

# Annual Report

## 2016/2017



# Annual Report 2016/2017

The Annual Report 2016/2017 is presented in three parts:



**Part One of Three  
Report of Operations for the  
Year Ended 30 June 2017**



**Part Two of Three  
Performance Statement for the  
Year Ended 30 June 2017**



**Part Three of Three  
Financial Report for the  
Year Ended 30 June 2017**

**Annual Report 2016/2017**  
**Part One of Three**  
**Report of Operations for the Year Ended 30 June 2017**



## Table of Contents

	Page
<b>Introduction</b>	
Welcome to the Report of Operations 2016/2017	3
Snapshot of Banyule City Council	3
City Plan Context	6
<b>The year in review</b>	
Mayor and CEO message	11
Financial summary	14
Description of operations	18
Last year we provided	21
<b>Our Council</b>	
City profile	23
Service Centres	24
Councillors	27
<b>Our people</b>	
Organisational structure	28
Council staff	29
Equal employment opportunity program	31
Other staff matters	31
<b>Our Best Value performance</b>	
Local Government planning and accountability framework	33
Performance	34
A summary of our best value performance	44
Indicators	66
<b>Governance, management and other information</b>	
Good Governance	100
Statutory information	111
Governance and management checklist	118
Glossary	123

## Introduction

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### Welcome to the Report of Operations 2016/2017

Banyule City Council is committed to transparent reporting and accountability to the community. The Report of Operations 2016/2017 is the primary means of advising the community about Council's operations and performance during the financial year.

### Snapshot of Banyule City Council

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

#### **Population**

Banyule's estimated resident population for 2016 was 127,693. Banyule has an older age profile compared to Greater Melbourne. Older residents aged 60+ years make up 23% of Banyule's population compared to 19% of the population in Greater Melbourne.

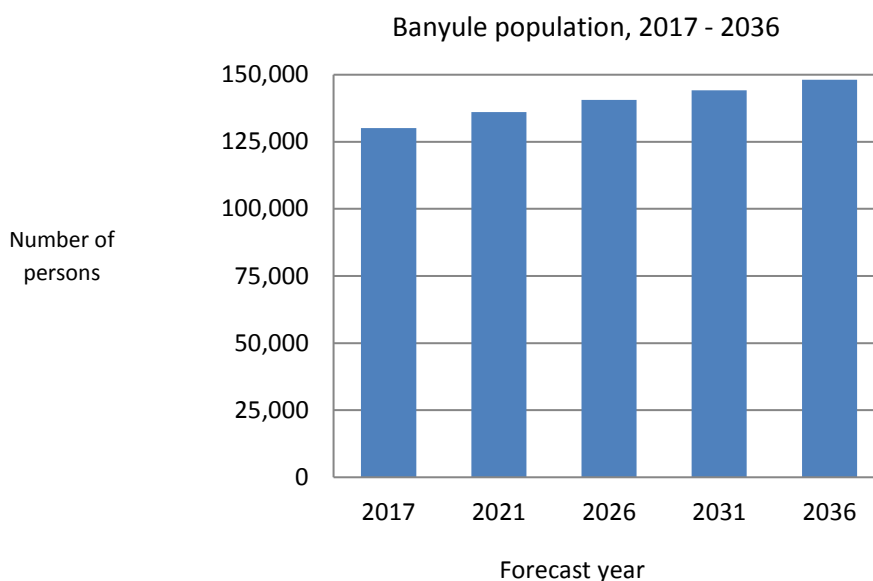
From 2011 to 2016, the largest growth in Banyule occurred in the following age groups:

- 5-9 years (+916 persons, 14% increase)
- 65-69 years (+1,140 persons, 21% increase)
- 70-74 years (+897 persons, 22% increase).

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 West Precinct in the suburbs of Heidelberg West, Bellfield and Heidelberg Heights.

#### **Forecast**

Banyule's population forecast for 2017 is 130,145. It is forecast to grow by 17,950 residents to 148,095 by 2036, at an average annual growth rate of 0.73%.

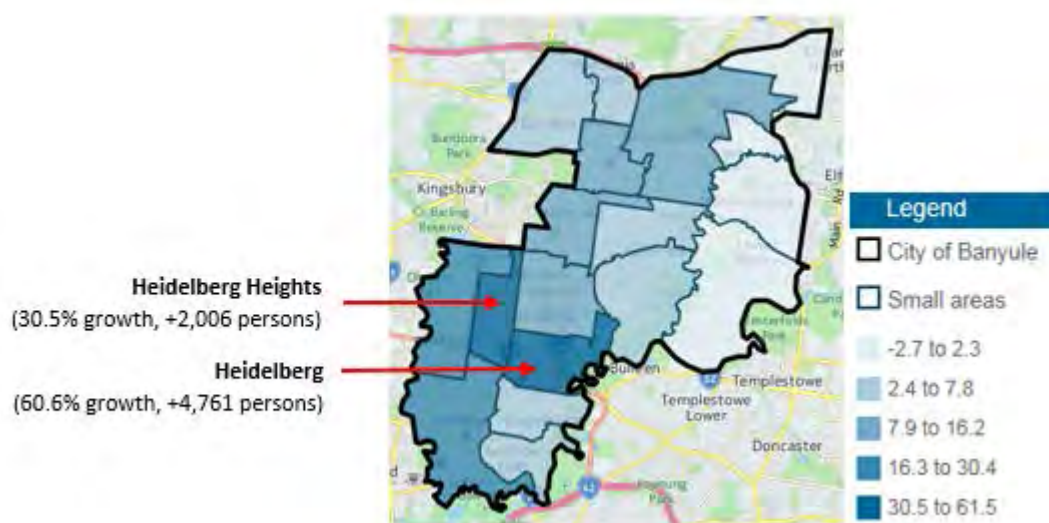


## Introduction

The largest growth in the number of persons is forecast for the suburb of Heidelberg (+4,761), followed by Ivanhoe (+3,777). The population is forecast to increase across all suburbs, with the exception of Montmorency and Lower Plenty.

The percentage growth is forecast for Heidelberg (60.6% increase, with an average annual growth rate of 3.2% from 2017 to 2036). Heidelberg Heights is forecast to have the second largest percentage growth (30.5% increase).

Population forecast map, 2017 to 2036 percent change



Source: *Census of Population and Housing.*

Forecast data prepared by id, December 2015

## Cultural diversity

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

An increasing number of residents are born overseas (23.4% in 2016, up from 22.1% in 2011), 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).

## Introduction

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

Twenty two percent of Banyule residents speak a language other than English at home, up from 20% in 2011. The main non-English languages spoken are: Mandarin, Italian, Greek, Cantonese and Arabic. Between 2011 and 2016, languages that experienced the most growth were Mandarin, Persian/Dari, Vietnamese, Hindi and Malayalam.

Of the 79 Local Government Areas in Victoria, Banyule has the second largest population of residents that speak Somali at home (1,007 persons).

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

In the 2016 Census, 706 residents identified as Aboriginal and/or Torres Strait Islander. This 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 is marginally smaller in Banyule than in Greater Melbourne (2.54 persons per household compared to 2.61).

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 have completed Year 12 or equivalent (61% compared to 56% in 2011).

The unemployment rate in Banyule remains lower compared to unemployment rates in Australia. In the 2017 March quarter, the unemployment rate in Banyule was 4.0%, down slightly from 4.2% in the previous year and lower compared to Greater Melbourne (5.9%).

The largest employer in Banyule is the Health Care and Social Assistance industry, making up 31% of all employment in 2015/16. This is followed by Retail Trade (11%), Education and Training (10%) and Construction (9%). A considerable proportion of the people who work in Banyule also live in the area (38.4%).<sup>1</sup>

<sup>1</sup> 2011 Census. Employment data from the 2016 Census is not yet available.

### City Plan Context

#### **Banyule's City Plan 2013-2017**

The context for Banyule's Annual Report 2016/2017 is a report to our community in relation to the achievement of Banyule's strategic direction as set out in its City Plan 2013-2017 (Year 4) and Budget 2016/2017.

The City Plan 2013-2017 (Year 4) is Banyule's Council Plan as required by Section 125 of the *Local Government Act 1989*. The plan is a partnership between council and community

Council's role is to locally govern for all residents, visitors and ratepayers, and provide a range of programs and services that meet the needs of our community.

Our City Plan provides a roadmap to follow in this important role. Underpinned by our vision and principles, 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

#### **Vision (What we strive for)**

***Banyule, a green, liveable and prosperous city, sustaining a healthy and engaged community.***

The core principles that help us achieve our vision are:

#### **Principles**

- Sustainability for our future
- Community wellbeing
- Community participation
- Fairness in all we do
- Maintaining our community's trust

We believe we will best achieve this Vision and adhere to our core principles, by focusing on the following strategic objectives on behalf of the community:

#### **Objectives**

##### **People: Community Strengthening and Support**

Support and strengthen the health and wellbeing of the Banyule community.

##### **Planet: Environmental Sustainability**

Conduct Council activities in a sustainable manner, and practice sound stewardship of the natural environment to ensure its diversity, protection and enhancement.

##### **Place: Sustainable Amenity and Built Environment**

Maintain and enhance the quality of Banyule's public spaces, buildings and infrastructure for people who live, work, shop, play and move around in our city.

##### **Participation: Community Involvement in Community Life**

Govern effectively by appropriately engaging the community in issues that affect them, and advocating for the broader interest of the community.

##### **Performance: Use Our Resources Wisely**

Manage the financial and non-financial resources required for the next four years to achieve Council's strategic objectives.



## 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 City Plan includes a Strategic Resource Plan, which is integrated within our 'Performance – Use our resources wisely' objective.

## Introduction

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Each objective in the City Plan 2013-2017 (Year 4) is supported by the following:

- **Key directions** - A range of key strategic directions for achieving each objective. 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 list of practical 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 will measure achievements against our objectives over a four-year period. They include a mix of:
  - Key data gathered by Council and other agencies to assist in evaluating community wellbeing
  - Community Satisfaction Indices (CSI) measured by the State Government in its annual survey of Local Governments in Victoria.
  - 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.

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 comprehensive supporting policies, strategies and plans.

Our key policy and strategy documents informing the City Plan are continuously reviewed to ensure relevance and responsiveness to community needs and best industry practice:

- **Banyule People: Health and Wellbeing Policy & Strategy** – provides the framework to promote good health and wellbeing at all ages within Banyule. The four-year strategy is supported by an annual action plan, and has been developed in partnership with participating agencies and our community. The combination of the relevant sections of the City Plan and the *Banyule People: Health and Wellbeing Policy & Strategy* represents and satisfies the statutory requirements for a Municipal Public Health and Wellbeing Plan as required by the *Victorian Health and Wellbeing Act 2008*.
- **Banyule Planet: Environmental Sustainability Policy & Strategy** – provides the framework for achieving environmental sustainability in Banyule. It provides guidance and direction for supporting action plans that are reported in the annual State of the Environment Report.
- **Banyule Place Policy & Strategy** – provides the framework for maintaining and improving Banyule as a liveable and vibrant place.

- **Banyule Participation Policy & Strategy** – provides the framework for Council to support community involvement, by appropriately engaging with our community on issues that affect them, encouraging participation and advocating on behalf of our community.
- **Banyule Performance Framework: Banyule Management System** - provides the strategic framework for managing our resources wisely, providing organisational support services, strategic planning and risk management. Our ‘Performance’ objective is underpinned by policy context and strategic intent that is informed by: the Strategic Resource Plan, Strategic Budget, 4 year Capital Works Plan, IT Strategic Plan 2015-2020, Banyule City Council Enterprise Agreement No.6, 2014, Banyule Working Together Working Better Values and Staff Code of Conduct, the Rating Strategy and the Debt Management Strategic Plan.

The ‘Performance’ objective is also informed by a strong legislative framework, using industry best practice guides (eg. Reporting guidelines for local government budgets in Victoria, provided by The Institute of Chartered Accountants in Australia). Our Banyule Management System (BMS) is based on meeting the Best Value Principles of service delivery to our community, and incorporates a certification program against three key National and International Standards in Quality, Occupational Health and Safety and Environmental Management.

The key policy and strategy documents include the rationale and policy context for each of the key directions that have been set to achieve our objectives.

### **Strategic Resource Plan**

The Strategic Resource Plan, included in the City Plan, details the financial and non-financial resources required for the life of the City Plan to achieve Council’s strategic objectives.

The Strategic Resource Plan as set out by legislation consists of the following:

- The ‘Performance–Use our resources wisely’ 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 updated annually.

### **Annual Budget**

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

### **Our City Plan’s Relationship with the Municipal Public Health and Wellbeing Plan**

The City Plan 2013-2017 (Year 4) and the Banyule People: Health and Wellbeing Policy & Strategy meet Banyule’s obligation for the provision of a Municipal Public Health and Wellbeing Plan under the *Victorian Public Health and Wellbeing Act 2008*. The City Plan is used as a vehicle for the strategic planning of the health and wellbeing of our community from Council’s responsibility perspective.

The City Plan (Council Plan) is reviewed on 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.

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

Banyule has chosen to meet our obligations to plan for the health and well-being of our communities within our existing City Plan 2013-2017 (Year 4). The benefit of our approach is that health and wellbeing is integrated into the decisions Council makes, for example in the services we provide and how places and spaces are designed. Integrating our legislated obligations for a Municipal Public Health and Wellbeing Plan within our City Plan has cut down on an additional, unnecessary layer of administration.

Health and wellbeing is integrated into the decisions Council makes. We also 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 issues that have been shown to lead to the most deaths and illness, 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 Electronic Gaming Machines.

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

**Mayor - Cr Tom Melican**



**Chief Executive Officer - Simon McMillan**



### Mayor and CEO Message

We are pleased to present Banyule City Council's Annual Report 2016/2017, which documents our achievements in fulfilling the objectives and commitments outlined in Year 4 (2016/2017) of our City Plan 2013-2017.

The last 12 months have been busy and productive with some major changes, including a new Council elected in November 2016 and more than 300 staff from three offices relocating to new civic offices at Greensborough in April 2017. Throughout this transition, Banyule has remained stable and this is one of our Council's main strengths thanks to good governance, astute planning and economic management, and a desire to achieve great outcomes for the community. Our sound financial position has enabled Council to continue to deliver a wide range of high-quality services, vital public works projects and community-building initiatives to improve the quality of life and increase opportunities for all those who make Banyule their home, workplace or place to visit or do business.

At the heart of all we do is our commitment to work with the community to achieve our shared vision: Banyule, a green, liveable and prosperous city, sustaining a healthy and engaged community. Council continues to follow five interlinked objectives that help us determine Banyule's priorities, shape our actions and achieve our goals:

- People – community strengthening and support
- Planet – environmental sustainability
- Place – sustainable amenity and built environment
- Participation – community involvement in community life
- Performance – use our resources wisely

### Financial results

Council achieved an operating surplus result of \$17.75 million this financial year which compares favourably to the budgeted operating surplus of \$6.93 million. Council has continued to deliver higher than anticipated net surpluses against budget in the majority of income and expenditure categories. The net surplus each year contributes to the future capital works program, community asset renewal program and loan principal repayments. Our ongoing positive results reaffirms our long-term financial sustainability and our ability to maintain the provision of quality services and infrastructure renewal program.

## The year in review

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Local government general rate increases were capped for 2016/2017 year at 2.50% and expenditure was successfully managed to remain within budget. Council has been effective over the years in delivering prudent financial management and planning, and our resources have been strategically allocated across Council to those areas with greatest community need and benefit. Maintaining a sound financial position and generating additional cash flow will enable Council to fully pay down a loan of \$12.75 million next year under Council's current debt redemption strategy.

### **Major projects and community initiatives**

Our end of year result was a significant achievement given we completed a number of major infrastructure projects that will serve Banyule well into the future. Council's new civic offices above WaterMarc in Greensborough were opened to the public on 18 April 2017, ushering in a new era as staff from three offices came together to work at one site. The building provides improved meeting facilities for community use and will see long-term financial and environmental benefits, including a reduction in Council operating costs by approximately \$1 million per year. The move has created the opportunity to redevelop Ivanhoe Civic Precinct and plans have progressed to deliver an \$18.50 million Ivanhoe Library and Cultural Hub by 2019/2020.

Council has maintained a major focus on environmental initiatives that look to save energy and resources. More than 380kw of solar panel systems were installed on the roofs of WaterMarc, Ivanhoe Aquatic, Nets Stadium and the Operations Centre over the financial year. Six charging stations for electric vehicles and a high standard of environmental sustainable design (ESD) were incorporated into Council's new civic offices. More fuel efficient vehicles have replaced existing operational fleet and, with the move to Greensborough, the fleet has reduced in size. Council also continued to benefit from three major stormwater harvesting systems to utilise millions of litres of free water to irrigate parks and sports fields.

Recreational facilities continued to be upgraded across the municipality, including new pavilions at Ivanhoe Park and NJ Telfer Reserve that meet accessibility requirements and address the increase in participation in female sports with unisex change rooms. Banyule's parks and gardens benefitted from \$2.71 million worth of improvements and maintenance, and Council continued its program to upgrade playgrounds across the municipality, including a new regional playspace at Anthony Beale Reserve.

We also ensured key public infrastructure was maintained and upgraded, and increased our annual budget for roads, streets, bridges and drainage by \$3.13 million, with \$8.64 million allocated during 2016/2017. Works were undertaken to make traffic flow better, roads safer and to improve and extend Banyule's shared path network.

### **Community services**

Equally as important as investing in infrastructure is building community and supporting people at all ages and life stages. To aid this journey, Council continued to deliver more than 100 highly-valued services that most people access and depend on at some time.

Among the extensive and diverse work we perform for the community, Banyule Maternal and Child Health nurses assisted parents and carers with children's health and development, while our Home and Community Care team supported older residents to live at home and be independent. We provided early childhood services and immunisations, and supported libraries, neighbourhood houses, local business and shopping precincts.

We also conducted buildings inspections, issued planning permits and responded to health and nuisance related complaints. A diverse range of inclusive events and activities were held, from Children's Week, NAIDOC Week, IDAHOBIT Day, weekend family festivals to a month-long Seniors Festival. We partnered with schools and friends groups to undertake environmental sustainability programs and continued to offer a vibrant arts and culture program.

## The year in review

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We continued to look at opportunities to improve on what we deliver so that our services remain efficient, cost-effective and relevant to the community. During 2016/2017, major service development reviews were completed in Street Sweeping and Cleansing Services, Infrastructure Services, and Parks and Gardens.

### Community consultation

Council made some major changes to the way it consults and engages with the community. We reviewed how we plan and deliver consultation and in November 2016 launched 'Shaping Banyule', our new community engagement branding and online portal. This has enhanced the way we consult with the community, reaching more people and providing them an easier way to give feedback in their own time on local projects and plans. More than 550 members have registered at 'Shaping Banyule' since its launch and the website continues to receive hundreds of visitors each month.

We also continued to provide a range of ways for people to provide feedback face-to-face, including visits to schools, community groups and organisations, meeting regularly with our various community advisory committees, and speaking to people at local community events. Council also hosted large consultation sessions and community forums on matters such as planning applications, projects including North East Link and the level crossing removal at Rosanna, and flooding issues within Banyule. This community feedback was utilised to advocate to the relevant authorities to achieve the best outcome for the community for the North East Link, Rosanna level crossing removal and Hurstbridge railway line duplication as these major Victorian Government infrastructure projects move forward.

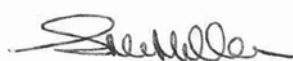
### Future direction

Coming from a sound financial position, Banyule Council had prepared itself well for the introduction of rate capping in 2016/2017. This was a great achievement considering many Council operating costs are unrelated to the CPI. Compounded by cost shifting from state and federal governments, this places increased financial pressure on councils to meet community expectations in terms of service delivery and asset renewal.

Council will continue to look at finding efficiencies and prioritise projects to deliver budgets that balance the need for investment in public infrastructure and community services with responsible expenditure. This can be demonstrated by our 2017/2018 Budget which has allocated \$25.70 million to public works projects and \$6.08 million to major initiatives, including delivering a new library and cultural hub at Ivanhoe Civic Precinct in 2019/2020. We have also allocated \$800,000 to redevelop Loyola Reserve pavilion and \$5 million over the next two financial years to help fund the La Trobe University High Ball stadium.

### Thank you

The long list of achievements over this year is testament to the hard work and effective collaboration between the community, councillors, staff and numerous key business and government stakeholders. We thank all of those who participated and contributed to build a better Banyule and we look forward to continuing this journey together.



**Simon McMillan**  
Chief Executive Officer



**Cr Tom Melican**  
Mayor

## The year in review

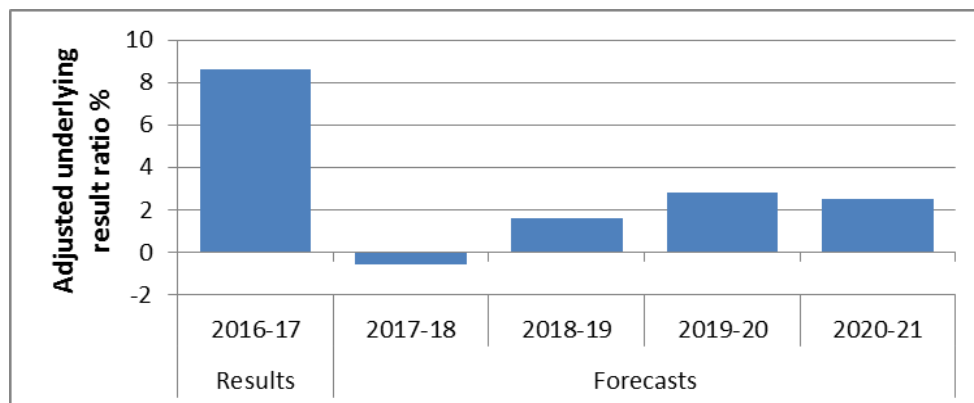
### Financial Summary

Council's financial position continues to remain sound. 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 \$17.75 million operating surplus for the 30 June 2017 financial year. The adjusted underlying surplus, after adjusting for non-recurrent capital grants and capital contributions, is \$12.37 million. This result compares favourably to the budgeted operating surplus of \$6.93 million. Income increased by \$12 million from 2015/2016 and across all the major income categories. The largest increase was in operating grants with 50% of the 2017/2018 Victoria Grants Commission paid in 2016/2017. Rates increased representing 62.47% of the total income reported for the year.

Operating costs were maintained at manageable levels. Council saw an increase this year in contractor costs as parking management services were outsourced in January 2017 and additional expenditure directly related to the Councillor elections held in October 2016 (partially offset by failure to vote fines). Employee costs increased by 2.56% representing 44.36% of total expenses for 2016/2017.



Sustaining an adjusted underlying surplus is a critical financial strategy that provides capacity to renew the \$1.47 billion of community assets under Council's control. The adjusted underlying surplus measures the financial sustainability and Council's ability to achieve its service delivery objectives, as it is not impacted by capital income items which can often mask the operating result.

The underlying surplus is projected to reduce in the forecasts as a result of the recently introduced rate capping regime. The deficit in 2017/2018 adjusted underlying result is the reflection of a significant contribution over the next 2 years in the La Trobe University High Ball Stadium.

Council will continue to look to curb expenditure and find innovative solutions to supplement our income streams and reduce the rating burden in the future; whilst maintaining a strong financial position.

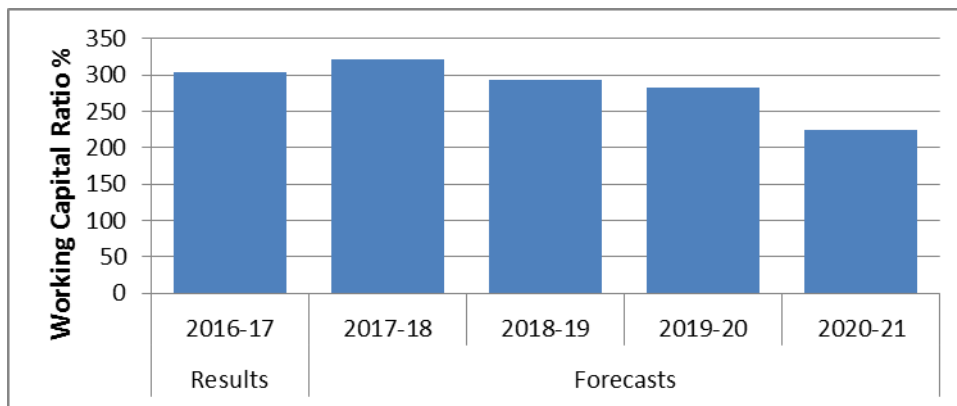


## The year in review

### Liquidity

The cash and cash equivalents and other financial assets (term deposits) held by Banyule City amount to \$122.69 million of which \$86.13 million (70%) is restricted funds and/or subject to intended allocations. Cash has increased by \$11.53 million from the prior year mainly due to a number of capital works projects funded in 2016/2017 but which will now be completed in following years.

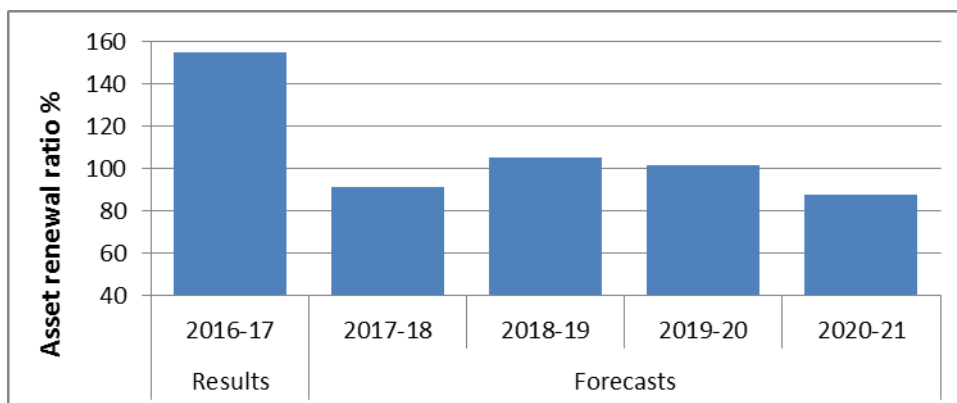
The working capital ratio, which assesses Council's ability to meet current commitments, is calculated by measuring Council's current assets as a percentage of current liabilities. Council's result of 304.18% is an indicator of a more than satisfactory financial position and well above the expected target band of 120% to 200%. The liquidity position is projected to slowly reduce but remain above the target over the next 4 years as the Council continues to deliver its capital works and renewal program.



### 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 \$28.74 million in renewal works during the 2017/2018 year, funded mainly from operations and cash reserves. A number of renewal projects were funded from reserves.

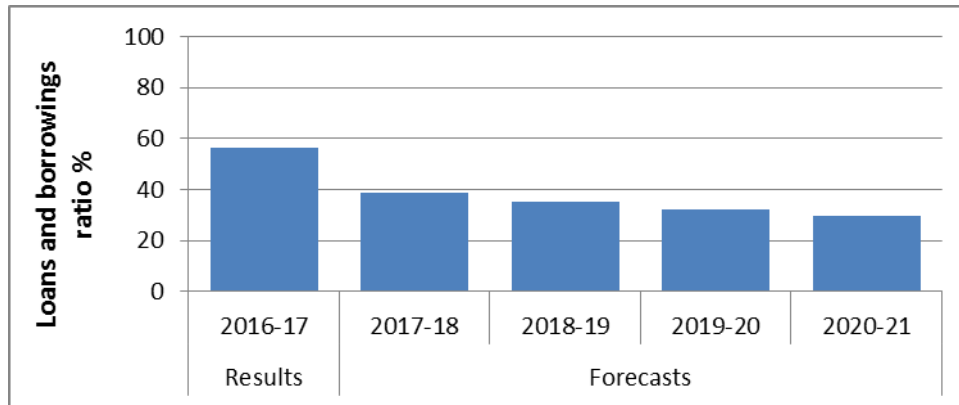
Council's asset renewal ratio, measured by comparing asset renewal expenditure to depreciation, was 154.71% for the year ended 30 June 2017. Future investment into asset renewal is planned to maintain the asset renewal ratio to ensure Council assets are maintained and renewed to manage the renewal gap to an acceptable level.



## The year in review

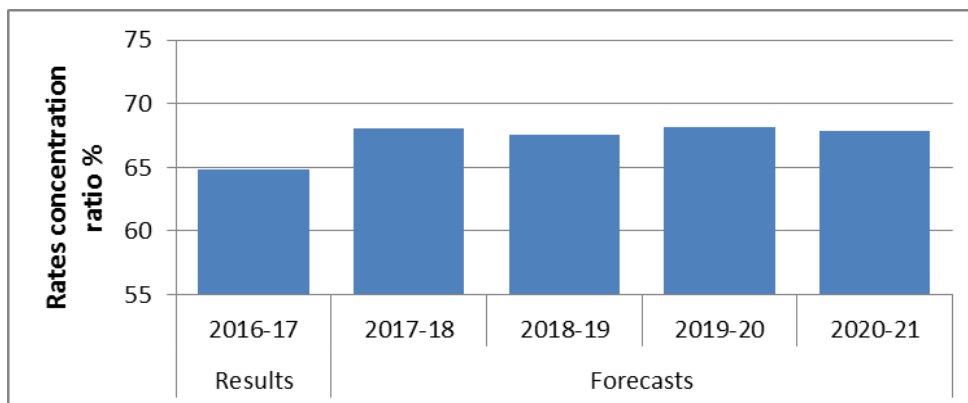
At the end of the 2017/2018 year Council's loans and borrowings ratio, which is measured by comparing interest bearing loans and borrowings to rate revenue, was 56.21% and is steadily reducing.

