



Ordinary Meeting of Council

Council Chambers - 275 Upper Heidelberg Road, Ivanhoe

25 October 2021 7.00pm

ATTACHMENTS UNDER SEPARATE COVER

7.3 Annual Report 2020/2021

Attachment 1. Annual Report for the Year Ended 30 June 2021.....3



Annual Report

2020/2021

Part 1 of 3

Report of Operations for the year ended 30 June 2021

Part 2 of 3

Performance Statement for the year ended 30 June 2021

Part 3 of 3

Financial Report for the year ended 30 June 2021



Annual Report

2020/2021

Part 1 of 3

Report of Operations

for the year ended 30 June 2021

Table of Contents

	Page
Introduction	
Welcome to the Report of Operations 2020/2021	3
Snapshot of Banyule City Council	3
Council Plan Context	6
The year in review	
Mayor and CEO Message	13
Financial Summary	16
Description of operations	20
Last year we provided	23
Our Council	
City Profile	25
Service Centres	26
Councillors	30
Our people	
Organisational Structure	31
Council Staff	32
Equal employment opportunity program	34
Other staff matters	34
Our Best Value performance	
Local Government Planning and Accountability Framework	36
Performance	37
A summary of our best value performance	50
Indicators	78
Governance, management and other information	
Good Governance	100
Public Transparency Policy	114
Statutory information	114
Governance and Management Checklist	125
Glossary	130

Introduction

Welcome to the Report of Operations 2020/2021

Banyule City Council is committed to transparent reporting and accountability to the community. The Report of Operations 2020/2021 is the primary means of advising the community about Council's operations and performance during the financial year.

The *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020* came into operation on 24 October 2020. Part 4 of the Act addresses planning and financial management. This includes legislative requirements to develop strategic planning, budgeting and annual reporting documents.

Requirements under the *Local Government Act 2020* and regulations include transitional provisions which effectively mean the requirements under the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* remain for the 2020/2021 reporting period.

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 2020 is 131,940. 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.

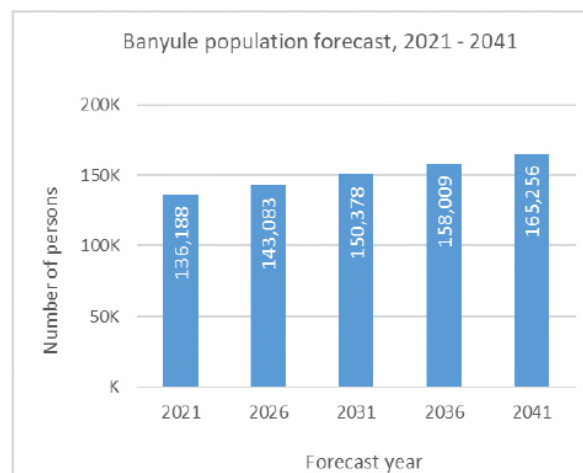
From 2011 to 2016, the largest growth in the number of Banyule residents occurred in the following age groups:

- 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 2021 to 2041, Banyule's population is forecast to grow by more than 29,000 residents to 165,256, at an average annual growth rate of 1.07%.

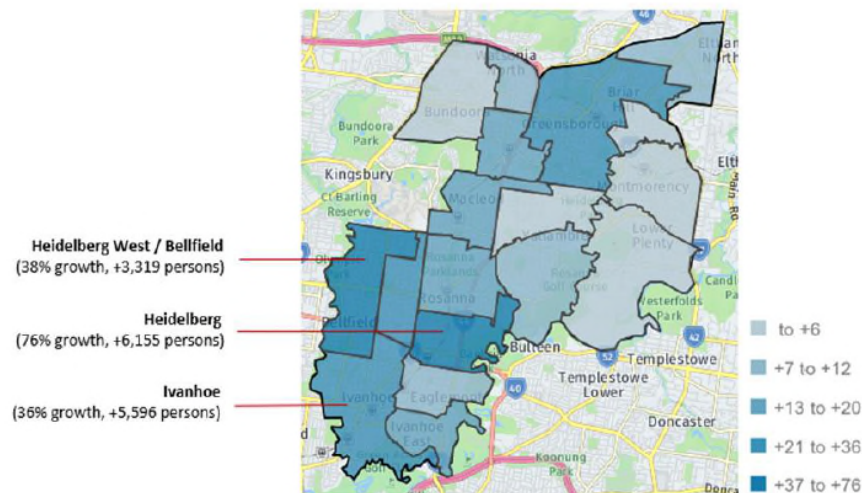


Introduction

The largest growth in the number of persons is forecast for the suburb of Heidelberg (+6,155), followed by Ivanhoe (+5,596). The population is forecast to increase across all suburbs, with the exception of Montmorency.

The largest percentage growth is forecast for Heidelberg (76%) and Heidelberg West / Bellfield (38%).

Population forecast map, 2021-2041 percent change



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 2021 March quarter, the unemployment rate in Banyule was 5.4%, up from 3.2% in the previous year and lower compared to Greater Melbourne (7.1%).

The largest employer in Banyule is the Health Care and Social Assistance industry, making up 35% of all employment. This is followed by Education and Training (10%), Retail Trade (9%) and Construction (8%). A considerable proportion of the people who work in Banyule also live in the area (36%).

Source:

Population, cultural diversity, housing and education data – ABS Census of Population and Housing, 2006, 2011, 2016

Forecast data – prepared by .id, December 2020

Unemployment rates – Small Area Labour Markets, March quarter 2021

Employment by industry data – 2019/2020 NIEIR, compiled by .id

Introduction

Council Plan Context

Banyule's Council Plan 2017-2021

The context for Banyule's Annual Report 2020/2021 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 2020/2021.

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 2020/2021 includes a Strategic Resource Plan, which is integrated within our 'Performance – Efficiency and good governance' objective.

Introduction

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.
- **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.

Introduction

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'.

Note: Council is preparing its Financial Plan as part of the transition to a new Community Vision and Council Plan (by October 2021). The 10-year Financial Plan replaces the 4-year Strategic Resource Plan (2020-2024).

Annual Budget

The Annual Budget is 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.

Note: Banyule is currently transitioning to a new Integrated Planning and Reporting Framework in line with the requirements of the Local Government Act 2020. The preparation of the Budget 2021-2025 was required prior to adoption of a new Community Vision and Council Plan 2021-2025. This budget is based on the current Council Plan 2017-2021 strategic framework and objectives. The next budget will be aligned with the new Council Plan 2021-2025.

Introduction

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

The Council Plan 2017-2021 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.

Note: As part of the transition to Banyule's new Council Plan 2021-2025, a key focus has been to continue to strengthen the integration of the Municipal Public Health and Wellbeing Plan with the Council Plan.

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 2017-2021. 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.

Introduction

Our approach to measuring performance is detailed in the Council Plan 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.

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.

Introduction

Banyule 2041 - Shaping Our Future

In accordance with the *Local Government Act 2020*, Banyule City Council has been engaging with the community, driven by principles of deliberative engagement, to inform the development of the Banyule Community Vision 2041, Council Plan 2021-2025, Financial Plan 2021-2031, Budget, and Revenue and Rating Plan.

The aim of 'Banyule 2041 - Shaping Our Future' is to develop an innovative, aspirational and co-designed Community Vision that guides Council's work in enhancing the municipality of Banyule over the next 20 years. Through a robust engagement program Council and the community have been working together to inform the:

- Community Vision that captures how the community want Banyule to be in 2041
- Council Plan that sets out how Council is working toward that vision every 4 years
- Long term Financial Plan that will guide how Council will remain financially sustainable while supporting the Community Vision and the Council Plan.
- The Budget and the Revenue and Rating Plan that defines how revenue is generated through various sources.

Information about the 'Banyule 2041 - Shaping Our Future' project can be found on Council's website.

Banyule's proposed Council Plan 2021-2025 is due to be considered for adoption by Council in October 2021. The new Council Plan framework is based on responding to the Banyule Community Vision 2041 and incorporates a set of objectives, strategies, and strategic indicators to deliver on community priorities. Banyule's strategic direction and priorities have been reviewed, incorporating community feedback, alignment with the Community Vision (adopted by Council on 19 July 2021), and meeting the relevant legislative requirements. The Plan includes an action plan to give the community a practical sense of what Council is aiming to achieve within its objectives and strategies.

The year in review

Mayor and CEO Message

**Mayor
Cr Rick Garotti**



**Chief Executive Officer
Allison Beckwith**



We are pleased to present Banyule City Council's Annual Report 2020/2021, which documents our achievements in fulfilling the key directions and main objectives outlined in the fourth year of our Council Plan 2017-2021. These goals and commitments are presented under five key themes:

- People – strong, healthy and inclusive communities
- Planet – environmental sustainability
- Place – great places and spaces
- Participation – engagement and advocacy
- Performance – efficiency and good governance

These themes work in unison and align with the overall vision for Banyule: a green, sustainable and vibrant place for a healthy, connected and inclusive community.

Supporting our community in tough times

We backed our community through the prolonged pandemic. Our Economic Support Package provided financial assistance for our ratepayers, businesses and community groups in their time of need. A total of \$4.49 million was delivered through targeted programs, including waivers for rates, fees and charges, a range of business and community grants, and our Rediscover Local campaign to support local business. With recurring lockdowns, we continued to adapt our operations to ensure essential services were delivered to the community, even when service centres and facilities remained closed. Community fees and charges were frozen to maintain affordability.

Sound financial management

In challenging times, we maintained the long-term financial sustainability of the Council. We achieved an underlying operating surplus of \$9.92 million against a budget of \$1.35 million. We paid down \$1.67 million in Council debt. Unbudgeted contributions income and grant funding helped maintain a strong cash position and offset income losses from fees and charges because of COVID-19. Local government general rate increases were capped for 2020/2021 at 2% and operational expenditure was successfully managed within budget.

Delivering local jobs

Our Inclusive Employment Program and social enterprise partnerships continued to transform lives by supporting people experiencing barriers to employment. These award-winning programs have become the benchmark and blueprint for other councils, with our online toolkit helping other organisations to establish similar programs. To date, these programs have created 150 jobs in Banyule and we strive to reach 1,000 local job outcomes by 2025.

Action on climate

We continued to take giant steps on our path to be carbon neutral by 2028. In June 2021, Banyule joined 45 other Victorian councils to sign on to purchase 100% of our electricity needs as wind energy. The Victorian Energy Collaboration (VECO) agreement is the largest ever emissions

The year in review

reduction project by local government in Australia and, along with other green initiatives, will reduce Council's greenhouse gas emissions by 56% at no additional cost. Our shift to renewable energy continued with our solar panel program now generating 1.5MWs of electricity atop Council buildings, more electric vehicles (EV) in our fleet and EV charging stations installed in Banyule. We also supported our community to make the transition toward a more sustainable future. Our Community Climate Action Plan adopted in August 2020 supports residents, schools, businesses and industry to work towards a carbon neutral Banyule community by 2040. Achieving zero waste to landfill by 2030 also remained a key goal, with ongoing education initiatives designed to change practices and reduce waste. And each year, we plant thousands of trees and vegetation which helps reduce the impacts of climate change.

Improving facilities and liveability for the community

Despite COVID-19 restrictions impacting the building industry, Council delivered 88% of its scheduled capital works during 2020/2021, which helped stimulate the local economy and create jobs. Some highlights included the opening of the \$34.50 million Ivanhoe Library and Cultural Hub which quickly established itself as a centre for learning and connection, and innovative arts and culture. Two new undercover outdoor courts were unveiled at Macleod's Nets Stadium Banyule as part of a \$2.36 million upgrade. The \$11.5 million Olympic Park Masterplan continued to be rolled-out with a new synthetic soccer pitch, LED lighting, a playground and extended car park. New female-friendly pavilions were also welcomed at Montmorency Park South Oval and Glenauburn Park, Lower Plenty.

Council continued to plan for future growth and changes to the way we live, work and access services and facilities. To ensure well-designed and functional public spaces, we undertook extensive community engagement on the Heidelberg Structure Plan and Montmorency's Were St Shopping Precinct upgrade. At Ivanhoe Park, we opened a seniors' exercise park next to a new children's playground. While at Bellfield, construction started on a 6-star green-star \$11.75 million community hub and garden. As our population grows, so does the importance we place on sustainability and caring for our natural environment, parks, waterways and bushlands for the community to cherish and enjoy.

Providing inclusive services and activities

There were some great achievements throughout the year, recognising Council's commitment to our engagement and support of our diverse communities. In September 2020, our Innovate Reconciliation Action Plan was formally endorsed by Reconciliation Australia, while in January 2021, Banyule was awarded the most LGBTIQ+ inclusive council in Victoria. The same dedication was shown by our Arts and Culture team who continued to stage an array of events and activities. These brought people together, either face-to-face or online, to entertain and inspire through art exhibitions, films and workshops at the new Ivanhoe Library and Cultural Hub, illuminating lantern festivals in parks and harmonious virtual choirs. We also delivered plenty of outdoor nature play adventures and events to get people active and exploring, and walking and cycling.

The pandemic emphasised the important role Council plays in supporting people at all ages and life stages. During COVID-19 restrictions, programs were provided online and via telephone, from Maternal and Child Health, kindergartens, Banyule Youth Services, through to our Older Adults' support, teams demonstrated their flexibility and commitment to supporting the community.

The year in review

Increasing community consultation

We started an exciting journey to develop a Community Vision Statement for Banyule looking ahead to the year 2041. More than 1300 people participated and told us their aspirations and priorities for Banyule for the next 20 years. A Community Working Group came together to co-author a Community Vision 2041 Statement which was presented to Council in June 2021. At the same time, a residents' priorities survey was posted to all households with feedback used as part of the Community Vision development and to aid Council planning.

Our 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 2020/2021, 'Shaping Banyule' doubled its activity with more than 67,000 visits and over 3100 contributions made to projects. Hearing the experiences and views from our diverse communities and ensuring they were represented remained a key focus through our community advisory committees.

Advocating for our community

We continued to strongly advocate on behalf of the community and push for better local outcomes. As part of the settlement to the Supreme Court legal challenge for the planning approval granted for the North East Link project, Council secured funding for a variety of projects, including \$5.5 million to deliver a new Watsonia Town Square and a total of \$8.9 million to improve shared path and pedestrian connections. Council also continued to advocate to the Victorian Government for enhancements to the Hurstbridge Line Duplication, including improved train stations and transport connections, and a shared trail along the train line.

Our future direction

We are working hard to tackle global issues, such as COVID-19, climate change and waste, at a local level. We will continue to provide targeted support to the community through the pandemic. We have made some monumental progress to reduce our carbon footprint and put us on the path to a zero net emissions future. A food organics and waste organics (FOGO) service will be introduced in July 2022. We continue to invest in an organisational digital transformation to improve the way we service the community through better systems and technology.

With the new Council working hard and the community coming together to develop an overarching Community Vision 2041, this has ensured our priorities and direction are aligned to realise our vision:

"We in Banyule are a thriving, sustainable, inclusive and connected community. We are engaged, we belong and we value and protect our environment."

Thank you

It has been a challenging year filled with many achievements which is testament to the hard work and effective collaboration between the community, councillors, staff and numerous business and government stakeholders. We thank everyone who contributed to the many projects and initiatives detailed within this Annual Report that have enhanced Banyule.



Cr Rick Garotti
Mayor



Allison Beckwith
Chief Executive Officer

The year in review

Financial Summary

Banyule City Council is in a strong financial position. Council delivered a surplus in the 2020/21 financial year and generated consistent cash from operations. 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 Plan and without the need to significantly increase rates or significantly reduce services.

Council want to deliver the best value services and facilities for people of all ages and in differing circumstances. Council has an ongoing commitment to achieving outcomes that are sustainable, eco-friendly and bear the least impact on our environment including our response to climate change and the way our waste is managed.

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.

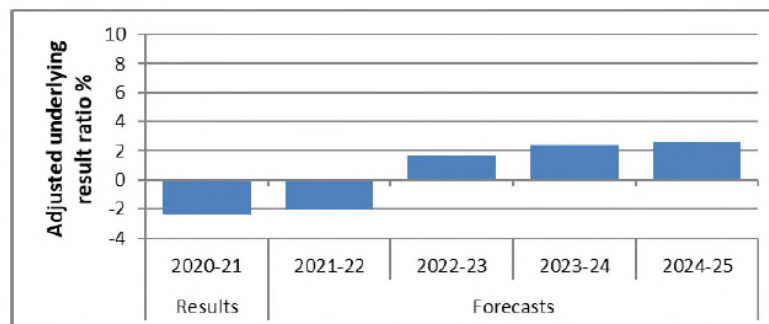
Operating Position

Council achieved a \$9.92 million operating surplus for the 30 June 2021 financial year. This result compares favourably to the budgeted operating deficit of \$1.351 million even as we faced the profound effect that COVID-19 had on the Australian economy during the year. The medium to long-term economic effects are still unknown as Victoria continued into 2021 with forced lockdowns.

Comparing to 2019/20, income and expenses increased 0.33% and 2.27% respectively. While recurrent operating costs were maintained at manageable level within budget, Council also expended over \$4 million within the 2020/2021 Economic Support Package initiative. Income was significantly reduced in Fees and Charges by 15.55% and interest income by 64.08%, offset by a 49.94% increase in capital grants and contributions income.

Sustaining an adjusted underlying surplus was not feasible during 2020/2021. Although surpluses are a critical financial strategy required to provide capacity to renew the \$1.67 billion of community assets under Council's control, a deficit was budgeted to accommodate for the significant Economic Support Package to support ratepayers, businesses and the community.

The adjusted underlying surplus/(deficit) 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 adjusted underlying deficit, after adjusting for non-recurrent capital grants and capital contributions, is \$3.71 million. 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.

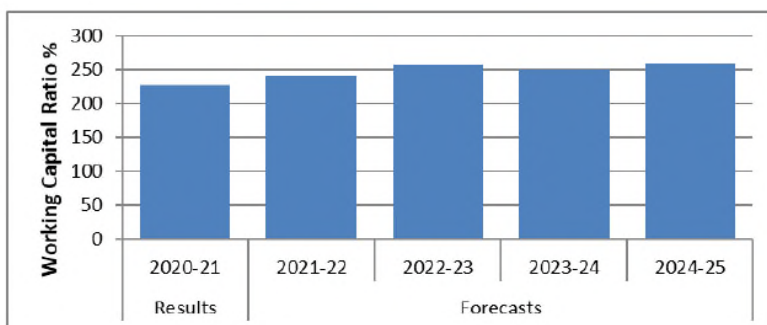
The year in review

Liquidity

The total cash holdings (including term deposits) amount to \$100.66 million of which \$73.22 million (73%) 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.

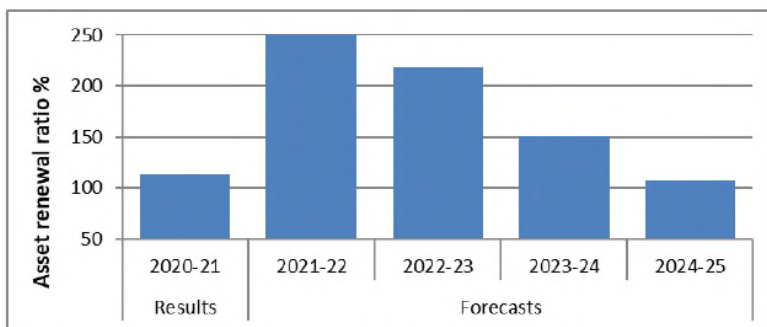
The cash position is closely monitored to ensure ongoing financial sustainability. As a result of the strong cash position Council has paid down debt and is undertaking a significant capital works program. Council has also been in a strong financial sustainable position to fund an Economic Support Package to support Ratepayers, Communities and Businesses within the Municipality in 2020/2021 and 2021/2022. 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

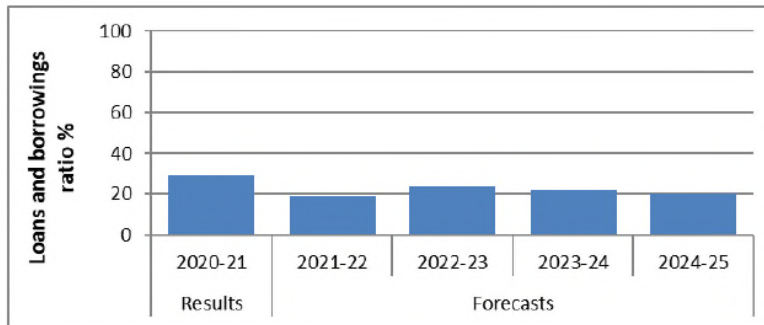
Council aims to ensure that it is able to maintain its infrastructure assets at appropriate levels, while at the same time continuing to deliver the services needed by the community. Council invested \$23.94 million in renewal works during the 2020/2021 year, funded mainly from rates (64% of total income) and cash reserves.

Council's asset renewal ratio, measured by comparing asset renewal and upgrade capital works expenditure to depreciation, was 112.98% for the year ended 30 June 2021 (239.52% in 2020). 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 Ivanhoe Library and Cultural Hub was a major project completed in 2020/2021 and the Bellfield Community Centre development is now underway with a completion date in 2021/2022. The future level of investment into asset renewal will remain sufficient to maintain Council infrastructure assets.



The year in review

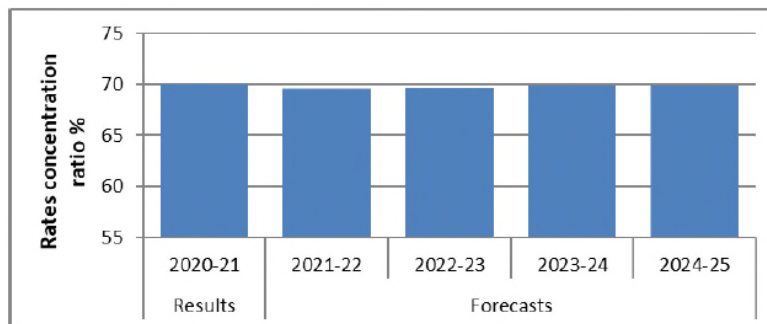
At the end of the 2020/2021 year Council's loans and borrowings ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was below 30%. The amount of loans outstanding are steadily reducing as a result of Council's Debt Management Strategic Plan to reduce the reliance on borrowings. In 2022/2022 Council plans to pay down existing debt. This accelerated payment includes a large payment to complete a loan in October 2021. Council has budgeted to seek loan funding to fund infrastructure projects in 2022/2023.



Stability and Efficiency

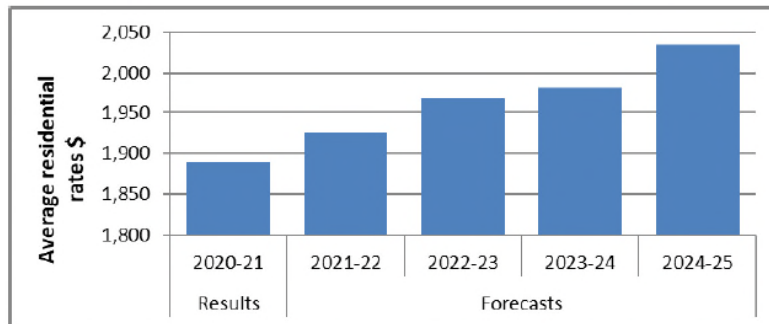
Council raises a wide range of revenues including rates, user fees, fines, grants and contributions. Rate revenue is the major source of funding for the Council and represents \$106.89 million. The rates concentration ratio compares rate revenue to adjusted underlying revenue and is at acceptable levels.

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 \$1,888.30. Rate increases move in line with the rate cap and this has been set at 2.00% for 2020/2021. For the first time Council, under the 2020/2021 COVID-19 Financial Assistance Hardship Policy waived rates for those in financial hardship directly impacted by COVID-19. 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



Council will maintain its general rate increases to that announced by the Minister for Local Government. For the year 2021/2022 the general cap has been set at 1.50% and Council has, under its 2021/2022 COVID-19 Financial Hardship Assistance 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 number of assessments will increase as Council undertakes supplementary valuations each year and the income generated is budgeted to be approximately \$0.5 million per annum.

The year in review

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 2020/2021 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 Australia's jobs, incomes, and businesses. 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.

The Australian economy is expected to bounce back, although further major outbreaks and extended lockdowns would delay this. Under the scenario of having a significant share of the population being vaccinated by the end of this year and a gradual opening up of Australia's international border from mid-2022, output and employment are expected to have returned to their previously anticipated paths by early next year. GDP growth is expected to be a little over 4 per cent over 2022 and around 2½ per cent over 2023.

The unemployment rate is expected to resume its downward path, approaching 4 per cent by the end of 2023. The Australian economy had been recovering faster than expected over the first half of 2021, however, the recent outbreaks of the Delta variant of the COVID-19 virus have since interrupted this recovery. The near-term outlook is highly uncertain and dependent on health outcomes. (RBA – economic outlook speech August 2021)

The year in review

Major Capital Works

During 2020/2021, Council's major capital works projects and initiatives included:

Ivanhoe Library and Cultural Hub

Construction of the new Ivanhoe Library and Cultural Hub was completed and its doors opened to the public in March 2021. The \$34.50 million state-of-the-art building connects to the heritage-listed Ivanhoe Town Hall and brings together a range of community services and facilities including:

- a modern accessible library;
- a Council Customer Service Centre;
- two galleries;
- artist studios;
- community meeting spaces;
- maternal and child health consulting suites;
- a theatrette; and
- café.

Bellfield Community Hub

As part of the major Bellfield Redevelopment Project, construction started on an impressive new community hub. The impressive 6-star green-star building of more than 3,100m² floor area 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.

The building is expected to be completed in March 2022.

Major Changes

After a review by the Victorian Electoral Commission (VEC), Banyule changed from 7 to 9 single-ward councillors. A Local Government election was held on 24 October 2020 and a new Council was sworn in to office on 11 November 2020 for a four-year term. Throughout 2020/2021, Council implemented a range of changes to transition procedures and policies over stages to meet the requirements of the new *Local Government Act 2020*. Some of the major changes included the development of a long-term Community Vision and Financial Plan.

In 2020/2021, Banyule joined 45 Victorian councils to sign on to the Victorian Energy Collaboration (VECO), the largest ever emissions reduction project by local government in Australia. From 1 July 2021, 45% of all Victorian councils' electricity requirements will come from 100% renewable wind power, reducing greenhouse emissions by 260,000 tonnes of CO₂-e every year. This agreement will reduce Banyule Council's corporate carbon emissions by 56% and puts the organisation on its path to meet its goal to reach carbon neutrality by 2028, without the purchase of offsets.

The year in review

Major Achievements

Council's inaugural *Innovate* Reconciliation Action Plan (RAP) was formally endorsed by Reconciliation Australia on 9 September 2020. The 2-year RAP outlines the shared approach Council will take to work alongside Aboriginal and Torres Strait Islander peoples to advance reconciliation in the workplace and across Banyule. Extensive consultation was undertaken to ensure Aboriginal and Torres Strait Islander peoples' voice was at the forefront of the RAP, and decisions impacting First Nations people's lives are based on shared decision-making, fairness, respect and trust.

In January 2021, Banyule Council topped the Equality Index for LGBTIQ+ inclusion for Victorian councils, as awarded by the Victorian Pride Lobby. The Equality Index was based on councils achieving five parameters: Rainbow Tick Accreditation; LGBTIQ+ advisory committees; LGBTIQ+ action plans; the flying of the Rainbow flag on council buildings; and participation in the Pride or Midsumma Pride events. Banyule was the only council in Victoria that met all the parameters.

Banyule Council won the 'Community Education and Outreach Program' award in the 2020 Jetpets' Companion Animal Rescue Awards. The national award recognises the significant impact on implementing a new education or outreach program that changes behaviour, and improves animal welfare and outcomes in the community. Since 2013, Banyule has been running a free cat desexing program, including microchipping and first-year registration, to address over-population and high euthanasia rates among cats. To date, Council has de-sexed more than 780 cats for free.

Ivanhoe Park was recognised for its contribution to intergenerational activities and promoting the wellbeing of older people with its nomination for a 2021 Parks and Leisure Awards for Excellence in the Playspace Award (<\$0.5 million category). The Ivanhoe Park project was a collaboration between Banyule Council and NARI (National Ageing Research Institute), State Trustees Foundation of Australia, and Lark Industries. The project delivered a dedicated seniors' exercise park next to a children's play area, creating a multi-generational space for the community to enjoy at Ivanhoe Park.

The year in review

Last year we provided:

Childhood services

- Supported families with 12,103 Maternal and Child Health Key Age and Stage visits
- Educated and cared for more than 300 children each day at our kindergartens and long day care centres
- Administered 6895 vaccines at public immunisation sessions and 3861 vaccines at school sessions during the 2020 calendar year, achieving an average of 94.91% 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 2,350 hours of additional consultations for first-time parents and for those with children and parents identified with additional needs and vulnerability.
- Conducted 466 hours of first-time parent groups, including rotating to online format in response to COVID-19, to provide information and opportunities to connect with others.
- Continued use of a Telehealth platform to deliver all aspects of the Maternal and Child Health Service when required by either COVID-19 restrictions or client request

Libraries and community education

- Banyule libraries had 36,160 members, 377,792 physical loans, plus 13,242 public internet sessions.
- Managed seven Neighbourhood Houses and Learning Centres, providing educational opportunities and community hubs in local areas

In home support

- Serviced 1,530 clients through the Commonwealth Home Support Program, equating to 27,764 hours of Domestic Assistance
- Provided 11,308 hours of personal care, 1,136 hours of respite, 2,930 hours of property maintenance
- Delivered 31,466 meals
- Provided 3,358 hours of supported shopping

Community spirit

- Welcomed 215 new Australians at our citizenship ceremonies

Local jobs and business initiatives

- Continued Banyule's Inclusive Employment and Social Enterprise programs
- Launched "Rediscover Local" to support local businesses
- Supported businesses impacted by COVID-19 with \$540,000 of grants to 165 recipients

Greening Banyule

- Planted 3117 trees in streets and parks.
- Planted 11,666 tubestock shrubs, grasses, ground cover herbs and semi-aquatic plants were planted within bushland reserves.
- Installed 2000 plants into various roadside garden beds and traffic treatment areas across Banyule

The year in review

Last year we provided:

Keeping Banyule beautiful

- Maintained 300 parks and reserves
- Cared for approximately 91,000 street trees and park trees
- Emptied approximately 3.87 million bins
- Diverted 51.98% of waste from landfill.

Health and wellbeing

- Welcomed 635,193 visits to Council leisure centres
- Inspected 891 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 4979 footpath bays
- Maintained Banyule's 539km of sealed roads

Festivals, events and the arts

- Malahang Lantern Festival attracted approximately 8000 people across four evenings
- Carols by Candlelight was staged online and had almost 5700 views
- Movies on the Move eight outdoor film events were attended by over 1700 people
- LIVEFEST attracted 1300 views to the online version of YouthFest
- Ivanhoe Library and Cultural Hub, and Hatch Contemporary Arts Space hosted 10 exhibitions

Assisting the community

- Lodged 88,479 action requests through our Customer Request Management system
- Answered 129,015 calls to Council's main incoming number
- Received 883,553 visits (sessions) to Council's website
- Issued 1251 building permits
- Conducted 4060 building permit inspections

Our Council

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 approximately 132,000 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.

