	67
<b>Total Commonwealth Government</b>	<b>70</b>	<b>91</b>
<b>Total non-recurrent operating grants</b>	<b>243</b>	<b>322</b>
<b>Total operating grants</b>	<b>13,307</b>	<b>12,771</b>
<b>(b) Capital Grants</b>		
<b>Recurrent – State Government</b>		
Total State Government	-	-
<b>Recurrent – Commonwealth Government</b>		
Roads to recovery	687	436
Victoria Grants Commission – local roads	988	951
<b>Total Commonwealth Government</b>	<b>1,675</b>	<b>1,387</b>
<b>Total recurrent capital grants</b>	<b>1,675</b>	<b>1,387</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

Note	2020 \$'000	2019 \$'000
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**3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (cont)**

**Capital Grants (cont)**

**Non-Recurrent – State Government**

Pre-school and child day care centres	500	386
Sports grounds and pavilions	2,098	2,984
Other grants	546	469
<b>Total State Government</b>	<b>3,144</b>	<b>3,839</b>

**Non-Recurrent – Commonwealth Government**

Sports grounds and pavilions	-	50
Other grants	38	-
<b>Total Commonwealth Government</b>	<b>38</b>	<b>50</b>

**Total non-recurrent capital grants** **3,182** **3,889**

**Total capital grants** **4,857** **5,276**

**Total grants** **18,164** **18,047**

**(c) Unspent Grants received on condition that they be spent in a specific manner**

**Operating**

Balance at start of year	786	742
Received during the financial year and remained unspent at balance date	707	361
Received in prior years and spent during the financial year	(528)	(317)
<b>Balance of unspent operating grants at year end</b>	<b>965</b>	<b>786</b>

**Capital**

Balance at start of year	537	1,491
Received during the financial year and remained unspent at balance date	1,620	382
Received in prior years and spent during the financial year	(230)	(1,336)
<b>Balance of unspent capital grants at year end</b>	<b>1,927</b>	<b>537</b>

**Total unspent grants at year end** **2,892** **1,323**

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement. Refer to Note 5.3 (c) Unearned Income for grants where performance obligations have not yet been satisfied.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
<b>3.5 INTEREST INCOME</b>			
Interest on investments		2,067	3,200
Interest from sporting clubs		4	8
<b>Total interest income</b>		<b>2,071</b>	<b>3,208</b>

<b>3.6 RENTAL INCOME</b>			
Residential/commercial rental		1,474	1,637
Recycling centre rental		748	726
<b>Total rental income</b>		<b>2,222</b>	<b>2,363</b>

Interest and rental income are recognised as they are earned.

<b>3.7 CONTRIBUTIONS INCOME – MONETARY</b>			
Developer contributions		196	-
Public Open Space – contributions		3,954	4,780
Contributions for capital works projects		381	619
Other contributions		423	340
<b>Total contributions – monetary</b>		<b>4,954</b>	<b>5,739</b>

Monetary contributions are recognised as revenue when Council obtains control over the income and/or contributed asset.

<b>3.8 NET GAIN/(LOSS) ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT</b>			
<b>Non-current assets classified as held for sale</b>			
Proceeds from sale of assets	(a)	-	32
Less: Written down value of assets sold		-	(29)
<b>Total net gain/(loss) on sale of assets classified as held for sale</b>		<b>-</b>	<b>3</b>
<b>Fixed assets</b>			
Proceeds from sale of assets	(a)	872	915
Less: Written down value of assets disposed	6.2	(2,407)	(565)
<b>Total net gain/(loss) on sale/disposal of fixed assets</b>		<b>(1,535)</b>	<b>350</b>
<b>Total net gain/(loss) on disposal of property, infrastructure, plant and equipment</b>		<b>(1,535)</b>	<b>353</b>

(a) Proceeds for sale of land, motor vehicles and other plant and equipment.

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

Note: The property known as Borlase Reserve was compulsory acquired by the Victorian Government during 2019/20 as part of the North East Link Project. The value of compensation to Council is still under negotiation and will be recognised when an agreement is reached.



**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
<b>3.9 OTHER INCOME</b>			
Insurance claims		134	13
Recoup FSPL administration costs		78	138
Sale of surplus parcels of land		113	230
Sponsorship		13	17
Vehicle Contributions		345	338
Workcover reimbursements		385	251
Other revenue		365	663
<b>Total other income</b>		<b>1,433</b>	<b>1,650</b>

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.

**NOTE 4. THE COST OF DELIVERING SERVICES**

**4.1 (a) EMPLOYEE COSTS**

Salaries and wages	53,816	52,451
Annual leave and loading	4,565	4,338
Long service leave	1,555	1,588
Superannuation	5,387	5,135
WorkCover	869	1,654
Other on costs	457	543
Less: Capitalised labour	(702)	(587)
Less: Capitalised oncosts	(176)	(147)
<b>Total employee costs</b>	<b>65,771</b>	<b>64,975</b>

*Note: There has been minor re-allocation of prior year figures. Net plant operating costs have now been allocated out across user fees, other income, employee costs and materials, contracts & services. There is no change to Council's reported net surplus.*

**(b) SUPERANNUATION**

Council made contributions to the following funds:

**Defined benefit fund**

Employer contributions to Local Authorities  
Superannuation Fund (Vision Super)

	341	353
	<b>341</b>	<b>353</b>
Employer contributions payable at reporting date:	-	-

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
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**4.1 (b) SUPERANNUATION (cont)**

**Accumulation funds**

Employer contributions to Local Authorities Superannuation Fund (Vision Super)		5,046	4,782
		<b>5,046</b>	<b>4,782</b>
Employer contributions payable at reporting date		-	72

*Vision Super acts as a clearing house for all employees with alternative super funds, so all superannuation is paid by Council to Vision Super.*

*Refer to Notes 8.1(c) and 9.3 for further information relating to Council's superannuation obligations.*

**4.2 MATERIALS, CONTRACTS AND SERVICES**

Advertising		288	240
Audit fees	(a)	89	168
Bank and payment collection fees		345	387
Building and Planning charges and government fees		108	346
Child care centre costs		125	121
Contractor costs			
- Agency staffing		3,433	3,442
- Aquatic and leisure costs		1,150	1,017
- Building maintenance costs		1,432	1,553
- Consultants costs		1,545	1,758
- Information Technology services and licenses		2,230	1,872
- Initiative costs		3,400	2,125
- Legal expenses		1,106	616
- Parking and traffic enforcement		1,478	1,476
- Parks maintenance		2,003	2,201
- Waste collection costs		1,052	920
- Other contractor costs		4,435	4,676
General materials and supplies		3,580	2,945
Infringement collection lodgement fees		221	364
Insurances		1,029	818
Plant and motor vehicle operating		2,370	2,435
Postage costs		322	302
Printing, stationery and external communications		718	695
Program costs		1,048	1,203
Staff training and equipment		969	1,044
Sundry expenses		253	341
Waste disposal general		8,388	7,089
Other		1,152	963
<b>Total materials, contract and services</b>		<b>44,269</b>	<b>41,117</b>

(a) Auditors' Remuneration (Note 4.9) is included in materials, contracts and services

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
<b>4.3 UTILITY CHARGES</b>			
Gas and electricity		2,338	2,380
Public street lighting		711	697
Telephone		294	359
Water		679	874
<b>Total utility charges</b>		<b>4,022</b>	<b>4,310</b>
<b>4.4 DEPRECIATION</b>			
Infrastructure	6.2(a)	11,782	11,193
Property	6.2(a)	3,338	3,269
Investment Property	6.4	86	81
Plant and equipment	6.2(a)	5,326	5,128
<b>Total depreciation</b>		<b>20,532</b>	<b>19,671</b>
Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation charges and accounting policy.			
<b>4.5 AMORTISATION – INTANGIBLE ASSETS</b>			
Software	5.2(c)	219	212
<b>Total amortisation – intangible assets</b>		<b>219</b>	<b>212</b>
<b>4.6 AMORTISATION – RIGHT OF USE ASSETS</b>			
Leasehold improvements	6.2(a)	55	55
Plant and equipment		381	-
Property and infrastructure		105	-
<b>Total amortisation – right of use assets</b>		<b>541</b>	<b>55</b>
<b>4.7 DONATIONS EXPENDITURE</b>			
Banyule Support and Information		70	50
Community Services grants		304	213
Diamond Valley Community Support		89	53
Environmental sustainability		107	73
Merri Outreach Support Services		105	103
Other donations		211	82
<b>Total donations expenditure</b>		<b>886</b>	<b>574</b>
<b>4.8 FINANCE COST - LEASES</b>			
Interest – lease liabilities		44	-
<b>Total finance cost - leases</b>		<b>44</b>	<b>-</b>
<b>4.9 BORROWING COSTS</b>			
Interest on borrowings – total		2,457	2,546
<b>Total borrowing costs</b>		<b>2,457</b>	<b>2,546</b>

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

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
<b>4.10 CONTRIBUTIONS EXPENSE</b>			
La Trobe University Basketball stadium		2,500	2,000
Traders Associations contributions		1,150	1,108
Yarra Plenty Regional Library		4,729	4,495
YMCA contributions		100	100
Other contributions		667	443
<b>Total contributions expense</b>		<b>9,146</b>	<b>8,146</b>
<b>4.11 OTHER EXPENSES</b>			
Bad and doubtful debts	4.13	698	662
Local Business Support Payments (Special Rates)		158	-
Operating lease rental		-	367
Short-term and low value leases	5.8	27	-
Records storage		36	42
Councillor allowances		328	313
Fire Service Property Levy on Council properties		152	146
Other		508	495
<b>Total other expenses</b>		<b>1,907</b>	<b>2,025</b>
<b>4.12 AUDITORS' REMUNERATION</b>			
Audit fee to conduct external audit – Victorian Auditor General		52	26
Internal audit fee		35	139
Fees for minor audits – other external auditors		2	3
<b>Total auditors' remuneration</b>	(a)	<b>89</b>	<b>168</b>
(a) Included in Note 4.2 – Materials, Contracts and Services			
<b>4.13 BAD AND DOUBTFUL DEBTS</b>			
Animal fines debtors		57	29
Local law fines debtors		38	72
Parking fines debtors		495	675
Other debtors	(b)	108	(114)
<b>Total bad and doubtful debts</b>	(c)	<b>698</b>	<b>662</b>
(b) During 2019 there was a lower level of debts deemed uncollectable and written off compared to some previous years. This led to a reduction in expected credit loss percentages based on the additional year of data, and the value of outstanding debtors at 30 June also fell as a result. This culminated in a significant reduction in the doubtful debt provision for 'other debtors' from the adjusted opening balance to the year closing balance.			
(c) Included in Note 4.8 – Other Expenses			

Movement in provision for doubtful debts is included in Note 5.1 (c)

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
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**NOTE 5. OUR FINANCIAL POSITION**

**5.1 FINANCIAL ASSETS**

**(a) CASH AND CASH EQUIVALENTS**

Cash on hand	7	7
Cash at bank	8,444	4,496
Money market call account	5,475	5,075
<b>Total cash and cash equivalents</b>	<b>13,926</b>	<b>9,578</b>

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.