The debt management strategy is working to reduce the reliance on borrowings and the ratio is budgeted to fall to below 40% by 2017/2018 as a result of a significant loan repayment opportunity of \$12.75 million.



### Stability and Efficiency

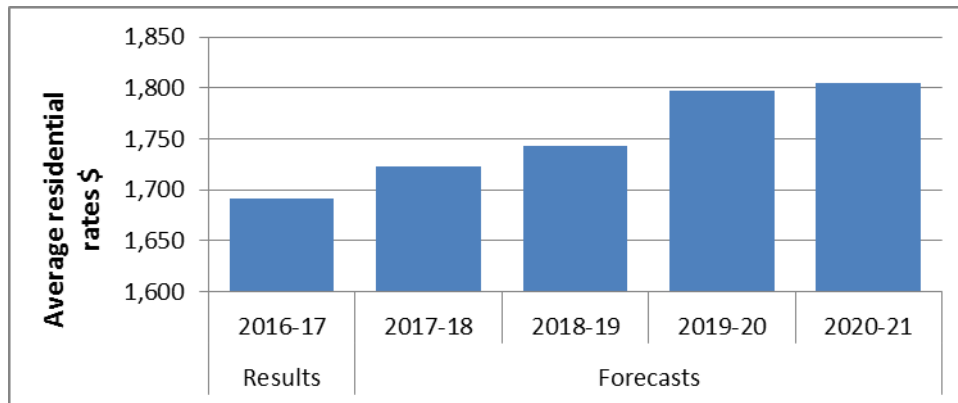
Council raises a wide range of revenues including rates, user fees, fines, grants and contributions. Rate revenue is the major source of funding for the Council and represents \$94.06 million. The rates concentration ratio compares rate revenue to adjusted underlying revenue and is at acceptable levels. Council continues to look for strategic opportunities to reduce the rates burden on residents.



The average residential rate per residential assessment is calculated at \$1,691.40. Rate increases from 2017 onwards will move in line with the rate cap. This has been set at 2% for 2017/18 and forecast years. Banyule City Council continues to implement cost-saving measures and manage the rate increases to within the Local Government rate capping and variation framework.

## The year in review

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The total rate increase for 2016/2017 was 3.66% and supports the investment in the significant capital works program for the year. For 2017/2018 onwards the Council will maintain its general rate increases to that announced by the Minister for Local Government. For the year 2017/2018 the general cap has been set at 2%. Council has the ability to make an application for a higher cap in future years to the Essential Services Commission.

## The year in review

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### Description of operations

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

Council's vision, strategic objectives and strategies to further improve services and facilities are outlined in Banyule's City Plan 2013-2017 and Council's Budget 2016/2017 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

We continued to see low investment returns during the year with the official cash rate unchanged since August 2016. The ability to derive a reasonable return on our cash holdings was limited to the market returns and managing the risks within our investment policy. The current low inflation did however provide some additional benefits in our ability to procure goods and services at competitive prices.

### Major Capital Works

During 2016/2017, Council's major capital works included:

#### ***Greensborough staff accommodation and community facilities***

Construction of One Flintoff was completed in April 2017, adding three additional floors above WaterMarc in Greensborough. The \$33.4 million project included new civic offices to house 320 staff across two floors with a customer service centre and extensive community meeting facilities for public use. A third floor offers 2,200m<sup>2</sup> of commercial office space to be leased. The move has increased staff productivity and brought economic efficiencies by combining three offices into a purpose-built building with environmental sustainable design, translating in to long-term financial savings estimated at \$1 million in annual ongoing savings in net operating costs. The Greensborough Activity Centre has also benefitted with the increasing number of workers employed in the area who access local services.

#### ***Ivanhoe Park pavilion***

Council delivered a \$1.6 million redevelopment of Ivanhoe Park pavilion, which is home to more than 20 teams from Ivanhoe Football Club, Ivanhoe Junior Football Club and Ivanhoe Cricket Club. The new pavilion was designed to meet AFL Victoria and Cricket Victoria standards, address the rising levels of female participation in football and cricket, improve accessibility, and enhance facilities for hosting community and club events. Features include:

- Four individual female-friendly unisex accessible player change rooms
- An expanded community social room
- An accessible unisex toilet
- A unisex umpire/referee change room.

Council predominately funded the pavilion (\$1.28 million), with Ivanhoe Junior Football Club contributing \$150,000, the AFL \$75,000, and the Victorian Government \$100,000.

## The year in review

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### **Anthony Beale Reserve regional play space**

Adding a great new recreational destination to Banyule's north east, Anthony Beale Reserve's \$750,000 regional play space was officially opened in December 2016. The play space comprises a range of play facilities catering for pre-schoolers to teenagers, including: a wheelchair accessible sandpit; a creek water feature with hand pump; giant basket swing; double flying fox; climbing net; spinners; carousel; junior street skate area; and a basketball half court. It also boasts two features completely new to Banyule – a giant hamster or mouse wheel and a teen tube with Wi-Fi connection. All play features are linked by a network of accessible paths, with picnic tables, seats and plenty of shade. Banyule's fourth play space was funded by Council (\$650,000) and a Victorian Government grant (\$100,000).

### **NJ Telfer Reserve pavilion**

One of Council's major projects this year was the construction of a pavilion at NJ Telfer Reserve in Bundoora, replacing the old pavilion which services the Bundoora Cricket Club and Bundoora Junior Football Club. Design of the new \$1.35 million pavilion involved extensive consultation with the resident clubs at various stages to ensure the facility would meet their specific needs, as well as address the growing demand in female sport participation and improve accessibility requirements. The pavilion funded by Council includes:

- A community meeting room and a multi-purpose function room
- An undercover outdoor viewing area
- Two unisex change rooms with toilets and showers
- A kitchen with pantry, an umpires' room with toilets and showers
- Two store rooms

### **Major Changes**

Council has undergone the largest organisation change since Banyule was constituted in 1994 with 320 staff from three Council offices moving into the new civic offices at 1 Flintoff Street, Greensborough in April 2017. With the bulk of Council administration staff working out of a single office for the first time, Council has been able to streamline processes and systems, increase productivity and take advantage of reduced operating costs. The building has been designed to enhance service delivery and the customer experience with a 'one-stop shop' for customer service, planning, building, engineering and health enquiries. A number of flexible community meeting rooms provide improved facilities for local groups and organisations.

With the move to Greensborough, Council continued to progress plans for the revitalisation of Ivanhoe Civic Centre with a new Ivanhoe Library and Cultural Hub on the horizon. This is a major Council project that will improve and increase community facilities and create a vibrant place for people to congregate, connect and learn. The Hub, which will be connected to the existing heritage-listed Ivanhoe Town Hall, will house a modern accessible library, an arts gallery, conference and meeting spaces, maternal and child health consulting suites, an informal theatrette and a café. Community consultation has continued throughout the year with concept designs made available for feedback. The project is expected to be completed by 2019/2020.

### **Major Achievements**

Banyule Council was awarded a gold medal in the 2017 MAV National Local Government Innovation Awards for its Sensory Friendly Festivals initiative. The initiative was developed in consultation with the autism spectrum disorder community and an internal working group with the aim to support attendance of children on the autism spectrum at Banyule's festivals by providing sensory friendly spaces and activities. It is believed that Banyule has been the only council, organisation or service to undertake such an initiative within a large festival environment. The program was first implemented at the 2016 Kids ArtyFarty Fest. Its success saw it extended to the 2016 Banyule Youth Fest and reignited at the 2017 Kids ArtyFarty Fest. Council is now looking to implement sensory friendly strategies at all its major events and festivals.

## The year in review

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In February 2017, Banyule Council was jointly recognised with five other councils for excellence in environmentally sustainable development policies at the Local Government Professionals Awards for Excellence. Banyule had worked with Moreland, Port Phillip, Stonnington, Whitehorse and Yarra councils to achieve significant changes in their respective planning schemes which bring energy savings and broader environmental benefits for new buildings.

Banyule's Aged and Disability Support Service was awarded Rainbow Tick accreditation in October 2016 for demonstrating that it is inclusive to lesbian, gay, bisexual, transgender and intersex (LGBTI) community members. Developed by Gay and Lesbian Health Victoria and Quality Innovation Performance, the accreditation sets out six standards for inclusive service delivery. To meet the necessary requirements, Banyule changed several policies and procedures and trained more than 150 home care staff.

The 2016 Mainstreet Australia Awards celebrated and recognised the people, projects and organisations that contribute to the success and vibrancy of main streets across Australia. Banyule Council won the local government category for its role as a leader and innovator in approaching the marketing and management of main streets for more than 20 years. The Heidelberg Central Traders were also successful in the Mainstreet Australia 'Association of the Year' category.

## The year in review

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### Last year we provided:

#### **Childhood services**

- Supported families with 14,613 Maternal and Child Health Key Age and Stage visits
- Educated and cared for 180 children each day at our kindergartens and long day care centres
- Administered 9,380 vaccines at public immunisation sessions and 7,792 vaccines at school sessions

#### **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 individual support sessions to young people to facilitate successful referral into appropriate services

#### **Family support**

- Conducted 947 additional visits for mothers and infants identified with special needs or vulnerability, outreach and developmental screening and first time mothers.
- Engaged with local families and promoted early childhood services through play-based activities at Council events, activities and festivals

#### **Libraries and community education**

- Banyule libraries had almost 23,741 active users, with borrowings of more than 875,000 items
- Managed seven Neighbourhood Houses and Learning Centres, providing educational opportunities and community hubs in local areas

#### **Home and community care**

- Delivered approximately 43,167 meals

#### **Commonwealth Home Support Program (CHSP)**

- Serviced approximately 2100 clients through its Commonwealth Home Support Program, this equates to 44,000 hours of Domestic Assistance
- Provided 19,000 hours of personal care, 8,000 hours of respite, 3,400 hours of property maintenance,

#### **Community spirit**

- Welcomed 467 new Australians at our citizenship ceremonies
- The Banyule Volunteer Awards and Banyule Citizen of the Year Award, was held during National Volunteers Week with more than 400 guests in attendance.

#### **Local business initiatives**

- Hosted the second annual Banyule BestBiz Awards to celebrate local businesses
- Supported economic development by delivering 31 training, networking, mentoring and business events

#### **Greening Banyule**

- Planted 7,347 trees in streets, parks and bushland reserves
- Planted 24,801 tubestock shrubs, grasses, ground cover herbs and semi-aquatic plants were planted within bushland reserves.
- Educated 3,944 visitors in waste minimisation practices at our Rethink Centre

## The year in review

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### Last year we provided:

#### **Keeping Banyule beautiful**

- Maintained 300 parks and reserves
- Cared for approximately 60,000 street trees and 160,000 parkland trees
- Emptied approximately 3.9 million bins

#### **Health and wellbeing**

- Welcomed 1,283,596 visits to Council leisure centres
- Inspected 1,101 food premises and 206 public health and wellbeing premises
- Maintained 49 sports grounds

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

- Continued to upgrade Banyule's shared trail network which extends for more than 37 kilometres
- Maintained 550 kilometres of roads
- Replaced more than 21,000sqm of footpath

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

- Hatch Contemporary Arts Space hosted a series of successful exhibitions to promote arts and culture
- Malahang Community Festival saw 4,000 people get into the festive spirit
- YouthFest welcomed more than 4,000 people, mostly in the 14-17 age group.
- Kids ArtyFarty Fest entertained over 7,000 people throughout the day

#### **Assisting the community**

- Lodged 78,051 action requests through our Customer Request Management system
- Answered 137,607 calls to Council's main incoming number
- Issued 1,285 building permits
- Conducted 6,320 building permit inspections



### 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**

Banyule is located on the lands of the Wurundjeri willam and Council recognises the Wurundjeri as the traditional custodians of the lands and waters upon which Banyule is located. More than 50 Aboriginal heritage 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 49 sports grounds and more than 37km of shared trails.

#### **How we live**

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

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

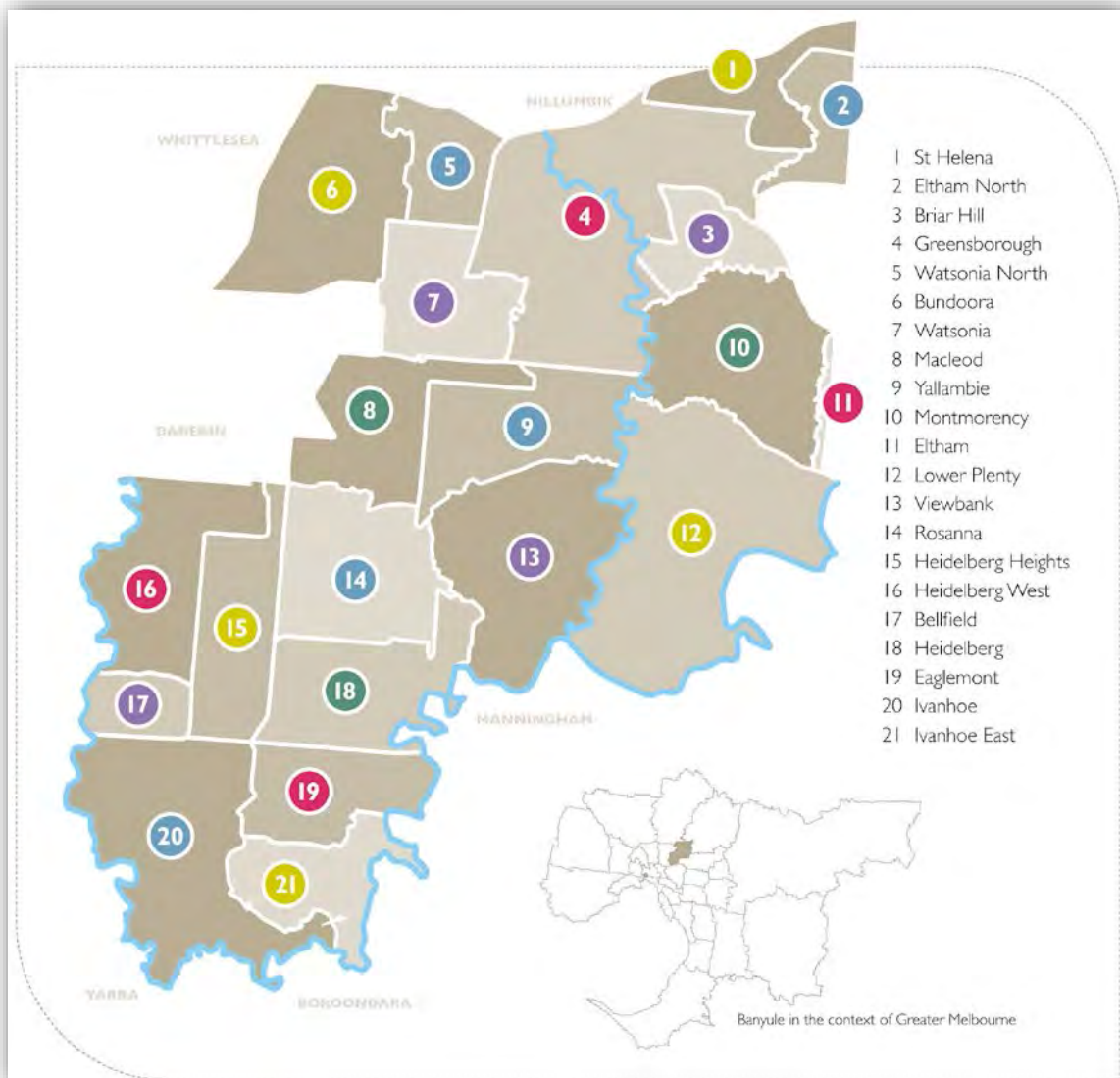
Banyule is home to more than 127,000 residents from over 140 countries, bringing a cultural richness and diversity to our community. A significant number of residents are of European descent, and there is a growing population with Asian and African ancestry.

#### **Population growth**

The number of people living in Banyule is expected to increase in the next decade, and our population is expected to age, with the greatest growth occurring in the over 60 age group.

#### **Commerce and industry**

Banyule's main industries are health care, retail, education, construction and manufacturing. 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.



### Service Centres

**Ivanhoe:** 275 Upper Heidelberg Road, Ivanhoe, 3079

**Rosanna:** 44 Turnham Avenue, Rosanna, 3084

**Greensborough:** Level 3, 1 Flintoff Street, Greensborough, 3088

**Parks and Buildings:** 268 Banksia Street, Heidelberg West, 3081

**Operations Centre:** Corner Banksia Street and Waterdale Road, Heidelberg West, 3081

Postal Address: PO Box 94, Greensborough, 3088

DX: 97904 Ivanhoe

Telephone: 9490 4222

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

Fax: 9499 9475

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

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

## Our Council

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

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

Councillor Peter Castaldo

Councillor Mark Di Pasquale

Councillor Rick Garotti

Councillor Craig Langdon

Councillor Tom Melican

Councillor Wayne Phillips

Councillor Alison Zandegu



## Our Council

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

The principal duties of the Council are to:

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

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

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

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

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

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

## Our Council

### Councillors



**Mayor Cr Tom Melican**  
**Ibbott Ward**  
Elected 2003  
Current term expires 2020  
0413 043 015  
[tom.melican@banyule.vic.gov.au](mailto:tom.melican@banyule.vic.gov.au)

Mayor 2016/2017, 2011/2012,  
2008/2009  
Deputy Mayor 2007/2008, 2006/2007



**Deputy Mayor Cr Mark Di Pasquale**  
**Bakewell Ward**  
Elected 2012  
Current term expires 2020  
0481 002 299  
[mark.dipasquale@banyule.vic.gov.au](mailto:mark.dipasquale@banyule.vic.gov.au)

Deputy Mayor 2016/2017



**Cr Peter Castaldo**  
**Griffin Ward**  
Elected 2016  
Current term expires 2020  
0466 502 698  
[peter.castaldo@banyule.vic.gov.au](mailto:peter.castaldo@banyule.vic.gov.au)



**Cr Rick Garotti**  
**Grimshaw Ward**  
Elected 2012  
Current term expires 2020  
0402 846 845  
[rick.garotti@banyule.vic.gov.au](mailto:rick.garotti@banyule.vic.gov.au)



**Cr Craig Langdon**  
**Olympia Ward**  
Elected 2011  
Current term expires 2020  
0401 097 032  
[craig.langdon@banyule.vic.gov.au](mailto:craig.langdon@banyule.vic.gov.au)

Mayor 2015/2016, 2014/2015,  
2013/2014  
Deputy Mayor 2012/2013



**Cr Wayne Phillips**  
**Beale Ward**  
Elected 2005  
Current term expires 2020  
0408 999 189  
[wayne.phillips@banyule.vic.gov.au](mailto:wayne.phillips@banyule.vic.gov.au)

Mayor 2012/2013, 2009/2010, 2007/2008,  
2006/2007, 2005/2006  
Deputy Mayor 2011/2012, 2010/2011



**Cr Alison Zandegu**  
**Hawdon Ward**  
Elected 2016  
Current term expires 2020  
0466 486 593  
[alison.zandegu@banyule.vic.gov.au](mailto:alison.zandegu@banyule.vic.gov.au)



**Cr Steven Briffa**  
**Hawdon Ward**  
Elected 2008  
Retired 22 October 2016 Election



**Cr Jenny Mulholland**  
**Griffin Ward**  
Elected 2000  
Outgoing 22 October 2016 Election

## 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. Four Directors and the CEO form the Executive Management Team (EMT) and lead the organisation. Details of the CEO and senior officers reporting directly to the CEO are set out below.

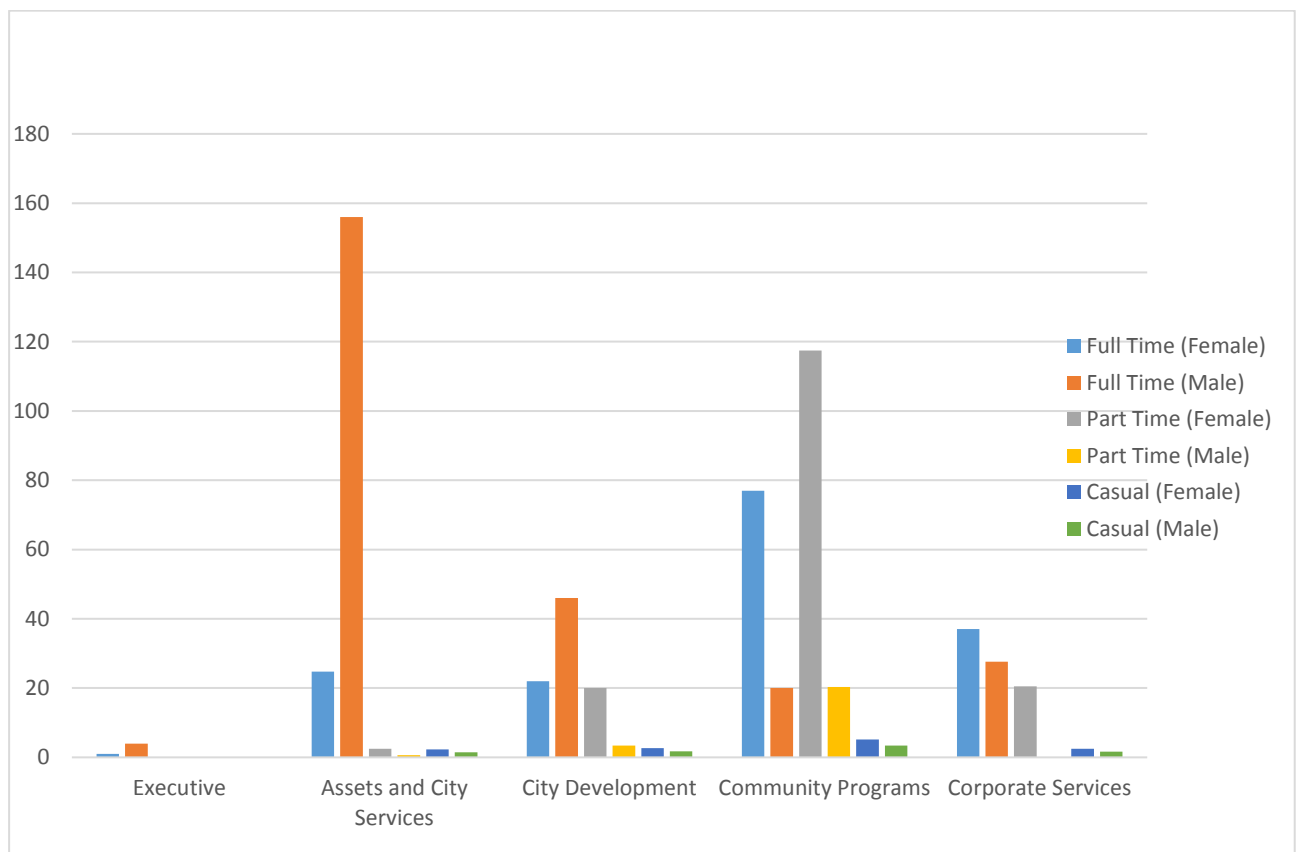
 <p><b>Simon McMillan</b> Chief Executive Officer</p> <p>Appointed CEO in 2007 29 years local government experience</p> <p>Bachelor of Arts Urban Studies, Post Graduate Urban and Regional Planning, Master Business Administration – La Trobe University</p> <p>Fellow Planning Institute of Australia (Victorian Division) Fellow AIM, Fellow LGPro</p>			
 <p><b>Scott Walker</b> Director City Development</p> <p>Appointed Director City Development in 2008. Started at Banyule as Manager Development Services. 25 years local government experience.</p> <p>Bachelor of Applied Science (Planning) – RMIT University, Certificate of Business – RMIT University</p>	 <p><b>Marc Giglio</b> Director Corporate Services</p> <p>Appointed Director Corporate Services in January 2016. 21 years local government experience.</p> <p>Bachelor Business (Accounting) – Swinburne Institute of Technology</p> <p>Fellow CPA Australia Vice President, Local Government Finance Professionals</p>	 <p><b>Allison Beckwith</b> Director Community Programs</p> <p>Appointed Director Community Programs in September 2013, previously held position of Manager Leisure, Recreation &amp; Cultural Services. 24 years local government experience.</p> <p>Bachelor of Applied Science (Consumer Science) – RMIT Post Graduate of Business Management – Victoria University Master of Business Administration – La Trobe University</p>	 <p><b>Geoff Glynn</b> Director Assets &amp; City Services</p> <p>Appointed Director Assets &amp; City Services in October 2013. 31 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><b>Joel Elbourne</b> Manager - Urban Planning and Building</p> <ul style="list-style-type: none"> <li>- Development planning</li> <li>- Strategic planning</li> <li>- Building services</li> </ul> <p><b>Daniel Kollmorgen</b> Manager Transport, Sustainability and Municipal Laws</p> <ul style="list-style-type: none"> <li>- Environment sustainability</li> <li>- Municipal laws</li> <li>- Transport and drainage engineering</li> </ul> <p><b>Joseph Tabacco</b> Manager Property and Economic Development</p> <ul style="list-style-type: none"> <li>- Property management</li> <li>- Valuations</li> <li>- Economic development</li> <li>- Strategic property projects</li> </ul>	<p><b>Gina Burden</b> Manager - Governance and Communications</p> <ul style="list-style-type: none"> <li>- Administration and governance</li> <li>- Cemeteries</li> <li>- Customer service</li> <li>- Communications</li> </ul> <p><b>Tania O'Reilly</b> Manager Finance and Procurement</p> <ul style="list-style-type: none"> <li>- Financial and management accounting</li> <li>- Revenue collection</li> <li>- Payroll</li> <li>- Procurement</li> </ul> <p><b>Craig Ryan</b> Manager Organisational Systems</p> <ul style="list-style-type: none"> <li>- Business services</li> <li>- Information technology</li> <li>- Records</li> </ul> <p><b>Angela Johnson</b> Manager Human Resources</p> <ul style="list-style-type: none"> <li>- Workforce strategy and planning</li> <li>- Learning and development</li> <li>- Recruitment</li> <li>- Occupational health and safety</li> <li>- Risk management</li> </ul>	<p><b>Lisa Raywood</b> Manager - Health, Aged and Community Planning</p> <ul style="list-style-type: none"> <li>- Home and community care</li> <li>- Environmental health</li> <li>- Immunisation</li> <li>- Community planning</li> </ul> <p><b>Darren Bennett</b> Manager Leisure, Recreation and Culture Services</p> <ul style="list-style-type: none"> <li>- Arts and cultural services</li> <li>- Leisure services and facilities</li> <li>- Library services</li> </ul> <p><b>Giovanna Savini</b> Manager Youth and Family Services</p> <ul style="list-style-type: none"> <li>- Early childhood services</li> <li>- Community partnerships</li> <li>- Youth services</li> <li>- Community grants and trusts</li> <li>- Maternal and child health</li> <li>- Recovery management</li> </ul>	<p><b>Arun Chopra</b> Manager - Capital Projects</p> <ul style="list-style-type: none"> <li>- Capital works project management and construction</li> <li>- Building maintenance</li> <li>- Major projects</li> </ul> <p><b>Russell Darling</b> Manager Operations</p> <ul style="list-style-type: none"> <li>- Environmental waste management</li> <li>- Depot, plant and fleet management</li> <li>- Emergency management</li> <li>- Cleansing</li> </ul> <p><b>Peter Benazic</b> Manager Parks and Gardens</p> <ul style="list-style-type: none"> <li>- Parks maintenance</li> <li>- Horticultural services</li> <li>- Bushland management</li> <li>- Tree care</li> <li>- Open space planning</li> </ul> <p><b>James Kelly</b> Manager Assets and Infrastructure</p> <ul style="list-style-type: none"> <li>- Capital works program</li> <li>- Infrastructure maintenance</li> <li>- Asset management strategy</li> </ul>

## Our people

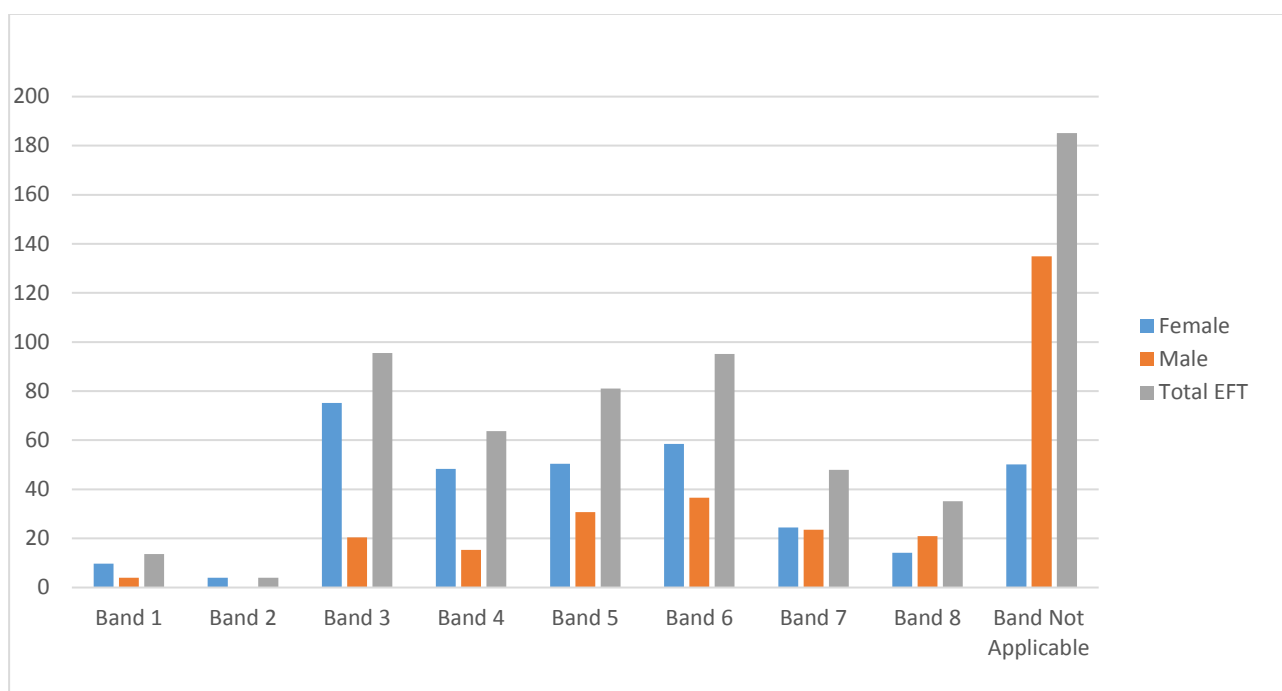
### Council Staff

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)	1	24.78	22	77	37	160.78
Full Time (Male)	4	156	46	20	27.63	253.63
Part Time (Female)	0	2.49	20.01	117.49	20.52	160.51
Part Time (Male)	0	0.63	3.41	20.34	0	24.38
Casual (Female)	0	2.25	2.63	5.13	2.5	12.51
Casual (Male)	0	1.5	1.75	3.42	1.67	8.34
<b>TOTAL</b>	<b>5</b>	<b>187.65</b>	<b>95.8</b>	<b>243.38</b>	<b>89.32</b>	<b>621.15</b>



Employment	Female	Male	Total EFT
Band 1	9.66	3.98	13.64
Band 2	3.96	0	3.96
Band 3	75.13	20.37	95.5
Band 4	48.39	15.3	63.69
Band 5	50.39	30.7	81.09
Band 6	58.55	36.55	95.1
Band 7	24.44	23.53	47.97
Band 8	14.1	21	35.1
Band Not Applicable	50.14	134.96	185.1
<b>TOTAL</b>	<b>334.76</b>	<b>286.39</b>	<b>621.15</b>



*Note: Report based on data as at 1 July 2017. Adjustments in relation to the Casual workforce have been necessary to more closely reflect the number of filled positions at the end of 2016/17 financial year. 20.85 EFT has been apportioned across the Casual classification as follows: Band 3 (60%), Band 4 (30%) and Band 5 (10%). In addition, this has been distributed across the Bands on a basis of 60% Female and 40% Male to align with Council's overall gender balance.*



## Our people

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### Equal employment opportunity program

As a large employer, with over 1,000 staff, Banyule City Council ensures it meets its commitment to regularly revisit education and information on appropriate workplace conduct. The program has sponsorship from senior leadership and Workplace Behaviour Training remains part of its standard suite of training programs. The session addresses discrimination (direct and indirect), bullying and harassment as well as 'the reasonable person test'. The objective of the training is to ensure employees understand their obligations in the workplace, to ensure there is no discrimination relating to any of the attributes described in the Equal Opportunity Act 2010 and to assist with strategies where an employee may be subjected to discrimination, bullying or harassment. Attendance at the training is centrally recorded and all staff are expected to attend refresher training each two years. Complementary to this training is the Contact Officer program. A number of trained Contact Officers are available across various sites to provide support and assistance to colleagues who may be experiencing difficulties in the workplace.