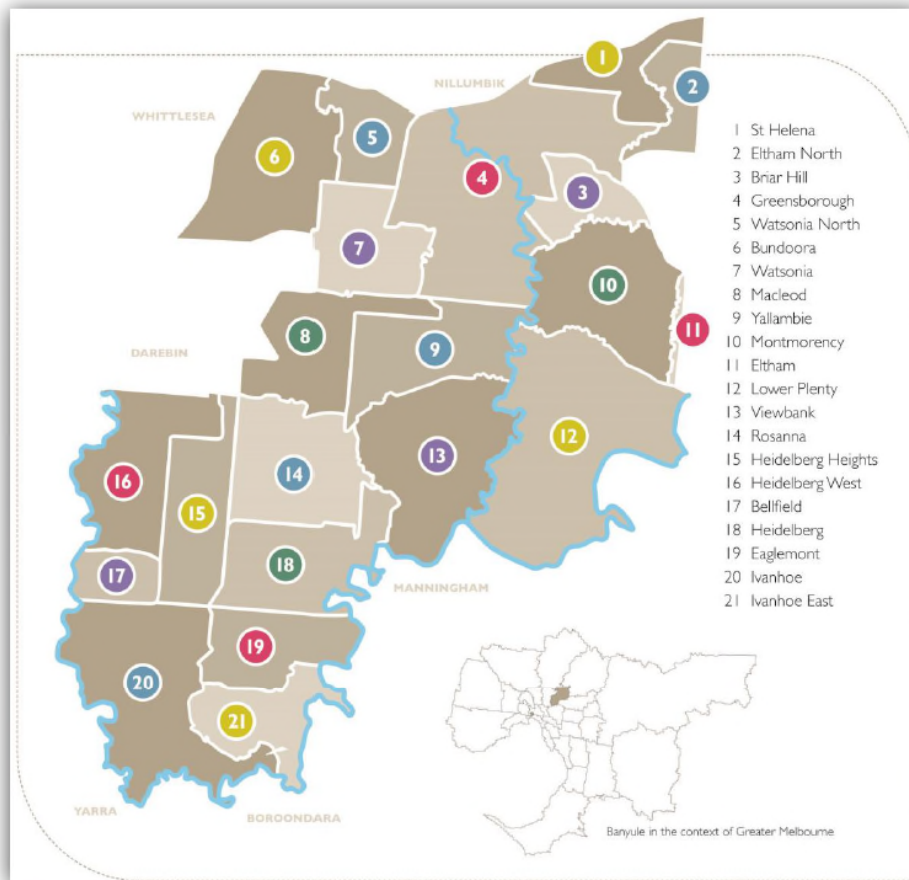
Population growth

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 80-84 years 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: 275 Upper Heidelberg Road, Ivanhoe (*at the Ivanhoe Library and Cultural Hub*)

Rosanna: 72 Turnham Avenue, Rosanna (currently closed)

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

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

Internet: www.banyule.vic.gov.au

Our Council

For this Annual reporting period there was a transition to a new Council. Councillors are required to make an Oath of Office before they officially commence their term in office.

Council in office prior to the General Election in October 2020

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	

An electoral representation review by the Victorian Electoral Commission (VEC) in 2019 recommended Banyule increase from seven to nine single wards, each represented by one councillor.

A General Election was conducted on Saturday 24 October 2020. This was Banyule's first election by postal voting (all previous elections were attendance elections).

New Council in office following the General Election in October 2020

The following councillors took the Oath of Office before the Chief Executive Officer on Monday, 9 November 2020:

Councillor Peter Castaldo	Councillor Mark Di Pasquale
Councillor Rick Garotti	Councillor Peter Dimarelos
Councillor Tom Melican	Councillor Fiona Mitsinikos
Councillor Alison Champion	Councillor Alida McKern
	Councillor Elizabeth Nealy

Our Council

Banyule 9 councillor ward structure (effective October 2020)



Our Council

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.

Our Council

Councillors

Council has nine democratically elected ward councillors who have overall responsibility for providing services and facilities for the community, improving and developing the municipality and governing the local area.

 <p>Mayor Cr Rick Garotti Grimshaw Ward Elected 2012 Current term expires 2024 Deputy Mayor: 2019/2020 rick.garotti@banyule.vic.gov.au 0490 014 965</p>	 <p>Deputy Mayor Cr Tom Melican Ibbott Ward Elected 2003 Current term expires 2024 Mayor: 2016/2017, 2011/2012, 2008/2009 Deputy Mayor: 2007/2008, 2006/2007 tom.melican@banyule.vic.gov.au 0413 043 015</p>
 <p>Cr Peter Castaldo Griffin Ward Elected 2016 Current term expires 2024 peter.castaldo@banyule.vic.gov.au 0466 502 698</p>	 <p>Cr Alison Champion Sherbourne Ward Elected 2016 Current term expires 2024 Mayor: 2019/2020 alison.champion@banyule.vic.gov.au 0466 486 593</p>
 <p>Cr Mark Di Pasquale Bakewell Ward Elected 2012 Current term expires 2024 Mayor: 2017/2018 Deputy Mayor: 2016/2017 mark.dipasquale@banyule.vic.gov.au 0481 002 299</p>	 <p>Cr Peter Dimarelos Olympia Ward Elected 2020 Current term expires 2024 peter.dimarelos@banyule.vic.gov.au 0434 891 065</p>
 <p>Cr Alida McKern Chelsworth Ward Elected 2020 Current term expires 2024 alida.mckern@banyule.vic.gov.au 0435 316 318</p>	 <p>Cr Fiona Mitsinikos Hawdon Ward Elected 2020 Current term expires 2024 fiona.mitsinikos@banyule.vic.gov.au 0434 891 077</p>
 <p>Cr Elizabeth Nealy Beale Ward Elected 2020 Current term expires 2024 elizabeth.nealy@banyule.vic.gov.au 0435 243 598</p>	
OUTGOING COUNCILLORS	
 <p>Cr Craig Langdon Olympia Ward Elected 2011 Outgoing 24 October 2020 election</p>	 <p>Cr Wayne Phillips Beale Ward Elected 2005 Outgoing 24 October 2020 election</p>

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
28 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

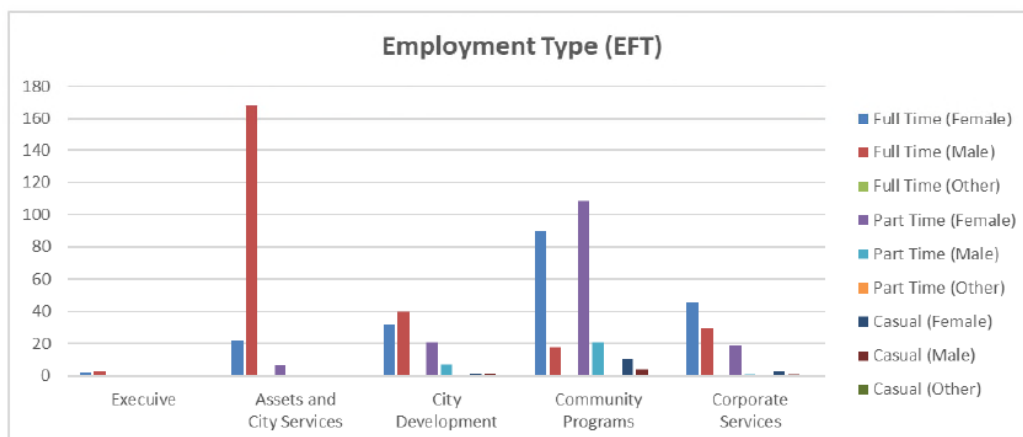
 <p>Scott Walker Director City Development</p> <p>Appointed Director City Development in March 2008. 29 years local government experience.</p> <p>Bachelor of Applied Science (Planning) – RMIT University Certificate of Business – RMIT University Industry Diploma in Property Development (Property Council of Australia)</p>	 <p>Marc Giglio Director Corporate Services</p> <p>Appointed Director Corporate Services in January 2016. 26 years local government experience.</p> <p>Bachelor Business (Accounting) – Swinburne University of Technology Fellow CPA Australia Graduate Executive Leadership Program Local Government Professionals (LGPro) Certificate in Public Participation - IAP2</p>	 <p>Kath Brackett Director Community Programs</p> <p>Appointed Director Community Programs in April 2020. 25 years local government experience.</p> <p>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)</p>	 <p>Geoff Glynn Director Assets and City Services</p> <p>Appointed Director Assets and City Services in October 2013. 35 years local government experience.</p> <p>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</p>
<p>Joel Elbourne - Manager Planning and Building</p> <ul style="list-style-type: none"> Development planning Building services (BPs) <p>Jonathan Risby - Manager Transport</p> <ul style="list-style-type: none"> Transport engineering Transport planning and advocacy <p>Darren Bennett - Manager Environment and Place</p> <ul style="list-style-type: none"> Economic development Environmental sustainability City futures (strategic planning) Municipal laws <p>Amanda Allen - Acting Manager Strategic Property</p> <ul style="list-style-type: none"> Property services Property developments Spatial and property systems <p>Note: Organisational structure as at 30 June 2021</p>	<p>Gina Burden - Manager Governance and Communication</p> <ul style="list-style-type: none"> Governance Cemeteries Communications Records and Information Management Corporate Planning <p>Tania O'Reilly - Manager Finance and Procurement</p> <ul style="list-style-type: none"> Financial operations and payroll Financial planning, performance and reporting Strategic procurement Rates management and collections Strategic development and organisational performance <p>Deb Weiss - Manager IT & Digital Transformation</p> <ul style="list-style-type: none"> IT applications and services IT infrastructure and operations IT digital transformation <p>Toni Toaldo - Manager People and Culture</p> <ul style="list-style-type: none"> Workforce strategy and planning Learning and development Recruitment Occupational health and safety Risk management <p>Joseph Linnestad - Manager Customer Experience and Business Improvement</p> <ul style="list-style-type: none"> Customer experience operations (customer service) Continuous improvement Customer experience strategy 	<p>Lisa Raywood - Manager Health, Aged and Community Planning</p> <ul style="list-style-type: none"> Home and community care Aged service assessment and advice Public health protection Immunisation Community planning <p>Nicole Maslin - Manager Leisure, Recreation and Culture Services</p> <ul style="list-style-type: none"> Arts, events and cultural services Ivanhoe Library and Cultural Hub and libraries Sports and club development Leisure programs, planning and activities Community and sports facility contract management Sports and leisure facility development <p>Roberta Colosimo - Manager Youth and Family Services</p> <ul style="list-style-type: none"> Early childhood services Community partnerships Youth services Community grants and trusts Maternal and child health Recovery management Emergency management <p>Cheree Hunter - Co-ordinator Social Enterprise and Local Jobs</p> <ul style="list-style-type: none"> Social enterprise development Labour market programs 	<p>Lucy Rasdell - Acting Manager Delivery and Assets</p> <ul style="list-style-type: none"> Asset management Asset protection Capital works project management and construction Building maintenance Major infrastructure maintenance Developments and drainage <p>Arun Chopra - Manager Major Projects</p> <ul style="list-style-type: none"> Ivanhoe Library and Cultural Hub <p>Kathy Hynes - Manager Operations</p> <ul style="list-style-type: none"> Environmental waste management Depot, plant and fleet management Cleansing and infrastructure maintenance Environmental operations <p>Ana Caicedo - Acting Manager Parks and Open Spaces</p> <ul style="list-style-type: none"> Sportsfields and open space assets Open space presentation Bushland management Tree care Open space and strategic projects

Our people

Council Staff

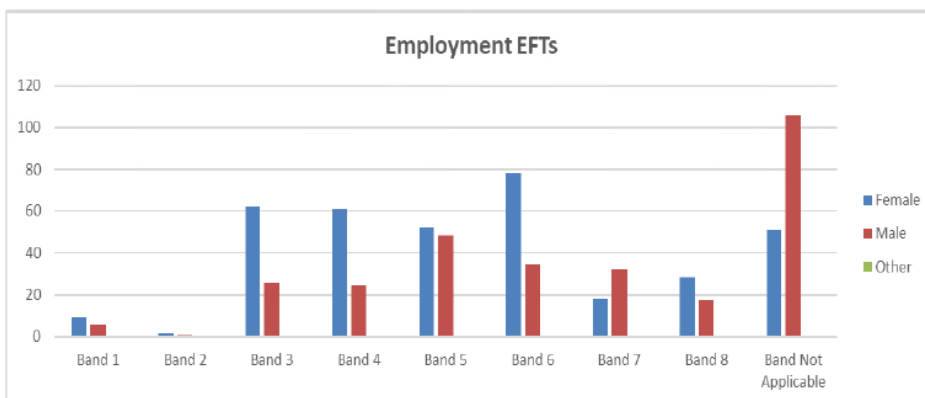
A summary of the number of equivalent full time (EFT) council staff by organisational structure, employment type and gender is set out below.

Employment Type (Gender)	Executive	Assets and City Services	City Development	Community Programs	Corporate Services	Total
Full Time (Female)	2.00	22.00	32.00	89.91	46.00	191.91
Full Time (Male)	3.00	168.00	40.00	17.89	30.00	258.89
Part Time (Female)	-	6.38	21.02	108.55	18.97	154.92
Part Time (Male)	-	0.40	7.21	20.72	1.34	29.67
Part Time (Other)	-	-	-	0.39	-	0.39
Casual (Female)	-	0.23	1.48	10.68	2.78	15.17
Casual (Male)	-	0.13	1.77	4.12	0.96	6.98
Total	5.00	197.14	103.48	252.26	100.05	657.93



Our people

Employment	Female	Male	Other	Total
Band 1	9.57	5.71	-	15.28
Band 2	1.91	1.03	-	2.94
Band 3	62.05	25.59	-	87.64
Band 4	60.96	24.95	-	85.91
Band 5	52.12	47.98	0.39	100.49
Band 6	78.31	34.80	-	113.11
Band 7	17.87	32.00	-	49.87
Band 8	28.55	17.59	-	46.14
Band Not Applicable	50.66	105.89	-	156.55
Total	362.00	295.54	0.39	657.93



Our people

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. This year Banyule committed to Zero Tolerance to Sexual Harassment. The CEO together with Mayor Cr Rick Garotti, condemned workplace sexual harassment and committed to zero tolerance of sexual harassment regardless of the identity of the perpetrator.

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 2017-2021. This Agreement was ratified by the Fair Work Commission on 9 November 2020 and became operative on this date. During 2020/2021, EA No 7 2017-2021 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 2021.

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

Leadership continued to be a strong focus at Banyule with staff participating in a range of internal and external development opportunities. 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 Corporate Services Team member to participate in the 2021 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 2020/2021 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

Banyule continues to provide quality services in a safe manner that protects people and the environment.

Under the Occupational Health and Safety (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

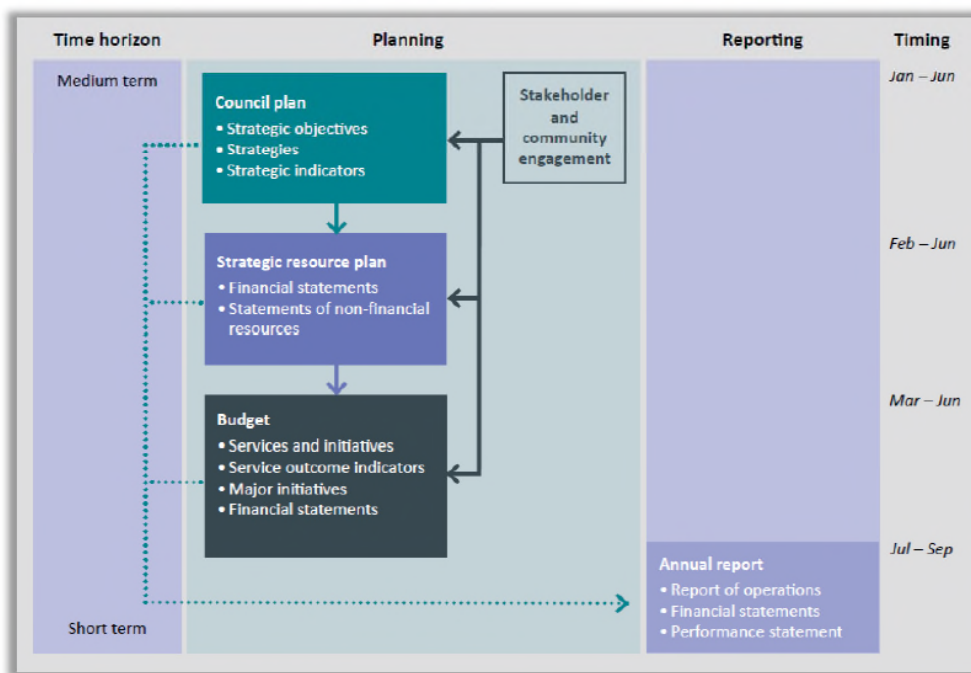
Council has developed its strategic planning process to deliver service outcomes for the Community and to meet requirements of the *Local Government Act 1989* (the Act). These requirements will continue with the introduction of the new *Local Government Act 2020*, which applies to Council's next four-year Council Plan 2021-2025 and Budget 2021-2025.

'The planning and accountability framework is found in part 6 of the *Local Government Act 1989* (the Act). The Act requires councils to prepare the following planning and reporting documents:

- A council plan within the 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
- 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: Annual Report - Report of Operations 2020-21,' Department of Jobs, Precincts and Regions, Victoria State Government..

Our Best Value Performance

Performance

Banyule's performance for the 2020/2021 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 2020/2021
- 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 2017-2021.

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 2020/2021 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.

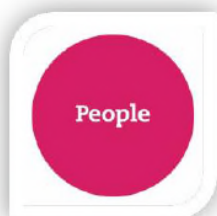
Further information on our Best Value response can be found on Council's website www.banyule.vic.gov.au in Service Highlights: Best Value (follow links to About us, Policies, plans and strategies, and Service Highlights: Best Value).

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 2020/2021 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
Health, Aged and Community Planning	<p>Provision of the following to support, protect and enhance the community's health and wellbeing:</p> <p>Aged and Disability Services: 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>Public Health Protection: Environmental Health - food safety enforcement and education. Immunisation - public and school sessions. Public Health - neighbourhood complaints (nuisance), tobacco, infection control, heatwave planning, prescribed accommodation, domestic wastewater management and public health emergency management.</p> <p>Community & Social Planning: 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"> • inclusion, access and equity • public health & wellbeing priorities • advocacy and • planning on key social issues. 	<p>12,782</p> <p><u>(7,344)</u></p> <p>5,438</p>

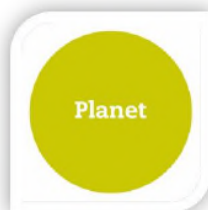
Our Best Value Performance

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
Leisure, Recreation and Cultural Services	<p>Provision of the following to the municipal community/ population as a whole:</p> <p>Leisure & Cultural Services: Art collection management, culture and heritage development, festivals and cultural events, sport participation, leisure and recreation programs, sports pavilions and ground allocations, leases and licences for sporting clubs, club engagement and development, minor and major capital works.</p> <p>Facility & Contract Management: The Centre Ivanhoe function centre, Ivanhoe Library and Cultural Hub, library services, leisure facilities including: Ivanhoe Golf Course, WaterMarc, Macleod Recreation Centre and Watsonia Pool. Community halls for hire.</p> <p>Banyule Leisure Facility Management: Ivanhoe Aquatic Banyule, Olympic Leisure Banyule and Macleod Netball Stadium.</p>	<p>14,167</p> <p><u>(4,220)</u></p> <p>9,947</p>
Youth and Family Services	<p>Provision of the following to families, children and youth:</p> <p>Youth & Family Strategic Management: Municipal Recovery Management, Banyule Child, Youth and Family Plan.</p> <p>Early Years: 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>Youth & Community Partnerships:</p> <p>Youth Services - including individual, LGBTIQ+ & CALD support; Youth Communications, Youth Participation, Mental health & wellbeing, Schools workshops and delivery; Jets Creative Arts Youth Facility & Banyule After Hours Youth Outreach & Program Support team.</p> <p>Community Partnerships - 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, and Neighbourhood Houses.</p>	<p>10,848</p> <p><u>(5,814)</u></p> <p>5,034</p>

Our Best Value Performance

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
Social Enterprise & Local Jobs	<p>Provision of the following for the municipality:</p> <p>Social Enterprise Development: Social Enterprise Partnerships Program, Social Procurement Opportunities, Community Social Enterprise Capacity Building and Development.</p> <p>Labour Market Programs: Banyule Inclusive Employment Program, Business Inclusive Employment Capacity Building Service, Volunteer Program, Work Experience Program.</p>	<p>911</p> <p>(39)</p> <p>872</p>
Youth and Family Services – Emergency Management	<p>Provision of the following for the municipality:</p> <p>Emergency Management: Municipal emergency risk assessment, Local community resilience planning and education, Emergency services support, Community information and warnings, Vulnerable Persons Register (VPR) coordination, Business continuity planning support, Single Incident emergency 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.</p>	<p>209</p> <p>(138)</p> <p>71</p>
<p><i>Note: Emergency Management transitioned from the Operations business area to the Youth and Family Services business area during 2020/2021</i></p>		

Our Best Value Performance



Strategic Objective 2

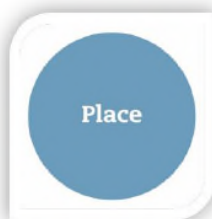
PLANET: ENVIRONMENTAL SUSTAINABILITY - Protect and care for the natural environment.

Business Area	Description of services provided	Expenditure (Revenue) Net Cost \$000
Environment & Place – Environmental Sustainability	<p>Provision of the following to support council's direct service delivery areas, and municipal community as a whole:</p> <p>Environmental Planning: Corporate Emissions Reduction Plan and Community Climate Action Plan, 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) and environment grants.</p>	<p>791</p> <p>(0)</p> <p>791</p>
Parks and Open Space	<p>The provision of the following to the municipal community as a whole:</p> <p>Strategic: 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>Sportsfields & Open Space Assets: 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>Tree Care: 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>Bushland: Environmental reserve management, flora and fauna recording and habitat restoration, noxious weed control and pest animal control, development of wildlife corridors, maintenance, construction, restoration and protection of bush reserves and river/creek reserves, environmental education, community planting days, Friends Group working bees.</p> <p>Open Space Presentation: 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>12,373</p> <p>(408)</p> <p>11,965</p>

Our Best Value Performance

Business Area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Operations – Environmental Services and Sustainable Infrastructure	Provision of the following to municipal households:	20,128
	Waste Management: 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.	<u>(7,639)</u>
	Cleansing: 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.	12,489
	Infrastructure Maintenance: 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.	
	Environmental Operations: 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.	

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
Delivery and Assets	<p>Provision of the following to the municipal population as a whole:</p> <p>Asset Management: 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>Asset Protection: 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>Capital Projects: 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>Building Maintenance: Scheduled/Unscheduled building maintenance on all Council owned buildings, air conditioning maintenance, vandalism repairs and graffiti removal from council property and infrastructure.</p> <p>Developments and Drainage: 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>7,048</p> <p>(1,091)</p> <p>5,957</p>
Planning and Building	<p>Provision of the following to landowners, builders and developers:</p> <p>Development Planning: Statutory planning (land use and development including tree removal), subdivisions, planning investigations and enforcement.</p> <p>Building Services (Bpi): Municipal Building Surveyor, building permits and inspections, building investigations and enforcement.</p>	<p>5,306</p> <p>(4,172)</p> <p>1,134</p>

Our Best Value Performance

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
Transport	<p>Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:</p> <p>Transport Engineering: Provides traffic engineering, road safety, school crossing supervision, parking management and enforcement.</p> <p>Transport Planning & Advocacy: Undertakes planning and advocacy for integrated transport solutions, improved public transport operation and infrastructure that will benefit the Banyule community.</p>	<p>5,031</p> <p><u>(3,708)</u></p> <p>1,323</p>
Environment & Place - Economic Development, Municipal Laws and City Futures	<p>Provision of the following to businesses and industry:</p> <p>Economic Development: 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>Municipal Laws: 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>City Futures (Strategic Planning): Creating and reviewing place-based policies, strategies and plans. This includes structure plans for activity centres, streetscape master planning 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>5,257</p> <p><u>(1,725)</u></p> <p>3,532</p>
Strategic Property	<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>Property Services: 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>Property Developments: Strategic property developments, acquisitions and disposals involving Council land.</p> <p>Spatial & Property Systems: Spatial and property systems co-ordination and maintenance and provision of spatial approaches to managing Council's operations.</p>	<p>1,590</p> <p><u>(2,021)</u></p> <p>(431)</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
Governance and Communication	Provision of the following to support council's direct service delivery areas: Communications: 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.	1,356 (0) 1,356
Executive	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"> • Implementation of policies • Day-to-day management of operations • Management of the organisational structure • Developing and implementing a Code of Conduct for Council employees • Providing strategic advice to Council 	2,148 (0) 2,148

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
Operations – Plant & Fleet Management	Provision of the following to support council's direct service delivery areas:	3,402 (350)
	Plant and Fleet Management: 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.	3,052
Customer Experience and Business Improvement	Provision of the following to support council's direct service delivery areas:	2,543 (1)
	Customer Experience Operations (Customer Service): 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 customer service centres. The team aims to resolve most queries at the first point of contact and redirect other queries, as needed, to relevant departments.	2,542
	Continuous Improvement: 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.	
	Customer Experience Strategy: The CX Strategy team supports the wider organisation to better understand and improve CX (customer experience). The team is responsible for leading key initiatives from Banyule's updated Customer Experience strategy – including 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
Governance and Communication	Provision of the following to support council's direct service delivery areas:	3,698 (66)
	Governance: Corporate Governance and compliance including Council Meetings, CEO & Councillor administration, Freedom of Information and Public Interest Disclosures, Conflicts of Interest; Council Elections, Councillors support and training, Audit & Risk Advisory Committee, Cemetery management for Warringal & Greensborough Cemeteries.	3,632
	Records and Information Management: Management of incoming and outgoing correspondence, capture and action incoming records into Council's EDRMS, delivery of the records archiving and disposal program, mail and courier deliveries across sites, records and information advice and EDRMS training program, and privacy advice.	
	Corporate Planning: Organisational business planning and reporting services, including: support for: Community Vision development and integrated planning, Council Plan development, corporate planning and reporting, business plan development, best value implementation, and development of key corporate policies and plans.	
People & Culture	Provision of the following to support Council's direct service delivery areas:	4,269 (292)
	The People and Culture Department is responsible for developing and implementing strategies which enable our people to create an engaging, high performance culture and employee experience that delivers exceptional services and programs to our people and the community. Key functions; Culture and Leadership, Diversity & Inclusion, Gender Equity, Learning & Performance Development, Workforce Planning, Recruitment, Onboarding, Induction and Offboarding, Safety and Wellbeing, Injury Management/Return to work, Incident and Investigation Management, Employee Relations, Industrial Relations, Organisational Development, Risk, Insurance and Compliance.	3,977

Our Best Value Performance

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$'000
Finance & Procurement	Provision of the following to support council's direct service delivery areas:	4,824
	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.	(305) 4,519
IT & Digital Transformation	Provision of the following to support Council's direct service delivery areas:	5,025
	IT Applications & Digital Services: Providing an important role for the organisation in the management of corporate applications that ensure reliable and effective business services. Applications are managed throughout their lifecycle to ensure they remain fit for purpose. The team also delivers project services that design, build and deploy new applications and deliver improvements to existing applications providing improvements through innovative technologies. IT Infrastructure and Operations: Providing reliable and secure infrastructure services and IT service desk support for our organisation and Councillors. Infrastructure is managed throughout its life cycle, supporting and offering leading data, hardware, network, audio and visual, telephony and mobile solutions. The team also delivers project services that design, configure and deploy infrastructure solutions providing modern and flexible platform to support business and digital innovation. Digital Transformation: Delivering the digital transformation program guided by the Digital Transformation Strategy. This is a significant program of change and assists Council to continue to be a customer centric organisation.	(1) 5,024

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	21,362	38,917	17,555
2. Planet:			
Environmental Sustainability	25,245	33,292	8,047
3. Place:			
Great places and spaces	11,515	24,232	12,717
4. Participation:			
Engagement and advocacy	3,504	3,504	-
5. Performance:			
Efficiency and good governance	22,746	23,761	1,015
Total services	84,372	123,706	42,484
Depreciation	22,144		
Finance cost	2,344		
Initiative expense	7,716		
Other expenses	794		
Deficit before funding sources	117,370		
Funding Sources			
Rates and charges	106,892		
Capital grants	6,664		
Interest income	744		
Capital contribution	7,714		
Other incomes	5,273		
Total funding sources	127,287		
Surplus for the year	9,917		

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

Our Best Value Performance

A summary of our best value performance

The following statement reviews the progress of Council in relation to major initiatives identified in the Budget 2020/2021. 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 in line with COVID-19 restrictions 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 programs included:

- Malahang Lantern Festival;
- Park Sounds;
- Movies on the Move events and Nature Play Adventures;
- Treasure Hunt and Solve a Mystery tours;
- Juggling and hula hoop workshops;
- Art exhibitions and artist-in-residence workshops; and
- Public art installations and music performances.

As part of Council's agreement with La Trobe University, Banyule-based sports clubs continued to utilise the new indoor high-ball stadium which is part of a \$150 million La Trobe University Sports Park.

Golf was the least impacted activity at Council's major recreational facilities despite long periods of closure during lockdowns. Ivanhoe public golf course saw an 11% increase in participation compared to the previous year with more than 49,000 golf rounds taking place.

Our Best Value Performance

The Banyule Youth Portal continued to be a valuable way for Banyule Youth Services to connect with young people and the Banyule community during COVID-19. The portal was regularly reviewed and updated to promote positive health and wellbeing outcomes during self-isolation and physical distancing periods imposed by COVID-19 restrictions. The portal was accessed by more than 5200 users since its launch at the end of March 2020.

Banyule Youth Services (BYS) continued to strengthen relationships with local secondary schools. Of the 23 local schools, 22 sought support from BYS in the way of workshops, secondary consultation or arranging individual student support. Student workshops included: the Life Hacks series; Wellbeing and Selfcare; Safe Partying; Gender Equality; Body Image; Bullying and Social Harassment; Media Literacy, Music Vibes and Art Vibes. Two workshops were available for teachers: Youth work 101; and Ditching Discrimination - understanding LGBTQIAP+ and gender non-conformity.

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. During COVID-19 restrictions, Jets continued to maintain the delivery of several programs online, providing support for young people aged 12-25.

Three podcast stories were released during 2020/2021 as part of Jets' "NoteWorthy" program, with one story shortlisted by the ABC's Take Over Melbourne competition for 2021.

Council leisure facilities adapted during periods of COVID-19 restrictions, providing online alternatives where possible and adjusting programming to re-open under very tight restrictions. Class sizes and room layouts were adjusted, online bookings initiated and outdoor classes allowed people to continue their health and wellness program as best as possible.

Banyule Leisure received a \$40,000 Reimagining Health: A VicHealth Partnership Grant to support the Somali-Australian community within Heidelberg West to become more socially connected and find more opportunities to be physically active to improve health and wellbeing. Activities and programs provided access for vulnerable youth and families to culturally-safe and inclusive environments.

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. Five playgrounds across the municipality were renewed over the last year. Some of the highlights included:

- Macleod Village Green: installed Victoria's first internet-connected, interactive outdoor play technology in Victoria as part of the playground redevelopment.
- Ivanhoe Park: a new play space and seniors' fitness equipment area combined to create a multi-generational space for the community to enjoy.

Our Best Value Performance

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 2020 calendar year, we:

- Completed 891 statutory inspections/assessments of food premises.
- Registered 817 food premises.
- Submitted 157 samples for statutory food sampling requirements.
- Investigated 67 food related complaints.
- Conducted 67 recalls for food products.

Immunisation

Public infant immunisation sessions implemented COVIDsafe principles throughout the months of restrictions and lockdowns. Additional school immunisation sessions were held offsite during school closures via the use of an online booking system and operating with COVIDsafe principles.

Throughout the 2020 calendar year, we:

- Provided 10,756 immunisations and achieved an average of 94.91% immunisation coverage in children.
- Maintained an average of 94.91% immunisation coverage rates for the cohort of 12 months higher than the Australian average of 94.60%
- Maintained an average of 93.00% immunisation coverage for the cohort of 24 months higher than the Victorian average of 92.30% and the Australian average of 91.80%.
- Maintained an average of 96.31 immunisation coverage for the cohort of 60 months higher than the Victorian average of 95.75% and the Australian average of 94.80%.
- Delivered year 5 of the tender provision for immunisation services within Nillumbik.
- Provided 6895 vaccines at public immunisation sessions and 3861 vaccines at school sessions.

Public Health

- Registered 259 premises under the Public Health and Wellbeing Act as at 30 June 2020.
- Completed 148 inspections of public health premises.
- Conducted 57 tobacco education visits to schools and children's playgrounds, and conducted 90 tobacco test purchases.
- Investigated 674 health/nuisance related complaints in the 2020 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.
- Investigated 10 single case gastroenteritis notifications, mainly for salmonella and cryptosporidium.
- Opened 8 new public health premises in the municipality in the 2020 calendar year.

Council also provided advice around COVID-19 food safety requirements to enable the granting of extended outdoor dining permits to food businesses.