**(b) OTHER FINANCIAL ASSETS**

**Current**

Term deposits	97,000	119,000
<b>Total other financial assets</b>	<b>97,000</b>	<b>119,000</b>
<b>Total financial assets</b>	<b>110,926</b>	<b>128,578</b>

Other financial assets are valued at fair value, being market 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.

Council's cash and cash equivalents and financial assets are subject to external restrictions that limit amounts available for discretionary use. These include:

Trust funds	5.3(b)	1,069	1,041
Deposits held	5.3(b)	3,448	3,631
<b>Total restricted funds</b>		<b>4,517</b>	<b>4,672</b>
<b>Total unrestricted cash and cash equivalents</b>		<b>106,409</b>	<b>123,906</b>

**Intended allocations**

Although not externally restricted, the following amounts have been allocated for specific future purposes by Council:

Long service leave	5.5	11,657	11,052
Unspent grants (including unearned grants)	3.4(c)	2,892	1,323
Statutory Reserves	9.1(b)	8,153	10,926
Discretionary reserves	9.1(b)	35,623	55,297
Unearned contributions	5.3(c)	93	6
Unspent contributions		204	171
Cash held to fund carried forward capital works		6,885	5,828
<b>Total funds subject to intended allocations</b>		<b>65,507</b>	<b>84,603</b>
<b>Unrestricted cash and cash equivalents and financial assets adjusted for intended allocations</b>		<b>40,902</b>	<b>39,303</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
<b>5.1 FINANCIAL ASSETS (cont)</b>			
<b>(c) TRADE AND OTHER RECEIVABLES</b>			
<b>Current</b>			
<b>Statutory receivables</b>			
Rates debtors		6,087	5,084
Special rates and charges debtors		52	65
Parking infringement debtors		3,485	2,645
Provision for doubtful debts – parking infringements		(2,185)	(1,677)
Other by-laws debtors		639	343
Provision for doubtful debts – other by-laws		(326)	(231)
<b>Non-statutory receivables</b>			
Club contribution debtors	(i)	22	127
Other debtors	(i)	5,139	6,444
Provision for doubtful debts – other debtors	(ii)	(207)	(120)
<b>Total current</b>		<b>12,706</b>	<b>12,680</b>
<b>Non-Current</b>			
<b>Statutory receivables</b>			
Rates debtors		51	45
Special rates and charges debtors		-	11
<b>Non-statutory receivables</b>			
Club contribution debtors	(i)	90	46
Other debtors	(i)	74	73
<b>Total non-current</b>		<b>215</b>	<b>175</b>
<b>Total trade and other receivables</b>		<b>12,921</b>	<b>12,855</b>

**Note:** Non-current trade and other receivables includes debtors who are on long term interest-accruing payment plans and bonds and deposits which are not expected to be returned in the next 12 months.

Short term receivables are carried at invoice amount as amortised cost using the effective interest rate method would not impact the carrying value. Long term receivables are carried at amortised cost using the effective interest rate method. A provision for doubtful debts is recognised using the expected credit loss method, based on analysis of the history of debts written off.

**(i) Ageing of Receivables**

At balance date other debtors representing financial assets were past due, but not impaired.

The ageing of Council's Trade and Other Receivables (excluding statutory receivables) was:

Current – not yet due		3,466	5,699
Past due – by up to 30 days		677	382
Past due – between 31 and 60 days		139	98
Past due – between 61 and 90 days		543	94
Past due – more than 91 days		500	417
<b>Total trade and other receivables</b>	(i)	<b>5,325</b>	<b>6,690</b>

(i) These items are considered non-statutory receivables and therefore treated as financial instruments and are included in the ageing of receivables table.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	2020 \$'000	2019 \$'000
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**5.1 FINANCIAL ASSETS (cont)**

**(c) TRADE AND OTHER RECEIVABLES (cont)**

**(ii) Movement in Provisions for Doubtful Debts – Other Debtors**

Balance at beginning of the year	120	43
Opening balance adjustment - ECL	-	225
<b>Adjusted opening balance</b>	<b>120</b>	<b>268</b>
New provisions recognised during the year	108	-
Reversal of unused allowance recognised in the net result	-	(114)
Amounts already provided for and written off as uncollectable	(22)	(34)
Amounts previously written off but recovered during the year	1	-
<b>Balance at end of the year</b>	<b>207</b>	<b>120</b>

**(iii) Movement in Provisions for Doubtful Debts – Parking & Other By-laws**

Balance at beginning of the year	1,908	1,814
Opening balance adjustment - ECL	-	1,046
<b>Adjusted opening balance</b>	<b>1,908</b>	<b>2,860</b>
New provisions recognised during the year	590	774
Amounts already provided for and written off as uncollectable	(1)	(1,726)
Amounts previously written off but recovered during the year	14	-
<b>Balance at end of the year</b>	<b>2,511</b>	<b>1,908</b>

	Debtor gross carrying amount \$'000	Expected Loss %	Lifetime expected credit losses \$'000
<b>Impairment of aged non-statutory receivables</b>			
Current – not yet due	3,466	0.05%	2
Past due – by up to 30 days	677	0.71%	5
Past due – between 31 and 60 days	139	1.11%	1
Past due – between 61 and 90 days	543	13.53%	73
Past due – more than 91 days	500	25.14%	126
<b>Total</b>	<b>5,325</b>		<b>207</b>

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward-looking information in determining the level of impairment, including any expected impact from Covid-19 financial pressures placed on debtors.

	2020 \$'000	2019 \$'000
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**5.2 NON-FINANCIAL ASSETS**

**(a) INVENTORIES**

Inventories held for distribution at cost	37	39
<b>Total inventories</b>	<b>37</b>	<b>39</b>

Inventories held for distribution are measured at cost, adjusted when applicable, for any loss of service potential.



**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
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**5.2 NON-FINANCIAL ASSETS (cont)**

**(b) OTHER ASSETS**

Prepayments		1,633	1,299
<b>Total other assets</b>		<b>1,633</b>	<b>1,299</b>

**(c) INTANGIBLE ASSETS**

Software at cost	(a)	929	1,075
<b>Total intangible assets</b>		<b>929</b>	<b>1,075</b>

(a) Intangible assets are comprised of Council's Electronic Document and Records Management System (EDRMS) software purchase and in-house development costs.

	Software \$'000
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**INTANGIBLE ASSETS RECONCILIATION**

**Gross carrying amount**

Balance at 1 July 2019	2,125
Additions	73
Balance at 30 June 2020	<b>2,198</b>

**Accumulated amortisation**

Balance at 1 July 2019	(1,050)
Amortisation expense	(219)
Balance at 30 June 2020	<b>(1,269)</b>

<b>Net book value at 30 June 2019</b>	<b>1,075</b>
<b>Net book value at 30 June 2020</b>	<b>929</b>

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.

**5.3 PAYABLES**

**(a) TRADE AND OTHER PAYABLES**

	Note	2020 \$'000	2019 \$'000
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**Unsecured**

Trade creditors		11,090	9,727
Accrued expenses		4,509	3,766
<b>Total trade and other payables</b>		<b>15,599</b>	<b>13,493</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
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**5.3 PAYABLES (cont)**

**(b) TRUST FUNDS AND DEPOSITS**

**Summary**

Current		3,510	3,805
Non-current		1,007	867
<b>Total trust funds and deposits</b>		<b>4,517</b>	<b>4,672</b>

**Summary**

Trust funds	5.1(b)	1,069	1,041
Deposits held	5.1(b)	3,448	3,631
<b>Total trust funds and deposits</b>		<b>4,517</b>	<b>4,672</b>

**Current**

Trust Funds			
• Funds relating to Planning Permit conditions		12	128
• Other trust funds		50	46
		<b>62</b>	<b>174</b>

Refundable deposits held

• Road opening permits		3,105	3,244
• Sub-divisions		24	24
• Sundry		181	181
• Tender contracts		80	124
• Other deposits		58	58
		<b>3,448</b>	<b>3,631</b>

**Total current**

		<b>3,510</b>	<b>3,805</b>
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**Non-current**

Trust Funds			
• Funds relating to Planning Permit conditions		1,007	867
<b>Total non-current</b>		<b>1,007</b>	<b>867</b>

<b>Total trust funds and deposits</b>		<b>4,517</b>	<b>4,672</b>
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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.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
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**5.3 PAYABLES (cont)**

*Purpose and nature of items*

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

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.

Trust Funds – Funds are received by Council and they are to be spent for a specific purpose.