### Other staff matters

#### **Enterprise Agreement**

The terms and conditions of employment of Banyule staff are contained within an Enterprise Agreement No. 6 2014. This Agreement expired on 30 June 2017 and Banyule City Council commenced negotiations for the next Agreement at the beginning of 2017. Banyule has proposed, with agreement and support from the ASU, to consolidate Part A of the Agreement and Part B the Agreement - which is the Victorian Local Authorities Award 2001, into one document. It is also anticipated that the next agreement will be streamlined and more accessible to all staff as it will be easier to understand and many outdated provisions which are no longer applicable to the modern workforce will be removed.

#### **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 in place for 12 months and has been well-received, enabling staff to tap into the extensive range of formal and informal training opportunities on offer.

To continue to develop our staff and ensure Banyule has the skills and talent needed into the future, planning and preparation work has commenced on investing in an online Learning Management and Performance Development System. This will change the way training is currently delivered, offering staff across the municipality access to a broad array of development activities at their fingertips.

Leadership continues to be a focus at Banyule with staff participating in a range of internal and external activities. Internally, the Coaching Program provides employees 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 internally run Leading Innovation Program offers emerging leaders the opportunity to work on organisation-wide projects and build interdepartmental relationships. Externally, Banyule was proud to support a new LGPro Emerging Leader in 2017 from our Bushland Team and a new LGPro Executive Leader from Health, Aged and Community Planning.

### **Preventing Violence Against Women**

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 implemented year 2 of the Preventing Violence Against Women Strategy, and held a White Ribbon Day forum in November in collaboration with Metro Access on identifying and preventing violence and abuse against women with disabilities. The forum was attended by more than 60 people including individuals with disability, disability service providers, community organisations and council staff, including the mayor and councillors.

### **Health and Safety**

Banyule City Council has maintained its certification against AS/NZS 4801:2001 *Occupational health and safety management systems*. Under this element of our management system, Best Value Plus, 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.

This included:

- a program of events during Health and Safety Week
- appointment of a new Injury Management and Prevention provider
- conducting noise assessments for all plant and equipment; and
- production of an online training package for induction and Emergency Management procedures at the Greensborough Office.

## Our Best Value Performance

### Local Government Planning and Accountability Framework

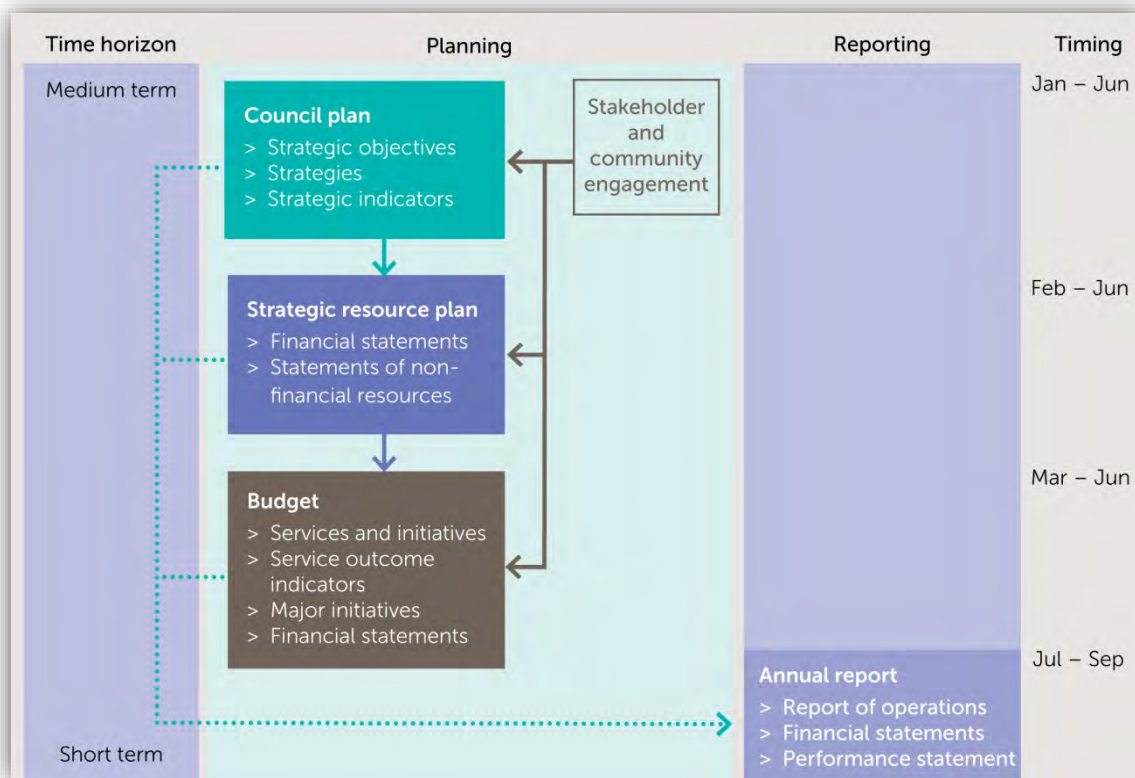
Council has developed its strategic planning process to deliver service outcomes for the Community and to meet requirements of the *Local Government Act 1989* (the Act).

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

- A council plan within the period of six months after each general election or by 30 June, whichever is later
- A strategic resource plan for a period of at least four years and include this in the council plan
- A budget for each financial year
- 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. This is important to ensure accountability to residents and ratepayers.'*

#### Planning and Accountability Framework



*Note: The information above is sourced from the 'Local Government Better Practice Guide 2016-17: Report of Operations,' Department of Environment, Land, Water and Planning, Local Government Victoria.*

## Our Best Value Performance

### Performance

Banyule's performance for the 2016/2017 year has been reported against our strategic objectives to demonstrate how Council is performing in achieving the City Plan 2013-2017 (Council Plan).

Performance has been measured as follows:

- Results achieved in relation to the strategic indicators in the City Plan
- Progress in relation to the initiatives identified in the Budget 2016/2017
- Services funded in the Budget and the persons or sections of the community who are provided those services
- Results against the prescribed service performance indicators and measures.

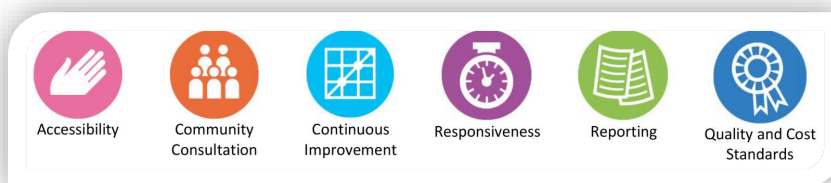
The Strategic Resource Plan (SRP) is part of and prepared in conjunction with the Council Plan.

### Synopsis of Our Best Value Performance

This part of our Annual Report provides a summary of performance against Banyule's City Plan 2013-2017. This section also constitutes Council's Best Value Victoria Annual Report 2016/2017 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 City 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.

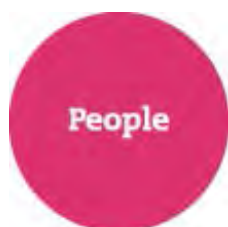
Further information on our Best Value response is available on our website in the Best Value section (go to [www.banyule.vic.gov.au](http://www.banyule.vic.gov.au) and follow links to Council, Publications and Best Value Report). The following information for each of Council's services is also available:

- Key Performance Indicator (KPI) results
- Key Highlights for 2016/2017
- Future Challenges for 2017/2018.

*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 Activities and Services

The following statement provides information in relation to the services funded in the Budget 2016/2017 and the persons or sections of the community who are provided with the service.



#### Strategic Objective 1:

#### **COMMUNITY STRENGTHENING AND SUPPORT**

**Support and strengthen the health and wellbeing of the Banyule community.**

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Health, Aged and Community Planning</b>	<p>Provision of the following to support, protect and enhance the community's health and wellbeing:</p> <p><b>Aged and Disability Services:</b> Services for Older People and People with a Disability - service assessment, social support group, domestic assistance, delivered meals, flexible respite and carer support, personal care, home maintenance and modifications, individual social support, support for Seniors Clubs, and Age-friendly City activities and planning.</p> <p><b>Health Services:</b> Environmental Health - food safety enforcement &amp; education and immunisation. Public Health - neighbourhood complaints (nuisance), Health Protection - tobacco, infection control, heatwave planning, prescribed accommodation, domestic wastewater management and public health emergency management.</p> <p><b>Community &amp; Social Planning:</b> Supporting Council's community consultation and engagement, demographic data analysis and Council's direct service delivery areas. Supporting Council's commitment to inclusion, access and equity, Municipal Public Health &amp; Wellbeing Plan, Advocacy, support and planning on key social issues.</p>	<p>11,097</p> <p><u>(6,955)</u></p> <p><b>4,142</b></p>

## Our Best Value Performance

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Leisure, Recreation and Cultural Services</b>	<p>Provision of the following to the municipal community/ population as a whole:</p> <p><b>Leisure &amp; Cultural Services:</b> Art collection management, culture and heritage development, festivals and cultural events, leisure programs for older adults, leisure programs for people with disabilities, sports pavilions and ground allocations, support for Neighbourhood Houses, community halls for hire and community buses for hire.</p> <p><b>Facility &amp; Contract Management:</b> The Centre Ivanhoe function centre, library services, leisure facilities including: Ivanhoe Golf Course, swimming pools including Watsonia Pool, WaterMarc and Macleod Recreation Centre.</p> <p><b>Banyule Leisure Facility Management:</b> Ivanhoe Aquatic and Fitness Centre, Olympic Leisure Centre and Macleod Netball Stadium.</p>	<p>14,408 (7,900) <b>6,508</b></p>
<b>Youth and Family Services</b>	<p>Provision of the following to families, children and youth:</p> <p><b>Youth &amp; Family Strategic Management:</b> Municipal Recovery Management, Banyule Child, Youth and Family Plan.</p> <p><b>Early Years:</b> Child care centres, early childhood facilities management and capital works program, Early Years Networks facilitation, Kindergartens and Universal Access, Kindergarten Central Enrolment, and Maternal and Child Health Services.</p> <p><b>Youth &amp; Community Partnerships:</b> Jets Studios, Community Support and Resource, Youth Services, Banyule After Hours Youth Outreach Service (Link-U), Community Safety (including Graffiti Management), Community Liaison, Community Building (formerly Metro Access), Community Development Grants, Employment Programs, Trust Management, Volunteer Recognition Awards, Place Management – Project 3081.</p>	<p>10,399 (5,234) <b>5,165</b></p>



**Strategic Objective 2:**

**ENVIRONMENTAL SUSTAINABILITY**

**Conduct Council activities in a sustainable manner, and practice sound stewardship of the natural environment to ensure its diversity, protection and enhancement.**

Business Area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Transport, Sustainability and Municipal Laws – Environmental Sustainability</b>	Provision of the following to support council’s direct service delivery areas, and municipal community as a whole: <b>Environmental Planning:</b> Planet: Environmental Sustainability Policy & Strategy and supporting plans, energy and water efficiency, environmental stewardship education and publications, Wildlife Corridor Program, State of the Environment reporting, maintaining Environmental Management System (in accordance with ISO14001), Significant Tree Register, Banyule Environment Advisory Committee (BEAC).	548 (-) <b>548</b>
<b>Parks and Gardens</b>	The provision of the following to the municipal community as a whole: <b>Strategic:</b> Parks and Gardens 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. <b>Horticulture:</b> Design, construction and maintenance of playgrounds, sports fields, irrigation, landscape, park assets, garden beds, paths, (includes weed control and council nursery operations). <b>Tree Care:</b> Street and park tree maintenance, pest and disease control, tree replacement and planting, tree removal, tree root control, assessment for council trees, nursery operations for plant propagation. <b>Bushland:</b> Environmental education, environmental management, flora and fauna recording and habitat restoration, noxious weed control, development of wildlife corridors, maintenance, construction, restoration and protection of bush reserves and rivers, community planting days, Friends Group working bees. <b>Parks Maintenance:</b> 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.	9,775 (112) <b>9,663</b>

## Our Best Value Performance

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Business Area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Operations - Waste Management and Cleansing</b>	Provision of the following to municipal households:  <b>Waste Management:</b> Strategic Waste Management, Metropolitan Waste Management Group member, Banyule-Visy Material Recovery Facility, Rethink Centre Education Programs, Outreach Education Programs, waste service support, Waste Recovery Centre (Transfer station), garbage collection, recycling collection, green waste collection, Hard rubbish collection, Bundled branch collection, Commercial waste collection, parks and reserves waste collection.  <b>Cleansing:</b> Mechanical footpath sweeping of shopping centres, Mechanical sweeping of sealed roads, Cleaning of public toilets and BBQ's, Inspection and clearance of drainage pits, Maintenance of litter trap program, Litter clearance from shopping centres, Litter collection, Removal of dumped rubbish, Removal of dead animals from roads, Syringe removal, drain cleaning.	13,037 <u>(6,499)</u> <b>6,538</b>

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**Strategic Objective 3**

**SUSTAINABLE AMENITY AND BUILT ENVIRONMENT – Maintain and enhance the quality of Banyule’s public spaces, buildings and infrastructure for people who live, work, shop, play and move around in our city.**

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<p><b>Capital Projects</b></p>	<p>Provision of the following to support council’s direct service delivery areas, and to the municipal community as a whole:                      Capital Works management and reporting, project management and contract supervision for building works projects, and major civil and building works, road resurfacing, pedestrian trail maintenance, bike path maintenance, roads construction and reconstruction projects, scheduled building maintenance, unscheduled building maintenance, air conditioning maintenance, vandalism repairs and graffiti removal from council buildings</p>	<p>4,233  <u>(5)</u>  <b>4,228</b></p>
<p><b>Assets and Infrastructure</b></p>	<p>Provision of the following to the municipal population as a whole:  <b>Asset Management:</b> Strategic Asset Management, programming for road and footpath (pavement) maintenance, Capital Works planning, strategic drainage maintenance, Asset Management plans, asset inspection and protection, Memorandum of consents and road infrastructure asset protection.  <b>Infrastructure Maintenance:</b> Footpath maintenance, kerb and channel maintenance, sign repair/replacement, street furniture repair/replacement, guardrail maintenance, road patching, drainage repair, unsealed road maintenance, traffic counters, line marking, Road Management Plan implementation, pedestrian bridge maintenance, supervision of new sub-divisions and supervision of unit developments.</p>	<p>3,505  <u>(248)</u>  <b>3,257</b></p>
<p><b>Urban Planning and Building</b></p>	<p>Provision of the following to landowners, builders and developers:  <b>Development Planning:</b> Statutory planning (land use and development including tree removal), subdivisions, planning investigations and enforcement.  <b>Building Services (Bpi):</b> Municipal Building Surveyor, building permits and inspections, building investigations and enforcement.                      Provision of the following to support council’s direct service areas, and to the municipal population as a whole:  <b>Strategic Planning:</b> Planning Scheme Amendments, Neighbourhood Character &amp; Activity Centre Planning, Heritage Planning for Planning Scheme, creating and reviewing place based policies, strategies and guidelines.</p>	<p>5,527  <u>(8,755)</u>  <b>(3,228)</b></p>

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Property and Economic Development</b>	<p>Provision of the following to businesses and industry:</p> <p><b>Economic Development:</b> Business attraction and retention, investment facilitation, special rate and charge scheme facilitation, labour market development, business support services, activity centre streetscape master planning and business planning, economic development policy and strategy.</p> <p>Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:</p> <p><b>Valuations:</b> Statutory property rating valuations.</p> <p><b>Property Services:</b> Property portfolio management including the management of commercial and residential leases, acquisition and disposition of property, discontinuances and associated sale of unused roads.</p> <p><b>Strategic Property Projects:</b> Strategic property developments including major projects involving Council land.</p> <p><b>Land Information Systems:</b> Geographical Information System facilitation and corporate property information maintenance.</p>	<p>1,696</p> <p><u>(1,467)</u></p> <p><b>229</b></p>
<b>Transport, Sustainability and Municipal Laws – Municipal Laws, Transport &amp; Development Engineering, Transport Advocacy</b>	<p>Provision of the following to road users, pet owners, parents and municipal community as a whole:</p> <p><b>Municipal Laws:</b> Animal management, parking control and enforcement, fire prevention, school crossing supervision, Local Laws compliance and enforcement, building sites compliance and enforcement, residential parking permits, disabled parking permits, footpath trading.</p> <p>Provision of the following to support council's direct service delivery areas, and to the municipal community as a whole:</p> <p><b>Transport and Development Engineering:</b> Transport, engineering design, drainage and infrastructure approvals, sustainable transport, transport engineering and planning, drainage &amp; developments engineering.</p> <p><b>Transport Advocacy:</b> Advocating to improve transport services and functions within the municipality.</p>	<p>6,941</p> <p><u>(5,887)</u></p> <p><b>1,054</b></p>



**Strategic Objective 4**

**COMMUNITY INVOLVEMENT IN COMMUNITY LIFE**

**Govern effectively by appropriately engaging the community in issues that affect them, and advocate for the broader interest of the community.**

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Governance and Communication</b>	<p>Provision of the following to support council’s direct service delivery areas:</p> <p><b>Governance:</b> Corporate Governance and compliance including Council Meetings, CEO &amp; Councillor administration, Freedom of Information and Protected Disclosure, Council Elections, councillors support and training, Cemetery management for Warringal &amp; Greensborough Cemeteries.</p> <p><b>Customer Service:</b> Customer Service to community and internal units, management of Customer Service Centres, Organisational customer service standards, Customer request management and reporting, Receipting procedures.</p> <p><b>Communications:</b> Public relations and marketing, website and social media, media liaison, corporate communications plan, corporate identity, advertising, publications, promotion and events support.</p>	<p>3,761</p> <p><u>(212)</u></p> <p><b>3,549</b></p>
<b>Executive</b>	<p>Provision of the following to support council’s direct service delivery areas, and to the municipal community as a whole:</p> <p>Executive services.</p>	<p>1,941</p> <p><u>-</u></p> <p><b>1,941</b></p>

*Note: These services relate to both the Participation and Performance objectives. Based on the contribution to outcomes associated with the Participation objective they have been attributed accordingly.*



**Strategic Objective 5**

**USE OUR RESOURCES WISELY**

Manage the financial and non-financial resources required for the next four years to achieve Council’s strategic objectives.

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Operations – Plant and Fleet Management, and Emergency Management</b>	Provision of the following to support council’s direct service delivery areas:	3,934
	<b>Plant and Fleet Management:</b> Workshop repairs, services for all council vehicles, contract and specification of fleet, ordering of new and replacement vehicles, trucks and heavy mobile plant.  Provision of the following to support council’s direct service delivery areas, and to the municipal community as a whole: <b>Emergency Management:</b> Co-ordination of Municipal Emergency Management.	<u>(759)</u> <b>3,175</b>
<b>Human Resources</b>	Provision of the following to support council’s direct service delivery areas:	2,939
	Recruitment and selection, induction, industrial relations, employee relations, human resources information system (HRIS), occupational health & safety, Work Cover and return to work, health & wellbeing, learning & development, corporate training programs, leadership development, organisational cultural improvement initiatives, risk management, claims processing/management, insurances and broker relations, business continuity plan, workforce strategy, and workforce planning, employee counselling and referral service.	<u>-</u> <b>2,939</b>

## Our Best Value Performance

Business area	Description of services provided	Expenditure (Revenue) Net Cost \$000
<b>Finance &amp; Procurement</b>	Provision of the following to support council's direct service delivery areas:  Revenue collection, accounts receivable, accounts payable, payroll, procurement, management and financial reporting: <ul style="list-style-type: none"> <li>- Processing and collection of revenue</li> <li>- Maintenance and analysis of rating data</li> <li>- Administration of payroll and accounts payable</li> <li>- Annual and strategic budget preparation</li> <li>- Annual financial report preparation</li> <li>- Procurement of goods and services</li> <li>- Investment and debt management</li> <li>- Financial reporting to external legislative bodies</li> <li>- Financial management monitoring and analysis between budget and actual results</li> <li>- Financial management internal support to business units and reporting</li> <li>- Maintenance and integrity of the finance system.</li> </ul>	3,743 (267) <b>3,476</b>
<b>Organisational Systems</b>	Provision of the following to support council's direct service delivery areas:  <b>Information Technology:</b> <b>IT Operations:</b> Customer request management, Maintenance of voice and data network, Availability of systems and applications. <b>IT Application Services:</b> Secure, reliable and innovative services, Delivery of appropriate solutions, Enterprise Data Centre management, Leading edge business solutions utilising new and innovative technologies. <b>IT Infrastructure:</b> Stable and innovative infrastructure, Efficient life cycle management of data, hardware and voice, Web solutions, Accessibility and mobility infrastructure solutions. <b>Records and Information Management:</b> Management of correspondence, registering all inwards and outwards mail, Electronic Document Management, archiving and disposing of Council records, Mail and courier deliveries across all Council sites, Manage council files, Information Management, Training staff on using Electronic Document Management System <b>Business Services:</b> Organisational development support including Council Plan development, Best Value implementation, Corporate policy development and management, Business plan development, Corporate planning and reporting support, Organisational development support, Continuous improvement, certification program management and support.	5,510 (27) <b>5,483</b>

## Our Best Value Performance

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### A summary of our best value performance

The following statement reviews the progress of Council in relation to major initiatives identified in the Budget 2016/2017. It provides a comprehensive summary of the wide range of initiatives and services that Council has delivered in line with the objectives of the City Plan.

#### **Objective:**

#### **I. PEOPLE - COMMUNITY STRENGTHENING AND SUPPORT**

##### **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 & Human Services, with whom we work closely.

#### **Outcomes for our key directions:**

##### **I.1 Promote and support health and wellbeing**

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

- Twilight Sounds, Kids ArtyFarty Fest, and Malahang Community Festival;
- Movies on the Move across the seven Banyule wards;
- Premier's Active April
- Games Night at the Watsonia Library in partnership with the Yarra Plenty Regional Library Service;
- Billy cart making and testing in partnership with Banyule's Men's Shed and Bunnings Northland;
- Neighbour Day street parties held throughout Banyule in association with local traders; and
- World Wide Knit in Public Day.

## Our Best Value Performance

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Council committed a \$5 million contribution towards an indoor stadium at La Trobe University. The stadium is part of a proposed world class Sports Park and major sporting precinct that will benefit the local community, elite sports people and researchers, and is expected to be open in the second half of 2019. The financial agreement guarantees Banyule-based clubs 162 hours of court time per week for a minimum of 38 weeks of the year, and enables Council to fulfil its commitment of providing community access to high ball facilities.

WaterMarc maintained large attendance figures and service targets for the community, welcoming 729,227 visits during 2016/2017 despite service interruptions from the construction of the three new levels, including Council's new civic offices, above WaterMarc.

Council continued to provide a range of 'Learn to Swim' programs that equip children to be water safe as well as improve their swimming technique.

Major works were undertaken at Nets Stadium Banyule, including the replacement of wall panelling and the renewal of the playing surface of four courts to improve the standard of playing surface provided to local sporting groups and schools. LED lights were also installed throughout the facility to reduce the facility's carbon footprint.

In 2016/2017, Banyule Leisure achieved its highest number of participants in its Aquatic Education program, with more than 1,600 participants booked in weekly to improve their swimming competency and water safety skills.

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**

- Completed 1,101 statutory inspections/assessments of food premises in the year ending 31 December 2016.

### **Immunisation**

- Provided 17,786 vaccines during the 2016 calendar year and achieved an average of 93% immunisation coverage in children.

### **Public Health**

- Conducted a total of 206 statutory inspections of Public Health and Wellbeing Act premises in 2016.
- Conducted 25 tobacco education visits in the 2016/2017 financial year.
- Conducted 73 tobacco test purchases in 2016/2017 resulting in 4 sales to minors.
- Promoted new tobacco legislation to advise of the upcoming changes to eating areas and courtyards where food is served from 1 August 2017.
- Continued Council's program for monitoring and promoting the importance of good water quality in public pools to ensure compliance with public health requirements.

### 1.2 Provide services for people at important life stages

Early Childhood Services supported community diversity through the establishment of culturally and linguistically diverse (CALD) playgroups, including those for Japanese and Chinese grandparents, and Somali and Vietnamese families. An Early Years and Community Support Officer attended three CALD playgroups to provide information to families on the kinder enrolment process and promote the value of kindergarten participation.

A Child Youth and Family Committee was established, consisting of 15 community members, organisations and services to oversee and monitor the implementation of the Child Youth and Family Plan. The committee has established key priorities and an action plan for the 2017/18 financial year.

In partnership with CERES Community Environment Park, Council implemented 'ResourceSmart' in its teaching program at each of its five Early Childhood centres. The program helps early childhood services embed sustainability practices into the service operations in order to meet National Quality Standards.

To acknowledge and celebrate 100 years of Maternal and Child Health in Victoria, Council produced a video reflecting the past and present roles of MCH in the community and the significant role that maternal and child health nurses have played since June 1917. The video includes archival diary entries of nurses working in Banyule in the 1920s, giving remarkable insight about the hardships of life in Banyule for infants, alongside testimonies from families currently accessing the service.

The Commonwealth Home Support Program (CHSP) was implemented, replacing the HACC program, which provides help with housework, personal care, meals, social support and groups activities, nursing care, allied health and home maintenance. With this change, Council has adapted staffing arrangements and changed procedures to accommodate a new model of service delivery and assessment.

In September 2016, Council adopted the Age-friendly Banyule Policy Statement:

*An Age-friendly Banyule enables people to actively participate in their community and treats everyone with respect, regardless of their age. Banyule is a place that enables and encourages older people to stay connected to their community. That is a community which helps people stay healthy and active at all ages and provides support and advocacy for those who require it. Integral to the process is the inclusion of older people as active participants in the process.*

This statement reaffirms Council's commitment to an age-friendly Banyule and will provide the vision for the development of Banyule's Older Adults Strategic Plan.

### 1.3 Develop and promote safety and resilience in our community

Council continued to support and promote preventing violence against women. Several initiatives were undertaken, including hosting a Preventing Violence Against Women with Disability Forum which explored the themes of 'empower, educate, act'. The forum was attended by more than 60 people including individuals with disability, disability service providers, community organisations, councillors and Council staff.