Our Best Value Performance

I.2 Provide a range of services for people at important life stages

In response to ongoing service and program disruptions caused by COVID-19, the Youth and Family Services team focused on sustaining connections and partnerships to build a sector-wide response. The team continued to engage with young people to monitor their experiences and consider the differing needs of families as they engaged in parenting support services.

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. Work also commenced on the development of a new Banyule Youth Plan 2022-2025.

Banyule Youth Services' Outreach program offers young people connections with trained outreach youth workers in 'hotspot' areas around Banyule. These workers provide information, referral and support to young people in local secondary schools, youth residential units and youth community programs. COVID-19 restrictions limited the program's delivery; however, this allowed a review of the service with seven recommendations currently being implemented. Throughout the year, 14 new casual staff members were recruited, adding a range of experience and skillsets to the program.

Banyule Youth Services continued to support and engage with our CALD (culturally and linguistically diverse) communities in a number of ways. Participation in several networks, organisation of CALD specific events, including school holiday activities, Harmony Day and supporting basketball tournaments. Two online programs were delivered in partnership with Beyond Youth, targeting Somali-Australian young people and focusing on public speaking and emotional intelligence. Somali-Australian young people were also well represented at the 2021 Banyule Youth Summit in May.

Banyule Youth Services continued to hold its weekly Rainbow Space social sessions, either in-person or online based on COVID-19 restrictions. The program provides a safe space for young LGBTIQ+ people to celebrate their identities and connect with others through creative projects, music, games and discussion. Rainbow Space also led the celebrations for important community awareness days that promote inclusion and gender diversity, including IDAHOBIT and Wear it Purple Day.

Local young carers, caring for a parent or sibling living with a disability or health challenge, were supported in a number of ways by Banyule Youth Services. Self-care packs were provided during lockdown, online resources were made available, and a number of group support sessions were delivered in person and online.

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.

Council continued to prepare for the roll-out of funded 3-year-old kindergarten in 2022, with online registrations and offers completed for both 3 and 4-year-old kindergarten places.

The Maternal and Child Health Breastfeeding Support Program continued to be offered and a new Sleep and Settling Support Program was introduced for young families. The Telehealth platform continued to be used to deliver all aspects of the service when required by either COVID-19 restrictions or client requests.

Our Best Value Performance

Council's Delivered Meals team took a lead role and worked in collaboration with other local stakeholders to coordinate the distribution of more than 8000 meals during lockdown periods, supporting some of the most vulnerable community members to have access to basic needs.

An Older Adults Support and Information Service pilot program was established to help older residents better understand and navigate My Aged Care services and access a range of other community supports and services.

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

1.3 Support a connected, inclusive and involved community

Council continued to provide events and activities throughout the year. Due to COVID-19 restrictions, some events were scaled down and other events and workshops shifted online:

- Carols by Candlelight was pre-recorded at The Centre Ivanhoe in November then streamed online in December with large numbers of the community joining in from the safety and comfort of their home.
- With COVIDSafe plans, Park Sounds and Lantern Festival gave the community some dazzling outdoor entertainment in Banyule parks.
- Sand sculptures and urban chalk art were installed in various locations across Banyule.
- Audio mystery nature tours, hula hoop workshops, Movies in the Park, nature play and photography workshops were held.

The 2021 Volunteers Celebration acknowledged the contribution that volunteers make to support people across Banyule. A number of events were delivered, including movie nights and a High Tea at The Centre Ivanhoe attended by 250 volunteers in May 2021. A video was also produced to highlight local volunteers, with a range of people discussing their volunteering experiences.

Partnerships with community organisations, including Banyule Community Health, Himilo Community Connect, and ReLink Connect, were further strengthened with an increased focus on connecting and engaging with the local Heidelberg West community through the facilitation and provision of activities and programs at Olympic Leisure Centre.

Council continued 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 Rainbow Tick Accreditation was renewed for a further two years for Council's Aged Services, recognising the commitment from staff and service users in relation to LGBTI (Lesbian, Gay, Bisexual, Trans and Intersex) inclusive practices.

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. Although closed to the public during COVID-19 restriction periods, various tenant groups deemed as essential services continued to operate from the site during lockdowns to deliver a range of emergency support services to the community. In addition, the facility was used as a COVID-19 testing clinic in response to a local cluster breakout.

Our Best Value Performance

1.4 Develop and promote safety and resilience in our community

In response to the COVID-19 pandemic, Council's Emergency Management team continued to play an important role in facilitating 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 and Nillumbik Emergency Relief Network was established to strengthen a collaborative approach to emergency relief and material aid support across the region, particularly during the COVID-19 pandemic. Key community groups also received additional funding to better support their communities through the pandemic and respond to the significant increase in demand for services experienced by individuals and families.

Council transitioned its arrangements to align with new requirements in the *Emergency Management Act 2013*, to improve its capability and capacity to respond to and recover from emergencies, including pandemic, major storms, heatwaves, and fire.

The Banyule Municipal Emergency Management Planning Committee was transitioned to a multi-agency leadership environment.

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

Council continued to support areas of need within postcode 3081 through a coordinated place-based approach to community-building initiatives. "Project 3081" provided ongoing collaborative partnerships and service support to agencies including Somali Australian Council of Victoria, Himilo Community Connect (Australian-Somali Community of West Heidelberg), Exodus, Banyule Support and Information Centre (BANSIC), Alice House, Olympic Adult Education, E-focus, The Hub, and Shop 48 - The Harmony Centre.

The Safer Banyule Plan 2017-2021 continued to provide a strategic direction to improve community safety. During 2020/2021, a range of initiatives were delivered to prevent violence against women and enhance practices, including professional development and training for the community sector, and a regional approach to the delivery of 16 Days of Activism campaign to raise awareness of how the community can support victims of violence against women and their families.

Year 1 of the Banyule Graffiti Strategy 2020-2024 was implemented. The Strategy sets out key focus areas for action over four years and has enabled a stronger integrated approach within Council to reduce the impact of illegal graffiti in Banyule.

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

Council continued 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.

Designed to respond to the practical, emotional and social needs of people struggling through the pandemic, the Community and Social Isolation (CASI) program was provided by Council as part of state-funded COVID-19 support. A Local Support Network of agencies and supports was also convened to provide information and advice to the CASI team and community.

Our Best Value Performance

1.5 Enhance quality of life and connection through arts and culture

The disruption of COVID-19 brought both challenges and opportunities in delivering arts and cultural activities. Programming was reimagined to deliver events and activities in fresh ways, including a variety of online and offline events and exhibitions.

Council continued to offer its Arts and Culture Grants Round with an allocation of five project and 10 quick response grants. Highlights included: the 1000 Stars project, where more than 1100 individuals and families created and displayed lanterns from home during lockdown; and the From My Window project, matching eight local artists with 29 businesses across six trading strips to create bespoke window displays that promoted businesses and animated the local neighbourhoods.

The Ivanhoe Library and Cultural Hub opened in March 2021 and, despite interruptions from COVID-19 restrictions, delivered an integrated program of arts and culture in partnership with the community and industry. Highlights included art exhibitions, live performances, artists-in-residence, film nights, and workshops.

Council's Pinpoint Program continued to offer a range of opportunities for artists to connect with each other and to develop their practice at networking and professional development events. In August 2020, an online exhibition "Liminal // A Shared Distance" allowed Pinpoint Artists to exhibit and reach a wider audience.

The Malahang Lantern Festival illuminated Malahang Reserve in March 2021, providing an opportunity for the community to explore an interactive display of large scale lanterns decorating the park. More than 8000 attended over four evenings.

Sand sculptures and 3D chalk art displays were installed at various locations throughout Banyule, creating visual interest, interactive photo opportunities and talking points for the young and old.

Our Best Value Performance

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, the COVID-19 Business Grants program supported businesses impacted by COVID-19 and new start-ups finding opportunity in the changed environment, with \$540,000 expended to support 165 grant recipients.

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.

Council endorsed a Standardised Procurement Policy for the Northern Region Councils alliance which will better serve the community through the increased purchasing power, and creation of more job opportunities and increased economic activity in the region.

Banyule's Inclusive Employment Program continued to support vulnerable communities experiencing barriers to employment and provide jobs across a variety of organisational roles at Council. The successful program is in its third year and has created 59 job outcomes to date. Despite the impact of COVID-19 on the delivery of the program, positive outcomes were still achieved.

The Social Enterprise 2020-2025 and Inclusive Local Jobs Strategy 2020-2025 were endorsed by Council in September 2020. Collectively, these strategies pioneer a new model for place-based community and economic development led by the local government sector, and set a new aspirational target of achieving 1000 local job outcomes for local people experiencing barriers to employment by 2025.

An Inclusive Employment Program Toolkit and Guide was developed to provide local government leaders with the practical knowledge and tools needed to implement an inclusive employment program in other municipalities. The toolkit consists of more than 70 resources and documents that outline the key steps and guide organisations through the process of setting up and running their own inclusive employment program.

Council was funded as a service partner to deliver the Jobs Victoria Advocate Program. The program provides one-on-one support to individuals who need help with finding employment, training, or education, or who are struggling with the impact of unemployment, to find the information, advice, and additional support they need.

The new social enterprise café 'The Little Social' was opened at Rosanna Train Station in February 2021, in partnership with Youth Projects. In response to localised unemployment and underemployment, 10 employment opportunities and 20 pathways to labour force participation for local young people aged 16 to 25 years experiencing disadvantage, unemployment and homelessness will be created per year. Through this four-year partnership, Council and Youth Projects aim to build community awareness of the new café, establish financial sustainability within three years from launch, and create long-term positive impacts for Banyule's young people.

Our Best Value Performance

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;
- Due to COVID-19, supported a reduced number of community events and environmental 'Friends of' groups undertaking conservation and environmental activities throughout the year;
- Continued an extensive integrated weed control program within bush reserves;
- Coordinated the planting of 11,666 tubestock of shrubs, grasses, ground cover herbs and semi-aquatic plants throughout bushland reserves with the help of 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 bushlands.

Council continued to implement the Biodiversity Plan 2019-2022 to protect and enhance our natural environment. Key focus areas include:

- Climate change;
- Habitat destruction;
- Fragmentation of bushland; and
- Impact of pest plants and animals environmentally sustainable way.

In a partnership between Council and Narap Rangers, an Indigenous Food Garden was established in Banyule. The project facilitates a connection to Country in line with the 2021 NAIDOC theme - Heal Country. Ecologically and culturally suitable plants were selected and the garden will be tendered to by female Traditional Owners involved with the program alongside Banyule's bushcrew.

Council planted and maintained 3,117 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.

In 2020/2021, the Urban Forestry Unit improved the efficiency and effectiveness of managing Council's response to tree requests during extreme weather events. Through the use of a live system, which forwards information, response times to storm damage requests have significantly reduced.

Our Best Value Performance

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

Council's Significant Tree project successfully requested and obtained Ministerial Authorisation in June 2021 to progress a planning scheme amendment that will provide further protections for a range of significant trees in the municipality.

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.

Raising community awareness of free hard rubbish and green waste collection programs to minimise illegal dumping also continued in Council's print and digital platforms.

A permanent Litter Enforcement Officer was appointed to increase monitoring and education to reduce littering and dumped rubbish in Banyule. Council also received grant funding to procure multi-lingual litter tape to better educate diverse communities around illegal dumping.

2.2 Conserve water and improve stormwater management

Significant maintenance works were undertaken across Council's stormwater harvesting systems throughout 2020/2021 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's Water Plan 2019-2023 sets targets for water conservation and water quality in Banyule. The Water Conservation Target was set at 330 million litres per annum, while estimated use in 2020/2021 was 197 million litres. The Water Quality Target of removing per annum 180 tonnes of litter and pollutants was exceeded, with 357.5 tonnes of litter and pollutants removed from Banyule stormwater management assets.

Council co-developed the "Landscape approach to wetlands in the Lower Yarra" Project with Melbourne Water, Parks Victoria, Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation and other stakeholders to establish environmental watering needs for rare and threatened ecosystems.

Stormwater drains in Heidelberg West Industrial Estate were monitored to detect the scale of pollution discharges to Darebin Creek. Results indicated very high levels of a range of industrial pollutants which will be used to inform a pollutant reduction strategy with the Environment Protection Authority.

Our Best Value Performance

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

An internal Climate Action Steering Committee was established and met every six weeks to provide strategic leadership on climate action and monitor progress in realising Council's climate action goals. To identify agreed and consistent key performance indicators that will be used to track Council's performance in achieving the two neutrality targets, a Monitoring and Reporting Framework was developed. Council's progress on climate action will be communicated to the community via Council's State of the Environment Report.

Energy efficiency audits continued to be undertaken on Council buildings, with a focus on Council's top 10 energy using sites. The audits assessed sites to reduce electricity consumption and look at the feasibility of changing gas appliances to electricity. Energy efficiency upgrades of 14 buildings are expected to save about 40 tonnes of CO₂e per year.

Council resolved to procure 100% renewable power via two Power Purchasing Agreements (PPAs). The two PPAs are:

- The Procurement Australia (PA) PPA. This contract will provide 5% of Council's electricity needs.
- The Victorian Energy Collaboration (VECO) PPA with Red Energy will provide 240 GWh of electricity per year to the 46 councils in the VECO purchasing group over a period of 9.5 years, beginning 1 July 2021. This agreement will cover the remaining 95% of Council's electricity.

Together, the purchase of renewably-sourced electricity via these PPAs is expected to reduce Council's 2018/19 baseline greenhouse gas emissions by 56%.

Council continued to roll out solar power on its facilities. Eighty-two of Council's highest energy using buildings have installed or are in the process of receiving solar systems. A further 40 buildings will be considered for upcoming works through the Solar on Leased Facility program next financial year.

The Community Climate Action Plan was adopted by Council in August 2020 and outlines actions to work towards a carbon neutral Banyule community by 2040. As part of this drive to reduce carbon emissions, a new energy efficiency initiative, Better Score Program, was designed and rolled-out in Banyule. The program provided co-funding to residents for the implementation of energy efficiency actions, as identified via energy audits. In its pilot year, the program:

- Supported more than 40 Banyule households to undertake energy efficiency upgrades, including: solar systems installations, hot water system upgrades, and heating, ventilation and air conditioning upgrades.
- Achieved an average of two stars improvement on households' energy efficiency performance and overall comfort level; and
- Assisted Housing Choice Australia to deliver \$64,000 energy efficiency upgrades for eight of their Banyule properties.

Other programs provided by Council to support the community to take climate action and save money on their bills, included the Home Energy Audit program and the Community Energy Service. These programs provide information and advice to help residents reduce household energy consumption and costs.

Our Best Value Performance

Banyule's Environment Grants allocated a total of \$111,733 to 23 different projects across Banyule.

Project highlights included:

- Removing weeds and beautifying Eaglemont Village, encouraging local residents to shop on the strip and boosting biodiversity along the rail line;
- Provision of subsidised training for members of the transition networks to build capacity of these groups to lead positive climate action projects;
- Installation of solar PV on St Georges Anglican Church to reduce its carbon impact and show leadership in the community;
- Introduction of innovative carved habitat hollows on the Salt Creek corridor, in conjunction with La Trobe University, furthering research on boosting habitat in areas of vegetation; and
- Education on waste avoidance and reuse through creative incursions.

Council developed a roadmap for a zero emissions fleet by 2028 in response to the priority action for 'Green Fleet' as set by Council's Corporate Emissions Reduction Plan. The goal is to replace all fleet vehicles (light and heavy) with electric or other zero emission alternatives by 2028, with charging for electric vehicles occurring through the use of clean, green power. In 2020/21, Council added an electric-powered rear-loading garbage truck to its fleet, which consists of six electric cars and two electric vans.

2.4 Avoid waste generation

Council continued to implement its Towards Zero Waste Management Plan 2019-2023 and advocate to the community, 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. Preparation continued to introduce a food organics and garden organics (FOGO) waste service to start in July 2022.

Banyule continued to achieve a significantly higher level of community satisfaction than the state-wide average with a result of 70 for 'Waste Management (performance)' in the Victorian Government's Annual Community Satisfaction Survey 2021. Waste was considered the highest area of importance for those surveyed with a result of 84.

Council continued to incorporate waste reduction initiatives at its festivals and events. People were encouraged to bring 'nude food' (food without packaging) and reusable water bottles. Stallholders were not permitted to use polystyrene cups and plastics, instead using eco-friendly products such as bamboo plates, wooden cutlery, uncoated brown cardboard boxes and trays.

Waste education moved online due to COVID-19 restrictions, providing residents with opportunities to learn about modern cloth nappies, how to compost, how to declutter their homes, and how recyclables are sorted for recycling after bin collection.

A contactless Rethink Centre education program for adults and children was developed and delivered, focusing on waste avoidance and the 'what' and 'how' of resource recovery.

Council arranged sponsorship of green cones (a biodigester composting system) to assist Banyule schools in their food recycling. Five schools signed up to the program; however, due to COVID-19 restrictions, the green cones will be delivered in the next financial year.

At Council work sites, there was a continued emphasis on reducing waste to landfill by providing recyclables and organic waste bins. Food scraps are also used to produce worm juice at several sites, and the ongoing education and encouragement of keep cups and reusable shopping bags have reduced waste generation.

About 35% more garden organic material from Banyule households was collected due to residents spending more time in their gardens due to lockdowns and higher annual spring and summer rainfall.

Our Best Value Performance

2.5 Be environmental stewards

Council continued to support and educate the community to protect, enhance and experience the environment. Highlights included:

- Planting of indigenous tubestock in bushlands;
- Nature Play wildlife spotlight walks at Banyule Flats reserve;
- Nature Photography session at Rosanna Parklands;
- National Clean Up Australia Day;
- Eltham Copper Butterfly counts at Andrew Yandell Habitat Reserve; and
- Nesting box inspections and monitoring showing good results of nesting uptake.

While COVID-19 limited the work with local 'friends of' groups and environmental organisations in bush reserves, Banyule Leisure staff were redeployed to participate in plantings. Throughout the year, a number of newsletter stories and online videos supported and promoted Banyule 'friends of' groups and their work with the Bushland team.

As part of Council's ongoing Inclusive Employment Program (IEP), four 'green collar' placement roles started in March 2021 within the Environment team and as sustainable procurement officers.

Council's community energy officer continued to provide tailored support and advice for residents, specifically for those wanting to pursue energy efficiency improvements and renewable energy actions. A total of 71 residents participated in the Home Energy Audit program during 2020/2021, more than doubling the previous year's number of participants.

Council continued to deliver environmental sustainability engagement programs and events, including launching the Biodiversity Initiative, which supports schools and community groups to boost the biodiversity of their grounds by planting indigenous flora.

The Gardens for Wildlife is a joint partnership between Council and the community, where trained 'Garden Guides' provide free assessments to property owners of how they can improve habitat in their outdoor space to support local wildlife. The program was relaunched during the financial year, providing opportunities for the Banyule community to connect with the shared goal of habitat enhancement, while also increasing stepping stones for local wildlife to connect with established wildlife corridors in an urban setting.

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 Banyule.

The Banyule Environment Advisory Committee (BEAC) continued to provide input and advice to Council about the effects of climate change and ways to sustain and enhance the environment. The committee also supported the development of the Community Climate Action Plan and assisted in evaluating Banyule Environment Grant applications.

CERES Community Environment Park continued to embed environmental sustainability at Banyule early childhood services and encourage children to introduce 'green' initiatives in their homes and the community. During 2020/2021, some of the program was delivered online due to COVID-19 restrictions.

Our Best Value Performance

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 the Victorian Government and included in the Banyule Planning Scheme on 15 October 2020. 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 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. There has been an increased focus on compliance resulting from the Livable Housing Guidelines checklist, which is included in Council planning final inspections.

Council's environmental sustainable development (ESD) policy continued to be applied as part of the Banyule Planning Scheme, with a focus on review and reflection of completed developments including compliance to support Banyule's Climate Action Plan.

Council successfully completed an engagement phase that called for nominations of heritage properties worthy of protection in the Banyule Planning Scheme. Heritage is an important part of the urban fabric and character of neighbourhoods and a number of appropriate properties that were nominated for protection will progress through the process.

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

The number of planning decisions made within the required timeframes improved through the reduction in the backlog of older applications, the use of streamlined assessment processes, and increased monitoring of decision timeframes.

There was an increase in the number of decisions upheld at the Victorian Civil and Administrative Tribunal (VCAT) compared to the previous financial year. In 2020/2021, Council secured many significant positive outcomes at VCAT for key development sites throughout the municipality.

At the Magistrates' Court, Council achieved favourable decisions for all building appeals and enforcement prosecutions.

Our Best Value Performance

Banyule achieved a result of 71 for 'The Appearance of Public Areas (performance)' in the Victorian Government's Annual Community Satisfaction Survey 2021 which was the equal third highest performing area for Council.

3.2 Renew and maintain Banyule's public assets and infrastructure

In March 2020, the new Ivanhoe Library and Cultural Hub opened its doors for the community to enjoy. The impressive building makes an architectural statement and was designed to accommodate a range of services and a dynamic mix of events, activities and performances to create an inclusive, community-centred creative hub. The Ivanhoe Library was modernised and the hub is home to two galleries, artists' studios, a theatrette, community meeting rooms, U3A, plus maternal and child health consulting suites, a customer service centre, and a café.

A new Road Management Plan 2021-2025 was adopted by Council to manage Banyule's municipal road system, taking into consideration the important links provided by the State road network.

During 2020/21, 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.
- 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 and drain network, and other infrastructure assets to the required standard 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 new pavilion at Glenauburn Reserve;
- Upgrade to De Winton Park pavilion, carpark, sports field lighting, cricket nets and reconstruction of the oval;
- Montmorency South Oval upgrade to pavilion and new sports field lighting.
- Another two female-friendly change room upgrades, and three sports field lighting projects were also delivered.

In October 2020, two new undercover outdoor sport courts with lights and seating were completed at Nets Stadium Banyule as part of a \$2.36 million upgrade. The new courts are on the grounds of Macleod College and a joint user agreement enables the facility to be used during school hours by the school. Also part of the project, two indoor courts were resurfaced and air-conditioning was installed in the indoor stadium.

Council continued to improve the provision of the street sweeping program by using SMS (short message service) to notify residents on when street sweeping was carried out during autumn. After a trial in 2019/2020, the service was expanded into more areas with deciduous street trees.

Council continued to upgrade preschool and long day care buildings, which improved the facilities for children accessing the services and staff. Projects included improvements to bathroom facilities and the outdoor play area at Wahroonga Preschool, and an upgrade to the children's play yard at Olympic Village preschool.

Our Best Value Performance

3.3 Invest in and support activity centres and employment precincts

Council continued to deliver a range of programs and initiatives to support local business and retail through the ongoing pandemic while continuing to foster broader economic development goals.

The Rediscover Local campaign was established to boost the local economy by motivating residents and businesses to shop locally for their goods and services. The campaign reinvested more than \$100,000 into the local economy by partnering with Banyule businesses, helping sustain local jobs. A Rediscover Local website was created to promote local businesses and has received close to 10,000 hits, while the Banyule Business Directory currently lists more than 1100 businesses.

A range of successful pop-up parklets in Heidelberg, Ivanhoe and Eaglemont were successfully delivered using Victorian Government funding. This was achieved through considered localised design work to provide high-quality outdoor dining spaces along with a pop-up mini-town square trial project in Heidelberg. These projects added vibrancy and vitality along with creating much needed economic opportunities for businesses that have endured a range of challenging circumstances during COVID-19.

Through Council's newly established Business Concierge Officer, the Small Business Permit Assist Program received a total of 102 applications, providing tailored information to start-up and existing businesses.

Council continued delivery of a range of support to traders in each of its 11 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. In 2020/2021, Council extended its support for businesses, by providing additional funding for the Special Rate and Charge Schemes across 11 Trader Associations covering the full years' instalment for 2020/2021 to the value of \$631,662.

Work on the Heidelberg Structure Plan progressed through extensive community engagement via the Heidelberg Liveability Study. This, along with other extensive background work necessary to inform the Plan, was completed and released along with a 'Key Directions' document in April 2021.

Council continued to upgrade local shopping precincts to improve the public realm and aesthetic appeal. During 2020/2021 the following projects progressed:

- Completion of the Rosanna Activity Centre streetscape upgrade project.
- Community consultation and subsequent Council endorsement of the draft concepts of Montmorency's Were Street Shopping Precinct upgrade project.

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 2020/2021, including continuation of the Darebin Creek Trail upgrade.

To ensure park assets were fit for purpose, Council continued regular maintenance and renewal for barbecues, fencing, pathways, retaining walls and drinking fountains across the municipality. A new public toilet facility was also constructed at Malahang Reserve in Heidelberg West.

Council enhanced Banyule's streetscapes, parks, reserves and bushlands with more than 3,117 trees and 11,666 tubestock planted. Various roadside garden beds and traffic treatment areas across Banyule were also enhanced with 2000 plants.

Our Best Value Performance

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.

The Montmorency Streetscape renewal plan progressed through a two-stage engagement phase to develop a concept plan that was adopted by Council in April 2021. Council also successfully obtained a total of \$1.5 million in Victorian Government funding for the project for development of a pocket park, traffic enhancements and outdoor dining works. The works are expected to start in early 2022.

With major upgrades to sporting facilities occurring at Binnak Park, Bundoora, an opportunity presented for the Bundoora Social Support Group to be relocated to the Ivanhoe site. The move paved the way for the introduction of some innovative and interesting programs for older adults. During COVID-19 lockdowns, programs continued by telephone with activity and welfare calls, and contactless shopping drop offs were also provided.

A seniors' exercise park in Ivanhoe was installed in collaboration with National Ageing Research Institute (NARI). The launch was held during Active April, along with a "Come and Try" session. The equipment is frequently used by older adults and helps to inform ongoing research work by NARI into activities for older adults.

3.5 Support sustainable transport

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

Council worked collaboratively with neighbouring councils, Darebin, Hume, Mitchell, Moreland, Nillumbik and Whittlesea, to complete the Northern Region Transport Strategy.

There was a continued focus to change people's travel behaviour and increase walking, cycling and public transport use in priority areas around the municipality. Walking circuit and treasure hunt maps were developed in collaboration with local wildlife artists to encourage people to get active and explore Banyule's parks and bushlands.

The draft Banyule Bicycle Strategy progressed to community consultation. The Strategy looks at an integrated approach to support cycling as viable option for commuters and improve the experience for recreational users.

Council started a Hurstbridge Rail Feasibility Study to explore opportunities for active transport and landscape design alongside and proximate to the Hurstbridge rail line.

Audits were undertaken at four neighbourhood activity centres – East Ivanhoe, Macleod, Olympic Village and Diamond Village – to examine accessibility for pedestrians, cyclists and mobility scooter users.

Council continued to promote and encourage staff to use green travel options through carpooling, bicycle loans and myki commuter loans.

Our Best Value Performance

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

Throughout 2020/2021, Council worked together with thousands of Banyule's community members to continue shaping where people live, work and play, under the changing COVID-19 environment. The Banyule community actively participated in over 51 different engagement projects, including Banyule 2041 which sets the vision to guide Council's long-term planning and community vision.

The Banyule Community Vision 2041 (adopted by Council on 19 July 2021) included an extensive process of deliberative engagement, in line with the Banyule community engagement policy (framework) and requirements of the new *Local Government Act 2020*. A range of engagement opportunities, such as workshops, online survey, written survey, and telephone surveys were offered throughout the period. Council also called upon community members to join the Banyule 2041 Community Working Group (CWG) to develop the Community Vision and key themes.

Council continued to use evidence to inform Council decision-making by increased quality of community engagement and utilisation of data. Throughout 2020/2021, Council worked with thousands of community members on key strategic plans and initiatives, including:

- Banyule 2041;
- Heidelberg Structure Plan;
- Rosanna Library Development;
- Ivanhoe Sports Precinct Plan;
- Road Management Plan 2021-2025; and
- Banyule Heritage Study.

The Community Engagement Policy was adopted in September 2020 to 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.

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 2020/2021, 'Shaping Banyule' projects attracted 61,307 visits and over 3100 contributions were made.

Our Best Value Performance

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 1 of the Council Plan 2021-2025 and 2021/2022 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 due to COVID-19 restrictions.

Virtual working groups continued to be held with Banyule's four advisory committees (Disability, Multicultural, Aboriginal and Torres Strait Islander, and LGBTIQ+) to ensure Council continued to hear the voices of its diverse communities during COVID-19 restrictions.

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:

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

A series of events and activities, both virtually and face-to-face, were held throughout the year to mark and celebrate days of national and international significance. These included Sorry Day, Refugee Week, Trans Day of Visibility, and art exhibitions and forums at Ivanhoe Library and Cultural Hub for IDAHOBIT (International Day Against Homophobia Biphobia, Intersex and Transphobia).

Banyule's two-year Reconciliation Action Plan (RAP) was developed via extensive consultation with Wurundjeri Woi-wurrung Traditional Custodians, Banyule's Aboriginal and Torres Strait Islander Advisory Committee, First Nations Peoples and organisations, reconciliation networks, Council staff and non-Indigenous stakeholders between 2019-2020. The RAP was endorsed by Reconciliation Australia and then adopted by Council in September 2020 and its actions continued to be implemented.

Council worked with the local Aboriginal and Torres Strait Islander communities to establish a committee for the Barrbunin Beek Aboriginal Gathering Place at Olympic Park, Heidelberg West, and conduct governance training.

A Diversity Statement was developed to demonstrate Council's commitment to diversity, and acts as a vehicle to raise awareness for staff and the broader community. As part of a pilot program, it is read out at the beginning of Council meetings, key events and displayed on Council's homepage.

Council administered a number of community grants initiatives in the following areas:

- COVID-19 Community Support Grants: 50 applications (53% of total applications received) were approved for a total distribution of \$139,022. Many of these grants have enabled community groups to address social isolation and strengthen communication for their clientele and broader communities.
- Banyule Neighbourhood Houses: a total of \$70,000 distributed to seven neighbourhood houses to support participation of their clientele through improved technology capabilities and deliver services through digital platforms.
- Banyule Scouts Grants Program: established and delivered a \$100,000 grants program for minor and major capital works for Banyule Scouts groups.
- Service Level Agreements: developed and managed with eight community groups a total funding allocation of \$400,000. The grants were primarily for operational support and administration to build the groups' capacity and service capabilities.

Our Best Value Performance

To be more inclusive, Council continued to host sensory friendly festivals 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.

Council partnered with Whittlesea and Nillumbik councils to develop the 'Marveloo', a portable toilet facility, which will be used at festivals and events hosted across the three municipalities.

In 2020, YouthFest pivoted to be a live streamed event, renamed LIVEFEST, showcasing local talent, poetry, art, animation and interviews. More than 160 young people were involved with the technical production, including filming, vision mixing, live audio mixing, lighting, interviewing, MCing, stage managing and artist liaison. A short film was also created and shared with the community. Performers at LIVEFEST also received an industry standard recording of the event for their own promotional purposes. The event attracted 1300 views on social media.

About 100 young people came together at the 2021 Banyule Youth Summit to express their thoughts on what matters most to them and their peers. This cohort reflected the diversity of Banyule's youth population, including young people from the First Nations, Somali-Australian, international student, LGBTQIAP+ and disability communities. Topics discussed were: mental health, environment, Somali-Australian issues, gender equality, consent, cultural diversity, racism, LGBTQIAP, and education. Recommendations were presented to representatives of all three levels of government and executive members for the Banyule Nillumbik Youth Services network. Council will partner with young people and other organisations to implement more than 40 new projects in response to the recommendations.

Six community murals were installed across Banyule in the last 12 months as part of Banyule's street art "New Hope" initiative. The program experienced significant growth in 2021, offering a creative and positive environment for "at risk" young people to develop their skills and showcase their creative talents to promote positive representations of young people.

Council continued to strengthen the delivery of early years, youth and family services through community partnerships. Vulnerable families participated in supported playgroups, including regularly switching to online groups during COVID-19 restrictions.

Our Best Value Performance

4.2 Advocate for our community

Council continued its strong advocacy for improvements to state funded major transport projects. As part of the settlement to the Supreme Court legal challenge for the planning approval granted for the North East Link project, Council secured funding for:

- \$5.5 million for design and construction of the Watsonia Town Square;
- \$3 million for design and construction of the shared user path along the transmission easement connecting Plenty Road to the Plenty River;
- \$100,000 for design of shared path south of Banksia Street;
- \$80,000 for improvements to Trist Street Reserve; and
- \$5.8 million for design and construction of pedestrian and cycle bridge over the Yarra River, connecting Heidelberg to Heide (delivered by Manningham City Council).