**(c) UNEARNED INCOME**

Grant received in advance – operating	172	-
Grant received in advance – capital	1,688	-
Prepaid revenue	621	528
Other contributions	93	6
<b>Total unearned income</b>	<b>2,574</b>	<b>534</b>

Funds that are received for which Council is yet to meet its performance obligation. As these obligations are met income will be recognised.

**5.4 INTEREST BEARING LIABILITIES**

**Current**

Borrowings – secured	(a)	1,672	1,544
<b>Total current</b>		<b>1,672</b>	<b>1,544</b>

**Non-Current**

Borrowings – secured	(a)	31,067	32,739
<b>Total non-current</b>		<b>31,067</b>	<b>32,739</b>
<b>Total interest bearing loans and borrowings</b>		<b>32,739</b>	<b>34,283</b>

(a) The interest bearing loans are secured by a deed of charge over Council rates.

The maturity profile of Council's borrowings is:

Not later than one year	1,672	1,544
Later than one year, but not later than five years	13,306	13,882
Later than five years	17,761	18,857
<b>Total interest bearing loans and borrowings</b>	<b>32,739</b>	<b>34,283</b>

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

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Annual Leave \$'000	Long Service Leave \$'000	Purchased Leave \$'000	Total \$'000
<b>5.5 PROVISIONS</b>				
<b>2020</b>				
Balance at beginning of the financial year	4,688	11,052	4	15,744
Additional provisions	4,554	1,815	75	6,444
Amounts used	(3,996)	(1,210)	(55)	(5,261)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	12	-	-	12
<b>Balance at the end of the financial year</b>	<b>5,258</b>	<b>11,657</b>	<b>24</b>	<b>16,939</b>
<b>2019</b>				
Balance at beginning of the financial year	4,685	11,048	-	15,733
Additional provisions	4,387	1,790	24	6,201
Amounts used	(4,391)	(1,814)	(20)	(6,225)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	7	28	-	35
<b>Balance at the end of the financial year</b>	<b>4,688</b>	<b>11,052</b>	<b>4</b>	<b>15,744</b>

	Note	2020 \$'000	2019 \$'000
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**EMPLOYEE PROVISIONS:**

**Current**

Current provisions expected to be wholly settled within 12 months:

Annual Leave	4,563	4,074
Long Service Leave	1,315	1,266
Purchased Leave	24	4
	<b>5,902</b>	<b>5,344</b>

Current provisions expected to be wholly settled after 12 months:

Annual Leave	695	614
Long Service Leave	8,963	8,466
Purchased Leave	-	-
	<b>9,658</b>	<b>9,080</b>
<b>Total current employee provisions</b>	<b>15,560</b>	<b>14,424</b>

**Non-current**

Long Service Leave	1,379	1,320
<b>Total non-current employee provisions</b>	<b>1,379</b>	<b>1,320</b>
<b>Total employee provisions</b>	<b>16,939</b>	<b>15,744</b>

**Employee Provisions Summary:**

Current	15,560	14,424
Non-current	1,379	1,320
<b>Total aggregate carrying amount of employee provisions</b>	<b>16,939</b>	<b>15,744</b>

## Notes to and forming part of the Financial Statements for the year ended 30 June 2020

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### 5.5 PROVISIONS (cont)

#### EMPLOYEE PROVISIONS (cont)

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

##### *Wages, salaries, annual leave and purchased leave*

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

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

##### *Long service leave*

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

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

The components of this current liability are measured at:

- Present value – component that is not expected to be wholly settled within 12 months.
- Nominal value – component that is expected to be wholly settled within 12 months.

##### *Classification of employee costs*

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

This non-current long service leave liability is measured at present value.

The following assumptions were used in measuring the present value of employee provisions:

- Weighted average increase in employee costs 0.50% (2.10% in 2019)
- Discount rates from 1 year to 16 years within the range of 0.240% to 0.980% (0.955% to 1.400% in 2019)
- Settlement period from 1 year to 16 years.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
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**5.6 FINANCING ARRANGEMENTS**

Business card facilities		200	200
Overdraft facilities		700	700
<b>Total facilities</b>		<b>900</b>	<b>900</b>
<b>Unused facilities</b>			
- Business card facilities		171	150
- Overdraft facilities		700	700
		<b>871</b>	<b>850</b>
<b>Used facilities</b>			
- Business card facilities		29	50
		<b>29</b>	<b>50</b>
<b>Total facilities</b>		<b>900</b>	<b>900</b>

**5.7 COMMITMENTS**

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

2020	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Operating</b>					
Cleaning services	952	925	673	-	2,550
Facilities maintenance	313	88	32	-	433
HR Services	55	58	99	-	212
Internal audit fee	88	90	-	-	178
IT services & licences	886	792	975	766	3,419
Insurance	666	25	25	-	716
Leisure equipment & services	993	589	487	-	2,069
Parking & traffic enforcement	881	418	-	-	1,299
Tree Pruning	818	849	2,305	315	4,287
Other contracts	107	99	22	-	228
<b>Total operating commitments</b>	<b>5,759</b>	<b>3,933</b>	<b>4,618</b>	<b>1,081</b>	<b>15,391</b>
<b>Capital</b>					
Buildings	23,176	-	-	-	23,176
Motor vehicles	948	-	-	-	948
Parks & gardens	683	-	-	-	683
Playgrounds	528	-	-	-	528
Roads	1,102	-	-	-	1,102
<b>Total capital commitments</b>	<b>26,437</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26,437</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**5.7 COMMITMENTS (cont)**

2019	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Operating</b>					
Cash collection & security	32	-	-	-	32
Cleaning services	618	18	32	-	668
Facilities maintenance	258	258	515	-	1,031
Insurance	579	-	-	-	579
Internal audit fee	52	-	-	-	52
IT services & licences	339	488	448	400	1,675
Leisure equipment	303	303	504	-	1,110
Mail distribution	87	-	-	-	87
Parking & traffic enforcement	844	179	-	-	1,023
Waste disposal	590	-	-	-	590
Other contracts	91	38	38	-	167
<b>Total operating commitments</b>	<b>3,793</b>	<b>1,284</b>	<b>1,537</b>	<b>400</b>	<b>7,014</b>
<b>Capital</b>					
Buildings	20,931	6,000	-	-	26,931
Motor vehicles	1,462	-	-	-	1,462
Parks & gardens	528	-	-	-	528
Roads	238	-	-	-	238
<b>Total capital commitments</b>	<b>23,159</b>	<b>6,000</b>	<b>-</b>	<b>-</b>	<b>29,159</b>

**5.8 LEASES**

**Policy applicable before 1 July 2019**

As a lessee, council classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to council.

Operating lease payments, including any contingent rentals, were recognised as an expense in the comprehensive income statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease were recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives were recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed.



## Notes to and forming part of the Financial Statements for the year ended 30 June 2020

### 5.8 LEASES (cont)

#### Policy applicable after 1 July 2019

Council has applied AASB 16 *Leases* using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information. The council applied the approach consistently to all leases in which it is a lessee.

On transition to AASB 16 *Leases*, Council elected to apply the practical expedient to 'grandfather' the assessment of which transactions are leases. The council has applied this practical expedient to all its contracts and therefore applied AASB 16 *Leases* only to contracts that were previously identified as leases.

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

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

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

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

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

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

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

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

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

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

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**5.8 LEASES (cont)**

	Plant and equipment \$'000	Property and infrastructure \$'000	Total \$'000
<b>Right of use assets</b>			
Balance at 1 July 2019	715	508	1,223
Additions	759	46	805
Amortisation charge	(381)	(105)	(486)
<b>Balance at 30 June 2020</b>	<b>1,093</b>	<b>449</b>	<b>1,542</b>

	2020 \$'000
<b>Lease liabilities</b>	
Maturity analysis - contractual undiscounted cash flows	
Less than one year	478
One to five years	1,087
More than five years	18
<b>Total undiscounted lease liabilities as at 30 June</b>	<b>1,583</b>
<b>Lease liabilities included in the Balance Sheet at 30 June</b>	
Current	478
Non-current	1,105
<b>Total lease liabilities</b>	<b>1,583</b>

**Short-term and low value leases**

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2020 \$'000
<b>Expenses relating to:</b>	
Short term leases	24
Leases of low value assets	3
<b>Total</b>	<b>27</b>
Variable lease payments (not included in measurement of liabilities)	-

	2020 \$'000
<b>Non-cancellable lease commitments</b>	
<b>- Short-term and low-value leases</b>	
Commitments for minimum lease payments for short-term and low-value leases are payable as follows:	
Within one year	4
Later than one year but not later than five years	15
<b>Total lease commitments</b>	<b>19</b>

*Leases classified as operating leases under AASB 117 Leases*

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at Council's incremental borrowing rate as at 1 July 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments. Council applied this approach to all applicable leases.

**Notes to and forming part of the Financial Statements for the year ended 30 June 2020**

**5.8 LEASES (cont)**

i. Council used the following practical expedients when applying AASB 16 Leases to leases previously classified as operating leases under AASB 117 Leases.

Applied a single discount rate to a portfolio of leases with similar characteristics.

- Adjusted the right-of-use assets by the amount of AASB 137 Provisions, Contingent Liabilities and Contingent Assets onerous contract provision immediately before the date of initial application, as an alternative to an impairment review.
- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

ii. Leases previously classified as finance leases

For leases that were classified as finance leases under AASB 117 Leases, the carrying amount of the right-of-use asset and the lease liability at 1 July 2019 are determined at the carrying amount of the lease asset and lease liability under AASB 117 Leases immediately before that date.

Council is not required to make any adjustments on transition to AASB 16 Leases for leases in which it acts as a lessor, except for a sub-lease. Council accounted for its leases in accordance with AASB 16 Leases from the date of initial application.