In 2016, Banyule Council became a Child Safe Organisation and incorporated the seven Child Safe Standards and a reportable conduct scheme into its operations. Council approved Banyule's Child Safe Policy in December 2016 which is one part of Banyule's commitment, via its leaders, staff and volunteers, to ensure the safety of children in our community. This commitment includes ensuring that every staff member understands their role and undertakes training. A number of other changes have been implemented to increase the safety of children in our community including improvements to recruitment, Staff Code of Conduct and training.



### I.4 Celebrate and promote Banyule's diversity and heritage

Council continued to promote arts and culture and provide opportunities for the community to engage. Pinpoint, an online portfolio of Banyule's creative talent, now profiles the practice of 78 artists and makers within the municipality. Pinpoint also offered two callouts for the Art In Public Spaces program – resulting in support for six projects by local artists that temporarily activated public areas with creative interpretations. Artist talks and a workshop series also added to a vibrant calendar filled with exhibitions, festivals and events.

Council supported a wide range of community events, celebrating diversity and culture, including a Ramadan Iftar Dinner, Lunar New Year, and a Multicultural Music Festival Market at Bell St Mall. The 2016 Malahang Community Festival also featured 'Melting Pot', a stage celebrating the food and performances of Aboriginal, Indian, Lebanese and Somali cultures.

This year saw Council run an extensive program of exhibitions and events at Hatch Contemporary Arts Space in Ivanhoe to promote local arts and culture including:

- *Atmospheres and Environments* – exhibition of artworks from the Banyule Art Collection that represented our water-bound planet, also featuring a photographic exploration of water by Ivanhoe Photographic Society.
- *Turbulence: Art For Environmental Sustainability* – A collaboration between environmental artist Felicity Gordon, the Textile Art Community of Banyule, Hatch Contemporary Arts Space and the Banyule Environmental Advisory Committee, centred around the theme of water.
- *Nhalinggu Bagung - Come Gather* – an exhibition developed with the support of the Wurundjeri Tribe Land Cultural Heritage Council Inc, to celebrate and create a greater understanding of the diversity of Aboriginal and Torres Strait Islander art and culture.
- *Vessels, Fluidity and Visiting Neighbours* – a mid-winter event which brought together three explorations of water: an exhibition of ceramics and glassware from the Banyule Art Collection; artists Teresa Flynn and Amanda Peluso collaborative installation of textile hangings and paintings interpreting Banyule waterways and landscapes; and a video artwork observing birds and animals that stop by a backyard watering hole.

Council achieved broader community engagement around arts and culture. A call for expression of interest generated 19 ideas and 18 of these were included within the first annual Arts and Cultural program launched in November 2016.

### **I.5 Support people to achieve their economic potential**

Council continued to deliver or support economic development events in partnership with other organisations, for example neighbouring councils, Victorian and Australian governments, and Regional Development organisations. Banyule's annual Women in Business Lunch featured Mia Freedman and attracted almost 350 registrations. Other popular events included: the Northern Business Achievement Awards breakfasts; business mentoring days; and Victorian Government small business workshops.

The Banyule Business Awards presentation evening was held on Wednesday 24 August. This was the second year the 'people's choice' awards recognised and celebrated customer service excellence across Banyule businesses. Council received 7,819 votes for 969 different businesses through online and paper-based entries across nine categories.

Council partnered with the Brotherhood of St Laurence to deliver the 'Stepping Stones' program to provide a unique and tailored program that empowered local migrant, refugee and asylum seeker women to start their own business. The program incorporated English as a Second Language support and ran over 15 weeks at Shop 48 - The Harmony Centre at the Bell Street Mall. Women from 15 different countries were represented, aged between 23 and 59. Some of the entrepreneurial business ideas that came out of the program included a cleaning business, travel tours, aged home care, online Islamic bridal wear, and Japanese language and cultural classes.

Council reviewed its purchasing guidelines to encompass an emphasis on local and social procurement, ensuring that state and federal competition laws were adhered to. Changes to the Procurement Policy included: an opportunity provided by MAV Procurement and Social Traders to support community outcomes, and in particular, to help create employment for marginalised groups within the community which has the ability to strengthen social responsibility and social procurement. The Procurement Guidelines were adopted by Council on 26 June 2017.

### **I.6 Plan and prepare for emergency events**

Council continued to help reduce the risks of emergencies. Some of the initiatives included:

- Promoted 'Heat health' alerts and 'Staying Healthy in the Heat' over the summer period.
- Ensured the community was informed about how to prepare for extreme weather events with a double-page feature in Council's newsletter the *Banyule Banner*.
- Promoted disaster resilience and recovery associated with the 29 December 2016 flood event through the corporate website, social media, and a letter box drop.

To ensure information in the Vulnerable Persons Register (VPR) was up to date for emergency planning and response situations, a verification process was undertaken twice during the year with all identified persons verified by partnering service providers.

Council continued to ensure emergency management arrangements were current, sound, understood and well-rehearsed. A new Quality and Cost Standards document for Emergency Management was finalised in August 2016.

In establishing the Banyule Municipal Emergency Management Plan (MEMPlan), Council consulted with Victorian State Emergency Services, Victoria Police, Metropolitan Fire Brigade, Country Fire Authority and the Department of Health and Human Services. The MEMPlan outlines how Council will prevent, respond to and recover from emergencies within the municipality. Council successfully passed the statutory audit of Banyule's Municipal Emergency Management Plan.

### Objective:

#### 2. PLANET - ENVIRONMENTAL SUSTAINABILITY

**Conduct Council activities in a sustainable manner, and practice sound stewardship of the natural environment to ensure its diversity, protection and enhancement.**

'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;
- Continued an extensive weed control program within 35 bush reserves covering approximately 280 hectares of bush and natural areas, including ecological investigations into the Montmorency bushland reserves; and
- Coordinated the planting of 24,801 tubestock of shrubs, grasses, ground cover herbs and semi-aquatic plants throughout bushland reserves with the help of various community and school groups.

Council successfully advocated for a trial environmental watering project to rehabilitate Banyule Billabong in Banyule Flats Reserve. Melbourne Water, in partnership with Council and Parks Victoria, undertook the timed release of 62 ML of water from the Yarra River to determine the amount of water required to rehabilitate the billabong's rich ecosystem after years of drought had taken its toll. The trial was a success with the rare frogs, fish and aquatic vegetation flourishing after the flow of fresh water. Melbourne Water will closely monitor the water release and its impacts to inform future works.

Council undertook a renewed focus on enforcement for building sites in line with the new Local Law No.1, specifically targeting spoil on roads, dust and noise control, illegal building works and out of hours activities. Significant fines were issued for breaches of the Local Law which has resulted in greater compliance within that field.

Council undertook a two-and-a-half year ecological study at Warringal Parklands and Banyule Flats which determined that the area is of state environmental significance due to its rich and diverse flora and fauna, including the presence of international migratory waterbirds. This information has been provided to state authorities including the North East Link Authority and to local state and federal MPs to assist with advocacy on Banyule's position on the North East Link.

Council developed a new Dumped Rubbish and Litter Plan 2017-2021, consulting the community and incorporating the best practice litter prevention model and evidence-based programs. It will provide a four-year plan to prevent litter and dumped rubbish in the first place, as well as identify areas to improve management and clean up services. The overall vision is for Banyule to be a cleaner, more liveable city with a culture rejecting rubbish dumping and littering.

### 2.2 Conserve water and improve stormwater quality and impact

Since being commissioned in 2014, the award-winning stormwater harvesting system across three sites: Kalparrin Gardens, Greensborough; Chelsworth Park, Ivanhoe; and De Winton Park, Rosanna has provided millions of litres of stormwater annually for irrigation of local sports fields and open space. It also enables the removal of approximately 200 tonnes of litter and other pollution from Banyule's waterways each year.

Banyule's stormwater harvesting system was also demonstrated to a Resilient Cities international delegation and participants in the Emerging Leaders Program of the Institute of Public Works Engineering Australasia (IPWEA) as a leading example of intelligent asset management.

Concept design work commenced for stormwater quality improvements at Olympic Park and for water quality improvement benefits at Gresswell Reserve and Gresswell Nature Forest Conversation Reserve (Parks Victoria) to improve stormwater quality.

Council continued to look at ways to improve water use efficiency through various initiatives in Banyule's parks and reserves. Replacing sporting ovals surfaces with warm season grass, such as at Banyule Flats Reserve in Viewbank, and improving oval and sport field irrigation by utilising flow sensors.

### 2.3 Deliver appropriate action on climate change

Council continued to invest in cleaner energy by implementing its solar photovoltaic (PV) panel program on Council buildings to use the power of the sun to help generate electricity for facilities that provide services to the Banyule community. Such systems bring long-term benefits to the community through the reduction of Council's electricity bills and greenhouse gas emissions. Significant projects include the installation of 195kW worth of solar panels at One Flintoff and WaterMarc in Greensborough, 75kW at Ivanhoe Aquatic, 35kW at Nets Stadium, and 80kW at the Operations Depot in Heidelberg West.

A high standard of Environmental Sustainable Design (ESD) was incorporated into the new three floors built above WaterMarc, which includes Council's new civic offices. These measures will continue to reduce energy bills over the life time of the building and include 194kW of solar panels and internal energy efficient measures such as active chilled beams, double glazing, sensor lighting, low-flow water appliances and sustainable waste management practices. Six charging stations for electric vehicles were also installed and Council introduced its first fully electric vehicle into its fleet.

### 2.4 Avoid waste generation

Banyule continued to achieve a high level of community satisfaction with a result of 76 for 'Waste Management (performance)' in the Victorian Government's Annual Community Satisfaction Survey 2017. The result of 76 was slightly above the 2017 average for metropolitan Melbourne but higher than the state average of 71. Banyule's result for 'Environmental sustainability (performance)' of 67 was much higher than the 2016 average metropolitan Melbourne result of 64.

Council continued to work with the community to reduce the cost of waste by providing waste education and information on sustainable consumption, including the rollout of the Rethink Centre Early Learning Centre program to preschools. The Waste Wise Education program delivered education sessions to 400 students and the Rethink Centre delivered education sessions to 660 students.

Council implemented a new waste management system that enabled organics to be recycled at the Malahang Community Festival and Kids ArtyFarty Fest.

### 2.5 Act as environmental stewards

Council continued to deliver environmental sustainability engagement programs and events including Sustainable Homes and Communities (including the Sustainable Leaders Program), Home Harvest Festival, Kids Teaching Kids Conference, Wildlife Corridor, EnviroReps and Spring Outdoors. A new horticultural therapy program was trialled called 'Evergreen' which was specifically designed for elderly, isolated residents to rekindle a love of nature and gardening through low physical tasks.

Council played an integral part in 'Resilient Melbourne' to develop an overarching strategy for a viable, sustainable, liveable and prosperous Melbourne. This pioneer project was the first metropolitan plan led by local government in Melbourne's 180 year history. CEO Simon McMillan was lead partner in the 'healthier environment' focus area to develop a metropolitan-wide urban forest strategy and an integrated water management framework. Council will continue to seek opportunities to be involved with 'Resilient Melbourne' as it evolves, and has already made significant progress in its municipality with stormwater harvesting projects and the Urban Forest Strategic Plan.

Council continued implementation of its Biodiversity Plan, Water Sustainability Plan, Energy Saving Plan, Environmental Stewardship Plan and Waste Management Plan.

### Objective:

#### 3. PLACE - SUSTAINABLE AMENITY AND BUILT ENVIRONMENT

**Maintain and enhance the quality of Banyule's public spaces, buildings and infrastructure for people who live, work, shop, play and move around in our city.**

'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 Maintain and improve Banyule as a great place to live

Council's Strategic Planning work program was significantly affected by Victorian Government planning strategies and proponent projects for the planning scheme. Government planning strategies included: ongoing review of new residential zones; Yarra River planning controls and the La Trobe Cluster. Proponent projects included: C106 Heidelberg Golf Club subdivision; C98 Bonds Road subdivision; and C113 Austin Hospital heritage updates.

Council continued to work with Victorian Government departments and authorities on their land development projects, including Development Victoria for the Yarra Valley Water Tank Site in Heidelberg, and the Department of Health and Human Services for the BellBardia and Tarakan public housing walk-up sites in Heidelberg West.

Council prepared a Development Contributions Plan as a new mechanism for developers to make a financial contribution towards community facilities and infrastructure in Council's four-year budget plan. The Development Contribution Plan will go through a planning scheme amendment process in 2017/2018 before it can be included in the Banyule Planning Scheme and payments sought from developers.

Council received an \$80,000 grant from the Victorian Planning Authority to prepare an Urban Design Framework (UDF) for Heidelberg West. An initial public consultation to inform the preparation of a draft UDF has been undertaken.

Final planning scheme outcomes were achieved for a reviewed Greensborough Structure Plan and substantial progress has been made on other planning scheme amendments for the Heidelberg and Bell Street Parking Overlay and for a specified 5% (of land value) public open space contribution rate.

Banyule achieved a result of 72 for 'The Appearance of Public Areas (performance)' in the Victorian Government's Annual Community Satisfaction Survey 2017 which is the same as the 2017 metropolitan average.

### 3.2 Strengthen local activity and employment areas

The Ivanhoe Library and Cultural Hub is a major Council project to redevelop and revitalise the Ivanhoe Civic Precinct with improved and increased community facilities. Council is investing \$18.50 million in this project, which is expected to be completed in the 2019/2020 financial year. The Hub, which will be connected to the existing heritage listed Ivanhoe Town Hall, will house:

- a modern accessible library
- an arts gallery
- conference and meeting spaces
- maternal and child health consulting suites
- an informal theatrette; and
- café.

The project will sensitively respond to the heritage value of the existing Town Hall and transform this section of Upper Heidelberg Road into a focal point for the community to congregate, connect and learn. Architects have prepared concept designs for the new Hub and Council has been consulting with the community to get feedback and have input into the look and feel of the new building and how they would use the space.

Shop 48 – The Harmony Centre, a community services and activity hub at The Mall in Heidelberg West, was officially launched in November 2015 and has been in progressive implementation since that time. Substantial progress was made in 2016/2017 with 11 agencies commencing operation within the facility offering a range of services to the community including family support, settlement, housing, disability, and training and employment pathways. Throughout the year, Shop 48 has been utilised by Council and the community to host a range of events and activities, such as art exhibitions, workshops, public forums, committee meetings, homework groups, and celebrations.

Council continued Project 3081, a coordinated place-based approach to community building initiatives in Banyule suburbs sharing the postcode 3081. Project 3081 also provides ongoing service support to agencies including SACOV (Somali Australian Council of Victoria), North East Somali Association, Alice House, OAE (Olympic Adult Education), E focus, The Hub, and Shop 48 - The Harmony Centre. It actively works alongside state and federal government departments to coordinate improvements and key projects in the area. In addition, Project 3081 assists with council and community grant seeking.

### 3.3 Support thriving commercial and retail activity

Council continued delivery of a range of support to traders in each of its eleven main shopping centres traders 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. During 2016/2017, Special Rate and Charge Schemes for Eaglemont Village, Macleod Village, Greensborough Town Centre, and Montmorency Village were renewed and declared.

A concept plan for the beautification of the Heidelberg Central streetscape was finalised following extensive consultation with the community and other key stakeholders. The concept plan is now being worked into detailed designs which will inform a tender process whereby contractors are appointed to deliver the infrastructure upgrade during the 2017/18 financial year.

The Economic Development Plan (2015-2020) continued to deliver a range of programs and initiatives to support local shopping centres and businesses, and regional economic development, helping attract investment and encourage partnerships to benefit the labour market.

### 3.4 Enhance Banyule's public and open spaces

Council implemented stage one of the Ford Park Masterplan to improve the amenity of this large Bellfield park. This included creating a circuitous track of more than 1km, similar to the Royal Botanic Gardens 'Tan Track', for runners and walkers to enjoy. A new off-lead dog park at the south-east corner was also built as part of the masterplan. The dog park is fully fenced and boasts large grassed areas with ample space for dogs to run, play and explore. There are park benches, dog waste bins with disposable bags, plus drinking fountains with dog bowls attached.

Council adopted the Olympic Park Masterplan which provides Council with clear direction regarding future opportunities for this sport and recreation reserve in Heidelberg West. The masterplan looks to ensure the best outcomes for the community, with improved sport and recreational facilities, better linkages and access from both sides of Darebin Creek, and a long term sustainable plan for the precinct for the next decade.

The Kalparrin Gardens Masterplan was adopted and will guide Council in planning for future enhancements and improvements to serve the local community for years to come. Plans are currently being developed to deliver the first stage which includes a regional playspace to offer more recreational options to cater for the young families in the surrounding area.

Council continued to roll out its playground replacement program across Banyule to ensure accessible, safe and appealing playgrounds that enhance Banyule's parks and reserves and provide the community with recreational options close to home. To help shape the design of the new playgrounds and determine which playground elements were popular with the community, Council sought the views of local residents and park users through surveys, meetings and mail outs. The following reserves were upgraded throughout the year:

- Shelley Park, Heidelberg Heights
- Ramu Parade, Heidelberg West
- Crana Reserve, Viewbank

Council opened a new family regional playspace at Anthony Beale Reserve in St Helena. Extensive community feedback was used to help design the \$750,000 playground of which Council contributed \$650,000 and the Victorian Government \$100,000. The playground includes a diverse range of built and natural play elements, including water play areas, a sand pit, sensory landscaping, a giant basket swing, a climbing net, and a double cable ride.

Council continued to invest in upgrading sporting pavilions to improve facilities for local sporting clubs, meet modern-day accessibility requirements and address the rising numbers of females participating in sports such as AFL and cricket. Some of the major projects included the \$1.3 million Ivanhoe Park pavilion redevelopment, the new \$1.35 million NJ Telfer Reserve pavilion, and the \$410,000 Kelly pavilion redevelopment at Olympic Park.



### 3.5 Support sustainable transport

Council implemented actions outlined in the Banyule Integrated Transport Plan 2035 to address transport issues and create a more accessible, safe, sustainable and active community. Council continued to advocate to relevant authorities for public transport upgrades to improve infrastructure and services, including: the removal of the level crossing at Rosanna station and the duplication of the Rosanna Heidelberg railway line; increased frequency, appropriateness and capacity of public transport options available in Banyule; and preliminary discussions on a future upgrade to Greensborough Station.

There was a continued focus to encourage a change in people's travel behaviour and increase walking, cycling and public transport use in priority areas around the municipality. Programs supported included Ride to Work, Ride to School, and Walk to School. Council also continued to promote walking, cycling and public transport use by providing TravelSmart Maps to new residents and at Council service centres.

Council implemented a Parking Management Plan and Green Travel Plan for the organisation. Some of the key actions included developing promotional materials, creating a transport page for the new Intranet and introducing carpooling, bicycle loans and myki commuter loans. More than 60 staff attended travel planning sessions to promote 'green' transport alternatives, such as walking, cycling and public transport, to commute to the new civic offices at Greensborough.

Worked continued to deliver a bicycle link through Banyule from the Plenty River Trail to Plenty Road including along Power Easement Shared Trail through Bundoora and Watsonia. Construction of the stage between Noorong and Dilkara avenues was completed.

### Objective:

#### **4. PARTICIPATION - COMMUNITY INVOLVEMENT IN COMMUNITY LIFE** **Govern effectively by appropriately engaging the community in issues that affect them, 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**

In November 2016, 'Shaping Banyule' was launched to provide an online platform to assist and complement face-to-face community consultation and offer people a digital 'open all hours' way to engage with Council. Throughout the year, 27 projects featured on 'Shaping Banyule' with more than 7,000 visits and 2,000 comments received. 'Shaping Banyule' kiosks equipped with iPads were also installed at Ivanhoe Service Centre, Ivanhoe Library, and Ivanhoe Aquatic to increase exposure of the new engagement platform and capture more feedback from the community. More than 1,000 people participated in the community consultation process to help develop the new Council Plan 2017-2021 and provide valuable input into shaping the key directions for Council. Council heard from people online at 'Shaping Banyule' and spoke face-to-face with community groups and businesses, people at community events and schools, and at four interactive community forums held across the municipality.

Council's Customer Service officers engaged with the community through a targeted 'out and about' program at many of Banyule's major festivals and events which gave residents a chance to ask questions and provide feedback about Council programs and services.

The Banyule Youth Summit was held in May 2016 to engage with young people in discussions that identify issues important in their lives. More than 100 young people from 20 secondary schools in and around Banyule participated, discussing issues such as gender equality, mental health, education, alcohol and other drugs, cultural diversity, animal rights and the environment. Nineteen key recommendations were presented to Council for its consideration in August 2017, and incorporated for action as part of the Youth Services Annual Planning process for 2016/2017. The recommendations and findings also helped inform the development of the Council Plan 2017-2021.

Council continued to enhance its relationship and work in respectful partnership with the Wurundjeri people, and other Aboriginal and Torres Strait Islanders. Council's Aboriginal Cultural Project Officer and Cultural Educator continued to support local Aboriginal and Torres Strait Islander culture, traditions and communities, including at Barrbunin Beek, a First Peoples gathering place in Heidelberg West.

A partnership to strengthen community links and ensure respectful cultural practices to create a sense of belonging was established at all five Early Childhood Services with an Aboriginal Early Years Educator and a Maternal and Child Health Support Worker from Banyule Community Health.

### 4.2 Encourage diverse and inclusive community participation

The Multicultural Plan 2016/2017 contained 34 actions, with 86% completed. The year produced a host of significant achievements, including hosting and supporting annual events that celebrate cultural diversity, including Holi, Lunar New Year, Ramadan, Harmony Day, Refugee Week and Cultural Diversity Week.

In partnership with Banyule Community Health, Reconciliation Banyule and the Yarra Plenty Regional libraries, Council conducted 18 events attended by more than 1,800 people as a part of Reconciliation Week. Activities included the Nhalinggu Bagung (Come gather) Aboriginal Arts exhibition at Hatch Contemporary Arts Space, screenings of the film 'Talking Languages' seen by more than 350 upper primary school children, and the National Sorry Day flag raising attended by approximately 200 people.

The Lesbian Gay Bisexual Transgender Intersex (LGBTI) Plan 2016/2017 contained 18 actions with 78% completed. The year featured an array of community-building events including strengthening the partnership with the Montmorency Traders Association to host the QWere St Party marking International Day Against Homophobia Biphobia and Transphobia. The event doubled its attendance from last year to approximately 300 people.

The Disability Action Plan 2016/2017 outlined 29 key actions to support people with a disability and their families, and 90% of the actions were completed. Some of the significant outcomes this year included adapting to the transition to the National Disability Insurance Scheme which came into effect on 1 July 2016 and assisting the community with this change of service delivery.

Banyule Council was awarded a Gold Medal in the 2017 Municipal Association Victoria National Local Government Innovation Awards for its Sensory Friendly Festivals initiative. The initiative was developed in consultation with the autism spectrum disorder community and an internal working group to support attendance of children on the autism spectrum at the 2017 Kids ArtyFarty Festival. Features included a sensory specific performance stage and a chill out tent for unstructured time out and respite from the hustle and bustle. Low traffic festival time recommendations were made and noise cancelling headphones available.

To encourage volunteerism and recognise the remarkable contributions that volunteers and citizens make to the community, Council held the Banyule Volunteer and Citizen of the Year Awards during National Volunteers Week. More than 400 guests attended the event which saw a total of 56 nominations across five categories with 14 awards presented. The Citizen of The Year award was presented for the fourth year running and was awarded to Phil Ciravolo in recognition of his outstanding contribution as both a business leader and volunteer.

The 2016/2017 Banyule Community Grants Program, including Arts Grants, saw Council distribute a total of \$146,128 to eligible projects that fostered community spirit, social health and wellbeing within Banyule.

YouthFest continued to attract large crowds to Macleod Park with more than 3,000 people attending, mostly in the 14-17 age group. The festival showcased bands and DJs, free rides and activities, plus a range of stalls. More than 200 local young people were involved in organising, performing or volunteering on the day, including 110 performers across four stages. Participants from Banyule Youth Services programs were well represented on the day, including the Jets Crew, FREEZA, Rainbow Space, and Street Art.

Council continued to support Home and Community Care clients to make a smooth transition to National Disability Insurance Scheme. Approximately 80% of eligible clients have been transitioned.

## Our Best Value Performance

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Banyule Council was accredited the 'Rainbow Tick' for Home and State Community Care (HACC) services and Commonwealth Community Home Support Program to ensure services were inclusive of LGBTI (lesbian, gay, bisexual, transgender and intersex) communities. The Rainbow Tick Accreditation Program developed by Gay and Lesbian Health Victoria and Quality Innovation Performance, sets out six standards for inclusive service delivery. Council's journey towards accreditation took more than two years and involved training more than 150 home care staff and changing several policies and procedures.

Banyule Leisure continued to provide subsidised access to Council facilities and deliver programs for minority groups at Olympic Leisure, such as under-represented youth participation in basketball and other stadium-based sports, and opportunities for women exclusive access to the swimming pool and gym.

### 4.3 Advocate on behalf of our community

As a part of community engagement for the new Council Plan, Council spoke with a large range of people including at four community forums held in March 2017. One of the key priorities raised by the community at the forums was advocacy. People expressed a desire to know what issues Council was planning to advocate on and what outcomes had been achieved as a result of our advocacy. As a result, the new Council Plan 2017-2021 has a stronger focus on advocacy and Council will be working over the next four years to increase the visibility and awareness of its advocacy efforts.

Council continued to participate in the review of the Local Government Act 1989. Contributing to the review is critical as the Act sets the regulatory framework that supports viable and independent councils which can govern effectively and be more responsive to their communities. Council's submission on the Directions Paper for the review of the Act was adopted by Council in September and forwarded to Local Government Victoria as part of the second stage of consultation on the review of the Act.

Council advocated to the Victorian Government and the National Disability Insurance agency to maintain funding for services that provide support to people with a disability, including the MetroAccess program which builds more inclusive communities, and the Jets Creative arts program which provides a range of creative opportunities for young people. Council was successful in ensuring that the MetroAccess program received funding for a further 12 months.

Council advocated on behalf of diverse communities on human rights related issues, including marriage equality and proposed changes to the citizenship laws by the Australian Government.

With some major transport infrastructure projects impacting Banyule, Council continued to consult with the community and advocate on its behalf to achieve positive outcomes. Significant progress was made in advocating for improvements to the Hurstbridge Railway Line duplication and Lower Plenty Road level crossing removal including urban design, transport, drainage and community facilities. Advocacy also commenced with the North East Link Authority for enhancements and additions to the North East Link project, including significant transport infrastructure and service improvements in Greensborough.

Council also continued to advocate with TfV, PTV, VicRoads and other councils and agencies to improve transport services and traffic conditions in Banyule and beyond. One such example was Council continued to work with VicRoads on the upgrade of Bolton Street Montmorency, including advocating for it to be declared an arterial road under the care and maintenance of VicRoads.

Cost shifting from other levels of government has continued to be highlighted through a number of processes, including the development of the new Council Plan 2017-2021 and Budget 2017/2018. Council's continued commitment to advocate on behalf of the community on a wide range of issues including rate capping, the National Disability Insurance Scheme and community safety.

## Our Best Value Performance

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Council continued to advocate for funding from Victorian Government departments, such as Sport and Recreation Victoria, to improve sports facilities across Banyule. Throughout 2016/2017, Council was successful with funding applications for:

- Elder Street pavilion female-friendly facilities upgrade: the Victorian Government contributed \$50,000 to Council funding of \$150,000 and \$30,000 contribution from the Watsonia Heights Junior Soccer Club.
- Burkitt Oval lighting project: the Victorian Government contributed \$100,000 to Council funding of \$100,000 and club funding from the Banyule Senior Football Club \$10,000 and Banyule Juniors Football Club \$10,000.

Council continued to support the work of the Banyule and Nillumbik Youth Services Network (BNYSN) and other key strategic collaborative networks to improve services for young people. The BNYSN continued to be the major connecting body for the youth sector across Banyule and Nillumbik and support the local training and development of the youth sector by holding regular youth workers forums on a broad range of relevant and emerging topics. The BNYSN executive committee continued to meet monthly to undertake strategic networking and advocacy across all levels of government on issues affecting the lives of local young people, including housing, youth crime, mental health, and access to suitable education, employment and training services.

### 4.4 Provide outstanding communications and customer service

Banyule's Customer Service team answered 137,607 calls to the main incoming number and lodged 78,051 action requests through Banyule's Customer Request Management (CRM) system.

Banyule's Customer Service team delivered a range of activities in 2016-2017, including:

- Moving Council's main Service Centre, including call centre to Council's new offices at Greensborough, while maintaining the same services at Ivanhoe and opening a new service point within the Rosanna Library.
- The Customer Service team assisted with the development of the Council Plan with attendance and surveying of the community at 11 consultation sessions including Movies on the Move and other community events.

Banyule's Communications team delivered a range of activities in 2016/2017 to improve the reach, impact and responsiveness of communications including:

- Banyule Banner - six editions and Ward Newsletters – two editions;
- Community Calendar 2017 – 'Celebrating Banyule's pets';
- Contributed to the City Plan, Budget, and Annual Report;
- Monthly half-page Banyule in Brief advertorials profiled news and events and a Mayoral message in the Heidelberg and Diamond Valley Leader newspapers;
- 106 media releases sent to media, which, along with 88 responses to media enquiries, generated 950 media articles about Council and its activities across local, state and national radio, television and press, as well as local government specific media. Of these articles, 85.6% were positive;
- Mayoral updates to accompany rates notice to keep residents informed; and
- TV presentations in service centres and leisure centres updated weekly, and on hold messages updated monthly.