Advocacy also continued to the Victorian Government for the inclusion of a bicycle shared user path connecting Greensborough to Eltham through the rail corridor and a transport interchange at Greensborough Station as part of the Hurstbridge Railway Line Duplication project, including a review of the bus operations in Greensborough.

To reduce harm from gambling, Council continued community education and advocacy. This included advocating to the Australian and Victorian governments to use the COVID-19 pandemic as a unique opportunity to act on reducing harm and to support and protect persons vulnerable to gambling harm via online gambling and electronic gaming machines. Council also contributed \$25,000 to Alliance for Gambling Reform, a collaboration of organisations that campaigns for reforms of the gambling industry that reduce the harm it causes.

Council continued to advocate for funding from Victorian Government departments to improve sports facilities across Banyule. Throughout 2020/2021, Council was successful with funding applications to help deliver the following projects:

- Lower Plenty pavilion upgrade - \$1 million;
- De Winton Reserve pavilion and cricket nets upgrade - \$400,000;
- Greensborough War Memorial Park pavilion upgrade - \$250,000; and
- Whatmough Reserve sports field lighting - \$150,000

During 2020/2021, Banyule Nillumbik Youth Services Network (BNYSN) provided five youth worker forums with a total of 1627 registrations. The forums provide an opportunity for professional development and training, information sharing, networking and professional support. For the first time, sessions included specific events for parents which were highly successful and will be a continued focus moving forward, along with themes such as COVID-19 recovery, mental health and employment pathways. The BNYSN Yammer social media page has grown to 458 members and the BNYSN sector email database now has more than 1200 contacts.

Council successfully applied for increased Commonwealth Home Support Programme to support basic home modifications for older community members experiencing financial hardship.

Our Best Value Performance

4.3 Communicate effectively with our community

Banyule's Customer Service team answered 129,015 calls to the main incoming number and 88,479 action requests were logged through Banyule's Customer Request Management (CRM) system.

Council continued to provide the community with current government restrictions and health advice plus information about Council services and other support services throughout the pandemic. Council meetings continued to be held online to allow community participation when COVID-19 restrictions restricted public attendance.

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 almost 2000 and email recipients grew from 591 to 872 during the year.

Banyule's Communications team delivered a range of activities in 2020/2021 to improve the reach, impact and responsiveness of communications including:

- A revision of its branding and establishing a new identity to modernise the brand.
- Produced and delivered regular editions of the *Banyule Banner* and Councillor Ward newsletters to every Banyule household.
- Production of special interest newsletters;
- Community Calendar 2020;
- 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.

A comprehensive communications survey was undertaken in November 2020 with 602 residents over 18 years old, ensuring a representative sample from across Banyule in each ward and age group. Overall the survey showed high levels of satisfaction with Council's communication with 1 in 3 respondents "very satisfied" (8-10) and a mean score of 6.21 overall.

The Communications team developed marketing and communications for events, programs and initiatives throughout the year including Malahang Lantern Festival, Carols by Candlelight, Banyule Volunteer Awards and a range of interactive events delivered as virtual events due to COVID-19.

Significant media coverage was gained through daily newspapers, radio and state and national news services, including ABC and Channel 9.

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 15% with 883,553 visits.
- Banyule's corporate Facebook following increased by 12.5% and posted content reached a total of 1.88 million people throughout the year, up more than 56%.
- Twitter remained a key communication tool with 167 tweets gaining 137,966 impressions and 1852 engagements.
- Instagram followers grew by 55%, and posted content reached 316,000 people during the year.
- Opportunities for online community engagement were increased through Council's community engagement website, Shaping Banyule. A major project included the development of a long-term Community Vision for Banyule. Over the year more than 61,000 people visited Shaping Banyule, an 86% increase and there were 2430 contributors to projects, representing a 26% increase.

Our Best Value Performance

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

A revised Customer Complaints Management Policy was endorsed by Council in March 2021. The Policy was featured in the Victorian Ombudsman's *Councils and Complaints – A Good Practice Guide 2nd edition* to provide practical advice for building a positive culture around complaints and good complaint handling practices and systems. New complaint handling online training modules were provided to assist staff to better handle complaints.

New technologies continued to allow customers to interact with Council when, where and how they choose. Self-service options on the website became more utilised, such as hard waste and bundled branch online bookings which represented more than half of residents' bookings (an average of 70 per day).

The Customer Service team adapted to a remote working model during the extended Victorian lockdown and continued to provide high-quality service to the community.

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

A new customer relationship management (CRM) process was introduced to manage work, and improve customer service and reporting in relation to Local Laws requests.

Our Best Value Performance

5.2 Deliver best value services and facilities

Council participated in the Annual Community Satisfaction Survey 2021, auspiced through Local Government Victoria. Results are used to track and benchmark key organisational and service provision areas, as well as community sentiment tracking, understanding community needs, and leverage business intelligence for service planning and performance.

Across the survey, Banyule achieved mainly positive results. Banyule's Overall Performance Index remained stable at a rating of (68), slightly higher than the Metro Group average (67) and significantly higher than the State average (61).

Council's 'Community Consultation' performance (58) decreased slightly from 60 in 2020, but was higher than the State average (56). 'Lobbying on behalf of the community' (57) was slightly higher than the Metro result (56). 'Decisions made in interest of the community' (61) improved by 1 point, and was significantly above the State average (56).

'Customer Service' performance (72) dropped from 2020 (77), but remained above the State average (70). 'Overall Council Direction' remained at an Index of 54, and slightly lower than the Metro wide average of 55.

Council performed best on Recreational Facilities (74), Arts Centres and Libraries (74), Appearance of Public Areas (71), Waste Management (70) - also considered by residents as the service of highest importance - and COVID-19 response (69).

Council agreed to progress the Cartmell Street public car park project to facilitate a private mixed-use development above increased public car parking within the Heidelberg central business precinct. This helps Council to sustainably deliver high-quality services and infrastructure to the community with less reliance on traditional revenue sources, such as rates and government grants.

Development of the former Banksia La Trobe High School site located on Oriel Road, Bellfield, progressed with Council agreeing to sell the land to Glenvill Developments. Council also formally entered a partnership with Launch Housing to facilitate social housing at the site.

A new Human Resources Strategic Plan was developed and implemented. The Our People Strategy 2024 is focused on building leadership excellence, diversity and inclusion, engaging and enabling our employees, supporting the safety and wellbeing of our people, developing future skills and capabilities and improving our ability to attract the best employees.

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 publicly available on the KnowYourCouncil website.

Council continued its targeted Service Development Review program to assess and strengthen service sustainability, including review of key service provision, strategic business planning, ongoing and future needs, and delivery inputs such as consultation, benchmarking, and financial analysis. This included ongoing implementation of service review action plans.

Council achieved a strong result in the number of days for processing planning applications (result of 21 days, well below the target of 55 days and the previous year result of 30). This is reflective of the fast-tracking processes established for minor applications and an improvement in timeframes for other applications.

Our Best Value Performance

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.
- Complied with the financial legislative changes and associated system enhancements, policy and procedures as a result of the changes associated with the new *Local Government Act* on the services provided by Finance and Procurement. In particular, the development of a Revenue and Rating Plan, 4-year Budget and 10-Year Financial Plan.
- 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. This included regular reporting and monitoring of the financial impact of COVID-19 on the organisation and supporting the community through a range of measures via an Economic Support Package.
- 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.
- Completed an extensive assessment of longer-term planning in relation to the Financial Plan. This included development of a community infrastructure planning model to improve capital works priority planning.

Council developed and adopted a 2020/2021 COVID-19 Rates Hardship Assistance Policy to assist ratepayers experiencing financial hardship due to the pandemic. The Policy granted waivers to ratepayers in financial hardship and offered interest free rate deferrals.

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.

Banyule Council participated in the 2021 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.

To better understand residents' priorities, a postal survey to every municipal household was undertaken in March 2021. The data collected supplemented and cross-checked key existing data, and was used as part of the Community Vision development and aid Council planning for the next 4 years.

Council continued to ensure alignment of all strategic planning to develop the new Council Plan 2021-2025 (which is due to be considered for adoption by Council in October 2021). The Council Plan framework is based on responding to the Banyule Community Vision 2041 and incorporates a set of objectives, strategies, and strategic indicators to deliver on community priorities. Banyule's strategic direction and priorities were reviewed, incorporating community feedback, aligned with the Community Vision (adopted by Council on 19 July 2021), and met the relevant legislative requirements. The Plan includes an action plan to give the community a practical sense of what Council is aiming to achieve within its objectives and strategies.

Our Best Value Performance

Council provided relevant corporate reporting for Banyule's Annual Report 2019/2020 in line with relevant legislation and Local Government 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 2019/2020.

In line with the *Local Government Act 2020*, Council started to transition to, and incorporate, new legislative requirements with regards to reporting in key strategic documents, including the Council Plan, Community Vision, Budget and Annual Report.

The Continuous Improvement (CI) Framework continued to deliver improvement projects across Council and embed a culture of continuous improvement across the organisation. A new online training and development program was delivered to provide support to teams undertaking improvement initiatives.

5.4 Provide good governance and be accountable

Council continued 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. Council adopted the following requirements:

- Governance Rules
- Council Expense Policy
- Banyule Public Transparency Policy
- Audit and Risk Committee Charter
- New Delegations
- Mandatory training for councillors
- Councillor Code of Conduct
- Councillor Gift Policy.

Council continued to hold Council meetings throughout the pandemic by livestreaming online. A number of options for public participation were made available, including pre-recorded video and audio, and written statements.

To improve the quality of the information and reporting to a Council meeting and public transparency, Council revised and implemented new formats of its agenda and minutes.

A general election was held 24 October 2020 and conducted by the Victorian Electoral Commission (VEC). This was Banyule's first election by postal voting (all previous elections were attendance elections). An electoral review undertaken in 2019 recommended Banyule move from 7 to 9 single wards. This took effect from the 2020 general election. Banyule's overall voter turnout increased to 84.71% in 2020 compared to 68.86% in 2016.

The Local Laws team continued the education and enforcement of the Local Law No. 1, including a focus on reducing the occurrence of dumped rubbish on streets and in public places.

An Information Asset Register was developed to identify high value/high risk assets and improve document management. An assessment against the Victorian Protective Data Security Standards was undertaken and a Protected Data Security Plan was developed and submitted to the Office of the Victorian Information Commissioner, identifying key data security improvement areas.

Our Best Value Performance

5.5 Promote an engaged and productive organisation

With the ongoing 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 to staff working on site and remotely. 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.

Negotiations started for the new Enterprise Agreement 8 in March 2021 to build on previous enterprise agreements and progress employment security, continuous improvement and the development of employees.

The organisation undertook its first 'Pulse Survey' in November 2020, which looked at employee engagement and built on previous alignment and engagement surveys. The survey measured the organisation's culture and level of staff engagement over the last 12 months, including impacts felt by the COVID-19 pandemic. Employee engagement increased by 3% overall from the last Alignment and Engagement Survey undertaken in August 2019.

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.

To ensure Council is a progressive, diverse, inclusive, safe and healthy workforce staff and workplaces remain safe, the Banyule Safety Management Framework was reviewed and changes implemented. This included a focus on organisational agility, adaptability and equality.

An Internal Service Promise was delivered, which established a set of high-level commitments and principles. Workshops were rolled-out across the organisation and charters developed. The program looked at values, recognition, recruitment, onboarding and performance. This works in unison with the external Banyule Service Promise to help improve internal customer service and, by extension, Council's service to external customers.

Mandatory Corporate Climate Change 101 training was embedded in the organisation to ensure all staff understood the basics of climate science, why it's important to act, Banyule's response and how they could help the organisation reach carbon neutrality by 2028.

A Leadership Capability Framework was developed to ensure the organisation identifies, selects and grows leaders to drive leadership excellence and capability, bringing to life the organisation's values and behaviours, work collectively towards a common purpose, and lead staff and the community effectively through change.

The organisation continued to support, address and advocate for gender equity at work, including increasing organisational awareness of gender equity issues and how they may impact the workforce, and supporting employees experiencing family violence. An Evidence and Governance Paper was developed to guide the organisation in the implementation of the *Gender Equality Act 2020* as it applies to Council's workforce.

Council recruited a Cadet Building Surveyor as part of the Victorian Government's Women Building Surveyors Program, which supports women to commence a new career or transition an existing career within local government to the pathway of building surveying.

Our Best Value Performance

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 continued to provide the framework for Council's digital vision, strategies, supporting initiatives and transformation. Some key projects delivered included:

- Migrated to a new robust telephony and collaboration system in Microsoft Teams and decommissioned Skype for Business.
- Installed new audio visual equipment at the Ivanhoe Council Chambers to improve accessibility for the community via the live streaming of Council Meetings.
- Improved accessibility and efficiency by implementing business analytics software to provide real time reporting for councillors, the Executive team and the Planning team.
- Developed a new ePetitions platform for the community to submit and manage petitions to Council.
- Developed a Software Investment Framework to guide Council's investment in technology for the future systems ecosystem.

With many staff continuing working from arrangements, the organisation continued to operate in a hybrid environment with the appropriate technology to efficiently work from home and in the office in order to continue to deliver services to the community.

Banyule Council continued to participate in Northern Melbourne Smart Cities Network, Victoria's largest open Internet of Things (IoT) network that integrates with sensors to monitor and improve efficiency of services. In 2020/2021, new drain water sensors were installed in flood prone hotspots around Banyule. This allows Council to monitor water flow and proactively clean drain pits based on sensor data to avoid flooding. Council also invested in two Smart Parks which will allow the public to view different sensor information, including park utilisation, air quality, BBQ usage and car parking.

Council continued to improve its risk management practices over the last 12 months to not only meet defined local government industry standards but become the benchmark for other councils.

Council adopted an encrypted digital system for the signing of documents and contract administration. The introduction of this system has led to more expedited, efficient and environmentally-sound process due to not requiring printed documents. It also affords greater security and privacy of legal documents.

Under the new *Local Government Act 2020*, councils are required to implement a 4-year Workforce Plan. Phase 1 of the 3-phase project began, including an initial review of Council's current state of services, structure, employee demographics and the industry undertaken. The Plan is expected to be finalised in December 2021.

Council's electronic document management system (Content Manager) was upgraded to enhance system functionality, speed and user experience.

A Planning File Digitisation Plan was developed and associated procedures to support longer term electronic access for staff and reduce physical storages costs.

Council continued to expand its use of spatial data systems to provide process enhancements and efficiencies for several operational teams, including Parks and Open Space, street sweeping and graffiti management.

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 2020/2021.

Note: Council Plan objectives:



People



Planet






Place





Participation






Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
1.	 Attendance at Council provided leisure centres <i>Indicator Type: Outcome (Service Effectiveness)</i>	1,681,815	1,710,013	1,321,853	635,193	These figures are inclusive of WaterMarc (251,846), Macleod (58,230), Ivanhoe Aquatic (184,783), Olympic (18,958) and Nets (121,376) leisure centres. Target 2021 1,000,000 The 2021 result represents 65% achievement against target. COVID-19 lockdowns and restrictions resulted in extended periods of closures and when permitted to open, attendances were impacted by the limiting density quotients.
2.	 Percentage of people who feel they 'belong' in Banyule <i>Indicator Type: Outcome (Service Effectiveness)</i> 	87%	83%	84%	86%	This indicator is measured via the CSS 2021, co-ordinated by the Department of Jobs, Precincts and Regions on behalf of Victorian councils, 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 2021 80% Achieved Target (+6%).




Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
3.	 <p>LGPRF - Aquatic facilities: (a) Service standard (aquatic facilities are inspected by a qualified officer).</p> <ul style="list-style-type: none"> – 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><i>LGPRF Indicator Type: Output (Service Standard, Effectiveness, Quality)</i> (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>	4	3	4	3.33	<p>Banyule aims to proactively inspect each pool across 4 periods of the year. Due to COVID-19 restrictions for substantial periods of the 2020/21 financial year, proactive inspections/sampling were reduced, with 5 inspections/samples conducted at Watermarc and 2 each for Ivanhoe Aquatic and Olympic Leisure Centre</p> <p>The 2021 result represents 83% achievement against target.</p>
4.	 <p>LGPRF - Aquatic facilities: (b) Service cost (provision of aquatic facilities is undertaken in a cost-efficient manner)</p> <ul style="list-style-type: none"> – AF7: Cost of aquatic facilities (direct cost less any income received of providing aquatic facilities per visit.) <p><i>LGPRF Indicator Type: Input (Service cost, Efficiency)</i></p>	New in 2020	New in 2020	\$0.85	\$0.00	<p>COVID-19 shutdown restrictions in 2020/21 resulted in substantial periods with either no patron attendance or heavily impacted facility attendance due to closures, patron density quotas or service restrictions. Due to the nature of the facilities and the inherent equipment required for functional needs, some key operational costs continued through closures and restriction periods</p> <p><i>Note: From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities', see retired measures.</i></p> <p>Target not achieved on this occasion</p>
					Target 2021 \$0.50	




Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
5.	 <p>LGPRF - Aquatic facilities: (c) Utilisation (aquatic facilities are safe, accessible and well utilised)</p> <p>– AF6: Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population)</p> <p>LGPRF Indicator Type: Output (Utilisation, Outcome)</p>	9.79	9.47	7.13	3.45	<p>Closures due to COVID-19 restrictions affected all 3 centres (Ivanhoe Aquatic, Olympic Leisure Centre and Watermarc) on several occasions and for substantial periods in the 2020/21 financial year, impacting overall attendance levels significantly.</p> <p>Target 2021 6 visits per head of BCC municipal population</p> <p>Target not achieved on this occasion.</p>
6.	 <p>LGPRF - Food safety: (a) Timeliness (Councils take action in response to food complaints in a timely manner)</p> <p>– 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)</p> <p>LGPRF Indicator Type: Input (Timeliness, Effectiveness, Appropriateness)</p>	1.83	1.19	1.14	1.27	<p>There was an increase in complaints compared to last year. With almost half of complaints received during COVID-19 lockdown period, Council's average response time continued to be well within target level of 2 days.</p> <p>Target 2021 Written or verbal acknowledgment of receipt of complaint within 5 working days.</p> <p>Achieved Target (3.73 days better than target). Response time is prioritised based on the risk associated with the complaint.</p>
7.	 <p>LGPRF - Food safety: (b) Service standard (food safety service is provided in accordance with legislative requirements)</p> <p>– FS2: Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)</p> <p>LGPRF Indicator Type: Output (Service Standard, Effectiveness, Quality)</p>	99.61%	99.82%	100.00%	97.96%	<p>Target 2021 100%</p> <p>Result within target</p>





Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
8.	 LGPRF - Food safety: (c) Service cost (food safety service is delivered in a cost-efficient manner) <ul style="list-style-type: none"> – 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) LGPRF Indicator Type: Input (Service cost, Efficiency)	\$623.97	\$537.28	\$528.24	\$491.53	Target 2021 \$553.00 Achieved Target (\$61.47 better than target).
9.	 LGPRF - Food safety: (d) Health and safety (food safety service protects public health by preventing the sale of unsafe food) <ul style="list-style-type: none"> – FS4: Critical and major non-compliance notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council) LGPRF Indicator Type: Output (Health and safety, Outcome)	100%	100%	100%	100%	Target 2021 100% Achieved Target
10.	 LGPRF - Maternal and Child Health: (a) Satisfaction (clients satisfied with the MCH service) <ul style="list-style-type: none"> – 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) LGPRF Indicator Type: Output (Satisfaction, Effectiveness, Appropriateness)	New in 2020	New in 2020	94.64%	94.82%	Target 2021 95% Achieved Target Note: From 2020, this new measure replaced a previous measure: 'Participation in first MCH home visit'





Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	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"> - MC2: Infant enrolments in the MCH service (percentage of infants enrolled in the MCH service) LGPRF Indicator Type: Output (Service standard, Effectiveness, Quality)	101.56%	101.55%	99.29%	100.54%	Target 2021 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"> - MC3: Cost of the MCH service (cost of the MCH service per hour of service delivered) LGPRF Indicator Type: Input (Service cost, Efficiency)	\$72.57	\$75.87	\$74.50	\$74.54	Target 2021 \$73.00 Additional cost of \$1.54 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"> - MC4: Participation in the MCH service (percentage of children enrolled who participate in the MCH service) - MC5: Participation in the MCH service by Aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service) LGPRF Indicator Type: Output (Participation, Outcome)	79.95%	80.07%	77.44%	73.13%	Target 2021 80% The 2021 result represents 91% achievement against target. Result impacted by COVID-19. Participant willingness to attend and families not attending when feeling unwell may be contributing factors. Target 2021 75% The 2021 result represents 99% achievement against target.



Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
14.	Percentage of people who feel safe in Banyule  <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i> 	92%	94%	97%	98%	This indicator is measured via the CSS 2021, co-ordinated by the Department of Jobs, Precincts and Regions on behalf of Victorian councils, 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 2021 80% Achieved Target (+18%)
15.	LGPRF - Libraries: (a) Utilisation (library services are well utilised)  – LB1: Physical library collection usage (number of physical library collection item loans per physical library collection item) <i>LGPRF Indicator Type: Output (Utilisation, Effectiveness, Appropriateness)</i>	9.53	9.53	6.98	3.45	Physical book loans reduced by 50% from last year due to the COVID-19 restrictions and lockdowns. In addition, the Ivanhoe branch was temporarily closed from March 2020 as part of the new Ivanhoe Library and Cultural Hub development completed in March 2021. <i>Note: From 2019-20, this indicator measures the performance of physical library items as a subset of the wider library collection.</i> Target 2021 9 Target not achieved on this occasion
16.	LGPRF - Libraries: (b) Resource currency (libraries have new resources available to members)  – LB2: Recently purchased library collection (percentage of the library collection that has been purchased in the last 5 years) <i>LGPRF Indicator Type: Input (Resource currency, Effectiveness, Quality)</i>	87.37%	89.24%	88.06%	87.07%	Target 2021 85% Achieved Target (+2.07%).



Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
17.	 LGPRF - Libraries: (c) Service cost (delivery of library services is undertaken in a cost-efficient manner) – LB5: Cost of library service (direct cost of the library service per head of population) LGPRF Indicator Type: Input (Service cost, Efficiency)	New in 2020	New in 2020	\$30.29	\$33.68	Service cost increased due to provision of extended operating hours since January 2021, as well as increased operational costs associated with the new Ivanhoe Library and Cultural Hub. Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits, see retired measures
					Target 2021 N/A (set from 2022)	
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)	15.73%	17.83%	16.66%	16.71%	Target 2021 16% Achieved Target (+0.71%).
19.	  Participation level (attendance) at Council operated/ hosted economic development events Indicator Type: Outcome (Service Effectiveness)	1,014	709	706	520	Providing accessible support to small business was crucial over the course of the year. Participants (520) attended 32 online events hosted by council aimed at supporting the business community through the pandemic and in line with the varying restrictions. Target 2021 400 Achieved Target (+120)



Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
20.	 <p>Completion of scheduled emergency management exercises as part of Council's Municipal Emergency Management Plan</p> <p><i>Indicator Type: Output (Quality)</i></p>	Completed as per schedule	Completed as per schedule	Completed as per schedule	N/A* <i>*Indicator impacted by COVID-19 and changes to Emergency Management legislation</i>	<p>* As at 14 December 2021 Banyule's Municipal Emergency Management Planning Committee (MEMPC) was disestablished by Council resolution. This was due to the implementation of the <i>Emergency Management Legislation Amendment Act 2018</i> removing the Municipal Emergency Management Plan (MEMPC) from Council's responsibility. The MEMPC and the MEMPC are now overseen by the Regional Emergency Management Planning Committee (REMPC) and all agencies now hold equal responsibility for the development and review of the MEMPC.</p> <p>In addition to this no emergency exercises were held in the first half of the year due to the response, relief and recovery activities of the COVID-19 Pandemic.</p>
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>	6,075	3,226	2,693	3,117	<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, 11,666 tubestock shrubs, grasses, ground cover herbs and semi-aquatic plants were planted within bushland reserves, and 2,000 plants were installed into various roadside garden beds and traffic treatment areas across Banyule (street and landscapes treatments)</p>
					Target 2021 4,000	<p>The 2021 result represents 78% 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 2021 planting season (which would usually begin in May) was impacted by COVID-19 restrictions and also seasonal conditions.</p>



Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
22.	 Council's water use <i>Indicator Type: Outcome (Service Effectiveness)</i>	286.74 million litres	348.00 million litres	196.70 million litres	197.00 million litres	<p>Each year, water use may fluctuate due to climatic factors and irrigation requirements across parks, street trees and sporting ovals. Performance is considered and assessed over the life of the 4 year Water Plan.</p> <p>Target 2021 Constrain annual Council potable water use below 330* million litres</p> <p>Achieved Target (133 million litres better than target).</p>
23.	 Council's greenhouse gas emissions <i>Indicator Type: Outcome (Service Effectiveness)</i>	6.2% reduction	6.9% reduction	10% reduction	8% reduction	<p>Council's greenhouse gas (GHG) emissions reduced by 8% to 12,987 tonnes CO2 equivalent (tCO2e) in 2021.</p> <p>Reductions have been driven by increases in solar and reduced heating and cooling demands in many Council buildings due to COVID-19 restrictions.</p> <p>Notable reductions are expected for next year, with the commencement of 100% green power procurement for electricity use.</p> <p>Target 2021 Reduce Council's greenhouse gas emissions</p> <p>Achieved Target</p>




Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
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>	215.15	231.92	244.25	303.05	Higher use of the residential waste service during COVID-19 lockdowns saw an increase in requests relating to bin collections (incl. bin not out at kerb, bin not accessible, partially emptied, or not emptied.) Target 2021 225 Target not achieved on this occasion.
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>	18.51	17.98	14.85	16.68	Higher use of the residential waste service during COVID-19 lockdowns saw an increase in missed bin requests. Target 2021 13.5 Target not achieved on this occasion.




Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
26	 LGPRF - Waste Collection: (c) Service cost (kerbside collection service is delivered in a cost-efficient manner)					
	– WC3: Cost of kerbside garbage collection service (direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin)	\$104.75	\$96.65	\$101.81	\$107.64	
					Target 2021 \$100	Target not achieved on this occasion. There was an increase in the quantity of garbage collected, Result impacted by COVID-19, with residents staying home during restrictions.
	– WC4: Cost of kerbside recyclables bin collection service (direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin)	\$32.20	\$37.88	\$54.38	\$45.53	
					Target 2021 \$54	Cost of kerbside recyclables bin collection service in 2019/20 corrected to \$44.73. The service cost increase is actually \$0.80 for 2020/21. Achieved Target (\$8.47 better than target).
	LGPRF Indicator Type: Input (Service cost, Efficiency)					
27.	 LGPRF - Waste Collection: (d) Waste diversion (amount of waste diverted from landfill is maximised)	50.76%	50.23%	52.84%	51.98%	
	– WC5: Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)				Target 2021 50%	Achieved Target (+1.98%).
	LGPRF Indicator Type: Output (Waste diversion, Outcome)					



Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	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)	48.00 days	55.00 days	30.00 days	21.00 days	The median number of days for processing applications has decreased as Council received a higher number of application types which were able to be fast-track processed, as well as a reduction in the backlog of older applications. Target 2021 50 days Achieved Target (29 days better than target). Banyule has achieved a very strong result in the median processing days for applications for 2021.
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)	63.71%	62.96%	75.19%	78.33%	Target 2021 70% Achieved Target (+8.33%) The number of planning decisions made within the required timeframes has continued to improve through the reduction in the backlog of older applications, use of streamlined assessment processes for straight forward applications, and a focus on monitoring of decision timeframes.
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)	\$1,810.78	\$2,407.86	\$2,158.95	\$1,961.81	Target 2021 \$2,200 Achieved Target (\$238.19 better than target) In 2020/21, 43 more applications were received than the previous year. This resulted in an overall reduced cost per planning application.




Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
31.	 LGPRF - Statutory Planning: (d) Decision making (planning application processing and decisions are consistent with the local planning scheme) <ul style="list-style-type: none"> – 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)	50.00%	40.91%	42.11%	51.92%	The increase in the percentage of applications upheld can consist of the Tribunal giving higher weight in decisions to Local Policy including neighbourhood character, tree protection and strategic context. Target 2021 60% The 2021 result represents 87% achievement against target.
32.	 LGPRF - Roads: (a) Satisfaction of use (road users are satisfied with the sealed local road network) <ul style="list-style-type: none"> – 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)	83.67	82.37	92.02	64.75	The lower numbers of customer requests are due to a decrease in requests received in quarter 1,2 & 3 of the 2020/21 financial year. This is considered to mostly likely be a result of reduced traffic movement and road network use during COVID-19 restrictions Target 2021 100 Achieved Target
33.	 LGPRF – Roads: (b) Condition (sealed local roads are maintained at the adopted condition standard) <ul style="list-style-type: none"> – 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)	98.23%	98.21%	97.41%	97.06%	Target 2021 90% Achieved Target (+7.06%). Council has maintained a similar road condition utilising a continuous improvement program by strengthening proactive road inspections.




Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
34.	 LGPRF - Roads: (c) Service cost (renewal and maintenance of sealed local roads are undertaken in a cost-efficient manner)					
	<ul style="list-style-type: none"> - 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	Not Applicable. (Council did not undertake sealed local road reconstruction in 2020-21 as defined in this Indicator by Local Government Victoria.)
	<ul style="list-style-type: none"> - R4: Cost of sealed local road resealing (direct resealing cost per square metre of sealed local roads resealed). 	\$36.42	\$28.07	\$30.66	\$31.08	
	LGPRF Indicator Type: Input (Service cost, Efficiency)				Target 2021 \$32	Achieved Target (\$0.92 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)	64	69	68	68	
	<ul style="list-style-type: none"> - 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 2021 68	Achieved Target Banyule's CSI score (68) was equal to the 2021 Metro Council Group average and higher than the 2021 State-wide average (57). Overall, 89% of respondents provided a rating of very good, good or average for this service area (category) in 2021.
	LGPRF Indicator Type: Output (Satisfaction, Outcome)					





Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
36.	 Number of businesses that are participating in special rates schemes <i>Indicator Type: Appropriateness (Access/ Equity/ Service Levels)</i>	1,309	1,293	1,299	1,309	This figure reflects continued investment in our shopping precincts by property owners, traders and Council. Achieved Target (+309).
					Target 2021 1,000	
37.	 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>	2.46	2.30	2.07	2.94	COVID-19 impacted this year's response time, however is still within Council's target response time, with all urgent matters prioritised and responded to on the same day. Achieved Target (+0.06 days better than target)
					Target 2021 3 Days	
38.	 LGPRF – Animal management: (b) Service standard (Councils register all animals in the municipality in accordance with the <i>Domestic Animals Act 1994</i>) – AM2: Animals reclaimed (percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> reclaimed) – AM5: Animals rehomed (percentage of collected registrable animals under the <i>Domestic Animals Act 1994</i> that are rehomed) <i>LGPRF Indicator Type: Output (Service standard Effectiveness, Quality)</i>	84.62%	73.17%	71.84%	49.03%	A reduction in stray dogs (with a high reclaim rate), along with a lower cat reclaim rate, led to a lower overall result. In response, Council sought to further strengthen re-homing of unclaimed cats, with successful outcomes. Rehoming unclaimed cats is supported through ongoing Council initiatives such as cat de-sexing programs. Target not achieved on this occasion. Council endeavours to maintain strong reclaiming rates from the pounds by owners, and to otherwise rehome animals.
					Target 2021 75%	
		New in 2020	New in 2020	20.86%	40.93%	This year less cats were reclaimed and as a result significant work was undertaken to rehome more unclaimed cats, with positive outcomes. <i>Note: New measure for 2019-20 financial year.</i>
					Target 2021 22%	Achieved Target (+18.93%).







Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
39.	 LGPRF – Animal management (c) Service cost (animal management service is delivered in a cost-efficient manner) <ul style="list-style-type: none"> – AM6: Cost of animal management service (direct cost of the animal management service per head of population) 	New in 2020	New in 2020	\$4.56	\$3.27	Cost of animal management services in 2019/20 corrected to \$3.04. The service cost increase is actually \$0.23 for 2020/21. <i>Note: This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals, see retired measures.</i>
	LGPRF Indicator Type: Input (Service cost, Efficiency)				Target 2021 \$4.00	Achieved Target (\$0.73 better than target).
40.	 LGPRF – Animal management: (d) Health and safety (animal management service protects the health and safety of animals, humans and the environment) <ul style="list-style-type: none"> – AM7: Animal management prosecutions (percentage of animal management prosecutions which are successful) ^ 	New in 2020*	New in 2020*	100%	100%	<i>Note: This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion, see retired measures.</i>
	LGPRF Indicator Type: Output (Health and safety, Outcome)				Target 2021 95%	Achieved Target (+5%) <i>Note: COVID-19 lockdowns had the Court suspend animal related matters throughout the 2020/2021 reporting period.</i>
41.	 Linear metres of shared paths/ trails renewed, upgraded and new. Indicator Type: Appropriateness (Access/ Equity/ Service Levels)	575	908	1,005	1,400	This result includes trail construction in Stage 2 of the Darebin Creek Trail Upgrade. Target 2021 500 metres Achieved Target (+900)





Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
42.	  <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"> 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) <p><i>LGPRF Indicator Type: Output (Transparency, Effectiveness, Appropriateness)</i></p>	4.98%	1.37%	3.83%	2.87%	<p>Confidential reports were consistent with previous year. The overall result is slightly lower due to less meetings being scheduled during this period due to Election Period in 2020.</p> <p>Target 2021 8%</p> <p>Achieved Target</p>
43.	  <p>LGPRF - Governance: (b) Consultation and engagement (Council decisions made and implemented with community input)</p> <ul style="list-style-type: none"> G2: Satisfaction with community consultation and engagement (community satisfaction rating out of 100 with the consultation and engagement efforts of Council) <p><i>LGPRF Indicator Type: Output (Consultation and engagement, Effectiveness, Appropriateness)</i></p>	57	59	60	58	<p>Target 2021 59</p> <p>The 2021 result represents 98% achievement against target</p> <p>Banyule's CSI score (58) was lower than the 2021 Metro Council Group average (59) and higher than the 2021 State-wide average (56).</p> <p>Overall, 76% of respondents provided a rating of very good, good or average for this service area (category) in 2021.</p>







Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
44.	 LGPRF - Governance: (c) Attendance (Councillors represent the views of their constituents and allow decisions to take place by attending meetings)	95.24%	96.83%	91.43%	88.24%	Target 2021 85% Achieved Target (+3.24%)
	 - G3: Councillor attendance at Council meetings (percentage of attendance at ordinary and special Council meetings by Councillors) LGPRF Indicator Type: Input (Attendance, Effectiveness, Quality)					
45.	 LGPRF - Governance: (d) Service cost (Councillors perform their governance role in a cost-efficient manner)	\$57,337.86	\$61,083.29	\$77,428.43	\$51,447.78	A number of factors contributed to a substantial decrease in these costs including COVID-19 (minimal travel and training), and Election Period with no council meetings or briefings held in this time. The higher costs last year included once-off costs associated with CEO recruitment. Target 2021 \$65,000 Achieved Target (\$13,552.22 better than target)
	 - G4: Cost of elected representation (direct cost of delivering Council's governance service per Councillor) LGPRF Indicator Type: Input (Service cost, Efficiency)					
46.	 LGPRF - Governance: (e) Satisfaction (Councils make and implement decisions in the best interests of the community)	56	60	60	61	Target 2021 61 Achieved Target Banyule's CSI score (61) was equal to the 2021 Metro Council Group average and higher than the 2021 State-wide average (56). Overall, 76% of respondents provided a rating of very good, good or average for this service area (category) in 2021.
	 - 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) LGPRF Indicator Type: Output (Satisfaction, Outcome)					

Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
47.	<p>Average time taken to answer telephone call enquiries</p> <p> <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i></p> <p></p>	3 minutes and 56 seconds	2 minutes and 57 seconds	57 Seconds	1 minute and 55 seconds	<p>Throughout 2020/21, customers relied more on phone and online channels to interact with Council.</p> <p>Average wait times were within target at just under 2 minutes for 2020/21. While still significantly better than previous years, average wait times were higher than last year's best ever result of less than 1 minute.</p> <p>In part this was due to an increase in call drop outs and call quality issues as a result of more customer service staff working remotely and issues with the contact centre solution – which will be resolved with a new system in late 2021.</p> <p>Target 2021 Within 2 minutes</p> <p>Achieved Target (5 seconds within target)</p>
48.	<p>Percentage of customer requests actioned within specified timeframes</p> <p> <i>Indicator Type: Output (Quality)</i></p> <p></p>	83%	80%	82%	88%	<p>Customer request volumes continue to increase year on year, in part due to an increase in waste related queries and bookings. Despite this increased volume, improved reporting and a continued focus on actioning requests has contributed to a higher proportion of Customer Request Management CRM system requests being closed on time.</p> <p>Target 2021 80%</p> <p>Achieved Target (+8%)</p>

Our Best Value Performance

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
49.	 <p>Percentage of projects in annual Capital Works program completed on time. <i>Indicator Type: Output (Quality)</i></p>	94%	91%	91%	88%	<p>Completed 88% of projects despite the numerous lockdowns during the year. This was a result of close collaboration between stakeholders.</p> <p>Target 2021 85% Achieved Target (+3%).</p>
50.	 <p>Staff engagement (measured via Council's regular Alignment and Engagement Staff Survey) <i>Indicator Type: Outcome (Service Effectiveness, Quality)</i></p>	64%	64%*	67%	71%	<p>Next Alignment & Engagement survey to be held in October-November 2021.</p> <p>Target 2021 70% Achieved Target (+1%)</p>
51. to 65.	  <p>LGPRF - Financial and Sustainable Capacity Indicators Key indicators and measures as part of the Local Government Performance Reporting Framework. <i>LGPRF Indicator Type: Input & Output (Financial – Operating position, Liquidity, Obligations, Stability, Efficiency (10), & Sustainable Capacity (5))</i> (Note: For further information please refer to the 'General Notes and Glossary of Terms for the Indicators')</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 2021'.</p>
66. to 89.	  <p>LGPRF GMC – Governance and Management Checklist (24 indicators) Key indicators and measures as part of the Local Government Performance Reporting Framework. <i>LGPRF Indicator Type: Output (Governance & management, Community engagement (2), Monitoring (4), Planning (10), Reporting (5), Decision making (3))</i> (Note: For further information please refer to the 'General Notes and Glossary of Terms for the Indicators')</p>	<i>Refer to GMC in BBC Annual Reports for relevant years.</i>				<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>

Our Best Value Performance

Retired service performance indicators

No.	Indicators	Result 2018	Result 2019	Result 2020	Result 2021	Comments / Material Variations
Aquatic Facilities						
<i>Service cost</i>						
AF4	<i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$0.00	-\$0.11	Retired in 2020	Retired in 2020	This measure was replaced by AF7 from 1 July 2019
AF5	<i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$0.00	\$0.00	Retired in 2020	Retired in 2020	This measure was replaced by AF7 from 1 July 2019
Animal Management						
<i>Service cost</i>						
AM3	<i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$29.31	\$39.45	Retired in 2020	Retired in 2020	This measure was replaced by AM6 from 1 July 2019
<i>Health and safety</i>						
AM4	<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	3	3	Retired in 2020	Retired in 2020	This measure was replaced by AM7 from 1 July 2019
Libraries						
<i>Service cost</i>						
LB3	<i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$7.93	\$7.83	Retired in 2020	Retired in 2020	This measure was replaced by LB5 from 1 July 2019
Maternal and Child Health (MCH)						
<i>Satisfaction</i>						
MC1	<i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	98.4%	98.9%	Retired in 2020	Retired in 2020	This measure was replaced by MC6 from 1 July 2019

Our Best Value Performance

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 Jobs, Precincts and Regions on behalf of Victorian councils.
2. CSI indicators and results are based on survey measures in the CSS for 2018, 2019, 2020 and 2021. 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 2020/2021 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 2021 Metro Council Group average, comparison with 2021 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).
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 Indicator Workbook 2020-2021', Department of Jobs, Precincts and Regions, Victoria State Government (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 2020/2021 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 the relevant Local Government Better Practice Guides 2020-2021 (Department of Jobs, Precincts and Regions, Victoria State Government). The Local Government Act 2020 and Local Government (Planning and Reporting) Regulations 2020 came into operation on 24 October 2020. Part 4 of the Act addresses planning and financial management. This includes legislative requirements to develop strategic planning, budgeting and annual reporting documents. Requirements under the Local Government Act 2020 and regulations include transitional provisions which effectively mean the requirements under the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 remain for the 2020/2021 reporting period.
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

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 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 the Banyule Governance Rules 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 10am the day of the meeting. Speakers are allowed two 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 and responses are included in the Council minutes for that meeting.

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

Governance, management and other information

For the 2020/21 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 2020/21 financial year.

Councillors	Council Meeting	Special Council Meeting	Total
Cr Peter Castaldo	15	1	16
Cr Alison Champion	16	1	17
Cr Peter Dimarelos	11	1	12
Cr Mark Di Pasquale	15	1	16
Cr Rick Garotti	15	1	16
Cr Craig Langdon	5	0	5
Cr Alida McKern	11	0	11
Cr Tom Melican	15	0	15
Cr Fiona Mitsinikos	11	1	12
Cr Elizabeth Nealy	11	1	12
Cr Wayne Phillips	3	0	3

Note:

- *Outgoing Councillors Craig Langdon and Wayne Phillips – term ended 23 October 2020.*
- *Electoral Representation Review conducted in 2019 recommended Banyule to increase from seven Councillors to nine Councillors. To take effect from the 2020 Election.*
- *Council Elections held 24 October 2020 included the creation of two new wards as recommended by the 2019 Electoral Representation Review and resulted in four new Councillors.*
- *Newly elected Councillors: Councillor Peter Dimarelos, Councillor Alida McKern, Councillor Fiona Mitsinikos and Councillor Elizabeth Nealy.*

Delegated Committees

The *Local Government Act 2020* allows councils to establish one or more delegated committees consisting of two Councillors. Council may include any other persons be appointed to the delegated committee.

Council has no delegated committees as permitted under Section 63 of the *Local Government Act 2020*. 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

Committee Listing

Council appoints Councillors to Committees at the Mayoral Election held in November each year.

At the Mayoral Election on 11 November 2020, Council appointed Councillors to the Audit and Risk Committee, the CEO Employment Matters Committee and external committees, as well as resolved to review the remaining Council-established Advisory Committees.

BANYULE ADVISORY COMMITTEES	1 JULY 2020 – 10 NOVEMBER 2020	11 NOVEMBER 2020 – 30 JUNE 2021
<p>Audit and Risk Committee The role of the Audit Committee is to assist Council in fulfilling its governance responsibilities by overseeing compliance with laws and regulations, accountability requirements, ensuring sound ethical standards are practised and the necessary systems controls are in place to manage risks.</p>	<p>Cr Rick Garotti Cr Wayne Phillips</p> <p>Substitute Cr Tom Melican</p>	<p>Cr Peter Castaldo Cr Mark Di Pasquale</p> <p>Substitute Cr Peter Dimarelos</p>
<p>Chief Executive Officer (CEO) Employment Matters Committee The purpose of the Chief Executive Officer Employment Matters Committee (the Committee) to be headed by an independent chairperson, is to advise the Council on all contractual matters relating to the CEO's employment.</p>	All Councillors	All Councillors

BANYULE ADVISORY COMMITTEES	1 JULY 2020 – 10 NOVEMBER 2020
<p>Aboriginal and Torres Strait Islander Advisory Committee The aim of BATSAC is to provide Council with advice on Aboriginal and Torres Strait Islander issues and on the implementation of Council's Inclusion, Access and Equity Framework (IAEF) and Aboriginal and Torres Strait Islander Plan.</p>	<p>Cr Peter Castaldo Cr Craig Langdon</p>
<p>Arts and Cultural Advisory Group To provide a formal mechanism for Council to consult with key stakeholders, seek specialist advice and enable community participation in the strategic development of arts, culture and heritage planning, policy and development.</p>	<p>Cr Peter Castaldo Cr Craig Langdon</p>
<p>Banyule Age-friendly City Advisory Committee (BAFCAC) Provide Council with advice on older adult issues and ageing well in Banyule. The Advisory Committee will oversee Councils involvement in the World Health Organisations Global Network of Age-friendly Cities. The Committee includes representation from Council, Residents, Community Organisations, Agencies and Service providers who have a focus on the provision of services to older people in Banyule and Community Groups.</p>	<p>Cr Craig Langdon Cr Alison Champion</p> <p>Substitutes Cr Peter Castaldo Cr Tom Melican</p>

Governance, management and other information

Committee Listing (continued)

BANYULE ADVISORY COMMITTEES	1 JULY 2020 – 10 NOVEMBER 2020
<p>Banyule Environment Advisory Committee (BEAC) Provide advice to Council and Council staff on the development, implementation and evaluation of Council's key environmental documents and initiatives including the City Plan Planet Plans, State of the Environment report, Council's Environmental Sustainability grants and other related documents/initiatives.</p>	<p>Cr Craig Langdon Cr Peter Castaldo</p> <p>Substitute Cr Tom Melican</p>
<p>Banyule Multicultural Advisory Committee (BMAC) The aim of BMAC is to provide Council with advice and information on multicultural issues and on the development and implementation of Council's Inclusion, Access and Equity Plan (IAEP) and the Multicultural Plan.</p>	<p>Cr Craig Langdon</p> <p>Substitute Cr Tom Melican</p>
<p>Disability and Inclusion Advisory Committee The aim of BDIAC is to provide Council with advice on disability and inclusion issues and on the implementation of Council's Inclusion, Access and Equity Framework (IAEF) and Council Disability Action Plan.</p>	<p>Cr Craig Langdon</p> <p>Substitute Cr Tom Melican</p>
<p>Gay, Lesbian, Bisexual, Transgender and Intersex (GLBTI) Advisory Committee The aim of the LGBTIQ+ committee is to provide Council with advice and information on issues facing the LGBTIQ+ community and on the development and implementation of Council's Inclusion, Access and Equity Plan (IAEP) and LGBTI Plan.</p>	<p>Cr Craig Langdon</p> <p>Substitutes Cr Tom Melican Cr Peter Castaldo</p>
<p>Child, Youth & Family Advisory Committee This Banyule Committee aims to bring together peak organisations, service providers, government and residents to act as a coordination team to support the implementation and monitoring of the Child Youth and Family Plan. The Committee is responsible for identifying and prioritising local opportunities to improve outcomes for children and young people, and advocating for coordinated, collaborative local responses to issues such as service and program development.</p>	<p>Cr Alison Champion</p> <p>Substitutes Cr Craig Langdon Cr Tom Melican Cr Peter Castaldo</p>

Governance, management and other information

Committee Listing (continued)

On 24 May 2021 Council reviewed its existing Advisory Committees and resolved a new structure of Advisory Committees. This included 4 Advisory Committees and 4 Committees that support the Inclusive Banyule Advisory Committee. The appointments are effective from 1 July 2021 until the next Mayoral Election (8 November 2021).

BANYULE COMMITTEES (EFFECTIVE FROM 1 JULY 2021)	DELEGATE
<p>Inclusive Banyule Advisory Committee <i>To provide a formal mechanism for Council to consult and engage with key stakeholders, seek specialist advice, enable community participation in advocacy, partnership and strategic advice to oversee Inclusive Banyule, Council's social justice, employment, health and wellbeing and inclusive framework</i></p> <p><i>Inclusive Banyule is a strategic advisory committee to assist with advocacy, partnership and strategic advice to oversee Inclusive Banyule, Council's social justice, employment, health and wellbeing and inclusive framework. Inclusive Banyule also links to the following population specific consultative groups:</i></p> <ol style="list-style-type: none"> 1. Multicultural Committee 2. Disability and Inclusion Committee 3. LGBTIQ+ Committee 4. Aged Friendly City Committee 	<p>Cr Mark Di Pasquale – Chair Cr Tom Melican</p> <p><i>Substitute</i> Cr Peter Dimarelos</p>
<p>Reconciliation Action Plan Advisory Committee <i>The aim of Reconciliation Action Plan (RAP) Advisory Committee is to provide Council with advice and information on Inclusion, Access and Equity issues facing Aboriginal and Torres Strait Islander communities and to oversee the development of Council's Innovate RAP between September 2020 and September 2022.</i></p>	<p>Cr Peter Dimarelos – Chair Cr Rick Garotti</p> <p><i>Substitute</i> Cr Peter Castaldo</p>
<p>Arts and Culture Advisory Committee <i>To provide a formal mechanism for Council to consult with key stakeholders, seek specialist advice and enable community participation in the strategic development of arts, culture and heritage planning, policy and development.</i></p> <p><i>The Banyule Arts & Cultural Advisory Committee (BACAC) was first established in 2009 and has assisted Council in the development of various policies and strategies including the Public Art Policy, Gallery Feasibility Study, Arts Plan 2013 – 2017, Arts and Culture Strategic Plan 2017 – 2021 and the Ivanhoe Library & Cultural Hub Programming & Activation Framework. The Committee has also participated in forums, workshops and sub-groups to aid the development of specific projects.</i></p>	<p>Cr Elizabeth Nealy - Chair Cr Peter Dimarelos</p> <p><i>Substitute</i> Cr Fiona Mitsinikos</p>

Governance, management and other information

Committee Listing (continued)

BANYULE ADVISORY COMMITTEES (EFFECTIVE FROM 1 JULY 2021)	DELEGATE
<p>Banyule Environment & Climate Action Advisory Committee <i>The priority of the committee is to be a conjoint between the community and Council. BECAAC members are representatives of the diverse Banyule community and are appointed to work constructively with Council to input into environmental and climate action strategy.</i></p> <p><i>The Banyule Environment and Climate Action Advisory Committee (BECAAC) (Formally BEAC) was established in December 1995 as a formal Council advisory committee to provide on-going community input to Council from residents committed to and concerned about a sustainable environment, particularly in relation to the development and implementation of strategic environmental documents and programs.</i></p>	<p>Cr Alida McKern Cr Peter Castaldo</p> <p>Substitute Cr Tom Melican</p>
<p>Multicultural Committee <i>To provide Council with advice and information on the evolving context of multiculturalism, and on inclusion, access, equity and human rights issues, barriers and challenges facing, the opportunities available to, and the aspirations of, multicultural communities in Banyule.</i></p>	<p>Cr Fiona Mitsinikos</p> <p>Substitute Cr Mark Di Pasquale</p>
<p>Disability and Inclusion Committee <i>To provide Council with Disability, Inclusion, Access, Equity and Human Rights advice and information on the evolving context of disability, and on the issues, barriers and challenges facing, the opportunities available to, and the aspirations of, people with disabilities in Banyule.</i></p>	<p>Cr Rick Garotti</p> <p>Substitute Cr Alison Champion</p>
<p>LGBTIQ+ Committee <i>To provide Council with advice and information on inclusion, access and equity issues facing the LGBTIQ+ community, and on the implementation and review of Council's LGBTIQ+ Plan.</i></p>	<p>Cr Peter Castaldo</p> <p>Substitute Cr Alison Champion</p>
<p>Age-Friendly City Committee <i>To provide Council with advice on older adult issues and ageing well in Banyule. The Age-friendly Committee will oversee the relevant strategic plan and Councils involvement in the World Health Organisations Global Network of Age-friendly Cities.</i></p>	<p>Cr Tom Melican</p> <p>Substitute Cr Elizabeth Nealy</p>

Governance, management and other information

External Committees

In addition to the Council-established advisory committees there are a number of other committees that include nominated Councillor Representatives.

EXTERNAL COMMITTEES	1 JULY 2020 – 10 NOVEMBER 2020	11 NOVEMBER 2020 – 30 JUNE 2021
<p>Darebin Creek Management Committee <i>Established to ensure the preservation, restoration, environmental protection, and ecologically sensitive development and maintenance of the Darebin Creek Linear Park.</i></p>	<p>Cr Craig Langdon Cr Alison Champion</p> <p>Substitute Cr Peter Castaldo</p>	<p>Cr Alida McKern</p> <p>Substitute Cr Peter Dimarelos</p>
<p>Metropolitan Transport Forum (MTF) <i>The Metropolitan Transport Forum (MTF) is an advocacy group comprising members from Melbourne metropolitan local government, associate members representing transport companies, and participants from the State Government and environment groups.</i></p>	<p>Cr Tom Melican</p> <p>Substitute Cr Mark Di Pasquale</p>	<p>Cr Tom Melican</p> <p>Substitute Cr Alida McKern</p>
<p>Metropolitan Waste and Resource Recovery Group (MWRRG) <i>The MWRRG is a Victorian State Government Statutory Body responsible for coordinating and facilitating the delivery of waste management and resource recovery across metropolitan Melbourne. The MWRRG is established under the Environment Protection Act 1970 and consists of a councillor (voting member) and a council officer (as an advisory, non-voting member) from each of the 31 council areas that make up the MWRRG region</i></p>	<p>Cr Peter Castaldo</p> <p>Substitute Cr Tom Melican (Board Member)</p>	<p>Cr Peter Castaldo</p> <p>Substitutes Cr Peter Dimarelos Cr Alida McKern</p>
<p>Northern Alliance for Greenhouse Action (NAGA) <i>Investigates, develops and coordinates energy saving and greenhouse gas emissions abatement projects within the NAGA region.</i></p>	<p>Cr Peter Castaldo</p> <p>Substitute Cr Tom Melican</p>	<p>Cr Alida McKern</p> <p>Substitute Cr Peter Castaldo</p>
<p>Northern Council Alliance <i>The Northern Councils Alliance represents and works collectively for residents across seven municipalities including Banyule City Council, City of Darebin, Hume City Council, Mitchell Shire Council, Moreland City Council, Nillumbik Shire Council and the City of Whittlesea. As a group of Councils, the Alliance is committed to working to deliver and advocate for ongoing improvements to the economic, social, health and wellbeing for its residents and businesses both current and future.</i></p> <p><i>A Memorandum of Understanding (the Charter) provides for voting on issues.</i></p>	<p>Cr Alison Champion</p> <p>Substitute Cr Rick Garotti</p>	<p>Cr Fiona Mitsinikos Cr Tom Melican</p> <p>Substitute Cr Peter Castaldo</p>

Governance, management and other information

External Committees (continued)

EXTERNAL COMMITTEES	1 JULY 2020 – 10 NOVEMBER 2020	11 NOVEMBER 2020 – 30 JUNE 2021
<p>Yarra Plenty Regional Library Board <i>The Board is made up of two representatives of the three municipalities (Banyule, Nillumbik, Whittlesea) that constitute the service. Its role is to set policy and direction for the regional library service.</i></p>	<p>Cr Alison Champion Cr Tom Melican</p>	<p>Cr Alison Champion Cr Tom Melican Substitute Cr Elizabeth Nealy</p>
<p>Yarra Plenty Regional Library Audit Committee <i>One YPRL Board Member and 1 proxy A sub-committee of the Yarra Plenty Regional Library Board which advises on financial and risk management issues.</i></p>	<p>Cr Tom Melican Cr Alison Champion (Proxy)</p>	<p>Cr Alison Champion Cr Tom Melican Substitute Cr Elizabeth Nealy</p>
Municipal Association of Victoria (MAV) – Committees	1 JULY 2020 – 10 NOVEMBER 2020	11 NOVEMBER 2020 – 30 JUNE 2021
<p>MAV State Council – Representatives <i>State Council is the MAV governing body. It is made up of representatives from each member council. Members must appoint a representative to attend State Council meetings, exercise their council's vote and provide regular reports to their council on the activities.</i></p>	<p>Cr Tom Melican</p>	<p>Cr Tom Melican Substitutes Cr Elizabeth Nealy Cr Peter Dimarelos</p>

Governance, management and other information

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.

Record of Councillors

In accordance with the *Local Government Act 2020*, Council at its meeting on 17 August 2020 adopted the Banyule Governance Rules which includes the requirement to report to Council on Councillor attendance at Informal Meetings that is scheduled or planned for the purpose of discussing the business of Council or briefing Councillors and is attended by at least one member of Council staff. A Record of Councillors attendance is not required for a Council meeting, Delegated Committee meeting or Community Asset Committee meeting.

At an Informal Meeting 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. For the 2020/21 period, 43 Informal Meetings of Councillors were recorded.

Period	Council Meetings	Record of Informal Meetings of Councillors
2020/21	17	43

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* replaced 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.

Governance, management and other information

As part of the transition, Council has undertaken the implementation of Governance Rules, Expense Policy, Audit and Risk Committee and Charter, and Public Transparency Policy (documents due by 1 September 2020), and has implemented all requirements to date.

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 2020* section 139 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.

Council adopted the revised Councillor Code of Conduct at the Meeting on 8 February 2021. All councillors made a declaration which was noted in the minutes of the 11 November 2020 meeting that they will abide by the Code.

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:

- Standards of Conduct
- 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.

Governance, management and other information

Conflict of Interest

The *Local Government Act 2020* sets out, in general terms, the conduct expected of councillors and members of delegated 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 2020* 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 delegated 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 general or material, and the nature the conflict of interest.

A Councillor is considered to have a general conflict of interest in a matter if an impartial, fair-minded person would consider that the person's private interests could result in that person acting in a manner that is contrary to their public duty.

A material conflict of interest generally arises if an affected person would gain benefit or suffer a loss depending on the outcome of a matter. The benefit may arise or the loss incurred directly or indirectly or; in a pecuniary or non-pecuniary form. An 'affected person' for the purpose of section 128 of the *Local Government Act 2020*:

- the relevant person
- a family member of the relevant person
- a body corporate of which the relevant person or their spouse or domestic partner is a Director or a member of the governing body
- an employer of the relevant person, unless the employer is a public body;
- a business partner of the relevant person;
- a person for whom the relevant person is a consultant, contractor or agent;
- a beneficiary under a trust or an object of a discretionary trust of which the relevant person is a trustee;
- a person from whom the relevant person has received a disclosable gift.

To ensure impartiality in decision-making, the CEO, councillors and staff nominated by the CEO 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.

Governance, management and other information

During 2020/21, six (6) conflicts of interest were declared at a Council meeting.

Conflicts of Interest are covered in section 126 of the *Local Government Act 2020* which was proclaimed on 24 October 2020. Any conflicts declared prior to this date were disclosed under the 1989 Act.

Conflict of Interest – 1989 Act (before 24 October 2020)	Number
Direct Interest (S77B)	0
Indirect Interest (S78)	
Indirect Interest by Close Association (s78)	3
Indirect Interest that is an indirect financial interest (s78A)	0
Indirect Interest because of conflicting duties (s78B)	0
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
Conflicting personal interest (s.79B)	0
Total	3

Conflict of Interest – 2020 Act (after 24 October 2020)	Number
General Interest (S127)	3
Material Conflict of Interest (S128) -	
Direct benefit or loss	0
Indirect benefit or loss	0
Relating to a family member	0
Spouse/domestic partner is a Director or member of a governing body	0
An employer of the relevant person	0
A business partner of the relevant person	0
A person for whom the relevant person is a consultant, contractor or agent	0
A beneficiary under a trust or an object of a discretionary trust of which the relevant person is a trustee	0
A person from whom the relevant person has received a disclosable gift	0
Total	3

Governance, management and other information

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.

The Minister for Local Government advised that there would be no change to upper and lower level limits for mayoral and councillor allowances for the 12 months beginning 1 December 2020.

On 12 April 2021, 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 to remain at \$31,444 and \$100,434 for the mayor subject to any adjustments determined by the Minister. The review of Councillor allowances was completed under the provisions of the *Local Government Act 1989* (section 73B) as the new requirements in the *Local Government Act 2020* had not yet commenced.

Period	Mayoral Allowance	Councillor Allowance
01/07/20 - 30/11/20	\$100,434 per annum pro rata	\$31,444 per annum pro rata
01/12/20 – 30/06/21	\$100,434 per annum pro rata	\$31,444 per annum pro rata

Councillor Expenses

In accordance with the *Local Government Act 2020* (the Act), councillors are entitled to be reimbursed in relation to expenses incurred in their capacity as a councillor.

Section 41 of 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 delegated committees.

In accordance with these requirements, Banyule Council has a policy titled 'Councillor Expense Policy' (Policy) which was adopted by Council on 17 August 2020. 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 2020/21 financial year, are set out below. Following a Council Election held on 24 October 2020, Banyule went from seven elected councillors to nine for the next four year term. Of the elected councillors four were new to Local Government. The table below includes expenses for outgoing councillors, re-elected and newly elected councillors.

Councillors	Travel	Car Mileage	Child Care	Information/ Communication	Conferences & Training	Total
*Cr Peter Castaldo				\$6,749.63	\$641	\$7,390.63
*Cr Alison Champion	\$84			\$6,763.71	\$641	\$7,488.71
*Cr Mark Di Pasquale		\$395.75		\$7,003.90	\$641	\$8,040.65
*Cr Rick Garotti		\$241.67		\$7,566.71	\$641	\$8,449.38
*Cr Tom Melican				\$6,763.71	\$641	\$7,404.71
**Cr Peter Dimarelos				\$4,709.90	\$8,290~	\$12,999.90
**Cr Alida McKern		\$424.82		\$4,931.71	\$1,464	\$6,820.53
**Cr Fiona Mitsinikos				\$4,901.71	\$641	\$5,542.71
**Cr Elizabeth Nealy				\$4,901.71	\$641	\$5,542.71
^Cr Craig Langdon		\$487.58		\$1,900.00		\$2,387.58
^Cr Wayne Phillips				\$2,024.00		\$2,024.00

*Re-elected **Newly elected ^Outgoing

The Information/Communications column includes phone and internet charges and issuing of IT equipment. As this financial year incorporates a new councillor term, all councillors were issued with new phones and laptops when they were sworn in (November 2020). This column also includes publication and distribution costs associated with 'News From Our Neighbourhood' (individual ward newsletters) including a redesign of the publication.

Councillors are given the opportunity to attend conferences and training sessions as an important part of their ongoing learning, enabling them to enhance their knowledge and to make informed decisions. Conferences and training sessions must be relevant to the role and responsibilities of a councillor and local government. Councillors have undertaken a number of training sessions since being sworn in. Some sessions/workshops were mandatory in accordance with the *Local Government Act 2020*.

Note: ~ Cr Peter Dimarelos is in the process of completing the Australian Institute of Company Directors course (at a cost of \$6,699).

Governance, management and other information

Public Transparency Policy

Council must adopt and maintain a public transparency policy under section 57 of the *Local Government Act 2020* (the Act). This policy gives effect to the Public Transparency Principles outlined in section 58 of the Act.

This policy supports Council in its ongoing drive for good governance and the importance of open and accountable conduct, and how council information is to be made publicly available. The Policy replaces the requirements to make certain information publicly available in accordance with the former Section 12 of the *Local Government (General) Regulations 2015*.

Publicly available information

Publicly required information will be published on Council's website, subject to:

- privacy, security or commercial considerations wherein only summaries or redacted
- information will be made available;
- the availability of documents in the document called a "Part II Statement" published in accordance with the Freedom of Information Act 1982. Part II of the Freedom of Information Act 1982 requires government agencies and councils to publish a number of statements designed to assist members of the public in accessing the information it holds;
- public notices as required by legislation.

Statutory information

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

- 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 and Environment Act 1987*, Section 42) (*website*)
- A register of planning permit applications, decisions and determinations (*Planning and Environment Act 1987*, 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)
- Public Interest Disclosure Procedures (*Public Interest Disclosure Act 2012*, Section 70) (*website*)

Note: (*website*) - available on Council's website

Governance, management and other information

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 Inclusive Banyule 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 an established Disability and Inclusion Advisory Committee which meets regularly to provide advice to Council on implementing the plan and raise issues requiring strategic advocacy. Reporting on the plan occurs 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. On 24 May 2021 Council reviewed its existing Advisory Committees and this included the appointment of a Disability and Inclusion Committee, effective from 1 July 2021. A new four (4) year plan will be developed in 2021/2022.

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 and programs 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

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 Plan was adopted by Council in late 2017 and last reviewed in February 2021.