**Impact on financial statements**

On transition to AASB 16 Leases, Council recognised an additional \$1,222,880 of right-of-use assets and \$1,222,880 of lease liabilities, recognising the difference in retained earnings.

When measuring lease liabilities, Council discounted lease payments using its incremental borrowing rate at 1 July 2019. The weighted-average rate applied is 2.42%.

	2019 \$'000
Operating lease commitment at 30 June 2019 as disclosed in Council's financial statements	1,223
Discounted using the incremental borrowing rate at 30 June 2019	(50)
<b>Finance lease liability recognised as at 30 June 2019</b>	<b>1,173</b>
<b>Recognition exemption for:</b>	
Short term leases	-
Leases of low value assets	-
Extension and termination options reasonably certain to be exercised	50
Residual value guarantees	-
<b>Lease liabilities recognised as at 1 July 2019</b>	<b>1,223</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
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**NOTE 6. ASSETS WE MANAGE**

**6.1 NON-CURRENT ASSETS CLASSIFIED AS HELD FOR SALE**

Opening balance on Council's valuation	-	29
Transfer from property, infrastructure, plant and equipment	3,170	-
Transfer to property, infrastructure, plant and equipment	-	-
Change in valuation	(520)	-
Less: Written down value of assets sold	-	(29)
<b>Total non-current assets classified as held for sale</b>	<b>2,650</b>	<b>-</b>

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell 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.

2020		Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Asset held for sale-land (non-specialised)	(a)	2,464	-	-
Asset held for sale-buildings (non-specialised)	(a)	186	-	-
<b>Total</b>		<b>2,650</b>		

(a) Classified in accordance with fair value hierarchy – see Note 6.2.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT**

**Summary of Property, Infrastructure, Plant and Equipment**

2020	Infrastructure \$'000	Plant & equip \$'000	Property \$'000	Art \$'000	W.I.P \$'000	Total \$'000
Carrying value 30 June 2019	398,806	17,621	1,149,444	1,553	7,665	1,575,089
Acquisitions	12,772	4,273	3,637	30	30,563	51,275
Transfer between class (a)	1,720	-	4,089	-	(1,969)	3,840
Transfer to asset held for sale	-	-	(3,170)	-	-	(3,170)
Revaluation	12,155	-	44,591	-	-	56,746
Depreciation	(11,782)	(5,326)	(3,393)	-	-	(20,501)
Impairment	-	-	(74)	-	(345)	(419)
Disposal	(11)	(579)	(1,817)	-	-	(2,407)
<b>Carrying value 30 June 2020</b>	<b>413,660</b>	<b>15,989</b>	<b>1,193,307</b>	<b>1,583</b>	<b>35,914</b>	<b>1,660,453</b>

(a) The net transfer of \$3,840 represents the transfer of land from Investment Properties (Note 6.4)

**Summary of Work in Progress (WIP)**

2020	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Written off \$'000	Closing WIP \$'000
Roads	698	896	(465)	(105)	1,024
Drainage	451	208	(382)	(69)	208
Parks and gardens	1,573	4,627	(828)	(100)	5,272
Playgrounds	45	108	(45)	-	108
Freehold buildings	4,897	24,507	(249)	(70)	29,085
Land	0	110	-	-	110
Plant and equipment	1	106	-	(1)	106
Arts	0	1	-	-	1
<b>Total work in progress</b>	<b>7,665</b>	<b>30,563</b>	<b>(1,969)</b>	<b>(345)</b>	<b>35,914</b>

**Asset recognition thresholds and depreciation periods**

Asset Category	Depreciation Rate %	Useful Life Years	Threshold Limit \$
<b>Property, infrastructure, plant and equipment:</b>			
Roads, streets and bridges			
• Roads – seals	4	25	All
• Roads – sub-structure	1	100	All
• Bridges, medians & local area traffic management	1.00 – 1.18	100 – 85	10,000
• Footpaths	1.67	60	All
• Kerb and channel	1.42	70	All
Drainage	1	100	5,000
Parks and gardens	4 – 20	25 – 5	1,000
Playgrounds	5.55	18	1,000
Freehold buildings	1.25	80	5,000
Freehold land	-	-	All
Motor vehicles	15	6.60	All
Plant and equipment	4.00 – 33.33	25 – 3	1,000
Furniture and fittings	5 – 10	20 - 10	5,000
Works of art	-	-	All
<b>Leasehold improvements:</b>			
Leasehold improvements - building	10	10	5,000
<b>Intangibles:</b>			
IT software	10	10	50,000

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (cont)**

**(a) RECONCILIATION**

Reconciliations of the carrying amounts of each class of property, infrastructure, plant and equipment at the beginning and end of the current financial year are set out below:

<b>Infrastructure</b>	<b>Roads, streets and bridges \$'000</b>	<b>Drainage \$'000</b>	<b>Parks and gardens \$'000</b>	<b>Playgrounds \$'000</b>	<b>TOTAL Infrastructure \$'000</b>
At fair value 1 July 2019	414,225	206,122	53,631	10,377	684,355
Accumulated depreciation at 1 July 2019	(157,193)	(94,949)	(28,373)	(5,034)	(285,549)
<b>Carrying value at 1 July 2019</b>	<b>257,032</b>	<b>111,173</b>	<b>25,258</b>	<b>5,343</b>	<b>398,806</b>
<b>Movements in Fair Value</b>					
Acquisition of assets at fair value	5,765	554	5,906	547	12,772
Transfers	465	382	828	45	1,720
Disposals	-	-	-	(197)	(197)
Revaluation increments/(decrements)	30,879	24,155	-	-	55,034
	<b>37,109</b>	<b>25,091</b>	<b>6,734</b>	<b>395</b>	<b>69,329</b>
<b>Movements in accumulated depreciation</b>					
Depreciation	(7,494)	(2,068)	(1,691)	(529)	(11,782)
Accumulated Depreciation of Disposals	-	-	-	186	186
Revaluation	(16,825)	(26,054)	-	-	(42,879)
	<b>(24,319)</b>	<b>(28,122)</b>	<b>(1,691)</b>	<b>(343)</b>	<b>(54,475)</b>
At fair value 30 June 2020	451,334	231,213	60,365	10,772	753,684
Accumulated depreciation at 30 June 2020	(181,512)	(123,071)	(30,064)	(5,377)	(340,024)
<b>Carrying value at 30 June 2020</b>	<b>269,822</b>	<b>108,142</b>	<b>30,301</b>	<b>5,395</b>	<b>413,660</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (cont)**

**(a) RECONCILIATION (cont)**

<b>Plant and Equipment</b>	<b>Motor vehicles \$'000</b>	<b>Plant and equipment \$'000</b>	<b>Furniture and fittings \$'000</b>	<b>Waste Management \$'000</b>	<b>TOTAL Plant and Equipment \$'000</b>
At fair value 1 July 2019	19,622	24,791	6,138	-	50,551
Accumulated depreciation at 1 July 2019	(11,174)	(17,264)	(4,492)	-	(32,930)
<b>Carrying value at 1 July 2019</b>	<b>8,448</b>	<b>7,527</b>	<b>1,646</b>	<b>-</b>	<b>17,621</b>
<b>Movements in Fair Value</b>					
Acquisition of assets at fair value	2,513	1,572	188	-	4,273
Disposals	(2,698)	(1,492)	-	-	(4,190)
	<b>(185)</b>	<b>80</b>	<b>188</b>	<b>-</b>	<b>83</b>
<b>Movements in accumulated depreciation</b>					
Depreciation	(2,488)	(2,428)	(410)	-	(5,326)
Accumulated Depreciation of Disposals	2,254	1,357	-	-	3,611
	<b>(234)</b>	<b>(1,071)</b>	<b>(410)</b>	<b>-</b>	<b>(1,715)</b>
At fair value 30 June 2020	19,437	24,871	6,326	-	50,634
Accumulated depreciation at 30 June 2020	(11,408)	(18,335)	(4,902)	-	(34,645)
<b>Carrying value at 30 June 2020</b>	<b>8,029</b>	<b>6,536</b>	<b>1,424</b>	<b>-</b>	<b>15,989</b>



**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (cont)**

**(a) RECONCILIATION (cont)**

<b>Property and Other Assets</b>	Freehold land \$'000	Freehold buildings \$'000	Leasehold Imp'ments \$'000	<b>TOTAL Property \$'000</b>	Art collection \$'000	<b>TOTAL Other \$'000</b>
At fair value 1 July 2019	969,520	266,575	550	1,236,645	1,553	1,553
Accumulated depreciation at 1 July 2019	-	(86,993)	(208)	(87,201)	-	-
<b>Carrying value at 1 July 2019</b>	<b>969,520</b>	<b>179,582</b>	<b>342</b>	<b>1,149,444</b>	<b>1,553</b>	<b>1,553</b>
<b>Movements in Fair Value</b>						
Acquisition of assets at fair value	34	3,603	-	3,637	30	30
Transfers	-	249	-	249	-	-
Transfers from investment property	3,840	-	-	3,840	-	-
Transfers to asset held for sale	(2,770)	(800)	-	(3,570)	-	-
Revaluation increments/(decrements)	42,819	(2,455)	-	40,364	-	-
Disposal	(1,817)	-	-	(1,817)	-	-
Impairment	-	(114)	-	(114)	-	-
	<b>42,106</b>	<b>483</b>	<b>-</b>	<b>42,589</b>	<b>30</b>	<b>30</b>
<b>Movements in accumulated depreciation</b>						
Depreciation	-	(3,338)	(55)	(3,393)	-	-
Transfers to asset held for sale	-	400	-	400	-	-
Revaluation	-	4,227	-	4,227	-	-
Impairment	-	40	-	40	-	-
	<b>-</b>	<b>1,329</b>	<b>(55)</b>	<b>1,274</b>	<b>-</b>	<b>-</b>
At fair value 30 June 2020	1,011,626	267,058	550	1,279,234	1,583	1,583
Accumulated depreciation at 30 June 2020	-	(85,664)	(263)	(85,927)	-	-
<b>Carrying value at 30 June 2020</b>	<b>1,011,626</b>	<b>181,394</b>	<b>287</b>	<b>1,193,307</b>	<b>1,583</b>	<b>1,583</b>
<b>Work in Progress</b>						
	Property \$'000	Plant & Equipment \$'000	Infrastructure \$'000	Arts \$'000	<b>TOTAL WIP \$'000</b>	
At fair value 1 July 2019	4,897	1	2,767	-	7,665	
<b>Carrying value at 1 July 2019</b>	<b>4,897</b>	<b>1</b>	<b>2,767</b>	<b>-</b>	<b>7,665</b>	
<b>Movements in Fair Value</b>						
Acquisition of assets at fair value	24,617	106	5,839	1	30,563	
Transfers	(249)	-	(1,720)	-	(1,969)	
Written off	(70)	(1)	(274)	-	(345)	
	<b>24,298</b>	<b>105</b>	<b>3,845</b>	<b>1</b>	<b>28,249</b>	
At fair value 30 June 2020	29,195	106	6,612	1	35,914	
<b>Carrying value at 30 June 2020</b>	<b>29,195</b>	<b>106</b>	<b>6,612</b>	<b>1</b>	<b>35,914</b>	