## Our Best Value Performance

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The Communications team developed marketing and communications for almost 50 events, programs and initiatives throughout the year including:

- New civic offices official opening
- Banyule Volunteer Awards
- Malahang Festival
- Twilight Sounds
- Kids ArtyFarty Fest
- Banyule Seniors Festival

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

- Visits to Banyule Council's corporate website increased by 13.54% from 569,773 to 646,919, with more than 1.5 million page views.
- Banyule's corporate Facebook following increased by 28.9% from 3,287 to 4,237 page likes. 209 posts were published reaching a combined total of 286,110 people (organically), with 42 posts reaching more than 500 people.
- Banyule's corporate Twitter following increased by 26.53% from 1,455 to 1,841 followers. 99 tweets were published with 68 tweets receiving over 500 impressions. All tweets generated a total of 63,437 impressions.

November 2016 saw the launch of the first edition of Banyule's new *Age in Focus* newsletter to improve the promotion of programs and services that support Banyule being an age-friendly city. The quarterly newsletter has a hard copy distribution of 3,000 and had 271 email recipients at 30 June 2017.

Council ensured the public was informed and their queries responded to after a massive storm event caused severe flooding in parts of Banyule on 29 December 2016. This included hosting a community flood forum with Melbourne Water to help residents understand flooding events and be better prepared for floods and respond effectively to minimise risks to their property.

### Objective:

#### 5. PERFORMANCE - USE OUR RESOURCES WISELY

**Manage the financial and non-financial resources required for the next four years 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. The community expects that these resources will be managed in a responsible, sustainable and accountable way.

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.

Outcome of our key directions:

#### 5.1 Develop and deliver best value services and facilities

A new service point at the Rosanna Library was established in April 2016 after Rosanna Service Centre closed, enabling continuity of service at Rosanna with additional savings in resources.

Council developed and started implementing the Customer Focus Strategy and Action Plan, setting a direction for the way customer service is delivered to the community in to the future. It provides a clear strategic framework to support business change for the organisation and deliver services that:

- has the customer at the centre of its business;
- meets the regulatory, operational and efficiency requirements of the organisation; and
- takes into account the changes in technology and the way in which customers want to and will interact with us into the future.

Council continued to investigate options to consolidate landholdings to maximise revenue and asset reallocation. Council annually reviews its property portfolio ensuring its asset is optimally utilized and occupied, preferably with a rental return. During 2016/2017, Council was able to lease several of its properties to the Level Crossing Removal Authority for the purposes of laydown sites, administration and storage during the Hurstbridge Rail line improvements. A lease was also secured for a Victorian Government tenancy at 1 Flintoff Street, Greensborough, adding to the economic prosperity of Greensborough Town Centre through an additional 120 new jobs to the precinct.

Council also finalised several properties that were declared surplus to Council and community needs throughout the year. A major achievement was bringing forward the final settlement of the former Haig Street School site six months ahead of schedule.

An online planning application system continued to be developed and was launched on 1 July 2017. The system will make it easier for applicants to lodge a planning application and make amendments, and improving processes, accuracy and efficiency for Council staff. Work also continued to bring a new electronic building permit application system online.

Council coordinated Council Reporting under the Victorian Local Government Performance Reporting Framework which was established across every local government in Victoria based on common service data sets. Council continued to advocate for streamlined and meaningful Victorian Government reporting, provision of full community reporting in Council's Annual Report, and development of robust reporting processes.

## Our Best Value Performance

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Council's Aged and Disability Services passed an Australian Aged Care Quality Agency audit with a score of 18/18. The Community Common Care Standards review effective management, appropriate access and service delivery, and service user rights and responsibilities across 18 outcomes.

Council continued its Service Development Review Program to strengthen and improve service delivery and meet the needs of the Banyule community:

- A Street Sweeping and Cleansing Services Development Review was undertaken, encompassing street sweeping, dumped rubbish, BBQ and toilet cleaning, drainage cleaning, and street litter bin collection services through evidence-based investigation that included sector benchmarking, data analysis, plant assessment, and other key inputs to identify areas for improvement to service delivery outcomes and sustainability. An Action Plan was developed to progress service outcomes identified.
- Established and finalised service development reviews for Infrastructure Services, and Parks and Gardens. Reviewing these significant and complex services has included sustainability assessment, plant and vehicle needs, customer request tracking, asset management, service planning needs, resource use, and other operational improvements. An Action Plan was developed for both Infrastructure Services and Parks and Gardens to address opportunities identified for service delivery efficiencies and improvement.
- Implemented and progressed actions arising from previous service development reviews, including improvement evaluation of the Banyule Waste Recovery Centre.

### **5.2 Provide responsible financial management and business planning processes**

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

- Worked closely with the management team, service units and councillors to prepare Council's Budget. The development of the Budget included extensive community consultation.
- Prepared relevant financial information for Banyule's Annual Report, incorporating the Financial Statements, Performance Statements, and Report of Operations.
- Completed monthly financial management reporting for the Executive Management Team (EMT), councillors and Council meetings (quarterly). The Finance team commenced regular monthly monitoring of each of the capital projects and operational services and initiatives which has enhanced the reporting of the financial position, year-to-date data, and forecasting.

There are a number of asset management plans in operation which set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years. During 2016/2017, asset management plans were adopted by Council for roads, pathways, bridges, drains, playgrounds, open space, and buildings.



## Our Best Value Performance

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Council continued to ensure alignment of all strategic planning to the Council Plan 2017-2021 (Year 1) objectives and the organisation's values. The Council Plan 2017-2021 framework is based on the '5P' objectives of People, Planet, Place, Participation and Performance. Together, these give Council a strong framework for decisions moving forward. Banyule's strategic direction and priorities were reviewed and developed for the next two years, incorporating community feedback, further strengthening the areas of focus, and meeting the relevant legislative requirements. The Council Plan includes an updated list of key initiatives for 2017/2018 to give the community a practical sense of what Council is aiming to achieve within its objectives, key directions and focus areas. Ongoing internal support is also provided for key plans as they are reviewed (linkages of these with City Plan, Annual Business Plan, policy and strategy documents and other plans).

Council provided relevant corporate reporting for Banyule's Annual Report 2015/2016 in line with relevant legislation and best practice guides, as well as reported progress to the community and Minister for Local Government. This involved preparing Banyule's Best Value Victoria Report 2015/2016.

### **5.3 Enable good governance and accountability with minimal risk**

The Governance unit managed and ran the Council general election held on 22 October 2016, and inducted all councillors for the new term, including two newly-elected councillors.

Council undertook a major review of the Councillor Expense and Resource Policy for Council adoption.

The Meeting Procedures Code was reviewed and amended to reflect legislative changes and best practice.

The Governance unit participated in and made submission to the Review of the Local Government Act.

A review of Council Meetings was undertaken and changes implemented included:

- Review of starting time of Council Meeting, frequency and public participation included benchmarking other councils;
- A new three-weekly cycle was introduced to provide the Agenda earlier: now available 6 days prior to the Meeting to the public; and councillors receive their papers 7 days prior to the Meeting.
- Audio recordings of Council Meetings made available on Council's website the day after the meeting;
- A summary of Council decisions provided on Council's website in addition to the official minutes; and
- The awarding of contracts and how they are reported to Council was reviewed, with reports now considered in the open section of the meeting to improve transparency.

The Local Laws team continued the implementation, education and enforcement of the new Local Law No.1, especially for development issues including public concerns with after-hours building activities. The team has worked closely with the community regarding all complaints about building sites.

### **5.4 Create a productive and engaged workforce**

Negotiation of the Banyule City Council Enterprise Agreement No. 7 commenced at the beginning of 2017. Council is looking to consolidate, in agreement with the unions, Part A and Part B (Victorian Local Authorities Award 2001) into one modern, streamlined and contemporary document. In principle agreement was reached in relation to a number of clauses that will remove confusion, allow easier interpretation and eliminate outdated practices that are not relevant in a modern workforce.

To support staff to remain appropriately trained and skilled to perform their roles, Human Resources received approval to purchase and implement an online Learning Management System. This system will enable access to online training products, improve reporting of completed training, and provide an online tool to manage accreditations and licences to ensure staff are up to date and compliant with training regulations.

### **5.5 Maintain and strengthen corporate information and innovation**

An Information and Communication Technology Steering Committee was established to provide a formal approval body for making information management and information and communication technology policy, strategy, and investment decisions for Council based on an agreed prioritisation framework.

The Information and Communications Technology Strategic Plan identified mobility as a key theme for the organisation. Council continued to investigate and implement appropriate mobile technologies to increase and enhance mobility in the field to meet specific business needs including customer relationship management, client services for Health and Aged services, Law Enforcement, and maintenance and inspections of assets. Council is implementing a new version of Civica (Authority) which offers several mobile applications for mobile workers and investigating other core software applications which enable computing in the field.

Information Management Working Group consisting of Business Services, Information Technology and Records Management key staff upgraded Council's Records Management System (TRIM) to Records Manager 8 (RM8), providing the most up-to-date version to allow better integration with other key corporate systems and support staff working out of the office.

Council's Information Technology team delivered a range of projects to keep abreast of evolving technology and meet the changing requirements of Council, including upgrading the organisation's firewall to provide a more robust layer of security and offer better protection from the increasing sophistication of cyberattacks.

The Health Premise Files Digitisation Project included scanning and registering documents contained in approximately 1,000 hard copy files into Records Manager 8. This project has enabled the Health Team to work electronically, reducing document duplication and allowing immediate access to information when out in the field. The hard copy source records were also destroyed, saving space requirements.

### 5.6 Plan and manage the systems and assets that support Council's service delivery

Council commenced implementing the recommendations of the 2016 review of the Fleet Management service. The Ausfleet integration was finalised to improve maintenance management and replacement programming and the size of the fleet was reduced, resulting in capital and operational savings to Council. Changes to service intervals were implemented to improve efficiency and reduce maintenance costs and a new car booking system has improved the utilisation of Council's passenger vehicle fleet. Installation of electric charge points at Council civic offices at Greensborough have enabled the inclusion of electric vehicles in the fleet.

A new online Public Land Manager Consent portal was introduced to streamline applications for volunteer organisations and tenancies. Public Land Manager Consent is required for any type of work that a club, group, association or other is looking to undertake on Council owned, managed or controlled public land and facilities.

The Health Mobile app was implemented, enabling Council Environmental Health Officers to complete inspections online while working remotely using mobile devices.

To ensure a seamless relocation to Council's new civic offices in Greensborough, Council undertook project coordination, monitoring and reporting for more than 90 projects, involving 17 committees.

The Information Technology department ensured the IT infrastructure was ready at the new Council Offices at 1 Flintoff St, Greensborough, for the relocation of approximately 320 staff from the former Ivanhoe, Rosanna and Greensborough service centres and Operations Depot.

A series of cloud-based applications have been implemented, including Sophos Endpoint, My AgedCare including the introduction of AusKeys.

Council has started preparation to migrate to Office 365 to access improved features and increase the mobility of staff working from remote locations.

New animals' registration was transferred from Local Laws to Customer Service, streamlining the customer interaction process and improving efficiency of resources. Council has also been developing a new online animal registration system.

## Our Best Value Performance

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

The following statement reviews the performance of Council against the City Plan (Council Plan) including results achieved in relation to the strategic indicators included in the City Plan. The following 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 2016/2017.

Note: City Plan objectives:



People



Planet







Place



Participation





Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
1.	 CSI – Recreational facilities (performance) Indicator Type: Output (Quality)  (Note: CSI indicators are measured via the annual Community Satisfaction Survey (CSS) for Local Government. CSI Targets 2017 (ie. 2016/2017) are based on: 'Equal to or greater than the Metro Council Group average for 2016'. For further information please refer to the 'General Notes and Glossary of Terms for the Indicators')	76	73	73	Banyule's CSI score (73) was equal to the 2017 Metro Council Group average and higher than the 2017 State-wide average (70).  Overall, 92% of respondents provided a rating of very good, good or average for this service area (category) in 2017.  Target 2017 73 Achieved Target
2.	 Attendance at Council provided leisure centres Indicator Type: Outcome (Service Effectiveness)	1,737,835	1,955,712	1,812,985	These figures are inclusive of WaterMarc (729,227), Macleod (252,783), Ivanhoe Aquatic (467,293), Olympic (87,076) and Nets (276,606) leisure centres.  Target 2017 1,000,000 Achieved Target (+812,985).
3.	 Percentage of people who feel they 'belong' in Banyule Indicator Type: Outcome (Service Effectiveness)  	84%	83%	84%	This indicator is measured via the CSS 2017, co-ordinated by the Department of Environment, Land, Water and Planning (DELWP) and is an additional question for Banyule. The result demonstrates a relatively strong result for people feeling connected in Banyule and this has continued since 2012.  Target 2017 80% Achieved Target (+4%).




## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
4.	CSI – Art centres and libraries (performance) <i>Indicator Type: Output (Quality)</i>	77	71	72	Banyule's CSI score (72) was lower than the 2017 Metro Council Group average (74) and the 2017 State-wide average (73).  Overall, 86% of respondents provided a rating of very good, good or average for this service area (category) in 2017.  Target 2017 74 The 2017 result represents 97% achievement against target.
5.	CSI – Community and cultural activities (performance) <i>Indicator Type: Output (Quality)</i>	72	69	70	Banyule's CSI score (70) was equal to the 2017 Metro Council Group average and higher than the 2017 State-wide average (69).  Overall, 84% of respondents provided a rating of very good, good or average for this service area (category) in 2017.  Target 2017 71 The 2017 result represents 99% achievement against target.
6.	Attendance at Banyule festival <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	13,000	14,500	13,500	Includes: Malahang Community Festival (4,000), Twilight Sounds (2,500) and The Kids ArtyFarty Festival (7,000).  Target 2017 10,000 Achieved Target. (+3,500)
7.	Performance against People: Health and Wellbeing Action Plan (% actions completed on time) <i>Indicator Type: Output (Quality)</i>	90%	90%	94%	Target 2017 80% Achieved Target (+14%).
8.	CSI – Disadvantaged support services (performance) <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	64	62	61	Banyule's CSI score (61) was lower than the 2017 Metro Council Group average (62) and equal to the 2017 State-wide average.  (Note: 42% of respondents provided a rating of 'can't say')  Target 2017 62 The 2017 result represents 98% achievement against target.





## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
9.	<p> LGPRF - Aquatic facilities: (a) Service standard (aquatic facilities are inspected by a qualified officer).</p> <ul style="list-style-type: none"> <li>Health inspections of aquatic facilities (number of inspections by an authorised officer within the meaning of the Public Health and Wellbeing Act 2008 carried out per Council aquatic facility)</li> <li>Reportable safety incidents at aquatic facilities (number of WorkSafe reportable aquatic safety incidents)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Quality)</i></p> <p><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').</i></p>	4	3	3.67	<p>Banyule has a proactive program for inspections of public pools, with specified number of visits by the Environmental Health team.</p> <p>Target 2017 3 Achieved Target (+0.67)</p>
		1	4	2	<p>The Service responds to incidents which can occur in the aquatic and leisure environment.</p> <p>Target 2017 0 Target not achieved on this occasion</p>
10.	<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"> <li>Cost of indoor aquatic facilities (direct cost to Council less any income received of providing indoor aquatic facilities per visit)</li> </ul> <p><i>Indicator Type: Output (Efficiency, Cost)</i></p>	\$1.15*	\$0.09*	\$0.32	<p>The movement is due to less attendance impacted by major construction work and a flooding event.</p> <p>Target 2017 \$0 Target not achieved on this occasion. <i>(*Note: Revised results for 2015 and 2016 re-calculated, including line management costs, according to LGV definitions)</i></p>

## Our Best Value Performance





No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
11.	 <p>LGPRF - Aquatic facilities: (c) Utilisation (aquatic facilities are safe, accessible and well utilised)</p> <ul style="list-style-type: none"> <li>Utilisation of aquatic facilities (number of visits to aquatic facilities per head of municipal population)</li> </ul> <p><i>Indicator Type: Outcome (Utilisation)</i></p>	10	10.90	10.04	<p>This is a better than expected result given potential impacts due to One Flintoff construction at WaterMarc and unexpected closure at Ivanhoe Aquatic due to December flooding.</p> <p>Target 2017 6 visits per head of BCC municipal population</p> <p>Achieved Target (+4.04%).</p>
12.	 <p>LGPRF - Food safety: (a) Timeliness (Councils take action in response to food complaints in a timely manner)</p> <ul style="list-style-type: none"> <li>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 safety or handling of food for sale)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Appropriateness)</i></p>	No Result	1.51	2.27	<p>Council considers this a strong result and well within Council's own target of 5 days.</p> <p>Target 2017 Written or verbal acknowledgement of receipt of complaint within 5 working days.</p> <p>Achieved Target (2.73 days better than target).</p> <p>While the average response time for food related complaints was within Council's target, it is important to note that food complaints with a high risk to public health are responded to accordingly with a shorter and/or immediate timeframe.</p> <p><i>Note: From 1 July 2016, the indicator is to be reported by calendar year (2016 reported by financial year). This has been implemented to better align reporting with the Department of Health and Human Services.</i></p>
13.	 <p>LGPRF - Food safety: (b) Service standard (food safety service is provided in accordance with legislative requirements)</p> <ul style="list-style-type: none"> <li>Food safety assessments (percentage of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Quality)</i></p>	100%	99.81%	99.61%	<p>Result within target.</p> <p>Food premises requiring an assessment in the reporting period received an annual assessment.</p> <p>Target 2017 100%</p> <p><i>Note: Calculation includes some premises due for inspection in the next calendar year.</i></p>

## Our Best Value Performance




No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
14.	 <p>LGPRF - Food safety: (c) Service cost (food safety service is delivered in a cost-efficient manner)</p> <ul style="list-style-type: none"> <li>Cost of food safety service (direct cost to Council of the food safety service per food premises registered by Council, or for which Council has received notification, during the year)</li> </ul> <p><i>Indicator Type: Output (Efficiency, Cost)</i></p>	\$984	\$727.76	\$689.75	<p>Target 2017 \$1,200</p> <p>Achieved Target (\$510.25 better than target). This result is reflective of continuous improvement in work practices.</p>
15.	 <p>LGPRF - Food safety: (d) Health and safety (food safety service protects public health by preventing the sale of unsafe food)</p> <ul style="list-style-type: none"> <li>Critical and major non-compliance notifications (percentage of critical and major non-compliance outcome notifications that are followed up by Council)</li> </ul> <p><i>Indicator Type: Outcome (Health and safety)</i></p>	71%	100%	100%	<p>From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.</p> <p>Target 2017 100%</p> <p>Achieved Target</p>
16.	 <p>CSI - Family support services (performance)</p> <p><i>Indicator Type: Outcome (Service Effectiveness)</i></p>	69	68	69	<p>Banyule's CSI score (69) was higher than the 2017 Metro Council Group average (68) and the 2017 State-wide average (67). (Note: 36% of respondents provided a rating of 'can't say')</p> <p>Target 2017 69</p> <p>Achieved Target.</p>
17.	 <p>CSI – Elderly support services (performance)</p> <p><i>Indicator Type: Outcome (Service Effectiveness)</i></p>	69	69	65	<p>Banyule's CSI score (65) was lower than the 2017 Metro Council Group average (67) and the 2017 State-wide average (68). (Note: 39% of respondents provided a rating of 'can't say')</p> <p>Target 2017 69</p> <p>The 2017 result represents 94% achievement against target</p>







## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
18.	 <p>Key Ages and Stages: participation rate for 3.5 year visits</p> <p><i>Indicator Type: Outcome (Service Effectiveness)</i></p>	86%	62%*	77%	<p>Target 2017 75%</p> <p>Achieved Target (+2%)</p> <p><i>*Due to faulty data migration from MACHS data base to CDIS database, inaccuracies exist in 2016 reported data. This was a State-wide problem. Consistent with results over previous years it is estimated that the target was achieved in 2016, however faulty data migration means this cannot be verified.</i></p>
19.	 <p>Unit rate cost to Council for delivered meals</p> <p><i>Indicator Type: Output (Cost)</i></p>	\$16.34 per meal	\$18.60 per meal	\$21.70 per meal	<p>The cost per meal is directly related to meal numbers which have been in decline.</p> <p>Target 2017 \$21.50 per meal</p> <p>Additional cost of \$0.20 per meal compared with target.</p>
20.	 <p>Total number of delivered meals</p> <p><i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i></p>	50,571	44,185	43,167	<p>Meal numbers have decreased by 2% since 2016, following a decrease of 12.6% the previous year. Meal numbers have continued to decline due to increased competition from supermarkets and other home delivery services. It a trend Australia wide for this once popular service.</p> <p>Target 2017 41,000 meals</p> <p>Achieved Target (+2,167)</p>
21.	 <p>Percentage of delivered meals recipients satisfied with the service (rating the service as excellent, very good or good)</p> <p><i>Indicator Type: Output (Quality)</i></p>	98%	96%	98%	<p>Service quality and customer satisfaction continues to be high despite falling demand.</p> <p>Target 2017 90%</p> <p>Achieved Target (+8%)</p> <p>The survey covers areas such as food quality, delivery times, helpfulness of staff and overall satisfaction.</p>





## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
22.	 <p>LGPRF - Maternal and Child Health: (a) Satisfaction (clients satisfied with the MCH service)</p> <ul style="list-style-type: none"> <li>Participation in first MCH home visit (percentage of infants enrolled in the MCH service who receive the first MCH home visit)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Appropriateness)</i></p>	96%	100%	98.12%	<p>Some Clients were temporarily living out of the municipality for 2 weeks following the birth of their baby, then moved back into municipality (hence the 98% result).</p> <p>Target 2017 80% Achieved Target (+18.12%).</p>
23.	 <p>LGPRF - Maternal and Child Health: (b) Service Standard (Councils enrol all infants in the MCH service)</p> <ul style="list-style-type: none"> <li>Infant enrolments in the MCH service (percentage of infants enrolled in the MCH service)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Quality)</i></p>	94%	99.41%	102.26%	<p>Target 2017 95% Achieved Target. Within range of LGV (permissible range 90-110)</p>
24.	 <p>LGPRF - Maternal and Child Health: (c) Service cost (MCH service is delivered in a cost-efficient manner)</p> <ul style="list-style-type: none"> <li>Cost of the MCH service (cost to Council of the MCH service per hour of service delivered)</li> </ul> <p><i>Indicator Type: Output (Efficiency, Cost)</i></p>	No Result	\$70.66	\$73.76	<p>Target 2017 \$70.00 <i>Methodology based on multidisciplinary team to deliver MCH service</i> Additional cost of \$3.76 compared with target Increasing staffing requirements due to ongoing implementation issues associated with new system</p>








## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
25.	 LGPRF - Maternal and Child Health: (d) Participation (Councils promote healthy outcomes for children and their families)	85%	77.47%*	80.55%	No material variation
	– Participation in the MCH service (percentage of children enrolled who participate in the MCH service)			Target 2017 80%	Achieved target (+0.55%). (*Note: In 2016 there was an initiative to transition the majority of Victorian councils offering Maternal and Child health services to a new database.)
	– Participation in the MCH service by Aboriginal children (percentage of Aboriginal children enrolled who participate in the MCH service)	78%	53.17%*	77.24%	Some Aboriginal families choose to attend the Victorian Aboriginal Health Service
				Target 2017 70%	Achieved target (+7.24%). (Note: *Overall result 2016 lower due to implementation issues associated with new system.)
	Indicator Type: Outcome (Participation)				
26.	 Percentage of people who feel safe in Banyule  Indicator Type: Appropriateness (Access/Equity/Service Levels)	96%	97%	92%	This indicator is measured via the CSS 2017 co-ordinated by the DELWP, and is an additional question for Banyule. The result demonstrates a strong result for people feeling safe in Banyule and this has continued since 2012.
				Target 2017 80%	Achieved Target (+12%)
27.	 Performance against Safer Banyule Action Plan (% actions completed on time) Indicator Type: Output (Quality)	94%	95%	96%	
				Target 2017 80%	Achieved Target (+16%)





## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
28.	 LGPRF - Libraries: (a) Utilisation (library services are well utilised) <ul style="list-style-type: none"> <li>Library collection usage (number of library collection item loans per library collection item)</li> </ul> Indicator Type: Output (Effectiveness, Appropriateness)	9	9.11	6.95	Target 2017 5 There has been a decrease in loans across the region (such as DVDs, language materials) which may be due to higher use of streaming services. Achieved Target (+1.95).
29	 LGPRF - Libraries: (b) Resource standard (libraries have a high standard of resources) <ul style="list-style-type: none"> <li>Standard of library collection (percentage of the library collection that has been purchased in the last 5 years)</li> </ul> Indicator Type: Output (Effectiveness, Quality)	85%	86.11%	86.24%	Target 2017 80% Achieved Target (+6.24%).
30.	 LGPRF - Libraries: (c) Service cost (delivery of library services is undertaken in a cost-efficient manner) <ul style="list-style-type: none"> <li>Cost of library service (direct cost to Council of the library service per visit)</li> </ul> Indicator Type: Output (Efficiency, Cost)	\$8.12	\$7.01	\$6.50	Target 2017 \$10.30 Achieved Target (\$3.80 per visit better than target).
31.	 LGPRF - Libraries: (d) Participation (library resources are free, accessible and well utilised) <ul style="list-style-type: none"> <li>Active library members (percentage of the municipal population that are active library members)</li> </ul> Indicator Type: Outcome (Participation)	18%	15.37%	16.12%	Target 2017 18% No material variation The 2017 result represents 90% achievement against target. The 2017 result represents 90% achievement against target. While there has been a modest increase (1,197) in library members between reporting periods, the reduction (3,650) in active library members between the 2015 and 2016 reporting periods and the increase in municipal population has had an impact on the achieving the Council target.





## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
32.	  <p>Number of economic development events delivered in partnership with other organisations (eg. neighbouring Councils, State and Federal Government, Regional Development organisations, traders associations, etc)</p> <p><i>Indicator Type: Output (Quality)</i></p>	38	41	31	<p>Target 2017 15</p> <p>Achieved Target (+16).</p>
33.	  <p>Participation level (attendance) at Council operated/ hosted economic development events</p> <p><i>Indicator Type: Outcome (Service Effectiveness)</i></p>	1,071	1,284	940	<p>A high level of participation to all events, including three major events, the BestBiz Awards, Women in Business lunch and Business breakfast, which all exceeded their target.</p> <p>Target 2017 300</p> <p>Achieved target (+ 640)</p>
34.	  <p>CSI – Emergency and disaster management (performance)</p> <p><i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i></p>	70	70	69	<p>Banyule's CSI score (69) was higher than the 2017 Metro Council Group average (68) and lower than the 2017 State-wide average (70). (Note: 33% of respondents provided a rating of 'can't say').</p> <p>Target 2017 68</p> <p>Achieved Target (+1)</p>
35.	 <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	<p>Exercise Elland undertaken in May 2017.</p> <p>Target 2017 Completed as per schedule</p> <p>Achieved Target.</p>

## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations	
36.	 CSI – Environmental sustainability (performance) <i>Indicator Type: Outcome (Service Effectiveness)</i>	68	67	67	Banyule's CSI score (67) was significantly higher than the 2017 Metro Council Group average (64) and the 2017 State-wide average (64). Overall, 78% of respondents provided a rating of very good, good or average for this service area (category) in 2017.	
				Target 2017 64	Achieved Target (+3).	
37.	 Number of tree plantings (Council tree plantings in streets and parks) <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	3,700	4,000	7,347	The result includes street and park and bushland reserve trees (advanced trees and tube stock trees) and is aligned with objectives of Banyule's Urban Forest Strategic Plan. In addition, 24,801 tubestock shrubs, grasses, ground cover herbs and semi-aquatic plants were planted within bushland reserves.	
				Target 2017 1,200	Achieved Target (+6,147).	
38.	 Performance against Planet: Environmental Sustainability Action Plan (% actions completed on time) <i>Indicator Type: Output (Quality)</i>	94%	91%	92%	Target 2017 90%	Achieved Target (+2%).
39.	 Council's water use <i>Indicator Type: Outcome (Service Effectiveness)</i>	276 million litres	299.99 million litres	283.60 million litres	Target 2017 Constrain annual Council potable water use below 200 million litres	Target not achieved on this occasion (additional 83.60 million litres compared with target). Council did not fully utilise the 138ML available from the stormwater harvesting systems. 5.94 ML was diverted during 2016/17.

## Our Best Value Performance



No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
40.	CSI – The appearance of public areas (performance)   <i>Indicator Type: Outcome (Service Effectiveness)</i>  	73	71	72	Banyule's CSI score (72) was equal to the 2017 Metro Council Group average and higher than the 2017 State-wide average (71).  Overall, 92% of respondents provided a rating of very good, good or average for this service area (category) in 2017.  Target 2017 72 Achieved Target.
41.	Council's greenhouse gas emissions   <i>Indicator Type: Outcome (Service Effectiveness)</i>	14% reduction	14% reduction	1.7% increase	Council's greenhouse gas emissions increased from 16,037 tonnes (CO2 equivalent) in 2016 to 16,306 tonnes in 2017, representing an increase of 269 tonnes (1.7%).  Target 2017 Reduce Council's greenhouse gas emissions Target not achieved  The increase in emissions is attributed to the WaterMarc cogeneration system being out of operation between approximately April 2016 and April 2017, and energy consumption related to the construction of the Council offices at One Flintoff St, Greensborough.
42.	CSI - Waste management (performance)   <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	77	77	76	Banyule's CSI score (76) was higher than the 2017 Metro Council Group average (75) and the 2017 State-wide average (71).  Overall, 95% of respondents provided a rating of very good, good or average for this service area (category) in 2017.  Target 2017 76 Achieved Target.