Initiatives delivered under the Plan during the 2020/2021 financial year included:

- Continued focus on encouraging and promoting new pet registrations
- Council has continued the partnership with the Australian Pet Welfare Foundation for the Community Cat Research Project
- Animal Management Officers managed 1,898 animal related requests for service during 2020/2021 compared to 966 requests in 2019/2020.
- Council's Animal Management service won a nationally recognised award for the cat de-sexing program in the Jetpet's Companion Animal Rescue Awards for the category of Community Education and Outreach Program.
- Banyule's Animal Management team representatives addressed the Standing Committee of Energy and Environment in Canberra, as part of the Australian Enquiry into Domestic and Feral cat problems across Australia.
- New signage (decals) for 'dogs on lead' and 'picking up after your dog' were designed and implemented for designated shared footways in Banyule.
- Media clips were developed for 'what happens if you find a pet' and the new initiative from Animal Welfare Victoria, a Pet Exchange Register. Animal Welfare Victoria sent Banyule a letter of thanks for supporting their initiative.

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. A new Domestic Animal Management Plan is currently being developed for 2021-2025.

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

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 2020/2021

There were 26 FOI requests processed in 2020/2021.

Further information regarding FOI can be found at 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 2020/2021

There were no public interest disclosures notified to the IBAC in 2020/2021.

Election Period Policy

The *Local Government Act 2020* (the Act), requires all councils to adopt and maintain an 'Election Period' policy in its Governance Rules. Council adopted the Governance rules incorporating the Election Period Policy on 17 August 2020.

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

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 2021, 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.

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 provision of goods and services and the carrying out of works as per below:

- During the 2020/2021 period Capire Consulting Group were engaged under several request for quote processes (completed in 2019/2020) to continue projects related to Community Engagement activities. These were for the Community Engagement Framework and Procedures project and the Community Visioning project. The aggregated total payments to the vendor exceeded the tender threshold. Council will be undertaking a public tender process to establish a panel of consultants to provide Community Engagement services which will aid in future compliance with the Procurement Policy and *s108 of the Local Government Act 2020*.
- During the height of the COVID-19 Pandemic, Council engaged SupplyAus Pty Ltd for the provision of PPE with the spend marginally breaching *s186*. Council used a Supply Nation certified company. Due to the high demand and emergency nature, there was limited time to plan a Request For Tender. Council has now opted into an active contract held by one of its third-party tendering agents which will ensure future compliance with the Procurement Policy and *s108 of the Local Government Act 2020*.
- Prestige Event Hire was engaged under Director exemption in 2020/2021 for the provision of Parklet installation. Under *s186 of the Local Government Act 1989*, a Ministerial Exemption is to be sought for spend exceeding the public tendering threshold of \$200,000 for works, which was not obtained. Council will be undertaking a Public Tender process for this provision to establish a panel of vendors to provide parklet construction which will facilitate future compliance with the Procurement Policy and *S108 of the Local Government Act 2020*.

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 2020/2021 financial year, the following information about development contributions is disclosed.

Table 1 - Total DCP levies received in 2020/2021

DCP NAME (Year Approved)	Levies received in 2020/2021 FY (\$)
DCP 2016/2017 (2019)	682,273
Total	682,273

Table 2 - DCP land, works, services or facilities accepted in-kind in 2020/2021

DCP name (year approved)	Project ID	Project description	Item Purpose	Project Value (\$)
DCP 2016/2017 (2019)	-	-	-	-
Total	-	-	-	-

Banyule has not entered into any agreements for DCP land, works, services or facilities accepted in-kind in the 2020/2021 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)	870,010	870,010	-	870,010
Total	870,010	870,010	-	870,010

Governance, management and other information

Table 4 - Land, works, services or facilities delivered in 2016-2019 and 2020/2021 from DCP levies collected

Project description	Project ID	DCP name (Year approved)	DCP fund expended (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	% of item delivered
WaterMarc - mechanical plant	B26	DCP2016/2017 (2019)	2,472	65,989	-	158,572	100%
Banyule Flats Reserve - pavilion	B27	DCP2016/2017 (2019)	1,311	13,832	-	866,930	100%
Watsonia Pool - change rooms	B35	DCP2016/2017 (2019)	395	252,050	5,000	257,446	100%
WaterMarc - mechanical plant	B37	DCP2016/2017 (2019)	2,577	65,885	-	158,572	100%
Banyule Flats Reserve - pavilion	B38	DCP2016/2017 (2019)	1,311	13,832	-	866,931	100%
Willinda Park - pavilion female friendly change rooms	B39	DCP2016/2017 (2019)	395	189,765	10,000	372,522	100%
Glenauburn Reserve – pavilion female friendly change rooms and social room expansion	B40	DCP2016/2017 (2019)	104	750,324	77,891	842,191	100%
The Centre Ivanhoe - roof	B41	DCP2016/2017 (2019)	23,859	368,042	-	391,901	100%
Ivanhoe Community Learning Hub - library	B46	DCP2016/2017 (2019)	25,351	8,970,270	-	19,616,486	100%
Ivanhoe Aquatic - pool plant	B47	DCP2016/2017 (2019)	4,077	13,611	-	17,689	100%
Olympic Leisure Centre - pool plant	B48	DCP2016/2017 (2019)	2,354	7,860	-	10,214	100%
WaterMarc - pool plant	B49	DCP2016/2017 (2019)	2,577	153,497	-	156,074	100%

Governance, management and other information

Table 4 - Land, works, services or facilities delivered in 2016-2019 and 2020/2021 from DCP levies collected (continued)

Project description	Project ID	DCP name (Year approved)	DCP fund expended (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	% of item delivered
WaterMarc - mechanical plant	B50	DCP2016/2017 (2019)	2,595	49,203	-	123,618	100%
Ivanhoe Aquatic - stage 2 construction	B51	DCP2016/2017 (2019)	24,623	4,072	-	39,295	5%
Olympic Park - pavilion	B52	DCP2016/2017 (2019)	2,092	2,388,771	1,106,471	6,409,323	98%
NETS Stadium - court surface	B96	DCP2016/2017 (2019)	6,744	331,848	150,000	2,483,609	100%
Arthur Streeton Reserve - gross pollutant trap	D12	DCP2016/2017 (2019)	-	2,732	-	11,823	10%
Brixton Avenue, Eltham North - stage 1 drainage works	D3	DCP2016/2017 (2019)	-	3,360	-	275,724	100%
Brixton Avenue, Eltham North - stage 2 drainage works	D7	DCP2016/2017 (2019)	-	3,360	-	275,724	100%
Norman Street Right of Way - lighting	R188	DCP2016/2017 (2019)	763	39,342	-	40,410	100%
Rosanna Shopping Centre - stage 2 streetscape	R189	DCP2016/2017 (2019)	765	1,532,112	-	2,009,156	100%
Local Bicycle Network – wayfinding signage	R190	DCP2016/2017 (2019)	1,329	8,013	-	9,343	100%
Heidelberg Shopping Centre - bicycle facilities	R192	DCP2016/2017 (2019)	2,775	4,730	-	7,505	100%

Governance, management and other information

Table 4 - Land, works, services or facilities delivered in 2016-2019 and 2020/2021 from DCP levies collected (continued)

Project description	Project ID	DCP name (Year approved)	DCP fund expended (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	% of item delivered
Ramu Parade/Alamein Road to Buna Street, Heidelberg West – road rehabilitation	R218	DCP2016/2017 (2019)	2,092	41,348	-	43,440	100%
Banksia Street/ Waterdale Road to Edwin Street, Ivanhoe – road rehabilitation	R239	DCP2016/2017 (2019)	12,110	30,885	-	106,188	100%
Community Gateways -Streetscape	R288	DCP2016/2017 (2019)	550	8,622	-	59,436	100%
Total 2020/2021			123,223	15,313,353	1,349,362	35,610,121	

Note:

The 2020/2021 annual expenditure incurred on DCP 2016/2017 projects was \$16.785m. As at 30 June 2021, the total accumulated expenditure on these DCP projects was \$35.610m.

From 2016/2017 to the 2018/2019 financial year, Council had invested a total of \$27.695m into the following DCP 2016/2017 projects:

B23 B24 B28 B30 B44 B60 B8 R100 R103 R104 R105 R106 R107 R108 R109 R110 R111 R113 R114 R115
R116 R117 R118 R119 R120 R121 R124 R126 R127 R193 R340 R341 R58 R6 R62 R63 R64 R68 R69 R75
R77 R78 R79 R80 R83 R84 R85 R86 R88 R89 R90 R91 R92 R93 R94 R96 R97 R98 R99 B1
B106 B11 B12 B13 B14 B15 B16 B17 B18 B2 B3 B4 B5 B6 B9 D1 D2 R15 R16 R17
R19 R197 R2 R21 R23 R24 R246 R25 R26 R27 R28 R29 R3 R30 R31 R32 R34 R36 R39 R4
R44 R46 R47 R48 R49 R5 R50 R51 R55 R57 R8 B100 B101 B102 B103 B104 B105 B108 B109 B110
B112 B113 B79 B80 B81 B82 B83 B84 B85 B86 B87 B88 B89 B90 B91 B92 B95 B97 B99 D38
R308 R309 R310 R311 R312 R313 R314 R315 R316 R317 R318 R320 R321 R322 R323 R324 R325 R326 R327 R328
R329 R330 R331 R332 R333 R334 R335 R336 R337 R342 R343 R344

In 2020/2021, Council received \$559,051 of DCP levy income for the above projects.

Governance, management and other information

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.

Governance and Management Items	Assessment
<p>1 Community engagement policy (policy under section 55 of the Act outlining Council's commitment to engaging with the community on matters of public interest)</p>	<p>Adopted in accordance with section 55 of the Act Date of adoption: 21 September 2020</p>
<p>2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)</p>	<p>Current guidelines in operation. Date of commencement of current guidelines: 11 May 2021 Endorsed by Executive Management Team (EMT) as a part of the Community Engagement Policy adoption process. Final approval of designed document given by Director Community Programs on 11 May 2021</p>
<p>3 Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)</p>	<p>Not adopted in accordance with section 91 of the Act Reason for not adopting: All Councils are currently in a transitional period from adopting a Strategic Resource Plan (4 years) to a Financial Plan (10 Years) in line with the implementation timelines for the new LG Act 2020. The Financial Plan is scheduled to be adopted in October 2021 allowing alignment with Council Plan 2021-2025. Strategic Resource Plan was adopted as required on 27 July 2020 under S126 of the LG Act 1989.</p>
<p>4 Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)</p>	<p>Not adopted in accordance with section 92 of the Act Reason for not adopting: Planned to be developed and adopted in 2021/22, allowing fuller alignment with Council Plan 2021-2025 under the new Act. Currently utilising the existing 10-year Asset Plans as previously adopted. 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.</p>

Governance, management and other information

Governance and Management Items	Assessment	
5 Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act Date of adoption: 28 June 2021	<input checked="" type="checkbox"/>
6 Annual Budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Budget adopted in accordance with section 94 of the Act Date of adoption: 28 June 2021	<input checked="" type="checkbox"/>
7 Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation. Date of commencement of current policy: 7 September 2020.	<input checked="" type="checkbox"/>
8 Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation. Date of commencement of current policy: 7 September 2020.	<input checked="" type="checkbox"/>
9 Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 17 July 2020	<input checked="" type="checkbox"/>
10 Procurement Policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act Date of adoption: 24 May 2021	<input checked="" type="checkbox"/>
11 Business continuity plan (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation. Date of commencement of current plan: 1 December 2019 Document is currently in use throughout the Pandemic. Additional plans have been developed throughout the Pandemic to support Council.	<input checked="" type="checkbox"/>

Governance, management and other information

Governance and Management Items	Assessment	
12 Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation. Date of commencement of current plan: 11 May 2021	<input checked="" type="checkbox"/>
13 Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation. Date of commencement of current framework: 7 September 2020	<input checked="" type="checkbox"/>
14 Audit and Risk Committee (see sections 53 and 54 of the Act)	Established in accordance with section 53 of the Act Date of establishment: 1 September 2020	<input checked="" type="checkbox"/>
15 Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged. Date of engagement of current provider: 1 October 2017	<input checked="" type="checkbox"/>
16 Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i>)	Current framework in operation. Date of operation of current framework: 1 July 2020 The performance reporting framework includes indicators in the Council Plan 2017-2021 (Year 4) and Budget 2020/2021, adopted on 27 July 2020 as required under the LG Act 1989. The Minister for Local Government provided an extension for 2020/2021 Council budgets until 31 August 2020.	<input checked="" type="checkbox"/>
17 Council Plan report (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first 6 months of the financial year)	Current report Date of reports: Q1: 28 October 2020 Q2: 17 February 2021 Q3: 29 April 2021 Q4: 05 August 2021	<input checked="" type="checkbox"/>

Governance, management and other information

Governance and Management Items	Assessment
<p>18 Financial reporting (quarterly statements to the Council under section 138(1) of the <i>Local Government Act 1989</i>, comparing actual and budgeted results and an explanation of any material variations)</p>	<p>Quarterly statements presented to Council in accordance with section 138(1) of the 1989 Act Dates statements presented: Q4 Jun 2020 – 17 August 2020; Q1 Sep 2020 – 14 December 2020; Q2 Dec 2020 – 01 March 2021; Q3 Mar 2021 – 24 May 2021; Q4 Jun 2021 – 09 August 2021 (planned)</p>
<p>19 Risk reporting (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)</p>	<p>Risk reports prepared and presented. Dates of reports: Strategic Risk review – 11 December 2020 New enterprise risks presented – 18 June 2021 New strategic and Enterprise risks were developed during the reporting period. Both Papers presented to Audit and Risk Committee.</p>
<p>20 Performance reporting (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the <i>Local Government Act 1989</i>)</p>	<p>Reports prepared and presented. Date of reports: Full Year: (based on 2020/2021 End Of Year 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.</p>
<p>21 Annual report (annual report under sections 131, 132 and 133 of the <i>Local Government Act 1989</i> containing a report of operations and audited financial and performance statements)</p>	<p>Annual report considered at a meeting of Council in accordance with section 134 of the Act Date of presentation: 23 November 2020 The Minister for Local Government provided an extension for 2019/2020 Council Annual Reports until 30 November 2020.</p>

Governance, management and other information

Governance and Management Items	Assessment	
22 Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Code of conduct reviewed and adopted in accordance with section 139 of the Act Date reviewed and adopted: 8 February 2021	<input checked="" type="checkbox"/>
23 Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act Date of review under section 11(7): 17 August 2020	<input checked="" type="checkbox"/>
24 Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act Date Governance Rules adopted: 17 August 2020	<input checked="" type="checkbox"/>

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



Cr Rick Garotti

Mayor

Dated: Monday, 20 September 2021



Allison Beckwith

Chief Executive Officer

Dated: Monday, 20 September 2021

Glossary

Act	<ul style="list-style-type: none"> The <i>Local Government Act 2020</i> and/or <i>Local Government Act 1989</i>
Advisory Committees	<ul style="list-style-type: none"> 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.
Annual report	<ul style="list-style-type: none"> 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
Appropriateness	<ul style="list-style-type: none"> 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
Auditor General	<ul style="list-style-type: none"> 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
Best Value	<ul style="list-style-type: none"> 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.
BPI	<ul style="list-style-type: none"> Banyule BPI is a well-established building permit provider to the large volume home builders of Victoria.
Budget	<ul style="list-style-type: none"> 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
CALD	<ul style="list-style-type: none"> Culturally and linguistically diverse.

Glossary

Capital Works	<ul style="list-style-type: none"> • Work undertaken on Council-owned assets including new works, expansions, upgrades and renewal or disposal.
CEO	<ul style="list-style-type: none"> • Chief Executive Officer
Continuous Improvement	<ul style="list-style-type: none"> • The process of ensuring that review and improvement practices are built into operational activities.
Corporate Governance	<ul style="list-style-type: none"> • 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.
Council Asset	<ul style="list-style-type: none"> • 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.
Council Plan	<ul style="list-style-type: none"> • A plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year
Financial performance indicators	<ul style="list-style-type: none"> • A prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency
Financial statements	<ul style="list-style-type: none"> • The financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report
Financial Year	<ul style="list-style-type: none"> • The period of 12 months beginning on 1 July and ending on 30 June the following year.
Governance and management checklist	<ul style="list-style-type: none"> • A prescribed checklist of policies, plans and documents that councils must report the status of in the report of operations, covering engagement, planning, monitoring, reporting and decision making
HACC Indicator	<ul style="list-style-type: none"> • Home and Community Care • What will be measured to assess performance

Glossary

Infrastructure	<ul style="list-style-type: none"> 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.
Initiatives	<ul style="list-style-type: none"> Actions that are one-off in nature and/or lead to improvements in service
Internal Audit	<ul style="list-style-type: none"> An independent appraisal to examine and evaluate Council's financial, management and internal control systems.
Major initiative	<ul style="list-style-type: none"> 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
MAV	<ul style="list-style-type: none"> Municipal Association of Victoria: the peak representative and lobbying body for Victoria's 79 councils.
Measure	<ul style="list-style-type: none"> Means how an indicator will be measured and takes the form of a computation, typically including a numerator and denominator
Minister	<ul style="list-style-type: none"> The Minister for Local Government
PAG	<ul style="list-style-type: none"> 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.
Performance statement	<ul style="list-style-type: none"> A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report
Planning and accountability framework	<ul style="list-style-type: none"> The key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act
Regulations	<ul style="list-style-type: none"> The <i>Local Government (Planning and Reporting) Regulations 2014</i> and/or <i>Local Government (Planning and Reporting) Regulations 2020</i>
Relevance	<ul style="list-style-type: none"> Indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved

Glossary

Report of operations	<ul style="list-style-type: none"> • A report containing a description of the operations of the council during the financial year and included in the annual report
Service outcome indicators	<ul style="list-style-type: none"> • The prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved
Service performance indicators	<ul style="list-style-type: none"> • A prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes
Services	<ul style="list-style-type: none"> • Assistance, support, advice and other actions undertaken by a council for the benefit of the local community
Strategic objectives	<ul style="list-style-type: none"> • The outcomes a council is seeking to achieve over the next four years and included in the Council Plan
Strategic resource plan	<ul style="list-style-type: none"> • A plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. It is also referred to as a long-term financial plan
Strategies	<ul style="list-style-type: none"> • High level actions directed at achieving the strategic objectives in the Council Plan
Sustainable capacity indicators	<ul style="list-style-type: none"> • 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
Financial year representation	<ul style="list-style-type: none"> • Representation of financial years is presented in one of two formats as appropriate; either as 2020/2021 or where a whole year is used it represents end of the relevant financial year, i.e. 2021 represents 2020/2021.



Annual Report

2020/2021

Part 2 of 3

Performance Statement
for the year ended 30 June 2021

Table of Contents

Description of municipality	3
Sustainable Capacity Indicators	4
Service Performance Indicators	6
Financial Performance Indicators	10
Retired Indicators	16
Other Information	17
Certification of Performance Statement	18
Victorian Auditor General Independent Audit Report	19

Performance Statement For the year ended 30 June 2021

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 2020 is 131,940 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.

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. These measures have had an impact on the actual 2019/2020 results; 2020/2021 results and 2021/2022 projections. Examples include:

- In response to government directives amidst the Covid-19 outbreak, Council's leisure centre facilities, libraries, community centres and transfer station were closed at various times between 2019/2020; 2020/2021 and now into 2021/2022, while Child Care Centre usage has been scaled back significantly.
- Banyule implemented a new rates hardship policy in 2020/2021 which deferred all interest charges from March 2020, as well as the implementation of rates hardship waivers in 2020/2021. A new rates hardship policy has been implemented for 2021/2022.

Note: Banyule City Council's Performance Statement is prepared and completed in accordance with the Local Government Act 1989 and the Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020), and the Local Government Better Practice Guide: Performance Statement 2020-21,' Department of Jobs, Precincts and Regions

Sustainable Capacity Indicators

For the year ended 30 June 2021

Indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations
Population	\$1,058.46	\$1,108.01	\$1,154.82	\$1,178.26	
<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]					
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$4,605.74	\$4,658.00	\$4,936.19	\$5,102.50	
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	239.96	241.63	241.08	241.65	
Own-source revenue	\$1,046.90	\$1,063.81	\$1,076.60	\$1,028.28	
<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]					
Recurrent grants	\$107.34	\$106.23	\$111.97	\$119.33	
<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]					
Disadvantage	9	9	9	9	
<i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]					

Sustainable Capacity Indicators

For the year ended 30 June 2021

Indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations
Workforce turnover Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x 100	11.9%	12.2%	9.7%	21.0%	The 2021 results reflect a significantly higher level of turnover. These results include a number of redundancies as a result of Councils exit from Home support services. We also saw an increase in the number of employees moving away from Victoria due to COVID to be closer to family. Workforce turnover will always 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 2021

Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations
Aquatic facilities Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	9.79	9.47	7.13	3.45	Closures due to COVID-19 restrictions affected all 3 centres (Ivanhoe Aquatic, Olympic Leisure Centre and Watermarc) on several occasions and for substantial periods in the 2020/21 financial year, impacting overall attendance levels significantly.
Animal management Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	New in 2020 *	New in 2020 *	100%	100%	
Food safety Health and safety <i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about a food premises] x100	100%	100%	100%	100%	

Service Performance Indicators

For the year ended 30 June 2021

Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations
Governance	56	60	60	61	
Satisfaction					
<i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]					
Libraries	15.73%	17.83%	16.66%	16.71%	
Participation					
<i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population in the last three years] x 100					
Maternal and child health	79.95%	80.07%	77.44%	73.13%	
Participation					
<i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100					
Participation	81.18%	81.68%	70.17%	74.10%	
<i>Participation in the MCH service by Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100					

Service Performance Indicators

For the year ended 30 June 2021

Service / indicator / measure	Results 2018	Results 2019	Results 2020	Results 2021	Material Variations
Roads	64	69	68	68	
Satisfaction					
<i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]					
Statutory Planning	50.00%	40.91%	42.11%	51.92%	
Decision making					
<i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x 100					The increase in the percentage of applications upheld can consist of the Tribunal giving higher weight in decisions to Local Policy including neighbourhood character, tree protection and strategic context.
Waste Collection	50.76%	50.23%	52.84%	51.98%	
Waste diversion					
<i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100					

Service Performance Indicators

For the year ended 30 June 2021

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

Financial Performance Indicators

For the year ended 30 June 2021

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Efficiency									
Expenditure level									
<i>Expenses per property assessment</i>									
[Total expenses / Number of property assessments]	\$2,558.01	\$2,656.21	\$2,763.82	\$2,776.05	\$2,833.93	\$2,786.64	\$2,778.77	\$2,847.32	
Revenue level									
<i>Average rate per property assessment</i>	New in 2020 *	New in 2020 *	\$1,866.49	\$1,888.30	\$1,925.04	\$1,969.45	\$1,982.16	\$2,035.30	
[General rates and Municipal charges / Number of property assessments]									In 2020/2021 and 2021/2022 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.

Financial Performance Indicators

For the year ended 30 June 2021

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Liquidity Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100	438.42%	421.88%	324.81%	226.59%	240.74%	257.75%	250.41%	259.51%	A strong liquidity position is being maintained by Council, providing Council the ability to draw on these cash reserves to support Ratepayers, Communities and Business as outlined in the Banyule's Economic Support Package (related directly to the COVID-19 pandemic and Council's response to provide direct financial support).
Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	324.35%	312.58%	242.08%	118.12%	179.40%	196.52%	186.89%	194.09%	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 also been in a strong financial sustainable position to fund an Economic Support Package to support Ratepayers, Communities and Businesses within the Municipality in 2020/2021 and 2021/2022.

Financial Performance Indicators

For the year ended 30 June 2021

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Obligations Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	36.98%	34.31%	31.79%	29.24%	19.25%	23.66%	21.97%	19.91%	Council plans to make an early repayment in 2021/22.
Loans and borrowing <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	20.54%	4.01%	3.89%	3.77%	11.25%	2.36%	2.55%	2.80%	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.
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	26.81%	25.21%	24.39%	17.35%	15.68%	18.93%	17.39%	15.56%	This result is in line with Council's funding of community infrastructure and the Debt Management Strategic Plan. In 2021/2022 Council plans to pay down existing debt. This accelerated payment includes a large payment to complete a loan in October 2021. Council has budgeted to seek loan funding to fund infrastructure projects in 2022/2023.

Financial Performance Indicators

For the year ended 30 June 2021

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Asset renewal and upgrade Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020 *	New in 2020 *	239.52%	112.98%	251.14%	218.21%	150.26%	107.16%	<p>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 Ivanhoe Library and Cultural Hub was a major project completed in 2020/2021 and the Bellfield Community Centre development is now underway with a completion date in 2021/2022.</p> <p>The 'Asset renewal and upgrade' is a new indicator in 2020.</p> <p>* The 'Asset renewal' indicator from prior years has been replaced with the 'Asset renewal and upgrade' indicator.</p>

Financial Performance Indicators

For the year ended 30 June 2021

Dimension / indicator / measure	Results				Forecasts				Material Variations
	2018	2019	2020	2021	2022	2023	2024	2025	
Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	8.62%	5.71%	3.25%	-1.89%	-2.07%	1.67%	2.37%	2.56%	In 2020/2021 Council rollout a comprehensive Economic Support Package to provide immediate support to ratepayers, residents, community groups and businesses that were most impacted by the COVID-19 crisis. To accommodate for the Economic Support Package a deficit underlying position for the financial year was budgeted. Council has again budgeted for an underlying deficit in 2021/2022 as further support is offered and as we face the profound effect that COVID-19 has had on the Australian economy over the short term, with the medium to long-term economic effects still unknown.
Stability Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	64.51%	65.29%	65.54%	69.65%	69.54%	69.70%	69.85%	69.86%	
Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.24%	0.20%	0.22%	0.22%	0.21%	0.21%	0.21%	0.20%	

Financial Performance Indicators

For the year ended 30 June 2021

Definitions

"adjusted underlying revenue" means total income other than:

- (a) non-recurrent grants used to fund capital expenditure; and
- (b) non-monetary asset contributions; and
- (c) contributions to fund capital expenditure from sources other than those referred to above

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

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

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

Former Measures

For the year ended 30 June 2021

Indicator / measure	Results 2017	Results 2018	Results 2019	Results 2020	Material Variations
Animal management	2	3	3	Retired in 2020	This measure was replaced by AM7 on 1 July 2019
Health and safety					
<i>Animal management prosecutions</i> [Number of successful animal management prosecutions]					
Obligations					This measure was replaced by O6 on 1 July 2019
Asset renewal					
<i>Asset renewal compared to depreciation</i> [Asset renewal expenses / Asset depreciation] x100	154.71%	63.78%	115.04%	Retired in 2020	
Efficiency					This measure was replaced by O6 on 1 July 2019
Revenue level					
<i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,691.40	\$1,736.78	\$1,759.13	Retired in 2020	

Other Information

For the year ended 30 June 2021

Basis of preparation

Council is required to prepare and include a Performance Statement within its Annual Report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and *Local Government (Planning and Reporting) Regulations 2014* (as per the transitional provisions of the *Local Government Act 2020*).

Where applicable the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the Council's Budget 2021-2025 and Financial Plan 2021-2031. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variations in the results contained in the Performance Statement.

Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the Performance Statement are those adopted by Council in its Budget 2021-2025 on 28 June 2021. The Budget 2021-2025 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 Budget 2021-2025 can be obtained by contacting Council.

Certification of Performance Statement

For the year ended 30 June 2021

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



TANIA O'REILLY, CA
Principal Accounting Officer

Dated: Monday, 20 September 2021
Greensborough

In our opinion, the accompanying Performance Statement of Banyule City Council for the year ended 30 June 2021 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014 (as per the transitional provisions of the Local Government Act 2020)*.

The Performance Statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity. At the date of signing, we are not aware of any circumstances that would render any particulars in the Performance Statement to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this Performance Statement in its final form.



MARK DI PASQUALE
Councillor

Dated: Monday, 20 September 2021
Greensborough



PETER CASTALDO
Councillor

Dated: Monday, 20 September 2021
Greensborough



ALISON BECKWITH
Chief Executive Officer

Dated: Monday, 20 September 2021
Greensborough

Victorian Auditor General Independent Audit Report



Independent Auditor's Report

To the Councillors of Banyule City Council

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

Level 31 / 35 Collins Street, Melbourne Vic 3000
 T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Victorian Auditor General Independent Audit Report (cont)

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

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

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

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

MELBOURNE
28 September 2021



Sanchu Chummar
as delegate for the Auditor-General of Victoria



Annual Report

2020/2021

Part 3 of 3

Financial Report

for the year ended 30 June 2021

Table of Contents

Financial Report

Certification of the Financial Statements	1
Independent Auditor's Report	2
Financial Statements	
Comprehensive Income Statement	4
Balance Sheet	5
Statement of Changes in Equity	6
Statement of Cash Flows	7
Statement of Capital Works	8
Notes to the Financial Statements	
Overview	9
Statement of compliance	9
Significant accounting policies	9
Note 1 Performance against budget	11
1.1 Income and expenditure	11
1.2 Capital works	13
Note 2 Analysis of Council's results by Directorate	15
Note 3 Funding for the delivery of our services	16
3.1 Rates and charges	16
3.2 Statutory fees and fines	17
3.3 User fees and charges	17
3.4 Funding from other levels of government	18
3.5 Interest income	21
3.6 Rental income	21
3.7 Contributions income - monetary	21
3.8 Net gain/(loss) on disposal of property, infrastructure, plant and equipment	21
3.9 Other income	22
Note 4 The cost of delivering services	22
4.1 Employee costs	22
4.2 Materials, contracts and services	23
4.3 Utility charges	24
4.4 Depreciation	24
4.5 Amortisation – Intangible assets	24
4.6 Amortisation – Right of use assets	24

Banyule City Council Annual Report 2020/2021 Part Three – Financial Report

Table of Contents

	4.7 Donations expenditure	24
	4.8 Finance costs - leases	24
	4.9 Borrowings costs	24
	4.10 Contributions expense	25
	4.11 Other expenses	25
	4.12 Auditor's remuneration	25
	4.13 Bad and doubtful debts	25
Note 5	Our financial position	26
	5.1 Financial assets	26
	5.2 Non-financial assets	28
	5.3 Payables	30
	5.4 Interest bearing liabilities	31
	5.5 Provisions	32
	5.6 Financing arrangements	34
	5.7 Commitments	34
	5.8 Leases	36
Note 6	Assets we manage	38
	6.1 Non-current assets classified as held for sale	38
	6.2 Property, infrastructure, plant and equipment	39
	6.3 Investments	46
	6.4 Investment property	48
Note 7	People and relationships	49
	7.1 Council and key management remuneration	49
	7.2 Related party disclosures	51
Note 8	Managing uncertainties	52
	8.1 Contingent assets and liabilities	52
	8.2 Changes in accounting standards	53
	8.3 Financial instruments	53
	8.4 Fair value measurement	55
	8.5 COVID-19 Impacts on 2019/20 Financial Statements	56
	8.6 Events occurring after balance date	57
Note 9	Other matters	57
	9.1 Reserves	57
	9.2 Reconciliation of surplus/(deficit) to cash flows from operating activities	61
	9.3 Superannuation	61
Note 10	Changes in accounting policy	64

Certification of the Financial Statements for the year ended 30 June 2021

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, 20 September 2021
Greensborough

In our opinion the accompanying Financial Statements present fairly the financial transactions of Banyule City Council for the year ended 30 June 2021 and the financial position of the Council as at that date.

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

We have been authorised by the Council on Monday, 20 September 2021 and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the Financial Statements in their final form.