## Notes to and forming part of the Financial Statements for the year ended 30 June 2020

### 6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (cont)

#### *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.

Roads, drainage and building assets have been brought to account in the Balance Sheet of Council at cost in the year of acquisition or construction and are subject to depreciation on a straight line basis over their useful lives from the financial year following acquisition. These assets were revalued at 30 June 2020 at their current replacement cost less accumulated depreciation (calculated on a straight line basis).

Land assets have been brought to account in the Balance Sheet of Council at cost in the year of acquisition. These assets were revalued at 30 June 2020 at their fair value. Land is not subject to depreciation.

Parks and gardens assets, playgrounds, motor vehicles, plant and equipment, furniture and fittings, art collection assets, waste management big bins and intangible assets have been brought to account in the Balance Sheet of Council at cost in the year of acquisition or construction and are valued at cost.

#### *Work in Progress*

Any work in progress at the end of a financial year is identified and recorded as a non-current asset in the Balance Sheet. Upon completion of each project, the value of work in progress will be transferred to the appropriate non-current depreciable asset class within infrastructure, property plant and equipment of the Balance Sheet and will be subject to appropriate depreciation charges thereafter.

#### *Leasehold Improvements*

Leasehold improvements are recognised at cost and are amortised over the shorter of; the unexpired period of the lease or, the estimated useful life of the improvement. At balance date, leasehold improvements are amortised over a 10 year period.

#### *Land under roads*

Council does not recognise land under roads that it controlled prior to 30 June 2008. Land under roads acquired after 30 June 2008, if material, will be brought to account at fair value in line with Accounting Standard 1051.

#### *Depreciation and Amortisation*

Infrastructure assets, buildings, land improvements, plant and equipment, and other assets having limited useful lives are systematically depreciated over their useful lives to Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually. Depreciation for roads and drainage assets are depreciated from the financial year following acquisition or construction.

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

Straight line depreciation is charged based on the residual useful life as determined each year. Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

**Notes to and forming part of the Financial Statements for the year ended 30 June 2020**

**6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (cont)**

Land is not a depreciable asset. Council's art collection assets are not considered depreciable.

Depreciation of all assets is provided using the straight line basis with rates that are reviewed each reporting period. The 2019/2020 depreciation rates have not changed from the previous year.

*Repairs and Maintenance*

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

**(b) VALUATION OF LAND AND BUILDINGS**

At 30 June 2020, Council's land and buildings were restated to Council's valuation of fair value based on existing use. The valuations were carried out by Council's Valuer, Mr P Kemm, A.A.P.I.

The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions, the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive Income Statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements or infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive Income Statement. Any significant movements in the unobservable inputs for land and land under roads (if any) will have a significant impact on the fair value of these assets.

The date of the current valuation is detailed in the following table. The next full revaluation is due to be reflected in the financial statements for the year ending 30 June 2022.

Details of Council's land and buildings (excluding leasehold improvements) and information about the fair value hierarchy as at 30 June 2020 are as follows:

2020	Date of last Valuation	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Freehold land	30/06/2020	-	128,842	-
Specialised land	30/06/2020	-	-	882,784
Freehold buildings	30/06/2020	-	-	181,394
<b>Total</b>		-	<b>128,842</b>	<b>1,064,178</b>

Please note that details on the three levels of valuations can be found in note 8.4

**Notes to and forming part of the Financial Statements for the year ended 30 June 2020**

**6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (cont)**

**(c) VALUATION OF INFRASTRUCTURE**

As at 30 June 2020, valuation of Council's bridges, road median and drainage assets has been determined by the valuation undertaken by Mr Senavi Abeykoon-Mudiyanselage, Council's Asset Management Team. The valuation is at fair value based on replacement cost, less accumulated depreciation in accordance with the basis of valuation.

As at 30 June 2020, Council's road assets (excluding bridges and medians) were restated to Council's valuation of current replacement cost. The valuation of these assets was carried out by Mr Peter Batson, Manager – Asset Management System Victoria, SMEC Australia Pty Ltd, in accordance with the basis of valuation. SMEC Pavement Management system software was used to assist with this process. As part of the valuation process for year ended 30 June 2020, Council undertook a condition survey in 2018, which has been the basis for SMEC to recalculate the current condition used in the valuation of Council's road and footpath assets.

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

The Financial Statements for the Year Ended 30 June 2020 reflect the revaluation of assets that occurred on 30 June 2020. The next revaluation is due to be reflected in the Financial Statements for year ending 30 June 2022.

Council's Valuer's valuation, in the case of land and buildings is determined in accordance with the *Valuation of Land Act 1960*. The valuation is calculated using market value, as a fair value, based on existing use.

For drainage, roads, streets and bridges assets, the valuation represents an estimate of written down current replacement costs determined by reference to engineering construction plans and Melbourne Water base maps after taking into account construction costs written down for the current condition of the assets and the impact of any economic or technical obsolescence.

Other class of assets are not revalued.

Details of Council's infrastructure (excluding parks & playgrounds) and information about the fair value hierarchy as at 30 June 2020 are as follows:

2020	Date of last Valuation	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Roads, streets and bridges	30/06/2020	-	-	269,822
Drainage	30/06/2020	-	-	108,142
<b>Total</b>		<b>-</b>	<b>-</b>	<b>377,964</b>

No transfers between levels occurred during the year.

Please note that details on the three levels of valuations can be found in note 8.4

**Notes to and forming part of the Financial Statements for the year ended 30 June 2020**

**6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (cont)**

**(d) DESCRIPTION OF SIGNIFICANT UNOBSERVABLE INPUTS INTO LEVEL 3 VALUATIONS**

*Specialised Land*

Specialised land is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land value between 0% and 90%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$2.50 and \$4,000 per square metre.

*Specialised Buildings*

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs for buildings are calculated on a square metre basis and ranges from \$500 to \$12,750 per square metre. Current replacement costs for multi-level car parks are calculated on a car space basis and the unit cost is \$19,800 per car space. The useful lives of buildings are 80 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings may be subject to variation due to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

*Infrastructure Assets*

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 useful lives of infrastructure vary from 40 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 may be subject to variation due to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

**6.3 INVESTMENTS**

	Note	2020 \$'000	2019 \$'000
Investments – unlisted shares held at fair value accounted for through profit and loss	6.3(a)	226	488
Investments in associates	6.3(b)	2,961	2,695
<b>Total investments</b>		<b>3,187</b>	<b>3,183</b>
<b>(a) INVESTMENTS – UNLISTED SHARES</b>			
Procurement Australasia		225	187
Regional Kitchen Pty Ltd		1	301
<b>Total investments – unlisted shares</b>		<b>226</b>	<b>488</b>
<b>Increase/(Decrease) in fair value recognised in net result</b>		<b>(262)</b>	<b>249</b>

Investments – unlisted shares are measured at fair value. Movements in fair value are recognised through the profit and loss statement. Council does not exert any control over the operations, and the investment is of a unique nature with no active market/no ability to redeem the investment.

Procurement Australasia (previously MAPS Group) is an incorporated buying group for large scale and shared service contracts. Regional Kitchen Pty Ltd which along with their subsidiary, RFK Pty Ltd (trading as Community Chef), is involved in the production of delivered meals.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
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**6.3 INVESTMENTS (cont)**

**(b) INVESTMENTS IN ASSOCIATES**

Share of Yarra Plenty Regional Library Corporation	2,961	2,695
<b>Total investments in associates</b>	<b>2,961</b>	<b>2,695</b>
<b>Council's share of accumulated surplus/(deficit):</b>		
Council's share of accumulated surplus/(deficit) at start of year	2,695	3,234
Reported change from prior year's equity	1	(505)
Reported surplus/(deficit) for year	265	(34)
<b>Council's share of accumulated surplus/(deficit) at end of year</b>	<b>2,961</b>	<b>2,695</b>
<b>Movement in carrying value of specific investment:</b>		
Carrying value of investment at start of year	2,695	3,234
Share of total change in equity for year	266	(539)
<b>Carrying value of investment at end of year</b>	<b>2,961</b>	<b>2,695</b>
<b>Council's share of expenditure commitments:</b>		
Lease commitments	330	559
Operating commitments	508	434
<b>Council's share of expenditure commitments</b>	<b>838</b>	<b>993</b>

**Council's share of contingent liabilities and contingent assets:**

The Yarra Plenty Regional Library has no known contingent liabilities as at 30 June 2020 nor as at 30 June 2019.

**Significant restrictions:**

Yarra Plenty Regional Library does not pay any dividends to Council. No loans or monetary advances were made between Council and the Library.