## Our Best Value Performance





No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
43.	<p>Percentage of 'consumer waste' diverted from landfill (ie excludes greenwaste)</p> <p><i>Indicator Type: Outcome (Service Effectiveness)</i></p>	38%	38%	37%	Slight decrease from 2015/16 due to reduced quantities of paper.
				Target 2017 37%	Achieved Target
44.	<p>LGPRF - Waste Collection: (a) Satisfaction (users are satisfied with the waste collection system)</p> <ul style="list-style-type: none"> <li>- Kerbside bin collection requests (number of kerbside bin collection requests per 1,000 kerbside bin collection households)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Appropriateness)</i></p>	190	180.72	198.61	Increase in total collection garbage & recycling requests due to non-presentation of bins plus increase in stolen bins.
				Target 2017 200	Achieved Target (1.39 better than target)
45.	<p>LGPRF - Waste Collection: (b) Service standard (kerbside collection bins are collected as planned)</p> <ul style="list-style-type: none"> <li>- Kerbside collection bins missed (number of kerbside collection bins missed per 10,000 scheduled kerbside collection bin lifts)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Quality)</i></p>	14	13.02	15.31	Increase in missed bin requests due to non-presentation of bins by some residents at time required for collection in accordance with service requirements.
				Target 2017 14	Target not achieved on this occasion.






## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
46.	 LGPRF - Waste Collection: (c) Service cost (kerbside collection service is delivered in a cost-efficient manner)				
	<ul style="list-style-type: none"> <li>– Cost of kerbside garbage collection service (direct cost of the kerbside garbage bin collection service per kerbside garbage collection bin)</li> </ul>	\$90.57	\$89.93*	\$99.44	Increase due to additional labour costs plus a 4.5% increase in the amount of garbage collected.  Target 2017 \$86 Target not achieved on this occasion, Additional \$13.44 compared with target (*Note: Revised result in 2016 for improved accuracy in reporting based on financial year end reconciliation.)
	<ul style="list-style-type: none"> <li>– Cost of kerbside recyclables bin collection service (direct cost of the kerbside recyclables collection service per kerbside recyclables collection bin)</li> </ul>	\$28.10	\$25.57*	\$29.55	Increase due to additional labour costs plus a reduction in number of recycling bins in service.  Target 2017 \$26 Target not achieved on this occasion. Additional \$3.55 compared with target (*Note: Revised result in 2016 for improved accuracy in reporting based on financial year end reconciliation.)
	<i>Indicator Type: Output (Efficiency, Cost)</i>				
47.	 LGPRF - Waste Collection: (d) Waste diversion (amount of waste diverted from landfill is maximised)	53%	52.11%	52.35%	Marginal increase on 2015/16 result due to more green waste collected.
	<ul style="list-style-type: none"> <li>– Kerbside collection waste diverted from landfill (percentage of garbage, recyclables and green organics collected from kerbside bins that is diverted from landfill)</li> </ul>			Target 2017 50%	Achieved Target (+2.35%).
	<i>Indicator Type: Outcome (Waste diversion)</i>				




## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
48.	 Attendance at Council's Rethink Centre waste education programs <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	3,515	4,524	3,944	Target 2017 3,900 Achieved Target (+44)
49.	 CSI – The condition of local streets and footpaths in your area (performance) <i>Indicator Type: Outcome (Service Effectiveness)</i>	64	63	60	Banyule's CSI score (60) was lower than the 2017 Metro Council Group average (62) and higher than the 2017 State-wide average (57). Overall, 82% of respondents provided a rating of very good, good or average for this service area (category) in 2017. Target 2017 63 The 2017 result represents 95% achievement against target.
50.	 VLG infrastructure indicator: renewal ratio <i>Indicator Type: Output (Cost)</i>	0.85:1	0.57:1	1.79:1	Council is continually improving upon its capacity to meet long term obligations and ensure that Council assets are maintained and renewed to manage the renewal gap to an acceptable level. Council also invests funds in expanding and upgrading its assets, with a significant renewal investment in the relocation of staff from Rosanna and Ivanhoe to Council's municipal offices at Greensborough. <i>(Note: This indicator is to be replaced by the LGPRF asset renewal indicator for future reporting purposes)</i>
51.	 LGPRF - Statutory Planning: (a) Timeliness (Council planning application processing and decisions are carried out in a timely manner) - Time taken to decide planning applications (median number of days between receipt of a planning application and a decision on the application) <i>Indicator Type: Output (Effectiveness, Appropriateness)</i>	50 days	41.00 days	44.00 days	Target 2017 56 days Achieved Target (12 days better than target). The median processing days continues to be lower than the Council target. This is reflective of our established fast tracking processes for minor applications including vegetation removal. Banyule, in comparison to other authorities has one of the lowest median processing days for applications.





## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
52.	 <p>LGPRF - Statutory Planning: (b) Service Standard (planning application processing and decisions are in accordance with legislative requirements)</p> <ul style="list-style-type: none"> <li>– Planning applications decided within 60 days (percentage of planning application decisions made within 60 days)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Quality)</i></p>	50%	54.99%	63.49%	<p>From 1 July 2016 this indicator will be updated to include VicSmart planning applications which should be assessed within 10 days. This may result in some variances year on year.</p> <p>Target 2017 53%</p> <p>Achieved Target (+10.49%) The Development Planning service has exceeded the Council target for determining applications within 60 days. This is representative of improved processes within the team.</p>
53.	 <p>LGPRF - Statutory Planning: (c) Service cost (planning application processing and decisions are carried out in a cost-efficient manner)</p> <ul style="list-style-type: none"> <li>– Cost of statutory planning service (direct cost to Council of the statutory planning service per planning application)</li> </ul> <p><i>Indicator Type: Output (Efficiency, Cost)</i></p>	\$1,434	\$1,457.62	\$1,537.78	<p>Target 2017 \$1,718</p> <p>Achieved Target (\$180.22 better than target) The cost of service is below Council target and represents a cost effective service when measured against other authorities.</p>
54.	 <p>LGPRF - Statutory Planning: (d) Decision making (planning application processing and decisions are consistent with the local planning scheme)</p> <ul style="list-style-type: none"> <li>– Council planning decisions upheld at VCAT (percentage of planning application decisions subject to review by VCAT and that were not set aside)</li> </ul> <p><i>Indicator Type: Outcome (Decision making)</i></p>	40%	53.03%	65.12%	<p>There has been an increase in the percentage of applications not set aside by the Tribunal by 12.14%. This is a significant increase and is reflective of stronger advocacy at VCAT by the service unit, improved decision making by the team and also is reflective of greater use of alternative settlement to achieve consent orders. The denominator is lower than 2015/16 and this is reflective of Council settling by consent to a greater degree. (Settlement by consent figures are excluded from the base calculations in accordance with Indicator definitions.)</p> <p>Target 2017 56%</p> <p>Achieved Target (9.12% better than target) The improved performance against Council targets is a reflection of the balanced decision making from Development Planning.</p>





## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
55.	 LGPRF - Roads: (a) Satisfaction of use (road users are satisfied with the sealed local road network) <ul style="list-style-type: none"> <li>- Sealed local road requests (number of sealed local road requests per 100 kilometres of sealed local road)</li> </ul> Indicator Type: Output (Effectiveness, Appropriateness)	78	110.37*	116.33	Target 2017 150 Achieved Target (38.52 requests better than target) (*Note: Result 2016 revised based on a discrepancy found in the previous reporting of this figure.)
56.	 LGPRF – Roads: (b) Condition (sealed local roads are maintained at the adopted condition standard) <ul style="list-style-type: none"> <li>- 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)</li> </ul> Indicator Type: Output (Effectiveness, Quality)	98%	96.90%	96.93%	Target 2017 80% Achieved Target (+16.93%).
57.	 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"> <li>- Cost of sealed local road reconstruction (direct reconstruction cost to Council per square metre of sealed local roads reconstructed).</li> <li>- Cost of sealed local road resealing (direct resealing cost to Council per square metre of sealed local roads resealed).</li> </ul> Indicator Type: Output (Efficiency, Cost)	N/A	N/A	N/A	Not Applicable. (Council did not undertake sealed local road reconstruction in 2016-17 as defined in this Indicator by Local Government Victoria.)  Council has conducted civil works specifically within the Lower Plenty area that contributed to the increase in overall expenditure associated with road resealing.  Target 2017 \$35 Achieved Target (\$8.71 better than target)





## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
58.	 LGPRF - Roads: (d) Satisfaction (sealed local road network is maintained and renewed to ensure that it is safe and efficient) – Satisfaction with sealed local roads (community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads) <i>Indicator Type: Outcome (Satisfaction)</i>	68	67	66	No material variation  Target 2017 67 The 2017 result represents 99% achievement against target. Banyule's CSI score (66) was equal to the 2017 Metro Council Group average and higher than the 2017 State-wide average (53). Overall, 87% of respondents provided a rating of very good, good or average for this service area (category) in 2017.
59.	 CSI – Council's general town planning policy (performance) <i>Indicator Type: Appropriateness (Access/ Equity/ Service Levels)</i>	59	54	53	Banyule's CSI score (53) was equal to the 2017 Metro Council Group average and the 2017 State-wide average. (Note: 19% of respondents provided a rating of 'can't say').  Target 2017 54 The 2017 result represents 98% achievement against target.
60.	 CSI – Business and community development and tourism (performance) <i>Indicator Type: Appropriateness (Access/ Equity/ Service Levels)</i>	60	56	59	Banyule's CSI score (59) was lower than the 2017 Metro Council Group average (60) and the 2017 State-wide average (61). (Note: 29% of respondents provided a rating of 'can't say').  Target 2017 62 The 2017 result represents 95% achievement against target, and an improvement on the 2016 result.
61.	 CSI – Planning and building permits (performance) <i>Indicator Type: Output (Quality)</i>	56	51	50	Banyule's CSI score (50) was higher than the 2017 Metro Council Group average (49) and lower than the 2017 State-wide average (51). (Note: 22% of respondents provided a rating of 'can't say').  Target 2017 50 Achieved Target







## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
62.	 <p>Number of businesses that are participating in special rates schemes</p> <p><i>Indicator Type: Appropriateness (Access/ Equity/ Service Levels)</i></p>	1,318	1,306	1,353	<p>This figure reflects a continued investment in our shopping centres by traders, property owners and Council.</p> <p>Target 2017 1,000</p> <p>Achieved Target (+353).</p>
63.	 <p>LGPRF – Animal management: (a) Timeliness (Councils act in response to animal management related requests in a timely manner)</p> <ul style="list-style-type: none"> <li>– Time taken to action animal requests (average number of days it has taken for Council to action animal management related requests)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Appropriateness)</i></p>	No Result	8.53	1.60	<p>Improved processes for recording request management has better reflected activity being undertaken.</p> <p>Target 2017 5 Days</p> <p>Achieved Target (+3.40 days better than target)</p>
64.	 <p>LGPRF – Animal management: (b) Service standard (Councils register all animals in the municipality in accordance with the Domestic Animals Act 1994)</p> <ul style="list-style-type: none"> <li>– Animals reclaimed (percentage of collected registrable animals under the Domestic Animals Act 1994 reclaimed)</li> </ul> <p><i>Indicator Type: Output (Effectiveness, Quality)</i></p>	71%	84.49%	69.67%	<p>The reclaim rate has varied from 1 July 2016. This is based on an increase in cats impounded and less reclaim of cats due to lack of identification, however the number of animals rehomed has increased. Cat reclaim has been identified as an issue in the Domestic Animal Management Plan 2017-2021.</p> <p>Target 2017 80%</p> <p>Target not achieved on this occasion</p>
65.	 <p>LGPRF – Animal management: (c) Service cost (animal management service is delivered in a cost-efficient manner)</p> <ul style="list-style-type: none"> <li>– Cost of animal management service (cost to Council of the animal management service per registered animal under the Domestic Animals Act 1994)</li> </ul> <p><i>Indicator Type: Output (Efficiency, Cost)</i></p>	\$30	\$32.51	\$35.62	<p>Target 2017 \$30</p> <p>Target not achieved on this occasion. Additional \$5.62 compared with target.</p>

## Our Best Value Performance





No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
66.	 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"> <li>– Animal management prosecutions (number of successful animal management prosecutions)</li> </ul> Indicator Type: Outcome (Health and safety)	3	9	2	Council's enforcement approach under the Domestic Animal Act continues with prosecution of accused that cannot be dealt with by way of direct fines. Council's education and ongoing enforcement continues to see a reduction in prosecutions.
				Target 2017 5	
67.	 CSI – Parking facilities (performance) Indicator Type: Appropriateness (Access/ Equity/ Service Levels)	57	54	54	Banyule's CSI score (54) was higher than the 2017 Metro Council Group average (53) and lower than the 2017 State-wide average (55). Overall, 71% of respondents provided a rating of very good, good or average for this service area (category) in 2017.
				Target 2017 54	Achieved Target
68.	 CSI – Traffic management (performance) Indicator Type: Outcome (Service Effectiveness)	58	53	54	Banyule's CSI score (54) was lower than the 2017 Metro Council Group average (56) and the 2017 State-wide average (59).
				Target 2017 56	The 2017 result represents 96% achievement against target.
69.	 Linear metres of shared paths/ trails renewed, upgraded and new. Indicator Type: Appropriateness (Access/ Equity/ Service Levels)	1,730	520	1,610	This result includes construction of Stage 3 of the East-West Power Easement shared trail (Noorong Avenue to Dilkara Avenue), and renewal of a section of Plenty River Trail (near Yallambie Park), and construction of the Ford Park circuit path.
				Target 2017 900 metres	Achieved Target (+710)

## Our Best Value Performance







No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
70.	CSI - Overall performance of Council   <i>Indicator Type: Outcome (Service Effectiveness)</i>  	69	66	65	Banyule's CSI score (65) was higher than the 2017 Metro Council Group average (64) and higher than the 2017 State-wide average (59).  Overall, 91% of respondents provided a rating of very good, good or average for this service area (category) in 2017.  Target 2017 66  The 2017 result represents 98% achievement against target.
71.	CSI - Customer service (performance)   <i>Indicator Type: Output (Quality)</i>  	73	73	74	Banyule's CSI score (74) was equal to the 2017 Metro Council Group average and higher than the 2017 State-wide average (69).  Overall, 84% of respondents provided a rating of very good, good or average for this service area (category) in 2017.  Target 2017 73  Achieved Target (+1).
72.	Visits to website   <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>  	1,249,926	1,414,966	1,513,927	This result is based on page views.  The number of 'sessions' (visits to the website covering one or more page views) in 2017 totalled 646,919.  Target 2017 800,000  Achieved Target (+713,927).



## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
73.	<p>   </p> <p>           LGPRF - Governance: (a) Transparency (Council decisions made at an ordinary or special meeting of Council, or at a meeting of a special committee consisting only of councillors, in an open and transparent manner)         </p> <ul style="list-style-type: none"> <li>– Council resolutions made at meetings closed to the public (percentage of Council resolutions made at an ordinary or special meeting of Council, or at a meeting of a special committee consisting only of councillors, closed to the public under section 89(2) of the Act)</li> </ul> <p> <i>Indicator Type: Output (Effectiveness, Appropriateness)</i> </p>	10%	9.60%	2.23%	<p>Council conducted a review of reports being considered as confidential at the Ordinary Council meeting. It was determined that there was opportunity to include general contract related reports in the open section of the Council meeting. This is considered to be best practice in Local Government.</p> <p>Target 2017 15%</p> <p>Achieved Target</p> <p>This year there was more scrutiny of confidential reports. This was an outcome of the investigation by the Victorian Ombudsman into transparency of decision making in local government (report 2016).</p>
74.	<p>   </p> <p>           LGPRF - Governance: (b) Consultation and engagement (Council decisions made and implemented with community input)         </p> <ul style="list-style-type: none"> <li>– Satisfaction with community consultation and engagement (community satisfaction rating out of 100 with the consultation and engagement efforts of Council)</li> </ul> <p> <i>Indicator Type: Output (Effectiveness, Appropriateness)</i> </p>	59	54	56	<p>Banyule's Community Consultation performance (56), increased 2 points and is consistent with levels across the State. This is considered to be as a result of increased efforts in community engagement during the year.</p> <p>Target 2017 58</p> <p>The 2017 result represents 97% achievement against target.</p>

## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
75.	<p>LGPRF - Governance: (c) Attendance (councillors represent the views of their constituents and allow decisions to take place by attending meetings)</p> <p>  - Councillor attendance at Council meetings (percentage of attendance at ordinary and special Council meetings by councillors)</p> <p><i>Indicator Type: Output (Effectiveness, Quality)</i></p>	92%	86.29%	90%	<p>In 2017 Council meetings moved from fortnightly to a 3 weekly cycle, reducing the amount of meetings required to be attended. This was based on benchmarking of other Councils and the challenges of a fortnightly cycle.</p> <p>Target 2017 80% Achieved Target (+10%)</p>
76.	<p>LGPRF - Governance: (d) Service cost (Councils deliver their governance service in a cost-efficient manner)</p> <p>  - Cost of governance (direct cost of delivering Council's governance service per Councillor)</p> <p><i>Indicator Type: Output (Efficiency, Cost)</i></p>	\$49,172	\$50,929.86	\$46,584.89	<p>This year's reduction can be attributed to the Election Caretaker Period where less communication material was produced.</p> <p>Target 2017 \$50,000 Achieved Target (+\$3,415.11 better than target)</p>
77.	<p>LGPRF - Governance: (e) Satisfaction (Councils make and implement decisions in the best interests of the community)</p> <p>  - Satisfaction with Council decisions (community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community)</p> <p><i>Indicator Type: Outcome (Satisfaction)</i></p>	60	57	57	<p>Remained steady after decrease in 2016 and remained significantly higher than the state-wide average (54).</p> <p>Target 2017 59 The 2017 result represents 97% achievement against target.</p>


## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
78.	CSI – Informing the community (performance) <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	65	60	61	Banyule's CSI score (61) was equal to the 2017 Metro Council Group average and higher than the 2017 State-wide average (59). Overall, 81% of respondents provided a rating of very good, good or average for this service area (category) in 2017.
				Target 2017 63	The 2017 result represents 97% achievement against target.
79.	Amount distributed through Council's Community Grants programs <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	\$198,735	\$147,622	\$224,534	Council delivered its annual community grants round plus monthly equipment grants during 2017. Council distributed grants to a total of 70 applicants - 26 Community Grants (including 2 Arts Grants) and 47 monthly Equipment Grants. A total of 115 applications were received across both grant programs.
				Target 2017 \$140,000*	Achieved Target *Note: Target excludes the new monthly equipment grant applications.
80.	Number of Community nominations for Banyule volunteer awards <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	58	62	56	A total of 56 nominations were received for 5 categories, with 14 awards presented. This result supports the awareness and recognition of the significant contributions made by volunteers.
				Target 2017 40	Achieved Target (+16).
81.	CSI – Lobbying on behalf of the community (performance) <i>Indicator Type: Outcome (Service Effectiveness)</i>	58	53	53	Banyule's CSI score (53) was lower than the 2017 Metro Council Group average (56) and lower than the 2017 State-wide average (54). (Note: 26% of respondents provided a rating of 'can't say').
				Target 2017 56	The 2017 result represents 95% achievement against target.



## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
82.	<p>Average time taken to answer telephone call enquiries</p> <p><i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i></p>	2 minutes and 11 seconds	2 minutes and 53 seconds	3 minutes and 3 seconds	<p>Analysis and service changes are undertaken to continue to improve the level of service provided (eg improvements in technology to allow customers to request a call back from Council rather than wait in a queue).</p> <p>Banyule's positive CSS result for customer service has been maintained.</p> <p>Target 2017 Within 2 minutes <i>(when referred to the appropriate department)</i></p> <p>One minute and 3 seconds above/outside the target.</p>
83.	<p>Percentage of customer requests actioned within specified timeframes</p> <p><i>Indicator Type: Output (Quality)</i></p>	83%	78%	82%	<p>This result is based on requests received through Council's Customer Request Management System. This result is due to review and adjustment of some timeframes and a concerted effort to close CRMs within time across the organisation.</p> <p>Target 2017 75%</p> <p>Achieved Target (+7%).</p>
84.	<p>Maintain full certification for all services to the most recent National/ International standards in Quality, Occupational Health &amp; Safety, and Environmental Management.</p> <p><i>Indicator Type: Output (Quality)</i></p>	Certification Maintained	Certification Maintained	Certification Maintained	Certification Maintained.
85.	<p>Achievement of the budgeted result or better.</p> <p><i>Indicator Type: Output (Quality)</i></p>	Result Achieved	Result Achieved	Result Achieved	Result Achieved



## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
86.	<p>Percentage of projects in year 1 of 10 year Capital Works program completed on time.</p> <p> <i>Indicator Type: Output (Quality)</i></p>	95%	91.45%	90%	<p>Banyule's 2017 Capital Works program was an ambitious program with over 275 projects (and initiatives).</p> <p>Target 2017 85% Achieved Target (+5%).</p>
87.	<p>LGPRF (Financial) – Operating position: Adjusted underlying result (an adjusted underlying surplus is generated in the ordinary course of business)</p> <ul style="list-style-type: none"> <li>Adjusted underlying surplus (or deficit) (adjusted underlying surplus (or deficit) as a percentage of underlying revenue)</li> </ul> <p><i>Indicator Type: Output (Operating position, Underlying result)</i></p>	9%	6.63%	8.58%	<p>Result supports the on-going long term financial sustainability of the municipality to generate an underlying surplus. The profit on sale of properties reported each year has had a material impact on the results.</p> <p>In 2017/18 a significant contribution will be paid to community initiative programs and half the Victoria Grants Commission payment due in 2017/18 was paid in 2016/17. The underlying result is forecast to remain steady, but lower, year on year under a rate capped environment.</p> <p>Target 2017 &gt;0% Achieved Target (+8.58%).</p>
88.	<p>LGPRF (Financial) – Liquidity: (a) Working capital (sufficient working capital is available to pay bills as and when they fall due)</p> <ul style="list-style-type: none"> <li>Current assets compared to current liabilities (current assets as a percentage of current liabilities)</li> </ul> <p><i>Indicator Type: Output (Liquidity, Working capital)</i></p>	397%	426.04%	304.18%	<p>Council has an extremely healthy liquidity position from strategic property sales in prior years contributing to the positive cash position. The cash position in future years will gradually decline as property sales are only included with Council approval and capital projects are budgeted and completed within the same year. One of Council's loans will be fully paid out in the next 12 months, leading to an increase in our current liabilities for 2016/17.</p> <p>Target 2017 150% Achieved Target (+154.18%).</p>




## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
89.	 <p>LGPRF (Financial) – Liquidity: (b) Unrestricted cash (sufficient cash that is free of restrictions is available to pay bills as and when they fall due)</p> <ul style="list-style-type: none"> <li>– Unrestricted cash compared to current liabilities (unrestricted cash as a percentage of current liabilities)</li> </ul> <p><i>Indicator Type: Output (Liquidity, Working capital)</i></p>	261%	320.33%	236.18%	<p>Council has a significant proportion of its cash in unrestricted funds and this supports Council's long term financial sustainability but is expected to continue to decline marginally over the forecast years. The significant increase in 2016 is due to unspent funds for capital projects due for completion in 2017. In addition one of Council's loans will be fully paid out in the next 12 months, leading to a significant increase in our current liabilities.</p> <p><i>(Note: forecast information provided in the Performance Statement)</i></p> <p>Target 2017 100%</p> <p>Achieved Target (+136.18%).</p>
90.	 <p>LGPRF (Financial) – Obligations: (a) Loans and borrowings (level of interest bearing loans and borrowings is appropriate to the size and nature of Council's activities)</p> <ul style="list-style-type: none"> <li>– Loans and borrowings compared to rates (interest bearing loans and borrowings as a percentage of rate revenue)</li> <li>– Loans and borrowings repayments compared to rates (interest and principal repayments on interest bearing loans and borrowings as a percentage of rate revenue)</li> </ul> <p><i>Indicator Type: Output (Obligations, Indebtedness)</i></p>	68%	61.56%	56.21%	<p>The decreasing forecast trend reflects the scheduled repayment of debt. Each year Council is reducing its loan obligations with no new borrowing planned. The long term obligation is to maintain the level of debt to below 40%. This indicator will fall significantly in 2017/18 when Council expects to fully pay out an existing loan when it falls due.</p> <p><i>(Note: forecast information provided in the Performance Statement)</i></p> <p>Target 2017 66%</p> <p>Achieved Target (+9.79%).</p>
		7%	7.09%	6.82%	<p>Over the 4 year period the forecast trend is to reduce the level of debt and thus Council's repayment obligations. This indicator is dependent on the value of loan and principal repayments during a year. In the 2017/18 year a loan will fall due and is expected to be fully paid out.</p> <p>Target 2017 9%</p> <p>Achieved Target (+2.18%).</p>

## Our Best Value Performance




No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
91.	 <p>LGPRF (Financial) – Obligations: (b) Indebtedness (level of long term liabilities is appropriate to the size and nature of a Council's activities)</p> <ul style="list-style-type: none"> <li>– Non-current liabilities compared to own source revenue (non-current liabilities as a percentage of own-source revenue)</li> </ul> <p><i>Indicator Type: Output (Obligations, Long term liabilities)</i></p>	45%	43.38%	30.13%	<p>The ability for Council to continually meet its long term obligations is evidenced through the reduction in this indebtedness ratio in future years. One of Council's loans will be fully paid out in the next 12 months, leading to a large reduction in non-current liabilities as it transferred to current liabilities in 2016/17 upon Council adopting the 2017/18 budget in June 2017. Another loan will mature in 2020/21 and is also planned to be fully paid out if financially viable at this time.</p> <p>Target 2017 &lt;40%</p> <p>Achieved Target (+9.87%).</p>
92.	 <p>LGPRF (Financial) – Obligations: (c) Asset renewal (assets are renewed as planned)</p> <ul style="list-style-type: none"> <li>– Asset renewal compared to depreciation (asset renewal expenditure as a percentage of depreciation)</li> </ul> <p><i>Indicator Type: Output (Obligations, Asset renewal)</i></p>	89%	62.52%	154.71%	<p>Council is continually improving upon its capacity to meet long term obligations and ensure that Council assets are maintained and renewed to manage the renewal gap to an acceptable level. Council also invests funds in expanding and upgrading its assets. Asset Renewal expenditure fluctuates from year to year depending on the makeup of Council's Capital Works Program. In 2016/17 a significant level of renewal expenditure took place.</p> <p>Target 2017 &gt;100%</p> <p>Achieved Target (+54.71%).</p>

## Our Best Value Performance



No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
93.	 LGPRF (Financial) – Stability: (a) Rates concentration (revenue is generated from a range of sources) – Rates compared to adjusted underlying revenue (rate revenue as a percentage of adjusted underlying revenue)  <i>Indicator Type: Output (Stability, Rates concentration)</i>	61%	66.70%	64.83%	Council is continually looking at ways to generate revenue from a range of sources other than rates and seeks to maintain this measure.  Target 2017 68% Achieved Target (+3.17%).
94.	 LGPRF (Financial) – Stability: (b) Rates effort (rating level is set based on the community's capacity to pay) – Rates compared to property values (rate revenue as a percentage of the capital improved value of rateable properties in the municipality)  <i>Indicator Type: Output (Stability, Rates effort)</i>	0.3%	0.28%	0.24%	Every 2 years is a Council revaluation of all property values within the municipality. 2015/16; 2017/18; 2019/20 are revaluation years which have and are projected to result in a significant increase in the valuation base for the following year (2016/17: revaluation was 22% increase on average). The total rates income will not increase in line with the valuation base and increase much less under a rate capping environment.  Target 2017 0.3% Target achieved (+0.06%)
95.	 LGPRF (Financial) – Efficiency: (a) Expenditure level (resources are used efficiently in the delivery of services) – Expenses per property assessment (total expenses per property assessment)  <i>Indicator Type: Output (Efficiency, Expenditure level)</i>	\$2,456	\$2,375.55	\$2,490.82	Residential property assessments continue to remain stable and Council continue to realise real cost savings and ongoing efficiencies to maintain expenditure at suitable levels to support quality services within the community.  Target 2017 \$2,500 Achieved Target (+\$9.18)







## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
96.	 LGPRF (Financial) – Efficiency: (b) Revenue level (resources are used efficiently in the delivery of services) – Average residential rate per residential property assessment (residential rate revenue per residential property assessment)  <i>Indicator Type: Output (Efficiency, Revenue level)</i>	\$1,579	\$1,622.82	\$1,691.40	Rate increases from 2017 onwards will move in line with the rate cap. This has been set at 2% for 2017/18 and forecast years and the residential property assessments have increased marginally. <i>(Note: forecast information provided in the Performance Statement)</i>  Target 2017 \$1,718 Achieved Target (+\$26.60)
97.	 LGPRF (Financial) – Efficiency: (c) Workforce turnover (resources are used efficiently in the delivery of services) – Resignations and terminations compared to average staff (number of permanent staff resignations and terminations as a percentage of average number of permanent staff)  <i>Indicator Type: Output (Efficiency, Workforce turnover)</i>	9.09%*	9.32%*	12.33%	A number of key long term employees have retired from Banyule during the 2016/17 year and the outsourcing of the Parking Enforcement function was completed in January 2017.  Target 2017 8% Result for 2017 is greater than target  <i>*Note: Results 2015 and 2016 have been updated based on LGV revised instructions (to calculate based on headcount rather than EFT.)</i>
98.	 LGPRF – Sustainable Capacity: (a) Own-source revenue (revenue is generated from a range of sources in order to fund the delivery of Council services to the community) – Own-source revenue per head of municipal population (own-source revenue per head of municipal population)  <i>Indicator Type: Output (Capacity, Own source revenue)</i>	\$991	\$970.17	\$996.25	No material variation  Target 2017 \$900 Achieved Target (+\$96.25)





## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
99.	 LGPRF – Sustainable Capacity: (b) Recurrent grants (revenue is generated from a range of sources in order to fund the delivery of Council services to the community)	\$123	\$93.30	\$126.77	Half of the Victoria Grants Commission for the year 2017/18 was paid to all Councils in advance (received in June 2017). There was also an early payment reported in 2014/15.
	– Recurrent grants per head of municipal population (recurrent grants per head of municipal population)			Target 2017 \$100	Achieved Target (+\$26.77)
	<i>Indicator Type: Output (Capacity, Recurrent grants)</i>				
100.	 LGPRF – Sustainable Capacity: (c) Population (population is a key driver of a Council's ability to fund the delivery of services to the community)				
	– Expenses per head of municipal population (total expenses per head of municipal population)	\$1,018	\$997.40	\$1,031.48	No material variation
				Target 2017 \$1,000	Target not achieved on this occasion
	– Infrastructure per head of municipal population (value of infrastructure per head of municipal population)	\$4,436	\$4,263.32	\$4,366.65	No material variation
				Target 2017 \$4,500	Target not achieved on this occasion (represents 97% achievement against target)
	– Population density per length of road (municipal population per kilometre of local road)	229	230.77	234.05	No material variation
				Target 2017 225	Result is within target
	<i>Indicator Type: Output (Capacity, Population)</i>				

## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
101.	 LGPRF – Sustainable Capacity: (d) Disadvantage (disadvantage is a key driver of a Council's ability to fund the delivery of services to the community) – Relative socio-economic disadvantage (relative Socio-economic Disadvantage of the municipality) <i>Indicator Type: Output (Capacity, Disadvantage)</i>	9	9	9	No material variation  Target 2017 9 Result is within target.
102.	 WorkCover premium as a percentage of payroll <i>Indicator Type: Output (Cost)</i>	1.90%*	1.98%*	3.03%*	Banyule's premium has been impacted by high injury years in 2014/15 and 2015/16 with a disproportionate number of high cost claims arising from that period.  Target 2017 2.25% Premium exceeded forecast by 0.78%  <i>*Note: This was formerly a lag indicator, with data not available until after the completion of annual reporting. Due to a change in the timing of WorkCover premium invoicing (it is now provided earlier), the result for 2017 is available, and is a measure of the 2016/2017 reporting period.</i>
103.	 Percentage of official Council and Committee meetings attended by councillors where a quorum was achieved <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	100%	100%	100%	Target 2017 100% Achieved Target.
104.	 CSI – Enforcement of local laws (performance) <i>Indicator Type: Appropriateness (Access/Equity/Service Levels)</i>	65	62	65	Banyule's CSI score (65) was higher than the 2017 Metro Council Group average (64) and the 2017 State-wide average (64). Overall, 75% of respondents provided a rating of very good, good or average for this service area (category) in 2017.  Target 2017 64 Achieved Target (+1)

## Our Best Value Performance

No.	Indicators	Result 2015	Result 2016	Result 2017	Comments / Material Variations
105.	 Performance against Human Resources Strategic Plan (% actions completed on time) Indicator Type: Output (Quality)	92%	96%	85%	Target 2017 80% Achieved Target (+5%).
106.	 Percentage of Freedom of Information requests responded to within statutory timeframes (45 days) Indicator Type: Output (Quality)	90%	100%	94%	Target 2017 80% Achieved Target (+14%). Represents 16 requests answered within 45 days.
107 to 130	  LGPRF GMC – Governance and Management Checklist (24 indicators) Key indicators and measures as part of the Local Government Performance Reporting Framework. Indicator Type: Output (Governance & management, Community engagement (2), Monitoring (4), Planning (10), Reporting (5), Decision making (3)) (Note: For further information please refer to the ‘General Notes and Glossary of Terms for the Indicators’)	Assessment criteria successfully achieved  Refer to GMC in BBC Annual Report 2014/2015	Assessment criteria successfully achieved  Refer to GMC in BBC Annual Report 2015/2016	Assessment criteria successfully achieved  Refer to GMC in BBC Annual Report 2016/2017	Council’s set of strategic indicators includes the prescribed governance and management checklist (24 measures).  The results of Council’s assessment against these measures are included in the ‘Governance, management and other information section’ of the BCC Annual Report.