MARK DI PASQUALE
Councillor

Dated: Monday, 20 September 2021
Greensborough



PETER CASTALDO
Councillor

Dated: Monday, 20 September 2021
Greensborough



ALLISON BECKWITH
Chief Executive Officer

Dated: Monday, 20 September 2021
Greensborough

Victorian Auditor General Independent Audit Report



Independent Auditor's Report

To the Councillors of Banyule City Council

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

Level 31 / 35 Collins Street, Melbourne Vic 3000
 T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

Victorian Auditor General Independent Audit Report (cont)

Auditor's responsibilities for the audit of the financial report

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

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

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

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

MELBOURNE
28 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Comprehensive Income Statement for the year ended 30 June 2021

	Note	2021 \$'000	%	2020 \$'000	%
INCOME					
Rates and charges	3.1	106,892	64.6	103,616	62.9
Statutory fees and fines	3.2	7,536	4.6	9,851	6.0
User fees and charges	3.3	14,985	9.1	17,744	10.8
Grants - operating	3.4(a)	14,994	9.1	13,307	8.1
Grants - capital	3.4(b)	6,664	4.0	4,857	2.9
Interest income	3.5	744	0.4	2,071	1.2
Rental income	3.6	2,398	1.5	2,222	1.3
Contributions income - monetary	3.7	8,047	4.9	4,954	3.0
Net gain on disposal of property, infrastructure, plant and equipment	3.8	1,009	0.6	-	-
Fair value adjustments for investments	6.3 (a)	2	0.0	-	-
Fair value adjustments for investment property	6.4	-	-	4,512	2.7
Other income	3.9	1,727	1.0	1,432	0.9
Share of net profits of associates	6.3 (b)	378	0.2	266	0.2
Total Income		165,376	100.0	164,832	100.0
EXPENSES					
Employee costs	4.1 (a)	69,402	44.7	65,771	43.3
Materials, contracts and services	4.2	44,659	28.7	44,269	29.1
Utility charges	4.3	4,164	2.7	4,022	2.6
Depreciation	4.4	21,388	13.8	20,532	13.5
Amortisation – intangible assets	4.5	220	0.1	219	0.1
Amortisation – right of use assets	4.6	536	0.4	541	0.4
Donations expenditure	4.7	1,302	0.8	886	0.6
Finance costs - leases	4.8	29	0.0	44	0.0
Borrowing costs	4.9	2,344	1.5	2,457	1.6
Contributions expense	4.10	7,027	4.5	9,146	6.0
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	794	0.5	419	0.3
Other expenses	4.11	3,594	2.3	1,907	1.3
Total Expenses		155,459	100.0	152,010	100.0
Surplus/(Deficit) for the year		9,917		12,822	
OTHER COMPREHENSIVE INCOME					
Net asset revaluation increment/(decrement)	9.1 (b)	-		56,226	
Total Comprehensive Result		9,917		69,048	

The above Comprehensive Income Statement should be read in conjunction with the accompanying notes.

Balance Sheet as at 30 June 2021

	Note	2021 \$'000	2020 \$'000
ASSETS			
Current Assets			
Cash and cash equivalents	5.1 (a)	17,662	13,926
Other financial assets	5.1 (b)	83,000	97,000
Trade and other receivables	5.1 (c)	18,527	12,706
Inventories	5.2 (a)	48	37
Non-current assets classified as held for sale	6.1	12,657	2,650
Other assets	5.2 (b)	1,672	1,633
Total current assets		133,566	127,952
Non-Current Assets			
Trade and other receivables	5.1 (c)	200	215
Investments	6.3	3,567	3,187
Property, infrastructure, plant and equipment	6.2	1,677,606	1,660,453
Right of use assets	5.8	1,074	1,542
Investment property	6.4	12,597	33,034
Non-current assets classified as held for sale	6.1	16,250	-
Intangible assets	5.2 (c)	907	929
Total non-current assets		1,712,201	1,699,360
Total Assets		1,845,767	1,827,312
LIABILITIES			
Current Liabilities			
Trade and other payables	5.3 (a)	14,802	15,599
Provisions	5.5	17,157	15,560
Trust funds and deposits	5.3 (b)	4,292	3,510
Unearned income	5.3 (c)	11,965	2,574
Interest bearing loans and borrowings	5.4	10,257	1,672
Lease liabilities	5.8	474	478
Total current liabilities		58,947	39,393
Non-Current Liabilities			
Provisions	5.5	1,163	1,379
Trust funds and deposits	5.3 (b)	1,009	1,007
Interest bearing loans and borrowings	5.4	20,810	31,067
Lease liabilities	5.8	560	1,105
Total non-current liabilities		23,542	34,558
Total Liabilities		82,489	73,951
Net Assets		1,763,278	1,753,361
EQUITY			
Accumulated surplus		526,498	509,831
Reserves	9.1(a)	1,236,780	1,243,530
Total Equity		1,763,278	1,753,361

The above Balance Sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity for the year ended 30 June 2021

2021	Note	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Asset Replacement Reserves \$'000
Balance at beginning of the financial year		1,753,361	509,831	1,199,754	43,776
Surplus for the year		9,917	9,917	-	-
Transfers to other reserves	9.1(b)	-	(19,803)	-	19,803
Transfers from other reserves	9.1(b)	-	26,553	-	(26,553)
Balance at end of the financial year		1,763,278	526,498	1,199,754	37,026

2020	Ref.	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)	-	-
Adjusted opening balance		1,684,313	472,986	1,145,104	66,223
Surplus for the year		12,822	12,822		
Net asset revaluation increment	9.1(b)	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)
Balance at end of the financial year		1,753,361	509,831	1,199,754	43,776
				(c)	(c)

(a) Impairment of Ford Park Public Toilet 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 2021

	Note	2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
Cash Flows from Operating Activities			
Receipts:			
Rates and charges		105,007	103,291
Statutory fees and fines		7,436	8,102
User fees and charges		12,537	18,992
Grants - operating		14,999	13,628
Grants - capital		12,773	5,258
Contributions - monetary		8,167	5,510
Interest received		1,094	2,827
Rent		2,128	2,267
Trust funds and deposits received		2,501	1,203
Other receipts		1,728	1,742
Net GST refund/(payment)		464	(535)
Payments:			
Employee costs		(65,684)	(64,822)
Materials, contracts and services		(46,034)	(45,197)
Trust funds and deposits refunded		(1,717)	(1,358)
Other payments		(15,678)	(15,044)
Net cash provided by operating activities	9.2	39,721	35,864
Cash Flows from Investing Activities			
Payments for property, infrastructure, plant and equipment		(49,033)	(49,795)
Payments for leasehold improvements and intangible assets		(198)	(73)
Proceeds from sale of property, plant and equipment		3,836	847
Payments for financial assets		(141,000)	(190,000)
Redemption of financial assets		155,000	212,000
Net cash (used in) investing activities		(31,395)	(27,021)
Cash Flows from Financing Activities			
Borrowing costs - interest		(2,334)	(2,462)
Repayment of borrowings		(1,672)	(1,544)
Interest paid – lease liabilities		(29)	(44)
Repayment of lease liabilities		(555)	(445)
Net cash (used in)/provided by financing activities		(4,590)	(4,495)
Net (decrease)/increase in cash and cash equivalents		3,736	4,348
Cash and cash equivalents at the beginning of the financial year		13,926	9,578
Cash and cash equivalents at the end of the financial year	5.1 (a)	17,662	13,926
<i>Financing arrangements</i>	5.6		
<i>Restrictions on cash assets</i>	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 2021

	Note	2021 \$'000	2020 \$'000
Capital Works			
Infrastructure			
Roads, streets and bridges	6.2	6,842	6,661
Drainage	6.2	410	762
Parks and gardens	6.2	10,090	10,533
Playgrounds	6.2	1,307	655
Total infrastructure		18,649	18,611
Property			
Freehold land	6.2	609	144
Freehold buildings	6.2	23,555	28,110
Leasehold Improvements	6.2	134	-
Investment Property	6.4	-	419
Total property		24,298	28,673
Plant and equipment			
Motor vehicles	6.2	3,936	2,513
Plant and equipment	6.2	766	1,678
Furniture and fittings	6.2	328	188
Total plant and equipment		5,030	4,379
Other assets			
Art Collection	6.2	-	31
Total other assets		-	31
Intangible assets			
Software	5.2 (c)	198	73
Total intangible assets		198	73
Total capital works expenditure		48,175	51,767
Represented by:			
New assets		6,408	1,372
Asset renewal		23,942	29,071
Asset upgrade		17,602	20,108
Asset expansion		223	1,216
Total capital works expenditure		48,175	51,767

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 2021

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:

- Greensborough – Level 3 | Flintoff Street
- Ivanhoe (in Library & Cultural Hub) – 275 Upper Heidelberg Road
- Rosanna (in Library) – 72 Turnham Avenue (currently closed)

Council's website address is: 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.

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

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

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

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)
- whether or not AASB 1059 *Concession Arrangements: Grantors* is applicable (refer to Note 8.2)
- other areas requiring judgements

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

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.

(c) Impact of COVID-19

On 16 March 2020 a state of emergency was declared in Victoria due to the global pandemic COVID-19 virus, known as coronavirus. A state of disaster was subsequently declared on 2 August 2020. The impacts of the pandemic and associated lockdowns have persisted through the 2020/2021 year for Council and the wider Banyule community. In response, Council implemented an Economic Support Package which included forgone income and increased expenditure to support ratepayers, residents, local businesses and community groups.

Including the Economic Support Package, Council has noted the following significant impacts on its financial operations during 2020/2021:

- Additional revenue received:
 - Outdoor Eating & Entertainment grant
 - Government grants for Early Childhood childcare support and rebates for parent fees
 - Working for Victoria program (continuing into 2021/2022)
- Revenue reductions:
 - Leisure and aquatic centres were closed for half of the year due to restrictions, no income generated in these periods.
 - Transfer station closed to public during lockdowns
 - Reduction in parking fine infringement revenue and paid parking fees.
- Revenue foregone:
 - Waived Health Act Registration fees and footpath trading fees
- Additional costs:
 - Rates waivers for ratepayers suffering financial hardship
 - Council covered the payment of special rates and charges for all promotional schemes
 - Contribution to the operational loss for WaterMarc due to closures
 - Economic Support Grants for business and community groups
- Council implemented an Economic Support Package which included forgone income and increased expenditure to support ratepayers, residents, local businesses and community groups.

See Note 8.5 for further details of Covid-19 impacts.

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

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 27 July 2020. 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*.

I.1 Income and Expenditure

		Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance %
	Ref.				
INCOME					
Rates and charges	(a)	99,005	106,892	7,887	8.0
Statutory fees and fines		7,634	7,536	(98)	(1.3)
User fees and charges	(b)	18,670	14,985	(3,685)	(19.7)
Grants – operating	(c)	13,185	14,994	1,809	13.7
Grants – capital	(d)	5,339	6,664	1,325	24.8
Interest income		1,000	744	(256)	(25.6)
Rental income		2,461	2,398	(63)	(2.6)
Contributions income - monetary	(e)	3,625	8,047	4,422	122.0
Net gain on disposal of property, infrastructure, plant and equipment		162	1,009	847	522.8
Fair value adjustment for investments		-	2	2	-
Other income	(f)	587	1,727	1,140	194.2
Share of net profits of associates		-	378	378	-
Total income		151,668	165,376	13,708	9.0
EXPENSES					
Employee costs		68,705	69,402	(697)	(1.0)
Materials, contracts and services		44,476	44,659	(183)	(0.4)
Utility charges		4,314	4,164	150	3.5
Depreciation		22,201	21,388	813	3.7
Amortisation – intangible assets		288	220	68	23.6
Amortisation – right of use assets		540	536	4	0.7
Donations expenditure		1,371	1,302	69	5.0
Finance costs - leases		72	29	43	59.7
Borrowing costs		2,339	2,344	(5)	(0.2)
Contributions expense		6,818	7,027	(209)	(3.1)
Impairment loss		-	794	(794)	-
Other expenses	(g)	1,895	3,594	(1,699)	(89.7)
Total expenses		153,019	155,459	(2,440)	(1.6)
Surplus/(Deficit) for the year		(1,351)	9,917	11,268	(834.0)
OTHER COMPREHENSIVE INCOME					
Items that will not be reclassified to surplus or deficit in future periods:					
Net asset revaluation increment		-	-	-	-
Total Comprehensive Result		(1,351)	9,917	11,268	(834.0)

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

I. PERFORMANCE AGAINST BUDGET (cont)

I.1 Income and Expenditure (cont)

Explanation of Material Variations – Income and Expenditure

Ref.	Item	Explanation
(a)	Rates and charges	<ul style="list-style-type: none"> As part of Council's Economic Support Package \$7.34 million was budgeted in rates waivers for financial hardship, when processed have been classified as Other Expenditure. Waivers granted on application totalled \$0.96 million.
(b)	User fees and charges	<ul style="list-style-type: none"> Due to COVID-19 restrictions Council's Leisure Centres were completely closed until early December 2020, restrictions impacted all year with lockdowns recommencing at the end of May 2021. The budget for 2020/2021 included assumptions for impacted operations as a result of government restrictions however not to the extent that occurred, resulting in a negative impact of \$2.56 million to budget. The transfer station experienced a significant reduction in demand of both public and commercial activities due to extended government restrictions.
(c)	Grants – operating	<p>Numerous additional grants were received during 2020/2021 for COVID-19 support from both state and federal governments.</p> <ul style="list-style-type: none"> \$0.65 million received for the Outdoor Dining and Entertaining Package, to support local businesses by providing outdoor dining spaces and activating precincts. Early childhood services received additional grants of \$0.62 million, this is a combination of COVID-19 transition support during COVID-19 restrictions and childcare support and rebates for parent fees. Council applied for the Working for Victoria program, which has earned \$0.29 million so far to support local jobs. This program will continue into 2021/2022.
(d)	Grants – capital	<ul style="list-style-type: none"> Olympic Park Stage 2 was supported by state government after the project had commenced in June 2020, the grant was unbudgeted. Greensborough Preschool redevelopment is being funded by a \$1.63 million grant from the state government, this will be earned over 2020/2021 and 2021/2022 in line with construction, however was wholly budgeted in 2020/2021. The Bellfield Community Hub has secured a \$2.00 million grant which was not budgeted, construction is due for completion in 2021/2022.
(e)	Contributions income - monetary	<ul style="list-style-type: none"> Public Open Space Contributions exceeded budget by \$3.50 million. The budget for 2020/2021 was reduced assuming the construction industry would be impacted by COVID-19 restrictions and delay projects, however this did not occur. The level of contributions received represents growth in the municipality. Developer Contributions were \$0.49 million favourable to budget. 2020/2021 was the first full year of developer contributions since commencement of the plan in October 2019. Contributions to capital works projects were \$0.35 million more than expected, this is offset by increased capital expenditure on the respective projects.
(f)	Other income	<ul style="list-style-type: none"> Insurance claims of \$0.38 million were received during 2020/2021 as a result of insured events, to reimburse for repairs to equipment and infrastructure. Workcover reimbursements of \$0.63 million were received, this item is not budgeted for as the level of claims is not foreseeable.
(g)	Other expenses	<ul style="list-style-type: none"> Rates Waivers for COVID-19 financial hardship were applied in 2020/2021 totalling \$0.96 million. The waivers were budgeted in Rates and Charges. Council paid the Special Rates & Charges for all promotional schemes in 2020/2021 as part of the Economic Support Package, it was budgeted to pay only instalments 1 and 2 however increased support through the year. Payment was made for WaterMarc as per contractual arrangements to contribute to the operational loss as a result of COVID-19 restrictions.

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

I. PERFORMANCE AGAINST BUDGET (cont)

I.2 Capital Works

Ref.	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance %
Infrastructure				
Roads, streets and bridges (a)	8,088	6,842	1,246	15.4
Drainage (b)	1,649	410	1,239	75.1
Parks and gardens (c)	7,177	10,090	(2,913)	(40.6)
Playgrounds	650	1,307	(657)	(101.1)
Total infrastructure	17,564	18,649	(1,085)	(6.2)
Property				
Freehold land	-	609	(609)	-
Freehold buildings (d)	40,140	23,555	16,585	41.3
Leasehold Improvements	-	134	(134)	-
Total property	40,140	24,298	15,842	39.5
Plant and Equipment				
Motor vehicles	2,971	3,936	(965)	(32.5)
Plant and equipment	740	766	(26)	(3.5)
Furniture and fittings	235	328	(93)	(39.6)
Total plant and equipment	3,946	5,030	(1,084)	(27.5)
Other				
Art collection	130	-	130	100
Total other	130	-	130	100
Intangible assets				
Software (e)	1,770	198	1,572	88.8
Total intangible assets	1,770	198	1,572	88.8
Total capital works expenditure	63,550	48,175	15,375	24.2
Represented by:				
New assets	13,477	6,408	7,069	52.5
Asset renewal	27,528	23,942	3,586	13.0
Asset upgrade	22,240	17,602	4,638	20.9
Asset expansion	305	223	82	26.9
Total capital works expenditure	63,550	48,175	15,375	24.2

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

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"> Due to the timing of the multi-year contract award, 40 per cent of the budgeted Footpath replacement program is completed, resulting in \$0.790m under the budget. The remaining funds are carried forward to the next financial year. LRR - Local Road Resheeting (\$880k) and Montmorency South Primary School Parking and Traffic Management Stage 1A&B (\$536k) are offset by the delivery of Streetscape at the Rosanna Village Precinct carried forward from 2019/2020.
(b)	Drainage	<ul style="list-style-type: none"> As a result of the study for prioritising Council's drainage work, to achieve the best outcome, the Lower Plenty Drain Catchment is held until all Council's catchment works are prioritised.
(c)	Parks and gardens	<ul style="list-style-type: none"> Multi-year Olympic Park Masterplan project delivered Stages 1 & 2 this financial year, originally budgeted to commence with the construction of pavilions under the freehold building, however the first stages involved the main field, synthetic pitch, electrical works, playground and landscaping.
(d)	Freehold Buildings	<ul style="list-style-type: none"> A few budgeted construction works have been delayed to commenced resulting in works carried over to 2021/2022. (estimated \$2.452m in total) The significant carried-forward projects are Bellfield Community Hub, Greensborough Pre-School, Macleod Health & Fitness Centre, Ivanhoe Aquatic & Leisure Centre Stage 2 Design.
(e)	Software	<ul style="list-style-type: none"> After being reassessed, the project for replacing Council's Enterprise Resource Planning (ERP) system has been postponed, and funds carried forward to 2021/2022.

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

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	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
2021	\$'000	\$'000	\$'000	\$'000	\$'000
Assets & City Services	12,268	45,408	(33,140)	2,491	772,692
City Development	22,995	19,962	3,033	1,936	273,385
Community Programs	21,600	40,377	(18,777)	14,391	598,765
Corporate Services	3,612	46,582	(42,970)	2,840	200,925
Core Corporate	-	2,148	(2,148)	-	-
General Rates	104,901	982	103,919	-	-
	165,376	155,459	9,917	21,658	1,845,767

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
2020	\$'000	\$'000	\$'000	\$'000	\$'000
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)	-	-
General Rates	102,109	26	102,083	-	-
	164,832	152,010	12,822	18,164	1,827,312

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

Note	2021 \$'000	2020 \$'000
------	----------------	----------------

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 2020/2021 was \$48,563,809,200 excluding cultural & recreational properties and any supplementary valuations processed during the year (\$47,203,564,380 for 2019/2020).

The date of the most recent revaluation of land for rating purposes within the Municipality was on 1 January 2021 and this valuation will be first applied in the rating year commencing 1 July 2021.

The date of the last revaluation of land for rating purposes within the Municipality was 1 January 2020 and the valuation was first applied in the rating year which commenced on 1 July 2020. These valuations were used in the calculation of rates in the current financial year.

Residential	95,718	92,906
Commercial	6,702	6,843
Industrial	2,466	2,341
Cultural and Recreational	16	19
Total general rates	104,902	102,109
General Rates	104,902	102,109
Supplementary Rates	858	567
Interest on Rates	492	300
Total general rates and charges	106,252	102,976
Special Rates and Charges	634	634
Interest on Special Rates and Charges	6	6
Total rates and charges	106,892	103,616

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 2021

	Note	2021 \$'000	2020 \$'000
3.2 STATUTORY FEES AND FINES			
Building and Planning permits and fees		4,030	3,846
Food Act and Health registrations		-	570
Local laws infringements and fines		3,130	5,058
Road and footpath reinstatement		37	135
Other fees and fines		339	242
Total statutory fees and fines		7,536	9,851

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

3.3 USER FEES AND CHARGES			
Aquatic and Leisure Centre fees and charges		3,499	5,190
Building and Planning permits and fees		135	99
Child care centre charges		880	892
Community buses, halls and events		92	223
Delivered meals charges		368	337
Engineering services' fees		245	303
Functions Centre charges		40	86
Home modifications & property maintenance		105	115
Home, Personal & Respite care charges		350	392
Immunisation fees		303	217
Local laws fees		1,783	2,126
Planned activity group fees and charges		40	110
Road, drain & footpath works		342	215
Sports ground rentals income		76	174
Transfer station tipping fees		6,409	6,715
Other fees and charges		318	550
Total user fees and charges		14,985	17,744

User fees and charges by timing of revenue recognition

User fees and charges recognised over time		727	1,556
User fees and charges recognised at a point in time		14,258	16,188
Total user fees and charges		14,985	17,744

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 2021

	Note	2021 \$'000	2020 \$'000
--	------	----------------	----------------

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT

Grants were received in respect of the following:

Summary of Grants

Recurrent		15,744	14,839
Non-recurrent		5,914	3,325
Total grants		21,658	18,164

Summary of Grants

State Government funded grants		10,926	7,224
Commonwealth Government funded grants		10,732	10,940
Total grants		21,658	18,164

Summary of Grants

Operating grants		14,994	13,307
Capital grants		6,664	4,857
Total grants		21,658	18,164

(a) Operating Grants

Recurrent – State Government

Children's services		224	59
Delivered meals		27	4
HACC assessment and care management		890	742
Home, personal and respite care		114	95
Immunisation		101	107
Maternal and child health centres		1,348	1,193
Planned activity group (incl. carer support)		249	200
Pre-schools and child care centres		813	640
Property maintenance		24	2
School crossing supervisors		476	432
Supported playgroup		117	49
Vic Roads maintenance		96	95
Working for Victoria		291	-
Youth services		169	217
Other grants		73	102
Total State Government		5,012	3,937

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

Note	2021 \$'000	2020 \$'000
------	----------------	----------------

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (cont)

Recurrent – Commonwealth Government		
Child care centres	1,976	1,748
Delivered meals	288	326
HACC assessment and care management	90	89
Home, personal and respite care	3,395	3,180
Planned activity group (incl. carer support)	650	641
Property maintenance and home modifications	221	247
Victorian Grants Commission – general purpose	2,524	2,975
Other grants	14	21
Total Commonwealth Government	9,158	9,227
Total recurrent operating grants	14,170	13,164
Non-Recurrent – State Government		
Outdoor Dining & Entertainment (COVID-19)	650	-
Pre-schools and child care centres	48	89
Other grants	126	54
Total State Government	824	143
Non-Recurrent – Commonwealth Government		
Total Commonwealth Government	-	-
Total non-recurrent operating grants	824	143
Total operating grants	14,994	13,307
(b) Capital Grants		
Recurrent – State Government		
Total State Government	-	-
Recurrent – Commonwealth Government		
Roads to recovery	618	687
Victoria Grants Commission – local roads	956	988
Total Commonwealth Government	1,574	1,675
Total recurrent capital grants	1,574	1,675

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

Note	2021 \$'000	2020 \$'000
------	----------------	----------------

3.4 FUNDING FROM OTHER LEVELS OF GOVERNMENT (cont)

Capital Grants (cont)

Non-Recurrent – State Government

Bellfield Community Centre	507	-
Infrastructure upgrades	249	500
Pre-school and child day care centres	829	500
Sports grounds and pavilions	3,091	2,098
Other grants	414	46
Total State Government	5,090	3,144

Non-Recurrent – Commonwealth Government

Other grants	-	38
Total Commonwealth Government	-	38

Total non-recurrent capital grants

5,090	3,182
--------------	--------------

Total capital grants

6,664	4,857
--------------	--------------

Total grants

21,658	18,164
---------------	---------------

(c) Unspent Grants received on condition that they be spent in a specific manner

Operating

Balance at start of year	965	786
Received during the financial year and remained unspent at balance date	428	707
Received in prior years and spent during the financial year	(725)	(528)
Balance of unspent operating grants at year end	668	965

Capital

Balance at start of year	1,927	537
Received during the financial year and remained unspent at balance date	7,496	1,620
Received in prior years and spent during the financial year	(1,312)	(230)
Balance of unspent capital grants at year end	8,111	1,927

Total unspent grants at year end

8,779	2,892
--------------	--------------

Grant income is recognised as income at the point in time when the council satisfies its performance obligations as specified in the underlying agreement. Grants which don't have sufficiently specific performance obligations are recognised upon receipt.

Unspent grants are those which have been received (regardless of recognition) but have not yet been spent in line with the grants intended purpose/expectation.

For the grants identified in 3.4 (c) as Unspent, where performance obligations are sufficiently specific, but have not yet been satisfied, income is deferred under AASB 15 *Revenue from Contracts with Customers* (refer to Note 5.3 (c) Unearned Income).

Notes to and forming part of the Financial Statements for the year ended 30 June 2020

	Note	2021 \$'000	2020 \$'000
3.5 INTEREST INCOME			
Interest on investments		737	2,067
Interest from sporting clubs		7	4
Total interest income		744	2,071
3.6 RENTAL INCOME			
Residential/commercial rental		1,628	1,474
Recycling centre rental		770	748
Total rental income		2,398	2,222
Interest and rental income are recognised as they are earned.			
3.7 CONTRIBUTIONS INCOME – MONETARY			
Developer contributions		682	196
Public Open Space – contributions		6,396	3,954
Contributions for capital works projects		636	381
Other contributions		333	423
Total contributions – monetary		8,047	4,954
Monetary contributions are recognised as revenue when Council obtains control over the income and/or contributed asset.			
3.8 NET GAIN/(LOSS) ON DISPOSAL OF PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT			
Non-current assets classified as held for sale			
Proceeds from sale of assets	(a)	2,650	-
Less: Written down value of assets sold		(2,650)	-
Total net gain/(loss) on sale of assets classified as held for sale		-	-
Property, infrastructure, plant and equipment			
Proceeds from sale of assets	(a)	618	872
Compensation for land divested by the state government as part of the North East Link Project		500	
Less: Written down value of assets disposed	6.2	(109)	(2,407)
Total net gain/(loss) on sale/disposal of property, infrastructure, plant and equipment		1,009	(1,535)
Total net gain/(loss) on disposal of assets held for sale and property, infrastructure, plant and equipment		1,009	(1,535)

(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 2019/2020 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 2021

	Note	2021 \$'000	2020 \$'000
3.9 OTHER INCOME			
Insurance claims		380	134
Recoup FSPL administration costs		80	78
Sale of surplus parcels of land		37	114
Vehicle Contributions		346	345
Workcover reimbursements		629	386
Other revenue		255	375
Total other income		1,727	1,432

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	57,548	53,816
Annual leave and loading	4,878	4,565
Long service leave	1,522	1,555
Superannuation	5,491	5,387
WorkCover	658	869
Other on costs	423	457
Less: Capitalised labour	(894)	(702)
Less: Capitalised oncosts	(224)	(176)
Total employee costs	69,402	65,771

(b) SUPERANNUATION

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities
Superannuation Fund (Vision Super)

	291	341
	291	341

Employer contributions payable at reporting date:

	-	-
--	---	---

Accumulation funds

Employer contributions to Local Authorities
Superannuation Fund (Vision Super)

	5,200	5,046
	5,200	5,046

Employer contributions payable at reporting date

	-	-
--	---	---

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.

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

	Note	2020 \$'000	2019 \$'000
4.2 MATERIALS, CONTRACTS AND SERVICES			
Advertising		215	288
Audit fees	4.12	173	89
Bank and payment collection fees		330	345
Building and Planning charges and government fees		121	108
Child care centre costs		107	125
Contractor costs			
- Agency staffing		3,859	3,433
- Aquatic and leisure costs		1,119	1,150
- Building maintenance costs		1,446	1,432
- Consultants costs		1,451	1,530
- Election related costs		459	44
- Information Technology services and licenses		2,526	2,230
- Initiative costs		2,955	3,400
- Legal expenses		558	1,106
- Parking and traffic enforcement		1,338	1,478
- Parks maintenance		2,513	2,003
- Waste collection costs		931	1,052
- Other contractor costs		5,255	4,406
General materials and supplies		3,730	3,580
Infringement collection lodgement fees		184	221
Insurances		1,126	1,029
Plant and motor vehicle operating		2,208	2,370
Postage costs		328	322
Printing, stationery and external communications		638	718
Program costs		1,313	1,048
Staff training and equipment		779	969
Sundry expenses		164	253
Waste disposal general		7,875	8,388
Other		958	1,152
Total materials, contract and services		44,659	44,269

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

	Note	2021 \$'000	2020 \$'000
4.3 UTILITY CHARGES			
Gas and electricity		2,283	2,338
Public street lighting		700	711
Telephone		412	294
Water		769	679
Total utility charges		4,164	4,022
4.4 DEPRECIATION			
Infrastructure	6.2(a)	12,621	11,782
Property	6.2(a)	3,468	3,338
Investment Property	6.4	87	86
Plant and equipment	6.2(a)	5,212	5,326
Total depreciation		21,388	20,532
Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation charges and accounting policy.			
4.5 AMORTISATION – INTANGIBLE ASSETS			
Software	5.2(c)	220	219
Total amortisation – intangible assets		220	219
4.6 AMORTISATION – RIGHT OF USE ASSETS			
Leasehold improvements	6.2(a)	63	55
Plant and equipment		368	381
Property and infrastructure		105	105
Total amortisation – right of use assets		536	541
4.7 DONATIONS EXPENDITURE			
Banyule Support and Information		72	70
Community Services grants		133	304
Diamond Valley Community Support		91	89
Economic Support Package (COVID-19 Support)		570	62
Environmental sustainability		200	107
Merri Outreach Support Services		120	105
Other donations		116	149
Total donations expenditure		1,302	886
4.8 FINANCE COST - LEASES			
Interest – lease liabilities		29	44
Total finance cost - leases		29	44
4.9 BORROWING COSTS			
Interest on borrowings – total		2,344	2,457
Total borrowing costs		2,344	2,457

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 2021

	Note	2021 \$'000	2020 \$'000
4.10 CONTRIBUTIONS EXPENSE			
Darebin Creek management		139	136
La Trobe University Basketball stadium		-	2,500
Neighbourhood Houses		267	193
Traders Associations contributions		1,150	1,150
Yarra Plenty Regional Library		5,007	4,729
YMCA contributions		100	100
Other contributions		364	338
Total contributions expense		7,027	9,146
4.11 OTHER EXPENSES			
Bad and doubtful debts	4.13	458	698
WaterMarc Contractual Obligations		507	-
Councillor allowances		347	328
Fire Service Property Levy on Council properties		160	152
General Rate Waivers		975	-
Local Business Support Payments (Special Rates)		632	158
Records storage		40	37
Short-term and low value leases	5.8	19	27
Other		456	507
Total other expenses		3,594	1,907
General rates waivers were available during 2019/2020 for COVID-19 financial hardship, under section 171A <i>Local Government Act 1989</i> .			
4.12 AUDITORS' REMUNERATION			
Audit fee to conduct external audit – Victorian Auditor General		65	52
Internal audit fee		107	35
Fees for minor audits – other external auditors		1	2
Total auditors' remuneration	4.2	173	89
4.13 BAD AND DOUBTFUL DEBTS			
Animal fines debtors		(78)	57
Local law fines debtors		115	38
Parking fines debtors		518	495
Other debtors		(97)	108
Total bad and doubtful debts	4.11	458	698

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 2021

	Note	2021 \$'000	2020 \$'000
--	------	----------------	----------------

NOTE 5. OUR FINANCIAL POSITION

5.1 FINANCIAL ASSETS

(a) CASH AND CASH EQUIVALENTS

Cash on hand	8	7
Cash at bank	6,179	8,444
Money market call account	6,475	5,475
Term Deposits (<3 mths settlement)	5,000	-
Total cash and cash equivalents	17,662	13,926

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	83,000	97,000
Total other financial assets	83,000	97,000
Total financial assets	100,662	110,926

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)	1,032	1,069
Deposits held	5.3(b)	4,269	3,448
Total restricted funds		5,301	4,517
Total unrestricted cash and cash equivalents		95,361	106,409

Intended allocations

Although not externally restricted, the following amounts have been allocated for specific future purposes by Council:

Long service leave	5.5	12,371	11,657
Unspent grants (including unearned grants)	3.4(c)	8,779	2,892
Statutory Reserves	9.1(b)(ii)	7,478	8,153
Discretionary reserves	9.1(b)(ii)	29,548	35,623
Unearned contributions	5.3(c)	105	93
Unspent contributions		164	204
Cash held to fund carried forward capital works		9,474	6,885
Total funds subject to intended allocations		67,919	65,507
Unrestricted cash and cash equivalents and financial assets adjusted for intended allocations		27,442	40,902

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
5.1 FINANCIAL ASSETS (cont)			
(c) TRADE AND OTHER RECEIVABLES			
Current			
Statutory receivables			
Rates debtors		7,672	6,087
Special rates and charges debtors		55	52
Parking infringement debtors		3,840	3,485
Provision for doubtful debts – parking infringements		(2,703)	(2,185)
Other by-laws debtors		595	639
Provision for doubtful debts – other by-laws		(363)	(326)
Non-statutory receivables			
Club contribution debtors	(i)	22	22
Other debtors	(i)	9,501	5,139
Provision for doubtful debts – other debtors	(ii)	(92)	(207)
Total current		18,527	12,706
Non-Current			
Statutory receivables			
Rates debtors		59	51
Non-statutory receivables			
Club contribution debtors	(i)	68	90
Other debtors	(i)	73	74
Total non-current		200	215
Total trade and other receivables		18,727	12,921

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		7,661	3,466
Past due – by up to 30 days		1,188	677
Past due – between 31 and 60 days		382	139
Past due – between 61 and 90 days		142	543
Past due – more than 91 days		291	500
Total trade and other receivables	(i)	9,664	5,325

(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 2021

	Note	2021 \$'000	2020 \$'000
--	------	----------------	----------------

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		207	120
New provisions recognised during the year		-	108
Amounts already provided for and written off as uncollectable		(18)	(22)
Amounts previously provided for but recovered during the year		(97)	1
Balance at end of the year		92	207

(iii) Movement in Provisions for Doubtful Debts – Parking & Other By-laws

Balance at beginning of the year		2,511	1,908
New provisions recognised during the year		555	590
Amounts already provided for and written off as uncollectable		-	(1)
Amounts previously written off but recovered during the year		-	14
Balance at end of the year		3,066	2,511

	Debtor gross carrying amount \$'000	Expected Loss %	Lifetime expected credit losses \$'000
Impairment of aged non-statutory receivables			
Current – not yet due	7,661	0.05%	2
Past due – by up to 30 days	1,188	0.75%	9
Past due – between 31 and 60 days	382	0.99%	4
Past due – between 61 and 90 days	142	11.32%	16
Past due – more than 91 days	291	21.06%	61
Total	9,664		92

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.