Associates are all entities over which Council has significant influence, but not control or joint control. Investments in associates are accounted for using the equity method of accounting. The investment was initially recorded at cost and adjusted thereafter for post-acquisition changes in the Council's share of the net assets of the entities. Council's share of the financial result of the entities is recognised in the Comprehensive Income Statement.

Council has an equity interest share in the following associate:

- 41.05% (41.23% in 2019) in the Yarra Plenty Regional Library.

Council's share is based on the total of contributions paid by Council, since the inception of the Library, as a percentage of the total contributions paid by the three Councils. The contributions made each year are based on the patronage across the various Library locations throughout the three Councils.

The valuation is made as at 30 June each year. The 2020 valuation is based on draft Financial Statements (2019 was based on draft Financial Statements and the prior year's equity has been adjusted to match the finalised financial statements).

The Yarra Plenty Regional Library is an independent legal entity with an Executive Management Team, which is responsible for the day-to-day operations of the organisation. Banyule is one of three Councils with a stake in the Library and each of the three Councils has put forward two members which make up the six-person Regional Library Board.



**Notes to and forming part of the Financial Statements for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
<b>6.4 INVESTMENT PROPERTY</b>			
Balance at beginning of financial year		32,029	12,115
Additions		419	4,005
Transfer from Property, Infrastructure, Plant & Equipment		-	15,990
Transfer to Freehold land		(3,840)	-
Depreciation - Building		(86)	(81)
Fair Value Adjustments		4,512	-
<b>Balance at end of Financial Year</b>		<b>33,034</b>	<b>32,029</b>

Investment property, is held to generate long-term rental yields or capital gains. Investment property is measured initially at cost, including transaction costs. Costs incurred subsequent to initial acquisition are capitalised when it is probable that future economic benefit in excess of the originally assessed performance of the asset will flow to Council. Subsequent to initial recognition at cost, investment property is carried at fair value, determined annually by a valuer. 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 a valuation by Council's Valuer, Mr P Kemm, A.A.P.I. 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.

Rental income from the leasing of investment properties is recognised in the Comprehensive Income Statement, when invoiced, on a straight line basis over the lease term.



**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**NOTE 7. PEOPLE AND RELATIONSHIPS**

**7.1 COUNCIL AND KEY MANAGEMENT REMUNERATION**

**(a) RELATED PARTIES**

**Parent Entity**

Banyule City Council is the parent entity.

**Subsidiaries and Associates**

Interest in associates are detailed in note 6.3 (b).  
There are no subsidiaries.

**(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:

	2020 No.	2019 No.
<b>Councillors</b>		
Wayne Phillips (Mayor to 11/11/2019)	1	1
Alison Champion (Mayor from 12/11/2019)	1	1
Peter Castaldo	1	1
Mark Di Pasquale	1	1
Rick Garotti	1	1
Craig Langdon	1	1
Tom Melican	1	1
<b>Total Number of Councillors</b>	<b>7</b>	<b>7</b>
<b>Chief Executive Officer and Directors</b>		
Chief Executive Officer (incl acting)	1	1
Director Assets & City Services (incl acting)	1	1
Director City Development	1	1
Director Community Programs (incl acting)	1	1
Director Corporate Services	1	1
<b>Total of Chief Executive Officer and Directors</b>	<b>5</b>	<b>5</b>
<b>Total Key Management Personnel</b>	<b>12</b>	<b>12</b>

**(c) REMUNERATION OF KEY MANAGEMENT PERSONNEL**

Total remuneration of key management personnel was as follows:

- Short-term benefits include all salaries and annual leave paid during the year as well as any fringe benefits.  
*Note: In 2019, superannuation was classified as a short-term benefit.*
- Long-term benefits represent long service leave accrued during the year.
- Post employment benefits include superannuation paid during the year.

	2020 \$'000	2019 \$'000
Short-term benefits	1,624	1,710
Long-term benefits	40	32
Post-employment benefits	117	-
<b>Total</b>	<b>1,781</b>	<b>1,742</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**7.1 COUNCIL AND KEY MANAGEMENT REMUNERATION (cont)**

**(c) REMUNERATION OF KEY MANAGEMENT PERSONNEL (cont)**

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

	2020 No.	2019 No.
\$30,000 - \$39,999	5	5
\$60,000 - \$69,999	1	1
\$80,000 - \$89,999	-	1
\$90,000 - \$99,999	1	-
\$240,000 - \$249,999	1	-
\$250,000 - \$259,999	-	1
\$260,000 - \$269,999	-	3
\$280,000 - \$289,999	3	-
\$350,000 - \$360,000	1	-
\$370,000 - \$379,999	-	1
<b>Total</b>	<b>12</b>	<b>12</b>

**(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 Officer; or
- whose total annual remuneration exceeds \$151,000 (2019 exceeds \$148,000).

*Annual remuneration includes all salaries, annual leave and lump sum payments paid during the year plus Long Service Leave accrued during the year.*

The numbers of Senior Officers are shown below in their relevant income bands:

	2020 No.	2019 No.
Income range:		
\$145,000 - \$149,999	-	2
\$151,000 - \$159,999	6	-
\$160,000 - \$169,999	3	-
\$170,000 - \$179,999	2	2
\$180,000 - \$189,999	6	11
\$190,000 - \$199,999	2	1
\$200,000 - \$209,999	1	3
\$250,000 - \$259,999	-	1
\$270,000 - \$279,999	-	1
\$280,000 - \$289,999	-	1
<b>Total</b>	<b>20</b>	<b>22</b>

	\$'000	\$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to:	<b>3,461</b>	<b>4,287</b>

Due to a number of staff terminations and redundancies during 2018/2019 there was a decreased number of staff and remuneration that met the threshold of Senior Officers in 2019/2020.

**Notes to and forming part of the Financial Statements for the year ended 30 June 2020**

**7.2 RELATED PARTY DISCLOSURES**

**(a) TRANSACTIONS WITH RELATED PARTIES**

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

The Banyule Cemeteries Trust is a separate entity managed on behalf of the Department of Health. Banyule's seven Councillors act as the board of trustees.

- The Cemetery Trust is charged overheads for the use of Council's Corporate Services (finance, information technology, human resources, office space etc)  
The charge is calculated using the same method that allocates overheads across Council.

Overheads charged to Cemetery	
\$'000	
2019/2020	55
2018/2019	54

- In the course of Council's PC & iPad replacement program, the decommissioned items are offered for sale to the staff/Councillors who used them. The items are sold at market value (as determined by the Manager IT & Digital Transformation) at arm's length.

Sale of decommissioned IT items		
	Items sold	\$'000
2019/2020	-	-
2018/2019	4	1

**(b) OUTSTANDING BALANCES WITH RELATED PARTIES**

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:

- The Banyule Cemeteries Trust financials are managed via Council's bank accounts on a daily basis. Intermittently, transfers are made from the Cemetery to Council for the costs incurred.

Owed by Cemetery Trust to Council	
\$'000	
2019/2020	70
2018/2019	499

**(c) LOANS TO/FROM RELATED PARTIES**

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the Council to a related party is: \$Nil (2019: \$Nil).

**(d) COMMITMENTS TO/FROM RELATED PARTIES**

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows: \$Nil (2019: \$Nil).

**Notes to and forming part of the Financial Statements for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
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**NOTE 8. MANAGING UNCERTAINTIES**

**8.1 CONTINGENT ASSETS AND LIABILITIES**

**(a) LEASE RECEIVABLES**

At the reporting date, Council has entered into commercial property leases on some of its properties. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 28 years. Some leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rental income under non-cancellable operating leases is as follows:

Not later than one year	2,450	2,652
Later than one year and not later than five years	2,816	2,088
Later than five years	2,572	2,635
<b>Total operating lease receivables</b>	<b>7,838</b>	<b>7,375</b>

The income for the period is shown in the Comprehensive Income Statement, under revenue as rental income.

**(b) GUARANTEES FOR LOANS TO OTHER ENTITIES**

The Banyule City Council has undertaken to act as guarantor for:

- bank loans for local organisations	56	60
- bank loans for operators of Council facilities	998	1,061
- lease for community organisations	73	109
<b>Total guarantees</b>	<b>1,127</b>	<b>1,230</b>

Council is currently acting as guarantor for two loans; one for a Sporting Club to be used for significant capital improvements to a sporting facility on Council land and the other for major improvements at a leased Council owned facility. Council is also guarantor for one community organisation lease for equipment located within a Council facility. At balance date, the total outstanding balance on these guarantees was \$1,127,233 (\$1,230,093 in 2019). At balance date we have received independent confirmation that the Clubs are continuing to meet repayments in accordance with the requirements of their individual agreements.

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the Balance Sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that, that right will be exercised.

**(c) SUPERANNUATION**

Banyule City 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. At this point in time it is not known if additional contributions will be required, their timing or potential amount.

**(d) CONTINGENT LIABILITIES MITIGATED BY INSURANCES**

As a local authority with statutory regulatory responsibilities and ownership of numerous land holdings, the Council is regularly met with claims for damages allegedly arising from actions of Council or its Officers, and also claims allegedly arising from incidents which occur on land belonging to Council. Council carries professional indemnity and public/products liability insurance against these claims. There are no claims of which Council is aware which would fall outside the terms of Council's policies.

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

## Notes to and forming part of the Financial Statements for the year ended 30 June 2020

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### 8.1 CONTINGENT ASSETS AND LIABILITIES (cont)

#### (e) 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 CHANGES IN ACCOUNTING STANDARDS

The following new AAS's have been issued that are not mandatory for the 30 June 2020 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.

*AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/2021 for Local Government Sector)*

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset;
- reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset;
- initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in AASB 13 Fair Value Measurement. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with AASB 116 Property, Plant and Equipment or AASB 138 Intangible Assets, as appropriate, except as specified AASB 1059;
- recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and
- disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

Based on Council's current assessment, there is expected to be no impact on the transactions and balances recognised in the financial statements as the Council is not a grantor in a service concession arrangement.