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

1. CSI – Community satisfaction index scores measured by Victorian Local Government Community Satisfaction Survey (CSS), co-ordinated by the Department of Environment, Land, Water and Planning (DELWP, formerly Transport, Planning and Local Infrastructure)
2. Metro Council Group: - Melbourne Metropolitan Group of councils. (Banyule is classified as a Metro Council, and is one of 18 councils in this group).
3. CSI indicators and results are based on survey measures in the CSS for 2016 and 2017. These are listed for comparison with the average results for the Melbourne Metropolitan Group of councils (Metro Group). The Target 2016-2017 is based on: ‘Equal to or greater than the Metro Council Group average for 2016’. The Actual 2016-2017 figure is based on Banyule’s result in the CSS 2017.
4. 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.
5. The explanatory notes supporting CSI indicators often include additional information, including comparisons with the 2017 Metro Council Group average, comparison with 2017 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. The percentage of respondents providing a rating of ‘can’t say’ is highlighted in some cases in order to qualify the percentage results, where this adds value to the comments).

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

6. 'Indicator type': Indicators have been categorised in terms based on the objectives of the local government reporting framework (ie. the Local Government Performance Reporting Framework – LGPRF). Banyule has aligned its indicator types, in the form of: Output (Quality), Appropriateness (Access/Equity/Service Levels), Outcome (Service Effectiveness), and Output (Cost).
7. 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 Amendment (Performance Reporting and Accountability) Act 2014. This includes the requirement for Councils to report against the LGPRF.
  - Banyule follows the 'Local Government Better Practice Guide 2016-17 - Performance Reporting Framework Indicator Workbook,' Department of Environment, Land, Water and Planning, Local Government Victoria (LGV Guide - LGPRF Indicator Workbook) in the implementation of the LGPRF indicators process.
  - The list of indicators included in the State Government's LGPRF is included in Council's Budget 2016/2017 document (and Budget 2017/2018). The results are reported in the Annual Report, in line with the legislative requirements. Council will continue to review these 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.
  - The LGPRF indicator 'Aquatic facilities: User satisfaction with pool facility' has not been included in this report. This is an optional measure, and Banyule is not reporting this measure.
  - LGPRF - Aquatic facilities: (b) Service cost - Cost of outdoor aquatic facilities – This indicator is not applicable. Banyule has no outdoor Aquatic facilities.
  - LGPRF Home and Community Care indicators - Reporting on the HACC indicators ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs:
  - LGPRF GMC – LGPRF Governance and Management Checklist
8. Banyule's reporting on indicators in the Report of Operations (and in the Performance Statement) is in accordance with the Local Government (Planning and Reporting) Regulations 2014, and the relevant Local Government Better Practice Guides 2016-17. The 2015 results are represented with rounding as reported in the BCC Annual Report 2014/2015. The 2016 and 2017 results are represented to two decimal places in line with the most recent LGV guides.
9. The indicators are reviewed on an ongoing basis to ensure continued alignment with Council's objectives and priorities, and are subject to change.
10. The indicator: 'Number of significant issues Council has advocated on behalf of the community' has been removed as reporting on advocacy items changed in 2016, with individual items presented to Council as appropriate.
11. Targets for 2017 (ie. 2016/2017) have been revised for some LGPRF indicators based on the continued review of LGPRF information in line with the LGV Guide - LGPRF Indicator Workbook, improved guidance and learnings from LGV and the sector, Banyule's continued implementation of the LGPRF reporting during 2017, and preparation of Banyule's Budget 2017/2018.
12. Indicator No. 3: 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. The average score out of 10 was 5.9 in 2017, compared with 6.2 in 2016, 6.3 in 2015, 6.2 in 2014, and 6.1 in both 2013 and 2012.
13. Indicator No. 26: 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. The average score out of 10 was 7.4 in 2017, compared with 7.9 in 2016 and 7.7 in both 2015 and 2014, 7.9 in 2013 and 7.8 in 2012.)
14. Indicator No. 102: WorkCover premium as a percentage of payroll – This was formerly a lag indicator, with data not available until after the completion of annual reporting. Due to a change in the timing of WorkCover premium invoicing the result for 2017 is a measure of the 2016/2017 reporting period.

## Governance, management and other information

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### Good Governance

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

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

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

### Decision Making

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

### Meetings of Council

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

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

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

### Public Participation in Council Meetings

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

A public forum is held after each meeting where members of the gallery may ask a question of the Council. Where questions cannot be answered on the evening, they will be 'taken on notice' and the relevant staff member will make contact with the enquirer.

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

For the 2016/17 year Council held the following meetings:

- 18 ordinary Council meetings
- 2 special Council meeting.

## Governance, management and other information

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The following table provides a summary of councillor attendance at Council meetings and Special Council meetings for the 2016/17 financial year.

Councillors	Council Meeting	Special Council Meeting	Total
Cr Steven Briffa	2	1	3
Cr Mark Di Pasquale	16	2	18
Cr Rick Garotti	14	2	16
Cr Craig Langdon	18	2	20
Cr Tom Melican	16	2	18
Cr Jenny Mulholland	6	1	7
Cr Wayne Phillips	17	2	19
Cr Peter Castaldo	12	1	13
Cr Alison Zandegu	11	1	12

**Note:**

- *Outgoing councillors Jenny Mulholland and Steven Briffa - term ended 21 October 2016.*
- *Council Elections held 22 October 2016 resulting in two new councillors elected (councillors Alison Zandegu and Peter Castaldo).*
- *Councillor Steven Briffa received a Leave of Absence from 14 September to 2 October 2016.*
- *Councillor Tom Melican received a Leave of Absence from 2 June 2017 to 14 July 2017.*

### Special Committees

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

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

Council has no special committee as permitted under Section 86 of the *Local Government Act 1989*.

Council has established a number of advisory committees and councillors are appointed as representatives on those committees. In addition to the Council-established advisory committees, there are a number of other committees that include nominated Councillor Representatives.

## Governance, management and other information

### Committee Listing

Below is the last financial year committee listing and Councillor appointments:

BANYULE ADVISORY COMMITTEES	1 JULY 2016 – 6 NOVEMBER 2016	7 NOVEMBER 2016 – 30 JUNE 2017
<p><b>Aboriginal and Torres Strait Islander Advisory Committee</b>  <i>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.</i></p>	<p>Cr Craig Langdon Cr Jenny Mulholland</p>	<p>Cr Peter Castaldo Cr Tom Melican</p>
<p><b>Arts and Cultural Advisory Group</b>  <i>Provide a formal mechanism for Council to consult with key stakeholders, seek specialist advice and enable community participation in arts &amp; cultural planning and development.</i></p>	<p>Cr Jenny Mulholland Cr Tom Melican</p>	<p>Cr Tom Melican Cr Peter Castaldo</p>
<p><b>Audit Advisory Committee</b>  <i>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 and headed by an independent chairperson.</i></p>	<p>Cr Rick Garotti Cr Mark Di Pasquale   <i>Substitutes</i>  <i>Cr Craig Langdon</i>  <i>Cr Tom Melican</i></p>	<p>Cr Rick Garotti Cr Mark Di Pasquale   <i>Substitutes</i>  <i>Cr Peter Castaldo</i>  <i>Cr Tom Melican</i></p>
<p><b>Banyule Age-friendly City Advisory Committee (BAFCAC)</b>  <i>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.</i></p>	<p>-</p>	<p>Cr Alison Zandegu Cr Wayne Phillips</p>
<p><b>Banyule Environment Advisory Committee (BEAC)</b>  <i>Provide advice to Council and Council staff on the development, implementation and evaluation of Council's key environmental documents and initiatives including the Environment Strategy and the State of Environment report and other related documents/initiatives.</i></p>	<p>Cr Mark Di Pasquale   <i>Substitute</i>  <i>Cr Steven Briffa</i></p>	<p>Cr Mark Di Pasquale   <i>Substitute</i>  <i>Cr Peter Castaldo</i></p>
<p><b>Banyule Multicultural Advisory Committee (BMAC)</b>  <i>The aim of BMAC is to provide Council with advice on multicultural issues and on the development and implementation of Council's Inclusion, Access and Equity Plan (IAEP).</i></p>	<p>Cr Mark Di Pasquale   <i>Substitute</i>  <i>Cr Steven Briffa</i></p>	<p>Cr Mark Di Pasquale   <i>Substitute</i>  <i>Cr Tom Melican</i></p>
<p><b>Chief Executive Officer (CEO) Employment Matters Committee</b>  <i>To advise the Council on all contractual matters relating to the CEO's employment headed by an independent chairperson.</i></p>	<p>All councillors</p>	<p>All councillors</p>



## Governance, management and other information

### Committee Listing (continued)

BANYULE ADVISORY COMMITTEES	1 JULY 2016 – 6 NOVEMBER 2016	7 NOVEMBER 2016 – 30 JUNE 2017
<p><b>Disability and Inclusion Advisory Committee</b>  <i>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.</i>  <i>The priority of the committee is to assist with the development of the 3 year Disability Action Plan 2015-2017.</i></p>	<p>Cr Jenny Mulholland</p> <p><i>Substitute</i>            Cr Craig Langdon</p>	<p>Cr Tom Melican</p> <p><i>Substitute</i>            Cr Mark Di Pasquale</p>
<p><b>Gay, Lesbian, Bisexual, Transgender and Intersex (GLBTI) Advisory Committee</b>  <i>The aim of the GLBTI committee is to provide Council with advice and information on issues facing the GLBTI community and on the development and implementation of Council's Inclusion, Access and Equity Plan (IAEP).</i></p>	<p>Cr Jenny Mulholland</p> <p><i>Substitute</i>            Cr Craig Langdon</p>	<p>Cr Wayne Phillips</p> <p><i>Substitute</i>            Cr Tom Melican</p>
<p><b>Child, Youth &amp; Family Advisory Committee</b>  <i>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.</i></p>	<p>Cr Mark Di Pasquale</p> <p><i>Substitute</i>            Cr Jenny Mulholland</p>	<p>Cr Mark Di Pasquale            Cr Alison Zandegu</p> <p><i>Substitute</i>            Cr Tom Melican</p>

COUNCIL PORTFOLIO <i>The main role of Portfolio Councillors is to be a spokesperson within the Council Chamber for those issues falling within their allocated portfolio Acts as liaison between the Council, community and external organisations on significant issues relating to the portfolio area.</i>	1 JULY 2016 – 4 JUNE 2017	5 JUNE 2017 – 30 JUNE 2017
	<b>CHAIR / SUBSTITUTE</b>	<b>PORTFOLIO COUNCILLOR</b>
City Development Portfolio	Cr Wayne Phillips Cr Steven Briffa	Cr Wayne Phillips
Community Programs Portfolio	Cr Mark Di Pasquale Cr Steven Briffa	Cr Alison Zandegu
Assets & City Services Portfolio	Cr Steven Briffa Cr Mark Di Pasquale	Cr Craig Langdon
Corporate Services Portfolio	Cr Rick Garotti -	Cr Rick Garotti

## 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 2016 – 6 NOVEMBER 2016	7 NOVEMBER 2016 – 30 JUNE 2017
<p><b>Darebin Creek Management Committee</b> <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</p> <p><i>Substitute</i> Cr Jenny Mulholland</p>	<p>Cr Peter Castaldo</p> <p><i>Substitute</i> Cr Tom Melican</p>
<p><b>Metropolitan Transport Forum (MTF)</b> <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><i>Substitute</i> Cr Rick Garotti</p>	<p>Cr Tom Melican</p> <p><i>Substitute</i> Cr Peter Castaldo</p>
<p><b>Metropolitan Waste and Resource Recovery Group (MWRRG)</b> <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><i>* MWRRG Board : Councillor Tom Melican is as a Director on the MWRRG Board. His tenure will run until 28 October 2016.</i></p>	<p>Cr Tom Melican</p>	<p>Cr Tom Melican</p> <p><i>Substitute</i> Cr Peter Castaldo</p>
<p><b>Napier Waller Property Committee of Management</b> <i>To manage the restoration of the house, garden and art collection of the former residence of the artist Napier Waller.</i></p>	<p>Cr Craig Langdon</p> <p><i>Substitute</i> Cr Jenny Mulholland</p>	<p>Cr Peter Castaldo</p> <p><i>Substitute</i> Cr Alison Zandegu</p>
<p><b>Northern Alliance for Greenhouse Action (NAGA)</b> <i>Investigates, develops and coordinates energy saving and greenhouse gas emissions abatement projects within the NAGA region.</i></p>	<p>Cr Tom Melican</p>	<p>Cr Peter Castaldo</p>

## Governance, management and other information

### External Committees (continued)

EXTERNAL COMMITTEES	1 JULY 2016 – 6 NOVEMBER 2016	7 NOVEMBER 2016 – 30 JUNE 2017
<p><b>Yarra Plenty Regional Library Board</b>  <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 Jenny Mulholland            Cr Steven Briffa</p>	<p>Cr Tom Melican            Cr Mark Di Pasquale</p>
<p><b>Yarra Plenty Regional Library Audit Committee</b>  <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 Jenny Mulholland            Cr Steven Briffa</p>	<p>Cr Tom Melican            Cr Mark Di Pasquale</p>

Municipal Association of Victoria (MAV) – Committees	1 JULY 2016 – 6 NOVEMBER 2016	7 NOVEMBER 2016 – 30 JUNE 2017
<p><b>MAV Board</b>  <i>Provides leadership by supporting local governments to achieve high levels of respect and recognition through improved performance.            Cr Melican is an MAV Board Member for 15/16.</i></p>	<p>Cr Tom Melican</p>	<p>Cr Tom Melican</p>
<p><b>MAV State Council – Representatives</b>  <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             Substitute            Cr Steven Briffa</p>	<p>Cr Tom Melican             Substitute            Cr Wayne Phillips</p>

### Councillor Briefing Sessions

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

### Assembly of Councillors

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

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

Council keeps a written record of the names of councillors and members of Council staff attending the meeting, the matters considered at the meeting, and any conflict of interest disclosures made by a Councillor attending. The public can inspect an Assembly of Councillors record for 12 months after the date of the Assembly. For the 2016/2017 period, 57 Assemblies of Councillors were recorded.

Period	Council Meetings	Assembly of Councillors
2016/2017	20	57

### Code of Conduct

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

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

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

## Governance, management and other information

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

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

The Councillor Code of Conduct also includes:

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

### **Conflict of Interest**

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

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

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

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

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

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

## Governance, management and other information

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

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

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

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

During 2016/17, one (1) conflict of interest was declared at Council meetings.

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

## 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 two 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.

On 24 April 2017, Council set the mayoral and councillor allowances which will be payable during the next four financial years, effective from the same date. The allowance for councillors was set at \$29,630 and \$94,641 for the mayor subject to any adjustments determined by the Minister. The allowances are adjusted in line with Section 73B of the *Local Government Act 1989*, which provides for an annual adjustment factor to be applied to the mayoral and councillor allowances. The Minister for Local Government approved an annual adjustment of 2.5 per cent to take effect from 1 December 2016.

Period	Mayoral Allowance	Councillor Allowance
1/7/16 – 30/11/16	\$74,655 per annum pro rata	\$24,127 per annum pro rata
1/12/16 – 23/04/17	\$76,521 per annum pro rata	\$24,730 per annum pro rata
*24/04/17 – 30/06/17	\$94,641 per annum pro rata	\$29,630 per annum pro rata

*\*Note: In December 2016, the Minister for Local Government approved an alteration of Banyule City Council's allowance category, changing from category 2 to category 3, based on a points system combining population and recurrent revenue figures.*

*In accordance with Section 223 of the Local Government Act 1989, Council sought community comment on fixing the allowances at the top of the range for category 3.*

*On 24 April 2017, after public submissions were received and heard at a prior meeting, Council resolved to set the mayor and councillor allowances at the top of the range for category 3.*

Councillors also receive other forms of support including a computer and fax machine, communication assistance such as landline and mobile phone to enable them to fulfil their role in accordance with the *Local Government Act 1989*. In addition to the above, the Mayor receives a fully serviced vehicle to enable mayoral obligations to be fulfilled.

## Governance, management and other information

### Councillor Expenses

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

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

In accordance with these requirements, Banyule Council has a policy titled "Councillor Expense & Resource Policy" (Policy) which was last reviewed and adopted by Council on 24 April 2017. The Policy outlines the support, resources and facilities to councillors to perform their roles and undertake their official duties by assuring that 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 circumstance.

The details of the expenses, including reimbursement of expenses, for each councillor, paid by the Council for the 2016/17 year, are set out in the following table. Please note all councillors were issued with new equipment at the start of the new Council term in accordance with the Councillor Expense & Resource Policy.

Councillors	Travel	Car Mileage	Child Care	Information/ Communication	Conferences & Training	Total
Cr Craig Langdon	\$0	\$266.41	\$0	\$3,692.84	\$2,409	\$6,368.25
Cr Jenny Mulholland*	\$388.40	\$0	\$0	\$148.98	\$0	\$537.38
Cr Steven Briffa*	\$110.80	\$0	\$0	\$74.53	\$0	\$185.33
Cr Rick Garotti	\$20.61	\$1,316.78	\$0	\$4,189.49	\$0	\$5,526.88
Cr Tom Melican	\$615.80	\$0	\$0	\$4,525.93	\$1,318.30	\$6,460.03
Cr Mark Di Pasquale	\$267.40	\$1,604.74	\$0	\$3,701.13	\$0	\$5,573.27
Cr Wayne Phillips	\$0	\$0	\$0	\$4,334.66	\$0	\$4,334.66
Cr Peter Castaldo^	\$484.20	\$0	\$0	\$3,688.26	\$1,304	\$5,476.46
Cr Alison Zandegu^	\$0	\$0	\$0	\$4,529.55	\$0	\$4,529.55

\*Councillors Jenny Mulholland and Steven Briffa term ended 22 October 2016.

^Councillors Peter Castaldo and Alison Zandegu term of office commenced 7 November 2016.



## Governance, management and other information

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### Statutory information

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

#### Documents Available for Public Inspection

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

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

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

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

#### Other Acts

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

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

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

### **Disability Action Plan**

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

As a part of Council's Inclusion, Access and Equity Framework, Council has developed a Disability Action Plan which outlines Council's commitment to people with a disability and their families. Council has established a Disability Inclusion Advisory Committee which meets regularly to provide advice to Council on implementing the plan and raise issues requiring strategic advocacy. Council has developed an annual reporting program for the Plan reports on the progress of implementation, through Council's advisory committee, Council's website and a variety of printed publications. Council's current plan expires in 2017 and community consultation is underway to develop the next Disability Action plan.

During 2016/17 Council has implemented a range of actions including:-

- Made a range of changes to Council festivals to ensure they are sensory-friendly, including introducing time out tents, noise cancelling headphones and maps explaining the festival in easy to understand formats.
- Reviewed and established the new Disability Advisory Committee with a wide representation of people with a disability.
- Introduce a pager system to allow easy access to upstairs meeting rooms at The Centre Ivanhoe, Council Chambers.
- Banyule Disability Services network revitalised, now with over 20 member organisations and with a 30% increase in new providers.
- Banyule collaborated with other local governments to work with the Municipal Association to address funding issues around the transition of HACC clients to the NDIS.
- Ran a series of internal awareness raising session with Council staff.
- Coordinated a range of events to celebrate International Day of People with a Disability in partnership with local services, organisations and businesses.
- Supported the transition of people with a disability into the NDIS with the assistance of a dedicated transition officer.
- Reviewed the Jets service to ensure that it is able to provide inclusive opportunities for young people with a disability under the new NDIS system.
- Supporting the delivery of sensory friendly films in partnership with Hoyts Greensborough.
- Undertook extensive consultation to inform the development of the new Disability Action Plan.

### **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.

Councils are identified in the Act as *Care Support Organisations*. As a Care Support Organisation, council has obligations outlined in the following sections of the Act:

#### **11 Obligations of care support organisations**

(1) A care support organisation must—

- (a) take all practicable measures to ensure that its employees and agents have an awareness and understanding of the care relationship principles; and
- (b) take all practicable measures to ensure that persons who are in care relationships and who are receiving services in relation to the care relationship from the care support organisation have an awareness and understanding of the care relationship principles; and
- (c) take all practicable measures to ensure that the care support organisation and its employees and agents reflect the care relationship principles in developing, providing or evaluating support and assistance for persons in care relationships.

(2) Nothing in this section creates any obligation on a care support organisation to provide funding or services to persons in care relationships.

#### **Council Reporting Obligations**

Section 12 of the Act outlines the annual reporting obligations of councils. A report must be included in council's Annual Report and address the obligations outlined in the Act:

#### **12 Reporting obligations**

(1) Despite anything to the contrary in any other Act, a care support organisation must prepare a report on its compliance with its obligations under section 11.

(2) A report required under this section must—

- (a) be included in the care support organisation's annual report; and
- (b) relate to the period to which the annual report relates; and
- (c) include any additional information required by the regulations.

#### **Banyule Council's compliance**

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:

- Distributing printed material through relevant council services;
- Providing links to state government resource materials on council's website; and
- Providing information to organisations represented in council/community networks.
- Council runs a monthly carers group that has been set to provide information and advice to support carers in their role.

## Governance, management and other information

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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.

### **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 and updated annually.

Given the expiry of the 2012-2016 plan time frames running in conjunction with the Council elections, the due date for the new DAM Plan was extended to November 2017.

Council has prepared a new Domestic Animal Management Plan 2017-2021. The plan was developed by Council's Animal Management Team and consideration of input from residents and other organisations have been taken into account.

Implementation of the DAM Plan has continued in 2016/2017 including:

- A focus on new pet registrations and the ability to register pets online.
- A review of the Barking Dog complaint process.
- Council's cat de-sexing program continues twice a year with approximately 130 cats/kittens being de-sexed and micro-chipped annually. This program continues to lead to a reduction in the amount of unwanted kittens being bred and euthanized through the pound system or being surrendered to Council's Animal Management Officers.
- Patrols of our parks to provide general education of responsible pet ownership, pet registration checks and enforcement of Local Laws where necessary for dogs in parks.

### **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 taken to comply with the Charter through responding to the biannual report developed by the Victorian Human Rights and Equal Opportunity Commission into the operation of the Charter within Local Government. Council completed this report in early 2017.

### **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 45 days. 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 2016/17**

There were 17 FOI requests processed in 2016/17.

Further information regarding FOI can be found at [www.foi.vic.gov.au](http://www.foi.vic.gov.au) and or on Councils 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. The Act contains ten information privacy principles that Victorian Government organisations must comply with in the collection, use, protection and disclosure of personal information about an individual.

Council has developed and adopted guidelines and procedures to manage its compliance with the Privacy and Data Protection Act 2014, which are consistent with the Commissioner for Privacy and Data Protection guidelines and with the requirements of the Act.

Council's Privacy Policy applies to all Council officers, councillors and contractors engaged by Council. Mandatory training and awareness sessions have been held with all Council staff and councillors. Privacy training is incorporated in Council's induction program and it is mandatory for all staff to undertake refresher training every two years.

### **Protected Disclosure Procedures**

Banyule City Council is a public body subject to the *Protected Disclosures Act 2012* (PD 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 PD 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 Protected Disclosure procedures is available on Council's website or by calling Council on 9490 4222.

### **Reporting of Disclosures during 2016/17**

There were no disclosures notified to the IBAC under section 21(2) in 2016/17.

### **Election Period Policy**

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

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

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

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

The policy must cover the three matters outlined below:

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

## Governance, management and other information

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For the 2016 general elections, the Election Period policy needed to be adopted by the 31 March 2016. Banyule adopted its Policy on the 7 March 2016. The Policy is available on Council's website.

### **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 2016, Council had the following Local Laws:

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

### **Codes of Practice**

The Council has also adopted Codes of Practice to complement and enhance its Local Laws. Council has the following Code as at 30 June 2015:

- Meeting Procedures Code (2015).

### **Contracts**

During the year Council did not enter into any contracts valued at \$150,000 or more for services, or \$200,000 or more for works or more of a kind specified in section 186(5)(a) and (c) of the Act. It also did not enter into any other contracts valued at \$150,000 or more for goods or services, or \$200,000 or more for works without engaging in a competitive process.

### **Infrastructure and development contributions**

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.

Council has prepared a Development Contribution Plan (DCP) consistent with Victorian Government practice notes and guidelines for the creation of DCPs. After Banyule's DCP has gone through a planning scheme amendment process, been approved by the Minister for Planning and included in the Banyule Planning Scheme, there will be an obligation for Council to report on income collected and works completed, in-line with the ministerial reporting requirements for contribution plans that are part of a planning scheme.