	Note	2021 \$'000	2020 \$'000
--	------	----------------	----------------

5.2 NON-FINANCIAL ASSETS

(a) INVENTORIES

Inventories held for distribution at cost		48	37
Total inventories		48	37

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 2021

	Note	2021 \$'000	2020 \$'000
--	------	----------------	----------------

5.2 NON-FINANCIAL ASSETS (cont)

(b) OTHER ASSETS

Prepayments		1,672	1,633
Total other assets		1,672	1,633

(c) INTANGIBLE ASSETS

Software at cost	(a)	709	929
Intangible W.I.P		198	-
Total intangible assets		907	929

(a) Intangible assets are comprised of Council's Electronic Document and Records Management System (EDRMS) software purchase and in-house development costs.

	Software \$'000
--	--------------------

INTANGIBLE ASSETS RECONCILIATION

Gross carrying amount

Balance at 1 July 2020	2,198
Additions (WIP)	198
Balance at 30 June 2021	2,396

Accumulated amortisation

Balance at 1 July 2020	(1,269)
Amortisation expense	(220)
Balance at 30 June 2021	(1,489)

Net book value at 30 June 2020	929
Net book value at 30 June 2021	907

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.

Movements in Intangible Assets Work In Progress (WIP)

2021	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Written off \$'000	Closing WIP \$'000
Intangible	-	198	-	-	198

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

	Note	2021 \$'000	2020 \$'000
5.3 PAYABLES			
(a) TRADE AND OTHER PAYABLES			
Unsecured			
Trade creditors		8,788	11,090
Accrued expenses		6,014	4,509
Total trade and other payables		14,802	15,599
5.3 PAYABLES (cont)			
(b) TRUST FUNDS AND DEPOSITS			
Summary			
Current		4,292	3,510
Non-current		1,009	1,007
Total trust funds and deposits		5,301	4,517
Summary			
Trust funds	5.1(b)	1,032	1,069
Deposits held	5.1(b)	4,269	3,448
Total trust funds and deposits		5,301	4,517
Current			
Trust Funds			
• Funds relating to Planning Permit conditions		5	12
• Other trust funds		18	50
		23	62
Refundable deposits held			
• Road opening permits		3,944	3,105
• Sub-divisions		24	24
• Sundry		181	181
• Tender contracts		50	80
• Other deposits		70	58
		4,269	3,448
Total current		4,292	3,510
Non-current			
Trust Funds			
• Funds relating to Planning Permit conditions		1,009	1,007
Total non-current		1,009	1,007
Total trust funds and deposits		5,301	4,517

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 2021

	Note	2021 \$'000	2020 \$'000
--	------	----------------	----------------

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

Capital Sales		2,900	-
Grant received in advance – operating		246	172
Grant received in advance – capital		8,111	1,688
Prepaid revenue		603	621
Other contributions		105	93
Total unearned income		11,965	2,574

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)	10,257	1,672
Total current		10,257	1,672

Non-Current

Borrowings – secured	(a)	20,810	31,067
Total non-current		20,810	31,067
Total interest bearing loans and borrowings		31,067	32,739

(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		10,257	1,672
Later than one year, but not later than five years		4,252	13,306
Later than five years		16,558	17,761
Total interest bearing loans and borrowings		31,067	32,739

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 2021

	Annual Leave \$'000	Long Service Leave \$'000	Purchased Leave \$'000	Total \$'000
--	---------------------------	---------------------------------	------------------------------	-----------------

5.5 PROVISIONS

2021

Balance at beginning of the financial year	5,258	11,657	24	16,939
Additional provisions	4,859	1,532	62	6,453
Amounts used	(4,218)	(990)	(57)	(5,265)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	21	172	-	193
Balance at the end of the financial year	5,920	12,371	29	18,320

2020

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
Balance at the end of the financial year	5,258	11,657	24	16,939

	Note	2021 \$'000	2020 \$'000
--	------	----------------	----------------

EMPLOYEE PROVISIONS:

Current

Current provisions expected to be wholly settled within 12 months:

Annual Leave	5,070	4,563
Long Service Leave	1,162	1,315
Purchased Leave	29	24
	6,261	5,902

Current provisions expected to be wholly settled after 12 months:

Annual Leave	850	695
Long Service Leave	10,046	8,963
Purchased Leave	-	-
	10,896	9,658

Total current employee provisions **17,157** **15,560**

Non-current

Long Service Leave **1,163** **1,379**

Total non-current employee provisions **1,163** **1,379**

Total employee provisions **18,320** **16,939**

Employee Provisions Summary:

Current **17,157** **15,560**

Non-current **1,163** **1,379**

Total aggregate carrying amount of employee provisions **18,320** **16,939**

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

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 1.25% (0.50% in 2020)
- Discount rates from 1 year to 16 years within the range of -0.015% to 1.580% (0.24% to 0.98% in 2020)
- Settlement period from 1 year to 16 years.

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
--	------	----------------	----------------

5.6 FINANCING ARRANGEMENTS

Business card facilities		200	200
Overdraft facilities		700	700
Interest bearing loans		31,067	32,739
Total facilities		31,967	33,639
Unused facilities			
- Business card facilities		164	171
- Overdraft facilities		700	700
		864	871
Used facilities			
- Business card facilities		36	29
- Interest bearing loans		31,067	32,739
		31,103	32,768
Total facilities		31,967	33,639

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.

2021	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
Operating					
Cleaning services	897	673	-	-	1,570
Facilities maintenance	99	56	-	-	155
HR Services	62	-	-	-	62
Internal audit fee	137	59	-	-	196
IT services & licences	574	323	267	22	1,186
Leisure equipment & services	258	89	18	-	365
Parking & traffic enforcement	297	19	-	-	316
Tree Pruning	866	744	1,875	-	3,485
Other contracts	3	-	-	-	3
Total operating commitments	3,193	1,963	2,160	22	7,338
Capital					
Buildings	9,882	-	-	-	9,882
Motor vehicles	758	-	-	-	758
Parks & gardens	50	2	-	-	52
Playgrounds	176	-	-	-	176
Roads	5,424	-	-	-	5,424
Total capital commitments	16,290	2	-	-	16,292

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

5.7 COMMITMENTS (cont)

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
Operating					
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
Total operating commitments	5,759	3,933	4,618	1,081	15,391
Capital					
Buildings	23,176	-	-	-	23,176
Motor vehicles	948	-	-	-	948
Parks & gardens	683	-	-	-	683
Playgrounds	528	-	-	-	528
Roads	1,102	-	-	-	1,102
Total capital commitments	26,437	-	-	-	26,437

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

5.8 LEASES

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

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

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

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

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

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

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

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

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

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

**otes to and forming part of the Financial Statements
for the year ended 30 June 2021**

5.8 LEASES (cont)

	Plant and equipment \$'000	Property and infrastructure \$'000	Total \$'000
Right of use assets			
Balance at 1 July 2019	715	508	1,223
Additions	759	46	805
Amortisation charge	(381)	(105)	(486)
Balance at 30 June 2020	1,093	449	1,542
Balance at 1 July 2020	1,093	449	1,542
Additions	6	-	6
Amortisation charge	(369)	(105)	(474)
Balance at 30 June 2021	730	344	1,074

	2021 \$'000	2020 \$'000
Lease liabilities		
Maturity analysis - contractual undiscounted cash flows		
Less than one year	495	513
One to five years	646	1,126
More than five years	3	18
Total undiscounted lease liabilities as at 30 June	1,144	1,657
Lease liabilities included in the Balance Sheet at 30 June		
Current	474	478
Non-current	560	1,105
Total lease liabilities	1,034	1,583

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.

	2021 \$'000	2020 \$'000
Expenses relating to:		
Short term leases	16	24
Leases of low value assets	3	3
Total	19	27
Variable lease payments (not included in measurement of liabilities)		-

	2021 \$'000	2020 \$'000
Non-cancellable lease commitments		
- Short-term and low-value leases		
Commitments for minimum lease payments for short-term and low-value leases are payable as follows:		
Within one year	4	4
Later than one year but not later than five years	14	15
Total lease commitments	18	19

Leases classified as operating leases under AASB 117 Leases

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
--	------	----------------	----------------

NOTE 6. ASSETS WE MANAGE

6.1 NON-CURRENT ASSETS CLASSIFIED AS HELD FOR SALE

Current - To be sold within 12 months

Opening balance on Council's valuation		2,650	-
Transfer from property, infrastructure, plant and equipment		12,657	3,170
Change in valuation			(520)
Less: Written down value of assets sold		(2,650)	-
Assets held for sale (Current)		12,657	2,650

Non- Current - To be sold later than 12 months

Opening balance on Council's valuation		-	-
Transfer from investment property		16,250	-
Assets held for sale (Non-Current)		16,250	-

Total non-current assets classified as held for sale		28,907	2,650
---	--	---------------	--------------

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 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.

2021		Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Asset held for sale-land (non-specialised)	(a)	28,185	-	-
Asset held for sale-buildings (non-specialised)	(a)	722	-	-
Total		28,907	-	-

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	-	-
Total		2,650	-	-

(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 2021

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT

Summary of Property, Infrastructure, Plant and Equipment

2021	Infrastructure \$'000	Plant & equip \$'000	Property \$'000	Art \$'000	W.I.P \$'000	Total \$'000
Carrying value 01 July 2020	413,660	15,989	1,193,307	1,583	35,914	1,660,453
Acquisitions	17,349	5,021	18,076	-	7,531	47,977
Transfer between class	6,109	71	28,492	1	(34,673)	-
Transfer to asset held for sale	-	-	(8,557)	-	-	(8,557)
Revaluation	-	-	-	-	-	-
Depreciation	(12,621)	(5,212)	(3,531)	-	-	(21,364)
Impairment	-	-	(643)	(134)	(17)	(794)
Disposal	-	(109)	-	-	-	(109)
Carrying value 30 June 2021	424,497	15,760	1,227,144	1,450	8,755	1,677,606

Summary of Work in Progress (WIP)

2021	Opening WIP \$'000	Additions \$'000	Transfers \$'000	Written off \$'000	Closing WIP \$'000
Roads	1,024	570	(892)	-	702
Drainage	208	12	(208)	-	12
Parks and gardens	5,272	718	(5,069)	(14)	907
Playgrounds	108	0	(108)	-	-
Freehold buildings	29,085	6,204	(28,324)	(3)	6,962
Land	110	18	-	-	128
Furniture and fittings	-	9	-	-	9
Plant and equipment	106	-	(73)	-	33
Arts	1	-	1	-	2
Total work in progress	35,914	7,531	(34,673)	(17)	8,755

Asset recognition thresholds and depreciation periods

Asset Category	Depreciation Rate %	Useful Life Years	Threshold Limit \$
Property, infrastructure, plant and equipment:			
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
Leasehold improvements:			
Leasehold improvements - building	10	10	5,000
Intangibles:			
IT software	10	10	50,000

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

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:

Infrastructure	Roads, streets and bridges \$'000	Drainage \$'000	Parks and gardens \$'000	Playgrounds \$'000	TOTAL Infrastructure \$'000
At fair value 1 July 2020	451,334	231,213	60,365	10,772	753,684
Accumulated depreciation at 1 July 2020	(181,512)	(123,071)	(30,064)	(5,377)	(340,024)
Carrying value at 1 July 2020	269,822	108,142	30,301	5,395	413,660
Movements in Fair Value					
Acquisition of assets at fair value	6,272	398	9,372	1,307	17,349
Transfers	886	208	4,905	110	6,109
Revaluation increments/(decrements)	-	-	-	-	-
	7,158	606	14,277	1,417	23,458
Movements in accumulated depreciation					
Depreciation	(7,798)	(2,312)	(1,905)	(606)	(12,621)
	(7,798)	(2,312)	(1,905)	(606)	(12,621)
At fair value 30 June 2021	458,492	231,819	74,642	12,189	777,142
Accumulated depreciation at 30 June 2021	(189,310)	(125,383)	(31,969)	(5,983)	(352,645)
Carrying value at 30 June 2021	269,182	106,436	42,673	6,206	424,497

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (cont)

(a) RECONCILIATION (cont)

Plant and Equipment	Motor vehicles \$'000	Plant and equipment \$'000	Furniture and fittings \$'000	Waste Management \$'000	TOTAL Plant and Equipment \$'000
At fair value 1 July 2020	19,437	24,871	6,326	-	50,634
Accumulated depreciation at 1 July 2020	(11,408)	(18,335)	(4,902)	-	(34,645)
Carrying value at 1 July 2020	8,029	6,536	1,424	-	15,989
Movements in Fair Value					
Acquisition of assets at fair value	3,936	766	319	-	5,021
Transfers	71	-	-	-	71
Disposals	(2,463)	(358)	-	-	(2,821)
	1,544	408	319	-	2,271
Movements in accumulated depreciation					
Depreciation	(2,473)	(2,310)	(429)	-	(5,212)
Accumulated Depreciation of Disposals	2,370	342	-	-	2,712
	(103)	(1,968)	(429)	-	(2,500)
At fair value 30 June 2021	20,981	25,279	6,645	-	52,905
Accumulated depreciation at 30 June 2021	(11,511)	(20,303)	(5,331)	-	(37,145)
Carrying value at 30 June 2021	9,470	4,976	1,314	-	15,760

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

6.2 PROPERTY, INFRASTRUCTURE, PLANT AND EQUIPMENT (cont)

(a) RECONCILIATION (cont)

Property and Other Assets	Freehold land \$'000	Freehold buildings \$'000	Leasehold Imp'ments \$'000	TOTAL Property \$'000	Art collection \$'000	TOTAL Other \$'000
At fair value 1 July 2020	1,011,626	267,058	550	1,279,234	1,583	1,583
Accumulated depreciation at 1 July 2020	-	(85,664)	(263)	(85,927)	-	-
Carrying value at 1 July 2020	1,011,626	181,394	287	1,193,307	1,583	1,583
Movements in Fair Value						
Acquisition of assets at fair value	591	17,351	134	18,076	-	-
Transfers	-	28,492	-	28,492	1	1
Transfers to asset held for sale	(7,835)	(1,343)	-	(9,178)	-	-
Revaluation increments/(decrements)	-	-	-	-	-	-
Impairment	-	(877)	-	(877)	(134)	(134)
	(7,244)	43,623	134	36,513	(133)	(133)
Movements in accumulated depreciation						
Depreciation	-	(3,468)	(63)	(3,531)	-	-
Transfers to asset held for sale	-	621	-	621	-	-
Revaluation	-	-	-	-	-	-
Impairment	-	234	-	234	-	-
	-	(2,613)	(63)	(2,676)	-	-
At fair value 30 June 2021	1,004,382	310,681	684	1,315,747	1,450	1,450
Accumulated depreciation at 30 June 2021	-	(88,277)	(326)	(88,603)	-	-
Carrying value at 30 June 2021	1,004,382	222,404	358	1,227,144	1,450	1,450
Work in Progress						
	Property \$'000	Plant & Equipment \$'000	Infrastructure \$'000	Arts \$'000	TOTAL WIP \$'000	
At fair value 1 July 2020	29,195	106	6,612	1	35,914	
Carrying value at 1 July 2020	29,195	106	6,612	1	35,914	
Movements in Fair Value						
Acquisition of assets at fair value	6,222	9	1,300	-	7,531	
Transfers	(28,324)	(73)	(6,277)	1	(34,673)	
Written off	(3)	-	(14)	-	(17)	
	(22,105)	(64)	(4,991)	1	(27,159)	
At fair value 30 June 2021	7,090	42	1,621	2	8,755	
Carrying value at 30 June 2021	7,090	42	1,621	2	8,755	

- Note: There is additional Work In Progress capitalised under Note 5.2(c) Intangible Assets

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

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 2021

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 2020/2021 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 2021 are as follows:

2021	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
Total		-	128,842	1,064,178

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 2021

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 2021 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 2021 are as follows:

2021	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
Total		-	-	377,964

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 2021

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	2021 \$'000	2020 \$'000
Investments – unlisted shares held at fair value accounted for through profit and loss	6.3(a)	228	226
Investments in associates	6.3(b)	3,339	2,961
Total investments		3,567	3,187
(a) INVESTMENTS – UNLISTED SHARES			
Procurement Australasia		228	225
Regional Kitchen Pty Ltd		-	1
Total investments – unlisted shares		228	226
Increase/(Decrease) in fair value recognised in net result		2	(262)

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 2021

	Note	2021 \$'000	2020 \$'000
6.3 INVESTMENTS (cont)			
(b) INVESTMENTS IN ASSOCIATES			
Share of Yarra Plenty Regional Library Corporation		3,339	2,961
Total investments in associates		3,339	2,961
Council's share of accumulated surplus/(deficit):			
Council's share of accumulated surplus/(deficit) at start of year		2,961	2,695
Reported change from prior year's equity		41	1
Reported surplus/(deficit) for year		337	265
Council's share of accumulated surplus/(deficit) at end of year		3,339	2,961
Movement in carrying value of specific investment:			
Carrying value of investment at start of year		2,961	2,695
Share of total change in equity for year		378	266
Carrying value of investment at end of year		3,339	2,961
Council's share of expenditure commitments:			
Lease commitments		596	330
Operating commitments		471	508
Council's share of expenditure commitments		1,067	838

Council's share of contingent liabilities and contingent assets:

The Yarra Plenty Regional Library has no known contingent liabilities as at 30 June 2021 nor as at 30 June 2020.

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:

- 40.90% (41.05% in 2020) 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 2021 valuation is based on draft Financial Statements (2020 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 2021

	Note	2021 \$'000	2020 \$'000
6.4 INVESTMENT PROPERTY			
Balance at beginning of financial year		33,034	32,029
Additions		-	419
Transfer to Freehold land		-	(3,840)
Transfer to asset held for sale		(20,350)	
Depreciation - Building		(87)	(86)
Fair Value Adjustments		-	4,512
Balance at end of Financial Year		12,597	33,034

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 was carried out in 2020 in accordance with a valuation by Council's Valuer, Mr P Kemm, A.A.P.I. who was experienced 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 2021

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:

	2021 No.	2020 No.
Councillors		
Cr. Rick Garotti (Mayor from 11/11/2020)	1	1
Cr. Alison Champion (Mayor 12/11/2019-24/10/2020)	1	1
Cr. Peter Castaldo	1	1
Cr. Mark Di Pasquale	1	1
Cr. Peter Dimarelos (from 09/11/2020)	1	-
Cr. Alida McKern (from 09/11/2020)	1	-
Cr. Tom Melican	1	1
Cr. Fiona Mitsinikos (from 09/11/2020)	1	-
Cr. Elizabeth Nealy (from 09/11/2020)	1	-
Cr. Craig Langdon (to 24/10/2020)	1	1
Cr. Wayne Phillips (to 24/10/2020)	1	1
Total Number of Councillors	11	7
Chief Executive Officer and Directors		
Chief Executive Officer	1	1
Director Assets & City Services	1	1
Director City Development	1	1
Director Community Programs	1	1
Director Corporate Services	1	1
Total of Chief Executive Officer and Directors	5	5
Total Key Management Personnel	16	12

(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.
- Long-term benefits represent long service leave accrued during the year.
- Post employment benefits include pensions and other retirement benefits.

	2021 \$'000	2020 \$'000
Short-term benefits	1,782	1,741
Long-term benefits	32	40
Post-employment benefits	-	-
Total	1,814	1,781

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

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:

	2021 No.	2020 No.
\$0 - \$10,000	2	-
\$20,000 - \$29,999	4	-
\$30,000 - \$39,999	3	5
\$50,000 - \$59,999	1	-
\$60,000 - \$69,999	-	1
\$90,000 - \$99,999	1	1
\$240,000 - \$249,999	-	1
\$260,000 - \$269,999	1	-
\$270,000 - \$279,999	2	-
\$280,000 - \$289,999	1	3
\$350,000 - \$360,000	1	1
Total	16	12

(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 (2020 exceeds \$151,000).

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:

	2021 No.	2020 No.
Income range:		
\$151,000 - \$159,999	3	6
\$160,000 - \$169,999	4	3
\$170,000 - \$179,999	2	2
\$180,000 - \$189,999	5	6
\$190,000 - \$199,999	7	2
\$200,000 - \$209,999	-	1
Total	21	20

	\$'000	\$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to:	3,768	3,461

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

7.2 RELATED PARTY DISCLOSURES

(a) TRANSACTIONS WITH RELATED PARTIES

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

Payments made to Yarra Plenty Regional Library		2019/2020
	2020/2021	\$'000
	\$'000	\$'000
Operational contributions	5,508	5,202
Grant funding	17	9
Cleaning costs for Ivanhoe Hub	29	-

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
2020/2021	56
2019/2020	55

- 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
2020/2021	4	1
2019/2020	-	-

(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
2020/2021	100
2019/2020	70

(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 (2020: \$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 (2020: \$Nil).

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
--	------	----------------	----------------

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 26 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	3,174	2,450
Later than one year and not later than five years	3,004	2,816
Later than five years	2,920	2,572
Total operating lease receivables	9,098	7,838

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	51	56
- bank loans for operators of Council facilities	898	998
- lease for community organisations	37	73
Total guarantees	986	1,127

Council is currently acting as guarantor for two loans; one for a Sporting Club 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 \$985,379.33 (\$1,127,233 in 2020). 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 2021

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.

(f) NORTH EAST LINK - DIVESTED LAND

As part of the North East Link Project, the State Government has divested Council of the property known as Borlase Reserve in 2019/2020. While the property is no longer under Council's control, the compensation for the loss of land is still under negotiation. As such, the property was disposed from Council's books in 2019/2020, however the related income will not be recognised until next financial year.

8.2 CHANGES IN ACCOUNTING STANDARDS

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2021 reporting period. Council assesses the impact of these new standards. As at 30 June 2021 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2022 that are expected to impact Council.

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 2021

8.3 FINANCIAL INSTRUMENTS (cont)

(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 2021

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 -0.4% in market interest rates (AUD) from year end weighted average interest rates of 0.45%.

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

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.

(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.

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

8.4 FAIR VALUE MEASUREMENT (cont)

(c) REVALUATION (cont)

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.

(d) 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 2020/2021 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 2021:

- Council adopted an Economic Support Package, which delivered approx. \$4.49 million of support to ratepayers, residents, local businesses and community groups. This was by increased expenditure and forgone income, key items were:
 - A rates hardship policy which allowed ratepayers to apply for rates waivers and/or deferrals of payment to 30/06/2021 was introduced. For 2020/2021 financial year this has resulted in waivers of \$0.96 million as well as an increase in rates debtors at 30th June 2021 of \$1.59 million compared to the previous year.
 - To help support local businesses, Council made the decision to cover the Special Rates & Charges contributions of retailers within our shopping precincts for the entire year which saved local businesses \$0.63 million.
 - Business support and community grants were introduced, in 2020/2021 this delivered \$0.57 million in grant payments.
 - Health Act registration and street trader permit fees were waived, forgoing \$0.68 million of income.
 - Waiving of fees, charges and rent (where applicable for Council tenants) for all local community groups until 31/03/2021 amounting to \$0.58 million foregone income.
- In response to government directives amidst the COVID-19 outbreak, Council's leisure centre facilities, libraries, community centres and transfer station were closed when required, while Child Care Centre usage was scaled back significantly. These closures resulted in a decrease in the council user fee revenue by approx. \$4 million and a decrease in associated expenditure by approx. \$2 million compared to budget which has already been reduced from pre COVID-19 levels.
- While COVID-19 lockdown restrictions were implemented, parking enforcement changed 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 \$1.34 million.

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

8.6 EVENTS OCCURRING AFTER BALANCE DATE

COVID-19 has had an impact on the financial accounts 2020/2021 as presented and is expected to have a continued effect into 2021/2022. With a direct effect on some of Council's services (e.g. Leisure Centre closures), there is also the financial impacts of Council's continued COVID-19 Stimulus/Support Package which is expected to continue through 2021/22. The package includes the offer of rates hardship waivers for eligible applicants, some waived fees for eligible local businesses, community organisations and tenants of council properties as well as offering additional grants and services to the community.

NOTE 9. OTHER MATTERS

9.1 RESERVES

(a) SUMMARY OF RESERVE TYPES

	Balance as at 30/06/2021 \$'000	Balance as at 30/06/2020 \$'000
Asset Revaluation Reserve	1,199,754	1,199,754
Asset Replacement Reserves	37,026	43,776
Total Reserves	1,236,780	1,243,530

(b) RESERVE MOVEMENTS

The following transfers to and from Council's reserves occurred during the reporting period:

(i) Asset Revaluation Reserve

2021	Balance as at 01/07/2020 \$'000	Increment/ (Decrement) \$'000	Transfer to Acc. Surplus \$'000	Transfer between classes \$'000	Balance as at 30/06/2021 \$'000
Infrastructure					
• Roads and streets	178,926	-	-	-	178,926
• Bridges, medians and local area traffic management	3,345	-	-	-	3,345
• Drainage	82,021	-	-	-	82,021
• Parks and gardens	247	-	-	-	247
	264,539	-	-	-	264,539
Property					
• Freehold land	885,597	-	-	-	885,597
• Freehold buildings	46,685	-	-	-	46,685
	932,282	-	-	-	932,282
Other assets					
• Heritage and culture – including art collection	283	-	-	-	283
	283	-	-	-	283
Non-current assets classified as held for sale					
• Freehold land	2,464	-	-	-	2,464
• Freehold buildings	186	-	-	-	186
	2,650	-	-	-	2,650
Total asset revaluation reserve	1,199,754	-	-	-	1,199,754

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 2021

9.1 RESERVES (cont)

(b) RESERVE MOVEMENTS (cont)

(i) Asset Revaluation Reserve (cont)

2020	Balance as at 01/07/2019 \$'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
Total asset revaluation reserve	1,145,104	56,226	(1,576)	-	1,199,754

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 2021

9.1 RESERVES (cont)

(b) RESERVE MOVEMENTS (cont)

(ii) Asset Replacement Reserves

2021	Balance as at 01/07/20 \$'000	Transfers between \$'000	Transfers to \$'000	Transfers from \$'000	Balance as at 30/06/21 \$'000
Statutory Reserves					
Public Open Space	7,901	-	6,397	(7,072)	7,226
Off-Street Car Parking	252	-	-	-	252
Total statutory reserves	8,153	-	6,397	(7,072)	7,478
Discretionary Reserves					
General	6,251	(600)	2,700	(517)	7,834
Plant and Equipment	10,842	(193)	3,521	(3,434)	10,736
Strategic Properties	4,735	(3,900)	2,650	(3,142)	343
Asset Renewal	6,536	4,500	2,466	(11,953)	1,549
Car Parking Meters	3,646	-	604	(435)	3,815
BPI Investment	155	-	-	-	155
IT Equipment	3,458	193	1,465	-	5,116
Total discretionary reserves	35,623	-	13,406	(19,481)	29,548
Total Asset replacement reserves	43,776	-	19,803	(26,553)	37,026

2020	Balance as at 01/07/19 \$'000	Transfers between \$'000	Transfers to \$'000	Transfers from \$'000	Balance as at 30/06/20 \$'000
Statutory Reserves					
Public Open Space	10,674	-	3,954	(6,727)	7,901
Off-Street Car Parking	252	-	-	-	252
Total statutory reserves	10,926	-	3,954	(6,727)	8,153
Discretionary Reserves					
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
Total discretionary reserves	55,297	-	10,979	(30,653)	35,623
Total Asset replacement reserves	66,223	-	14,933	(37,380)	43,776

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 2021**

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.

Notes to and forming part of the Financial Statements for the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
9.2 RECONCILIATION OF SURPLUS/(DEFICIT) TO CASH FLOWS FROM OPERATING ACTIVITIES			
Surplus for the year		9,917	12,822
(Profit)/loss on disposal of infrastructure, property, plant and equipment	3.8	(1,009)	1,535
Depreciation and amortisation	4.4, 4.5 & 4.6.	22,144	21,292
Impairment loss	6.2	794	419
Borrowing costs - interest	4.9	2,344	2,457
Finance costs - leases	4.8	29	44
Fair value adjustment of investments	6.3(a)	(2)	262
Fair value adjustment of investment property	6.4	-	(4,512)
Share of profits of associate	6.3(b)	(378)	(266)
Change in assets and liabilities, excluding investing activities: -			
(Increase)/decrease in trade and other receivables		(3,203)	(52)
(Decrease)/increase in inventories		(11)	2
(Increase)/decrease in prepayments		(39)	(334)
Increase/(decrease) in trade and other payables		479	223
Increase/(decrease) in unearned income		6,491	932
Increase in employee provisions		1,381	1,195
(Increase)/decrease in trust funds and deposits		784	(155)
Net cash provided by operating activities		39,721	35,864

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 2021, this was 9.50% required under Superannuation Guarantee legislation (9.50% for 2019/2020).

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 2021

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 for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%. The financial assumptions used to calculate the VBI were:

Net investment returns	5.60% pa
Salary information	2.50% pa for two years and 2.75% pa thereafter
Price inflation (CPI)	2.00% pa

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category.

Vision Super has advised that the estimated VBI at 30 June 2021 was 109.70%. The financial assumptions used to calculate this VBI were:

Net investment returns	4.80% pa
Salary information	2.75% pa
Price inflation (CPI)	2.25% pa

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2020 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category's funding arrangements from prior years.

Employer Contributions

Regular Contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.50% of members' salaries (9.50% in 2019/2020). 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 2021

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 2020 triennial actuarial investigation surplus amounts

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

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

- A VBI surplus of \$100.0 million (2019: \$151.3 million);
- A total service liability surplus of \$200.0 million (2019: \$233.4 million); and
- A discounted accrued benefits surplus of \$217.8 million (2019: \$256.7 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 2020.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020.

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 2020.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

The 2021 interim actuarial investigation

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

**Notes to and forming part of the Financial Statements
for the year ended 30 June 2021**

NOTE 10. CHANGE IN ACCOUNTING POLICY

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/2021 for Local Government Sector)

Council has adopted AASB 1059 *Service Concession Arrangements: Grantors*, from 1 July 2020.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/2021 for Local Government Sector)

Council has adopted AASB 2018-7 *Amendments to Australian Accounting Standards - Definition of Material*, from 1 July 2020.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/2021 for Local Government Sector)

Council has adopted AASB 2019-1 *Amendments to Australian Accounting Standards - References to the Conceptual Framework* from 1 July 2020.

It is not expected that any of these standards will have any significant impact on Council.