## Notes to and forming part of the Financial Statements for the year ended 30 June 2020

### 8.2 CHANGES IN ACCOUNTING STANDARDS (cont)

*AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/2021 for Local Government Sector)*

The Standard principally amends AASB 101 Presentation of Financial Statements and AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

*AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for Local Government Sector)*

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.

### 8.3 FINANCIAL INSTRUMENTS

#### (a) OBJECTIVES AND POLICIES

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 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 financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

#### (c) 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. Interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes Council to fair value interest rate risk. 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 investments; and
- Benchmarking of returns and comparison with budget.

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

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



## Notes to and forming part of the Financial Statements for the year ended 30 June 2019

### (d) 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 Council's Balance Sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk Council:

- Will not perform any significant works before payment has been made;
- may require collateral where appropriate; and
- will only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Trade and other 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. Impairment of financial assets are determined using an expected loss model (simplified approach) based on historical data, according to the age of outstanding debts.

Due to Covid-19, it would be expected that the Credit Risk for Council would increase as debtors are facing more financial stress. However the debt types that are considered most 'at-risk' due to Covid-19 restrictions, have mostly been waived as part of Council's Covid-19 stimulus package. This includes the waiving of permits and fees for local businesses and organisations who would be suffering financial stress.

Council may also be subject to credit risk for transactions which are not included in the Balance Sheet, such as when a guarantee is provided for another party. Details of Council's contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk on recognised financial assets at the reporting date 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.

### (e) LIQUIDITY RISK

Liquidity risk includes the risk that, as a result of our operational liquidity requirements, Council:

- will not have sufficient funds to settle a transaction when required,
- 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
- has a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments
- monitors budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the Balance Sheet and the amounts related to financial guarantees disclosed in Note 8.1(b) 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 year.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed in Note 5.4. Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.



## Notes to and forming part of the Financial Statements for the year ended 30 June 2020

### 8.3 FINANCIAL INSTRUMENTS (cont)

#### (f) SENSITIVITY DISCLOSURE ANALYSIS

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

- A parallel shift of +0.5% and -0.5% in market interest rates (AUD) from year end weighted average interest rates of 1.46%.

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

### 8.4 FAIR VALUE MEASUREMENT

#### (a) 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.

## Notes to and forming part of the Financial Statements for the year ended 30 June 2020

### 8.4 FAIR VALUE MEASUREMENT (cont)

#### (b) 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. Further details regarding the fair value hierarchy are disclosed at Note 6.2 Property, Infrastructure, Plant and Equipment.

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.

#### (c) IMPAIRMENT OF ASSETS

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

### 8.5 COVID 19 IMPACTS ON 2019/20 FINANCIAL STATEMENTS

On 30 January 2020, COVID 19 was declared as a global pandemic by world health organisation. Since then, various measures have been taken by all three levels of Government in Australia to reduce the spread of COVID-19. This crisis and measures taken to mitigate it has impacted Banyule's operations in the following areas for the financial year ended 30 June 2020:

- In response to government directives amidst the Covid-19 outbreak, Council's leisure centre facilities, libraries, community centres and transfer station were closed, while Child Care Centre usage was scaled back significantly. These closures resulted in a decrease in the council user fee revenue by approx. \$3 million and a decrease in associated expenditure by \$1.72 million.
- Due to Covid-19 impacts some areas of Council which continued to operate saw an increase in costs. This included an increase in waste disposal costs of \$330,000 likely due to more residents being at home and cleaning up around the house. As well as an increase in the costs of running Watermarc of \$264,000 related to the contract with Belgravia and helping to mitigate their loss of income.
- Banyule implemented a new rates hardship policy which deferred all interest charges from March 2020, as well as the implementation of rates hardship waivers which can be applied for in the 2020/21 financial year. For 2019/20 financial year this has resulted in a loss of interest income of approx. \$100,000 as well as an increase in rates debtors at 30<sup>th</sup> June 2020 of \$1 million.
- To help support local businesses, Council made the decision to cover the Special Rates & Charges contributions of retailers within our shopping precincts for the 4<sup>th</sup> quarter of 2019/20 which saved local businesses \$160,000 to date. This will continue for the first two quarters of 2020/21.
- Since Covid restrictions were implemented, parking enforcement change their focus only onto parking infractions that created a risk to community safety or impeded the access to essential services. The estimated impact is a reduction in income of \$0.98 million

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**8.6 EVENTS OCCURRING AFTER BALANCE DATE**

Covid-19 has had an impact on the financial accounts 2019/20 as presented and is expected to have a continued effect into 2020/21. With a direct effect on some of Council's services (e.g. Leisure Centre closures), there is also the financial impacts of Council's announced Covid-19 Stimulus Package which has been partially delivered in 2019/20 with further impacts expected on Council's 2020/21 results. The package includes the offer of rates deferrals up to June 2021, rates hardship waivers for eligible applicants, waived fees for eligible local businesses, community organisations and tenants of council properties as well as offering additional grants and services. The full projected impact of Covid-19 has been recognised across these financial statements as well as Council's 2020/21 budget document.

**NOTE 9. OTHER MATTERS**

**9.1 RESERVES**

**(a) SUMMARY OF RESERVE TYPES**

	Balance as at 30/06/2020 \$'000	Balance as at 30/06/2019 \$'000
Asset Revaluation Reserve	1,199,754	1,145,104
Asset Replacement Reserves	43,776	66,223
<b>Total Reserves</b>	<b>1,243,530</b>	<b>1,211,327</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**9.1 RESERVES (cont)**

**(b) RESERVE MOVEMENTS**

The following transfers to and from Council's reserves occurred during the reporting period:

**(i) Asset Revaluation Reserve**

2020	Balance as at 30/06/2019 \$'000	Increment/ (Decrement) \$'000	Transfer to Acc. Surplus \$'000	Transfer between classes \$'000	Balance as at 30/06/2020 \$'000
Infrastructure					
• Roads and streets	164,934	13,992	-	-	178,926
• Bridges, medians and local area traffic management	3,283	62	-	-	3,345
• Drainage	83,920	(1,899)	-	-	82,021
• Parks and gardens	247	0	-	-	247
	252,384	12,155	-	-	264,539
Property					
• Freehold land	847,060	42,820	(1,513)	(2,770)	885,597
• Freehold buildings	45,377	1,771	(63)	(400)	46,685
	892,437	44,591	(1,576)	(3,170)	932,282
Other assets					
• Heritage and culture – including art collection	283	-	-	-	283
	283	-	-	-	283
Non-current assets classified as held for sale					
• Freehold land	-	(306)	-	2,770	2,464
• Freehold buildings	-	(214)	-	400	186
	-	(520)	-	3,170	2,650
<b>Total asset revaluation reserve</b>	<b>1,145,104</b>	<b>56,226</b>	<b>(1,576)</b>	<b>-</b>	<b>1,199,754</b>

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

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**9.1 RESERVES (cont)**

**(b) RESERVE MOVEMENTS (cont)**

**(i) Asset Revaluation Reserve (cont)**

2019	Balance as at 30/06/2018 \$'000	Opening Balance Adjustment \$'000	Transfer to Acc. Surplus \$'000	Balance as at 30/06/2019 \$'000
<b>Infrastructure</b>				
• Roads and streets	164,934	-	-	164,934
• Bridges, medians and local area traffic management	3,283	-	-	3,283
• Drainage	83,920	-	-	83,920
• Parks and gardens	247	-	-	247
	<u>252,384</u>	-	-	<u>252,384</u>
<b>Property</b>				
• Freehold land	850,990	(3,930)	-	847,060
• Freehold buildings	45,410	(33)	-	45,377
	<u>896,400</u>	<u>(3,963)</u>	-	<u>892,437</u>
<b>Other assets</b>				
• Heritage and culture – including art collection	283	-	-	283
	<u>283</u>	-	-	<u>283</u>
<b>Non-current assets classified as held for sale</b>				
• Freehold land	29	-	(29)	-
• Freehold buildings	-	-	-	-
	<u>29</u>	-	<u>(29)</u>	<u>-</u>
<b>Total asset revaluation reserve</b>	<b><u>1,149,096</u></b>	<b><u>(3,963)</u></b>	<b><u>(29)</u></b>	<b><u>1,145,104</u></b>

(a)

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

(a) Adjustment to remove cemetery land & buildings from Council's assets.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**9.1 RESERVES (cont)**

**(b) RESERVE MOVEMENTS (cont)**

**(ii) Asset Replacement Reserves**

2020	Balance as at 30/06/19 \$'000	Transfers between \$'000	Transfers to \$'000	Transfers from \$'000	Balance as at 30/06/20 \$'000
<b>Statutory Reserves</b>					
Public Open Space	10,674	-	3,954	(6,727)	7,901
Off-Street Car Parking	252	-	-	-	252
<b>Total statutory reserves</b>	<b>10,926</b>	<b>-</b>	<b>3,954</b>	<b>(6,727)</b>	<b>8,153</b>
<b>Discretionary Reserves</b>					
General	3,379	1,500	1,953	(581)	6,251
Plant and Equipment	19,167	(10,750)	4,447	(2,022)	10,842
Strategic Properties	22,139	(16,500)	-	(904)	4,735
Asset Renewal	4,926	26,500	2,216	(27,106)	6,536
Car Parking Meters	2,881	-	805	(40)	3,646
BPI Investment	155	-	-	-	155
IT Equipment	2,650	(750)	1,558	-	3,458
<b>Total discretionary reserves</b>	<b>55,297</b>	<b>-</b>	<b>10,979</b>	<b>(30,653)</b>	<b>35,623</b>
<b>Total Asset replacement reserves</b>	<b>66,223</b>	<b>-</b>	<b>14,933</b>	<b>(37,380)</b>	<b>43,776</b>

2019	Balance as at 30/06/18 \$'000	Transfers between \$'000	Transfers to \$'000	Transfers from \$'000	Balance as at 30/06/19 \$'000
<b>Statutory Reserves</b>					
Public Open Space	11,063	-	4,780	(5,169)	10,674
Off-Street Car Parking	252	-	-	-	252
<b>Total statutory reserves</b>	<b>11,315</b>	<b>-</b>	<b>4,780</b>	<b>(5,169)</b>	<b>10,926</b>
<b>Discretionary Reserves</b>					
General	1,972	-	1,922	(515)	3,379
Plant and Equipment	16,544	-	5,583	(2,960)	19,167
Strategic Properties	28,938	-	113	(6,912)	22,139
Asset Renewal	4,958	(9)	1,939	(1,962)	4,926
Car Parking Meters	2,056	-	828	(3)	2,881
BPI Investment	155	-	-	-	155
IT Equipment	2,400	-	350	(100)	2,650
WaterMarc renewal	526	9	-	(535)	-
<b>Total discretionary reserves</b>	<b>57,549</b>	<b>-</b>	<b>10,735</b>	<b>(12,987)</b>	<b>55,297</b>
<b>Total Asset replacement reserves</b>	<b>68,864</b>	<b>-</b>	<b>15,515</b>	<b>(18,156)</b>	<b>66,223</b>

The above tables generally indicate usage of funds for budgeted capital works and recovery of capital from previous expenditures and investment projects in the ordinary course of business. These amounts are determined in accordance with the approved budget and subsequent Council reports.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

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**9.1 RESERVES (cont)**

**(b) RESERVE MOVEMENTS (cont)**

**(ii) Asset Replacement Reserves (cont)**

The Public Open Space Reserve is a statutory reserve where developers contribute income to the reserve by law. The funds are spent on 'public open spaces', for example playgrounds.

The Off-Street Car Parking Reserve is no longer operational due to a change in legislation. Developers did contribute income to the reserve. Funds were used to provide additional car parking spaces in the area where the funds were generated from.

The General Reserve is maintained to have money set aside for future projects.

The Plant and Equipment Reserve is used to fund the purchase of vehicles (all types) and some items of plant and equipment.

The Strategic Properties Reserve is maintained to fund the purchasing, development and selling of properties with a view to add income to Council.

The Asset Renewal Reserve is used to fund the renewal of assets in the future.

The Car Parking Meters Reserve receives the net income from parking meters. The Reserve will be used to purchase new parking meters and fund the maintenance of existing parking meters.

The BPI Investment Reserve receives a portion of the BPI department's profit each year. The Reserve is used to fund equipment and software to enhance their competitiveness with external businesses.

The Information Technology (IT) Equipment Reserve accumulates funds to be used for the purchase and maintenance of computer systems.

The WaterMarc Renewal Reserve was closed during 2018/2019 and combined into the asset renewal reserve.



**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

	Note	2020 \$'000	2019 \$'000
<b>9.2 RECONCILIATION OF SURPLUS/(DEFICIT) TO CASH FLOWS FROM OPERATING ACTIVITIES</b>			
<b>Surplus for the year</b>		<b>12,822</b>	<b>18,030</b>
(Profit)/loss on disposal of infrastructure, property, plant and equipment	3.8	1,535	(353)
Depreciation and amortisation	4.4, 4.5 & 4.6	21,292	19,938
Impairment loss	6.2	419	134
Borrowing costs - interest	4.9	2,457	2,546
Finance costs - leases	4.8	44	-
Work in Progress transferred to expense	6.2	-	-
Fair value adjustment of investments	6.3(a)	262	(249)
Fair value adjustment of investment property	6.4	(4,512)	-
Share of profits of associate	6.3(b)	(266)	539
<b>Change in assets and liabilities, excluding investing activities:-</b>			
(Increase)/decrease in trade and other receivables		(52)	(145)
Decrease/(increase) in inventories		2	13
(Increase)/decrease in prepayments		(334)	74
Increase/(decrease) in trade and other payables		223	(336)
Increase/(decrease) in unearned income		932	-
Increase in employee provisions		1,195	11
Increase/(decrease) in trust funds and deposits		(155)	1,675
<b>Net cash provided by operating activities</b>		<b>35,864</b>	<b>41,877</b>

**9.3 SUPERANNUATION**

Banyule City Council makes the majority of its employer superannuation contributions in respect to its employees to the Local Authorities Superannuation Fund – Vision Super (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 Fund**

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receive both employer and optional employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings. For the year ended 30 June 2020, this was 9.50% required under Superannuation Guarantee legislation (9.50% for 2018/2019).

**Defined Benefit Plan**

Banyule City 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. The Defined Benefit Scheme was closed to new members on 31 December 1993.

## Notes to and forming part of the Financial Statements for the year ended 30 June 2020

### 9.3 SUPERANNUATION (cont)

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 Banyule City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

#### Funding arrangements

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

A triennial actuarial review is currently underway for the Defined Benefit category as at 30 June 2020 and is expected to be completed by 31 December 2020.

As at 30 June 2019, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Banyule City Council is a contributing employer was 107.10% (106.00 % at 30 June 2018).

The financial assumptions used to calculate the VBIs were:

Net investment returns	6.00%pa
Salary information	3.50%pa
Price inflation (CPI)	2.00%pa

Vision Super has advised that the VBI at 30 June 2020 was 104.60%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2019 interim actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

#### Employer Contributions

##### Regular Contributions

On the basis of the results of the 2017 full actuarial investigation conducted by the Fund Actuary, [Employer name] makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2020, this rate was 9.5% of members' salaries (9.50% in 2018/2019). This rate is expected to increase in line with any increases in the SG contribution rate and 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 Banyule City 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.

## Notes to and forming part of the Financial Statements for the year ended 30 June 2020

### 9.3 SUPERANNUATION (cont)

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

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

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

#### The 2019 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2019 and a full actuarial investigation was conducted as at 30 June 2017.

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

- A VBI surplus of \$151.3 million (2017: \$69.8 million);
- A total service liability surplus of \$233.4 million (2017: \$193.5 million); and
- A discounted accrued benefits surplus of \$256.7 million (2017: \$228.8 million).

The VBI surplus means that the market value of the Fund's assets supporting the Defined Benefit obligations exceed the vested benefits that the Defined Benefit members would have been entitled to if they had all exited on 30 June 2019.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2019.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2019.

Council was notified of the 30 June 2019 VBI during August 2019 (2018: August 2018).

#### The 2020 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2020. It is anticipated that this actuarial investigation will be completed by 31 December 2020.

The financial assumptions for the purposes of this investigation are:

Net investment returns	5.60%pa (2017: 6.50%pa)
Salary information	2.50%pa for the first two years and 2.75%pa thereafter (2017: 3.50%pa)
Price inflation (CPI)	2.00%pa (2017: 2.50%pa)

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

**NOTE 10. CHANGE IN ACCOUNTING POLICY**

Council has adopted AASB 15 *Revenue from Contracts with Customers*, AASB 16 *Leases* and AASB 1058 *Income of Not-for-Profit Entities*, from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

Due to the transition methods chosen by Council in applying these standards, comparative information throughout these financial statements has not been restated to reflect the requirements of the new standards except in relation to contracts that were not complete at 1 July 2019. The transition impact of these are detailed below.

**(a) AASB 15 Revenue from Contracts with Customers - Impact of Adoption**

AASB 15 *Revenue from Contracts with Customers* applies to revenue transactions where Council provides services or goods under contractual arrangements.

Council adopted AASB 15 *Revenue from Contracts with Customers* using the modified (cumulative catch up) method. Revenue for 2019 as reported under AASB 118 *Revenue* is not adjusted, because the new standard is only applied from the date of initial application.

AASB 15 *Revenue from Contracts with Customers* requires revenue from contracts with customers to be recognised as Council satisfies the performance obligations under the contract.

**(b) AASB 16 Leases**

AASB 16 *Leases* requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset, and the finance costs relating to the lease. Council has elected to adopt the modified (cumulative catch up) method under the standard and as such has not adjusted 2019 disclosures. The transition impact of these are detailed below.

**(c) AASB 1058 Income of Not-for-Profit Entities**

AASB 1058 *Income of Not-for-Profit Entities* applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements.

Council adopted AASB 1058 *Income of Not-for-Profit Entities* using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

AASB 1058 *Income of Not-for-Profit Entities* requires income to be recognised as Council satisfies the performance obligations under the contract.

**(d) Transition impacts**

The following table summarises the impact of transition to the new standards on retained earnings at 1 July 2019.

	2019 \$'000
Retained earnings at 30 June 2019	474,094
Revenue adjustment - impact of AASB 15 Revenue from Contracts with Customers	(1,031)
Income Adjustment - impact of AASB 1058 Income of Not-for-Profit Entities	(77)
<b>Retained earnings at 1 July 2019</b>	<b>472,986</b>

Council adopted the practical expedient of deeming the lease asset to be equal in value to the lease liability at 1 July 2019. As such there was no impact on retained earnings on the adoption of AASB 16 *Leases*.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2020**

The following table summarises the impacts of transition to the new standards on Council's balance sheet for the year ended 30 June 2019.

	As reported 30 June 2019 \$'000	Adjustments \$'000	Post adoption \$'000
<b>Assets</b>			
Right of use assets	-	1,223	1,223
	<b>-</b>	<b>1,223</b>	<b>1,223</b>
<b>Liabilities</b>			
Unearned income – operating grants	-	18	18
Unearned income – capital grants	-	1,013	1,013
Unearned income – contributions	-	77	77
Lease liability – current	-	347	347
Lease liability – non-current	-	876	876
	<b>-</b>	<b>2,331</b>	<b>2,331</b>