### Orders of Council

#### ***Alcohol Prohibition***

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

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

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



## Governance, management and other information

### Governance and Management Checklist

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

Column 1 Governance and Management Items	Column 2 Assessment	
1 <b>Community engagement policy</b> (policy outlining council's commitment to engaging with the community on matters of public interest)	Current policy in operation. Date of operation of current policy: 3 February 2016.	<input checked="" type="checkbox"/>
2 <b>Community engagement guidelines</b> (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation. Date of operation of current guidelines: 24 January 2013.	<input checked="" type="checkbox"/>
3 <b>Strategic Resource Plan</b> (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next 4 financial years)	Plan adopted in accordance with section 126 of the Act. Date of adoption: 26 June 2017.	<input checked="" type="checkbox"/>
4 <b>Annual Budget</b> (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 130 of the Act. Date of adoption: 26 June 2017.	<input checked="" type="checkbox"/>
5 <b>Asset management plans</b> (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation. Date of operation of current plans: Roads – 25 July 2016, Pathways - 25 July 2016, Bridges - 25 July 2016, Drains - 25 July 2016, Playgrounds and Open Space -25 July 2016, Buildings – 25 July 2016,	<input checked="" type="checkbox"/>
6. <b>Rating strategy</b> (strategy setting out the rating structure of Council to levy rates and charges)	Current strategy in operation. Date of operation of current strategy: 26 June 2017.	<input checked="" type="checkbox"/>
7. <b>Risk policy</b> (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation. Date of operation of current policy: 27 May 2016.	<input checked="" type="checkbox"/>

## Governance, management and other information

Column 1 Governance and Management Items	Column 2 Assessment	
8. <b>Fraud policy</b> (policy outlining council's commitment and approach to minimising the risk of fraud)	Current policy in operation. Date of operation of current policy: 28 February 2011.	<input checked="" type="checkbox"/>
9 <b>Municipal emergency management plan</b> (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> . Date of preparation: 11 May 2017.	<input checked="" type="checkbox"/>
10. <b>Procurement policy</b> (policy under section 186A of the <i>Local Government Act 1989</i> outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the <i>Local Government Act 1989</i> . Date of operation of current strategy: 26 June 2017.	<input checked="" type="checkbox"/>
11 <b>Business continuity plan</b> (plan setting out the actions that will be undertaken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation. Date of preparation: 25 October 2016.	<input checked="" type="checkbox"/>
12 <b>Disaster recovery plan</b> (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation. Date of preparation: 6 February 2015.	<input checked="" type="checkbox"/>
13 <b>Risk management framework</b> (framework outlining council's approach to managing risks to the Council's operations)	Current framework in operation. Date of operation of current framework: 27 May 2016.	<input checked="" type="checkbox"/>
14 <b>Audit Committee</b> (advisory committee of council under section 139 of the Act whose role is to oversee the integrity of a council's financial reporting, processes to manage risks to the council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee established in accordance with section 139 of the Act. Date of operation of current guidelines: 27 June 1997.	<input checked="" type="checkbox"/>

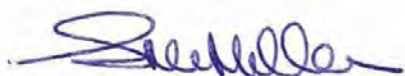
## Governance, management and other information

Column 1 Governance and Management Items	Column 2 Assessment	
15 <b>Internal audit</b> (independent accounting professionals engaged by the council to provide analyses and recommendations aimed at improving council's governance, risk and management controls)	Internal auditor engaged. Date of engagement of the current provider: 10 September 2015.	<input checked="" type="checkbox"/>
16 <b>Performance reporting framework</b> (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Current framework in operation. Date of operation of current framework: 1 July 2016.	<input checked="" type="checkbox"/>
17 <b>Council Plan reporting</b> (report reviewing the performance of the council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current Report. Date of the reports: Q1 CY: 3 November 2016; Q2 CY: 3 February 2017; Q3 CY: 26 April 2017; Q4 CY: 1 August 2017.	<input checked="" type="checkbox"/>
18 <b>Financial reporting</b> (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly statements presented to Council in accordance with section 138(1) of the Act. Dates statements presented: Q4 PY: 19 September 2016; Q1 CY: 28 November 2016; Q2 CY: 20 February 2017; Q3 CY: 15 May 2017.	<input checked="" type="checkbox"/>
19 <b>Risk reporting</b> (six-monthly reports of strategic risks to council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports prepared and presented. Date of reports: 8 September 2016 8 December 2016 16 March 2017 15 June 2017	<input checked="" type="checkbox"/>
20 <b>Performance reporting</b> (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports prepared and presented. Date of reports: Full-Year: (base on 2016/17 EOY Reporting) Council monitors financial and non-financial indicator performance on a quarterly basis, with a focus on annual State Government indicators as part of more extensive and informative reporting over the entire year. Council's Annual Report includes reporting against targets that Council has set for both State Government and Key Direction indicators in the City Plan.	<input checked="" type="checkbox"/>

## Governance, management and other information

Column 1 Governance and Management Items	Column 2 Assessment	
21 <b>Annual Report</b> (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial and performance statements)	Annual report considered at a meeting of Council in accordance with section 134 of the Act. Date statements presented: 17 October 2016.	<input checked="" type="checkbox"/>
22 <b>Councillor Code of Conduct</b> (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by councillors)	Code of conduct reviewed in accordance with section 76C of the Act. Date reviewed: 20 February 2017.	<input checked="" type="checkbox"/>
23 <b>Delegations</b> (a document setting out the powers, duties and functions of council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 98(6) of the Act. Date of review: 21 October 2013. Delegations scheduled to be reviewed in September 2017 within the 12 month timeframe since the last general election (22 October 2016)	<input checked="" type="checkbox"/>
24 <b>Meeting procedures</b> (a local law governing the conduct of meetings of council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act. Date local law made: 27 April 2015. Governance Local Law and Meeting Procedures Code were made in April 2015. Updates also made to the Meetings Procedures Code (an attachment to the Local Law) on 05/09/2017 to reflect changes to the Local Government Act and best practice.	<input checked="" type="checkbox"/>

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



SIMON McMILLAN  
Chief Executive Officer  
Dated: Monday, 18 September 2017



Cr TOM MELICAN  
Mayor  
Dated: Monday, 18 September 2017

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

<b>Capital Works</b>	<ul style="list-style-type: none"><li>• Work undertaken on Council-owned assets including new works, expansions, upgrades and renewal or disposal.</li></ul>
<b>CEO</b>	<ul style="list-style-type: none"><li>• Chief Executive Officer</li></ul>
<b>Continuous Improvement</b>	<ul style="list-style-type: none"><li>• The process of ensuring that review and improvement practices are built into operational activities.</li></ul>
<b>Corporate Governance</b>	<ul style="list-style-type: none"><li>• Taking responsibility for the economic and ethical performance of the municipality, the underlying principles of which are openness, inclusion, integrity and accountability. Governance differs from the everyday management of affairs, in that it identifies the strategic directions for the organisation and implements the controls and checks, which enable the governing body to measure management's performance.</li></ul>
<b>Council Asset</b>	<ul style="list-style-type: none"><li>• An asset is a physical component of a facility that has value, enables a service to be provided and has an economic life greater than 12 months.</li></ul>
<b>Council Plan (City Plan)</b>	<ul style="list-style-type: none"><li>• A plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four year</li></ul>
<b>Financial performance indicators</b>	<ul style="list-style-type: none"><li>• A prescribed set of indicators and measures that assess the effectiveness of financial management in a council covering operating position, liquidity, obligations, stability and efficiency</li></ul>
<b>Financial statements</b>	<ul style="list-style-type: none"><li>• The financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and a statement of capital works and included in the annual report</li></ul>
<b>Financial Year</b>	<ul style="list-style-type: none"><li>• The period of 12 months beginning on 1 July and ending on 30 June the following year.</li></ul>
<b>HACC Indicator</b>	<ul style="list-style-type: none"><li>• Home and Community Care</li><li>• What will be measured to assess performance</li></ul>

<b>Infrastructure</b>	<ul style="list-style-type: none"><li>• The physical 'skeleton' required to enable the community to be connected and operational. This includes roads, drains, footpaths and public open spaces as well as public facilities and buildings.</li></ul>
<b>Initiatives</b>	<ul style="list-style-type: none"><li>• Actions that are one-off in nature and/or lead to improvements in service</li></ul>
<b>Internal Audit</b>	<ul style="list-style-type: none"><li>• An independent appraisal to examine and evaluate Council's financial, management and internal control systems.</li></ul>
<b>Major initiative</b>	<ul style="list-style-type: none"><li>• Significant initiatives that will directly contribute to the achievement of the council plan during the current year and have a major focus in the budget</li></ul>
<b>MAV</b>	<ul style="list-style-type: none"><li>• Municipal Association of Victoria: the peak representative and lobbying body for Victoria's 79 councils.</li></ul>
<b>Measure</b>	<ul style="list-style-type: none"><li>• Means how an indicator will be measured and takes the form of a computation, typically including a numerator and denominator</li></ul>
<b>Minister</b>	<ul style="list-style-type: none"><li>• The Minister for Local Government</li></ul>
<b>PAG</b>	<ul style="list-style-type: none"><li>• Planned Activity Group: social groups for frail older adults that provide an opportunity to meet and enjoy the company of others in a supported group situation.</li></ul>
<b>Performance statement</b>	<ul style="list-style-type: none"><li>• A statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report</li></ul>
<b>Planning and accountability framework</b>	<ul style="list-style-type: none"><li>• The key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act</li></ul>
<b>Regulations</b>	<ul style="list-style-type: none"><li>• The <i>Local Government (Planning and Reporting) Regulations 2014</i></li></ul>
<b>Relevance</b>	<ul style="list-style-type: none"><li>• Indicators or measures that have a logical and consistent relationship to an entity's objectives and are linked to the outcomes to be achieved</li></ul>

<b>Report of operations</b>	<ul style="list-style-type: none"><li>• A report containing a description of the operations of the council during the financial year and included in the annual report</li></ul>
<b>Service outcome indicators</b>	<ul style="list-style-type: none"><li>• The prescribed service performance indicators to be included in the performance statement which measure whether the stated service objective has been achieved</li></ul>
<b>Service performance indicators</b>	<ul style="list-style-type: none"><li>• A prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes</li></ul>
<b>Services</b>	<ul style="list-style-type: none"><li>• Assistance, support, advice and other actions undertaken by a council for the benefit of the local community</li></ul>
<b>Strategic objectives</b>	<ul style="list-style-type: none"><li>• The outcomes a council is seeking to achieve over the next four years and included in the council plan</li></ul>
<b>Strategic resource plan</b>	<ul style="list-style-type: none"><li>• A plan of the financial and non-financial resources for at least the next four years required to achieve the strategic objectives in the council plan. It is also referred to as a long term financial plan</li></ul>
<b>Strategies</b>	<ul style="list-style-type: none"><li>• High level actions directed at achieving the strategic objectives in the council plan</li></ul>
<b>Sustainable capacity indicators</b>	<ul style="list-style-type: none"><li>• A prescribed set of indicators measuring whether councils have the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management</li></ul>
<b>Financial year representation</b>	<ul style="list-style-type: none"><li>• Representation of financial years is presented in one of two formats as appropriate; either as 2016/2017 or where a whole year is used it represents end of the relevant financial year, i.e. 2017 represents 2016/2017.</li></ul>



**Annual Report 2016/2017**  
**Part Two of Three**  
**Performance Statement for the Year Ended 30 June 2017**



## Table of Contents

	Page
Description of municipality	1
Sustainable Capacity Indicators	2
Service Performance Indicators	4
Financial Performance Indicators	9
Other Information	14
Certification of Performance Statement	15
Victorian Auditor General Independent Audit Report	16

## Performance Statement

### For the year ended 30 June 2017

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#### Description of municipality

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

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

Banyule's estimated resident population for 2016 is 127,693 based on 2016 census data (2011 census: 127,791), forecast to grow to 148,095 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.

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

*Note: Banyule City Council's Performance Statement is prepared and completed in accordance with the Local Government (Planning and Reporting) Regulations 2014, and the Local Government Better Practice Guide 2016-17: Performance Statement,' Department of Environment, Land, Water and Planning, Local Government Victoria*

## Sustainable Capacity Indicators

For the year ended 30 June 2017

<i>Indicator / measure</i>	<b>Results 2015</b>	<b>Results 2016</b>	<b>Results 2017</b>	<b>Material Variations / Comments (as appropriate)</b>
<b>Population</b> <i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,018	\$997.40	\$1,031.48	No material variation
<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$4,436	\$4,263.32	\$4,366.65	No material variation
<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	229	230.77	234.05	No material variation
<b>Own-source revenue</b> <i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$991	\$970.17	\$996.25	No material variation
<b>Recurrent grants</b> <i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$123	\$93.30	\$126.77	Half of the Victoria Grants Commission for the year 2017/18 was paid to all Councils in advance (received in June 2017). There was also an early payment reported in 2014/15.
<b>Disadvantage</b> <i>Relative socio-economic disadvantage</i> [Index of Relative Socio-economic Disadvantage by decile]	9	9	9	No material variation

## Sustainable Capacity Indicators

For the year ended 30 June 2017

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### Definitions

"adjusted underlying revenue" means total income other than:

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

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

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

"population" means the resident population estimated by Council and 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 2017

Service / indicator / measure	Results 2015	Results 2016	Results 2017	Material Variations / Comments (as appropriate)
<b>Aquatic facilities</b> <b>Utilisation</b> <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	10	10.90	10.04	This is a better than expected result given potential impacts due to One Flintoff construction at WaterMarc and unexpected closure at Ivanhoe Aquatic due to December flooding.
<b>Animal management</b> <b>Health and safety</b> <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	3	9	2	Council's enforcement approach under the Domestic Animal Act continues with prosecution of accused that cannot be dealt with by way of direct fines. Council's education and ongoing enforcement continues to see a reduction in prosecutions.
<b>Food safety</b> <b>Health and safety</b> <i>Critical and major non-compliance notifications</i> [Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100	71%	100%	100%	From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.

## Service Performance Indicators

For the year ended 30 June 2017

Service / indicator / measure	Results 2015	Results 2016	Results 2017	Material Variations / Comments (as appropriate)
<b>Governance Satisfaction</b> <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	60	57	57	Remained steady after decrease in 2016 and remained significantly higher than the statewide average (54).
<b>Home and community care Participation</b> <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	17%	18.03%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs
<b>Participation</b> <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	15%	15.67%	Reporting Ceased 1 July 2016	Reporting on HACC ceased on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs

## Service Performance Indicators

For the year ended 30 June 2017

Service / indicator / measure	Results 2015	Results 2016	Results 2017	Material Variations / Comments (as appropriate)
<b>Libraries</b> <b>Participation</b> <i>Active library members</i> [Number of active library members / Municipal population] x100	18%	15.37%	16.12%	No material variation
<b>Maternal and child health</b> <b>Participation</b> <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	85%	77.47%	80.55%	No material variation
<b>Participation</b> <i>Participation in the MCH service by            Aboriginal children</i> [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	78%	53.17%	77.24%	Some Aboriginal families choose to attend the Victorian Aboriginal Health Service
<b>Roads</b> <b>Satisfaction</b> <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	68	67	66	No material variation



## Service Performance Indicators

For the year ended 30 June 2017

Service / indicator / measure	Results 2015	Results 2016	Results 2017	Material Variations / Comments (as appropriate)
<b>Statutory Planning</b> <b>Decision making</b> <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	40%	53.03%	65.12%	There has been an increase in the percentage of applications not set aside by the Tribunal by 12.14%. This is a significant increase and is reflective of stronger advocacy at VCAT by the service unit, improved decision making by the team and also is reflective of greater use of alternative settlement to achieve consent orders. The denominator is lower than 2015/16 and this is reflective of Council settling by consent to a greater degree. (Settlement by consent figures are excluded from the base calculations in accordance with Indicator definitions.
<b>Waste Collection</b> <b>Waste diversion</b> <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	53%	52.11%	52.35%	Marginal increase on 2015/16 result due to more green waste collected.

## Service Performance Indicators

For the year ended 30 June 2017

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### Definitions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

"population" means the resident population estimated by council

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

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

## Financial Performance Indicators

For the year ended 30 June 2017

Dimension / indicator / measure	Results		Forecasts					Material Variations / Comments (as appropriate)
	2015	2016	2017	2018	2019	2020	2021	
<b>Efficiency</b> <b>Revenue level</b> Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,579	\$1,622.82	\$1,691.40	\$1,722.93	\$1,742.47	\$1,796.76	\$1,805.06	Rate increases from 2017 onwards will move in line with the rate cap. This has been set at 2% for 2017/18 and forecast years and the residential property assessments have increased marginally.
<b>Expenditure level</b> Expenses per property assessment [Total expenses / Number of property assessments]	\$2,456	\$2,375.55	\$2,490.82	\$2,659.81	\$2,652.57	\$2,672.73	\$2,703.78	Residential property assessments continue to remain stable and Council continue to realise real cost savings and ongoing efficiencies to maintain expenditure at suitable levels to support quality services within the community.
<b>Workforce turnover</b> Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	9.09%	9.32%	12.33%	9.43%	8.70%	8.76%	8.79%	A number of key long term employees have retired from Banyule during the 2016/17 year and the outsourcing of the Parking Enforcement function was completed in January 2017. There is no material variation other than 2016/2017.
<b>Liquidity</b> <b>Working capital</b> Current assets compared to current liabilities [Current assets / Current liabilities] x100	397%	426.04%	304.18%	321.39%	293.26%	283.57%	224.85%	Council has an extremely healthy liquidity position from strategic property sales in prior years contributing to the positive cash position. The cash position in future years will gradually decline as property sales are only included with Council approval and capital projects are budgeted and completed within the same year. One of Council's loans will be fully paid out in the next 12 months, leading to an increase in our current liabilities for 2016/17.

## Financial Performance Indicators

For the year ended 30 June 2017

Dimension / indicator / measure	Results		Forecasts				Material Variations / Comments (as appropriate)	
	2015	2016	2017	2018	2019	2020		2021
<b>Unrestricted cash</b> <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	261%	320.33%	236.18%	267.89%	239.74%	226.47%	185.09%	Council has a significant proportion of its cash in unrestricted funds and this supports Council's long term financial sustainability but is expected to continue to decline marginally over the forecast years. The significant increase in 2016 is due to unspent funds for capital projects due for completion in 2017. In addition one of Council's loans will be fully paid out in the next 12 months, leading to a significant increase in our current liabilities.
<b>Obligations</b> <b>Asset renewal</b> <i>Asset renewal compared to depreciation</i> [Asset renewal expenses / Asset depreciation] x100	89%	62.52%	154.71%	91.13%	105.15%	101.49%	87.94%	Council is continually improving upon its capacity to meet long term obligations and ensure that Council assets are maintained and renewed to manage the renewal gap to an acceptable level. Council also invests funds in expanding and upgrading its assets. Asset Renewal expenditure fluctuates from year to year depending on the makeup of Council's Capital Works Program. In 2016/17 a significant level of renewal expenditure took place.
<b>Loans and borrowings</b> <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	68%	61.56%	56.21%	38.74%	35.34%	32.25%	29.88%	The decreasing forecast trend reflects the scheduled repayment of debt. Each year Council is reducing its loan obligations with no new borrowing planned. The long term obligation is to maintain the level of debt to below 40%. This indicator will fall significantly in 2017/18 when Council expects to fully pay out an existing loan when it falls due.
<b>Loans and borrowing</b> <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	7%	7.09%	6.82%	18.89%	5.05%	4.65%	3.86%	Over the 4 year period the forecast trend is to reduce the level of debt and thus Council's repayment obligations. This indicator is dependent on the value of loan and principal repayments during a year. In the 2017/18 year, a loan will fall due and is expected to be fully paid out.

## Financial Performance Indicators

For the year ended 30 June 2017

Dimension / indicator / measure	Results		Forecasts				Material Variations / Comments (as appropriate)	
	2015	2016	2017	2018	2019	2020		2021
<b>Indebtedness</b> <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	45%	43.38%	30.13%	27.32%	24.91%	23.24%	15.25%	The ability for Council to continually meet its long term obligations is evidenced through the reduction in this indebtedness ratio in future years. One of Council's loans will be fully paid out in the next 12 months, leading to a large reduction in non-current liabilities as it transferred to current liabilities in 2016/17 upon Council adopting the 2017/18 budget in June 2017. Another loan will mature in 2020/21 and is also planned to be fully paid out if financially viable at this time.
<b>Operating position</b> <b>Adjusted underlying result</b> <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	9%	6.63%	8.58%	-0.55%	1.60%	2.82%	2.49%	Result supports the on-going long term financial sustainability of the municipality to generate an underlying surplus. The profit on sale of properties reported each year has had a material impact on the results.  In 2017/18 a significant contribution will be paid to community initiative programs and half the Victoria Grants Commission payment due in 2017/18 was paid in 2016/17. The underlying result is forecast to remain steady, but lower, year on year under a rate capped environment.
<b>Stability</b> <b>Rates concentration</b> <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	61%	66.70%	64.83%	68.07%	67.52%	68.13%	67.88%	Council is continually looking at ways to generate revenue from a range of sources other than rates and seeks to maintain this measure.

## Financial Performance Indicators

For the year ended 30 June 2017

Dimension / indicator / measure	Results		Forecasts				Material Variations / Comments (as appropriate)	
	2015	2016	2017	2018	2019	2020		2021
<b>Rates effort</b> <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.3%	0.28%	0.24%	0.25%	0.21%	0.21%	0.20%	Every 2 years is a Council revaluation of all property values within the municipality. 2015/16; 2017/18; 2019/20 are revaluation years which have resulted or are projected to result, in a significant increase in the valuation base for the following year (2016/17: revaluation was 22% increase on average). The total rates income will not increase in line with the valuation base and increase much less under a rate capping environment.

## Financial Performance Indicators

For the year ended 30 June 2017

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### 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 resident population estimated by Council and the Australian Bureau of Statistics

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

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

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

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

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

## Other Information

For the year ended 30 June 2017

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### I. Basis of preparation

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

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

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

Banyule City Council's (BCC) Performance Statement is prepared and completed in accordance with the *Local Government (Planning and Reporting) Regulations 2014*, and the Local Government Better Practice Guide 2016-17, Performance Statement. The 2015 results are represented with rounding as reported in the BCC Annual Report 2014/2015. The 2016 and 2017 results are represented to two decimal places in line with the most recent guide.

The forecast figures included in the Performance Statement are those adopted by Council in its Strategic Resource Plan on 26 June 2017 and which forms part of the Council Plan. The Strategic Resource Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The Strategic Resource Plan can be obtained by contacting Council.



## Certification of Performance Statement For the year ended 30 June 2017

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



TANIA O'REILLY, CA  
Principal Accounting Officer

Dated: Monday, 18 September 2017

In our opinion, the accompanying Performance Statement of Banyule City Council for the year ended 30 June 2017 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

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

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

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



MARK DI PASQUALE  
Councillor

Dated: Monday, 18 September 2017



RICK GAROTTI  
Councillor

Dated: Monday, 18 September 2017



SIMON McMILLAN  
Chief Executive Officer

Dated: Monday, 18 September 2017



Victorian Auditor-General's Office

## Independent Auditor's Report

### To the Councillors of Banyule City Council

#### Opinion

I have audited the accompanying performance statement of Banyule City Council (the council) which comprises the:

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

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

#### Basis for Opinion

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

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

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

#### Councillors' responsibilities for the performance statement

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

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

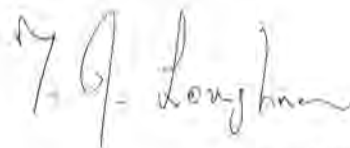
As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or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

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

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

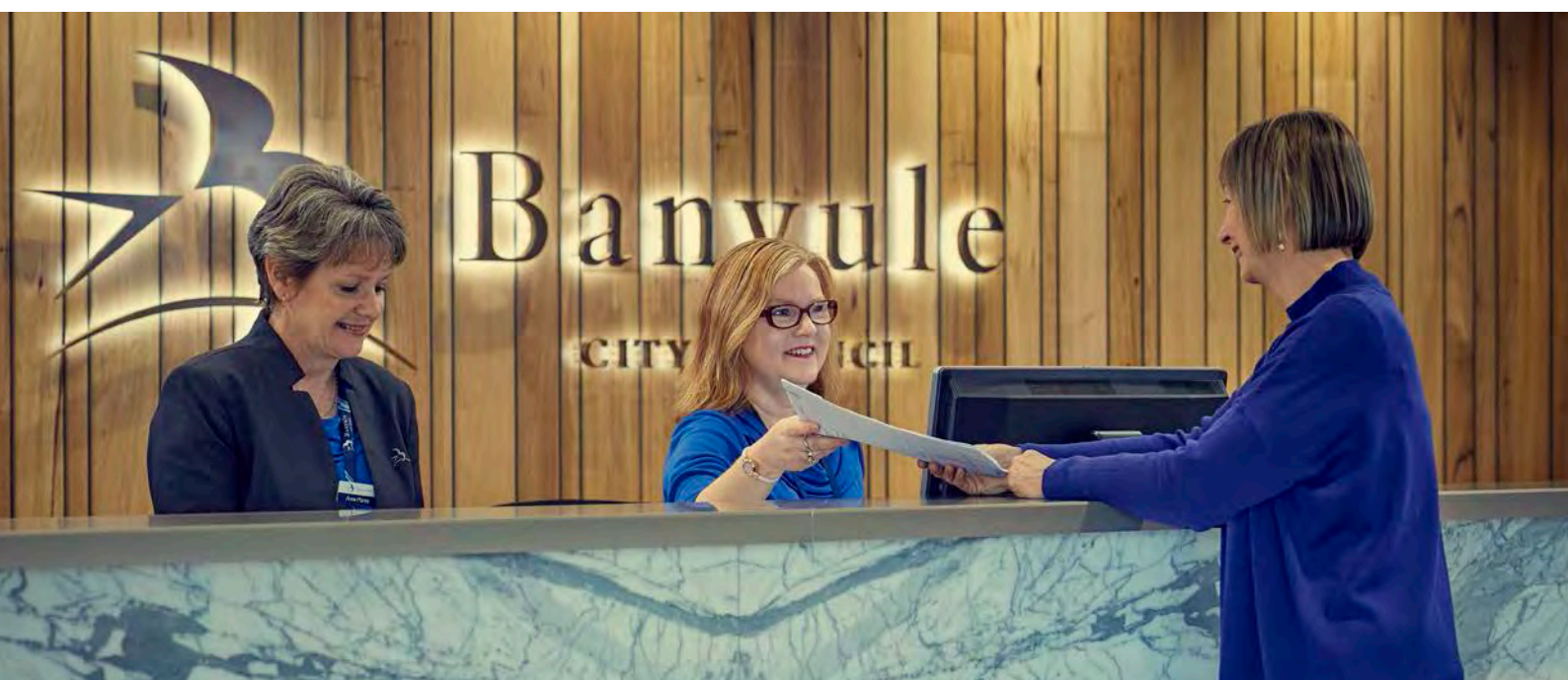
I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE  
20 September 2017



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

**Annual Report 2016/2017**  
**Part Three of Three**  
**Financial Report for the Year Ended 30 June 2017**



## Table of Contents

	Page
<b>Financial Statements</b>	
Comprehensive Income Statement	1
Balance Sheet	2
Statement of Changes in Equity	3
Statement of Cash Flows	4
Statement of Capital Works	5
<b>Notes to the Financial Statements</b>	
Introduction	6
Note 1 Summary of significant accounting policies	6
Note 2 Budget comparison	17
Note 3 Rates and charges	23
Note 4 Statutory fees and fines	24
Note 5 User fees and charges	24
Note 6 Grants	25
Note 7 Interest income	28
Note 8 Rental income	28
Note 9 Contributions income	28
Note 10 Net gain/(loss) on disposal of infrastructure, property, plant and equipment	28
Note 11 Other income	29
Note 12 Employee costs	29
Note 13 Materials, contracts and services	30
Note 14 Utility charges	30
Note 15 Depreciation and amortization	31
Note 16 Donations expenditure	31
Note 17 Borrowing costs	31
Note 18 Contributions expense	32
Note 19 Other expenses	32
Note 20 Auditors' remuneration	32
Note 21 Bad and doubtful debts	32

## Table of Contents

Note 22	Cash and cash equivalents	33
Note 23	Other financial assets	33
Note 24	Trade and other receivables	34
Note 25	Inventories	35
Note 26	Non-current assets classified as held for sale	35
Note 27	Other assets	36
Note 28	Investments	36
Note 29	Infrastructure, property, plant and equipment	38
Note 30	Leasehold improvements	44
Note 31	Intangible assets	45
Note 32	Trade and other payables	46
Note 33	Provisions	46
Note 34	Trust funds and deposits	48
Note 35	Interest bearing loans and borrowings	49
Note 36	Reserves	50
Note 37	Reconciliation of cash flows from operating activities to surplus/(deficit)	55
Note 38	Financing arrangements	55
Note 39	Superannuation	56
Note 40	Contractual commitments	58
Note 41	Operating leases	59
Note 42	Contingent liabilities and contingent assets	59
Note 43	Financial instruments	61
Note 44	Related party disclosures	64
Note 45	Senior officer remuneration	66
Note 46	Events occurring after balance date	66
<b>Certification of the Financial Statements</b>		<b>67</b>
<b>Independent Auditor's Report</b>		<b>68</b>

## Comprehensive Income Statement for the year ended 30 June 2017

	Note	2017 \$'000	%	2016 \$'000	%
<b>INCOME</b>					
Rates and charges	3	94,062	62.5	90,735	65.5
Grants - operating	6	14,145	9.4	10,371	7.5
Grants - capital	6	2,719	1.8	2,104	1.5
Statutory fees and fines	4	9,206	6.1	7,536	5.4
User fees and charges	5	18,534	12.3	16,954	12.3
Interest income	7	3,244	2.2	2,944	2.1
Rental income	8	1,735	1.1	1,700	1.2
Contributions - monetary	9	5,392	3.6	3,246	2.3
Net gain on disposal of infrastructure, property, plant and equipment	10	-	0.0	1,613	1.2
Other income	11	1,376	0.9	1,182	0.9
Share of net profits/(losses) of associates	28(ii)	160	0.1	184	0.1
<b>Total Income</b>		<b>150,573</b>	<b>100.0</b>	<b>138,569</b>	<b>100.0</b>
<b>EXPENSES</b>					
Employee costs	12	58,917	44.4	57,448	45.5
Materials, contracts and services	13	37,717	28.4	33,626	26.6
Utility charges	14	3,518	2.6	3,733	3.0
Depreciation and amortization	1(m),15	18,837	14.2	18,844	14.9
Donations expenditure	16	420	0.3	506	0.4
Borrowing costs	17	3,549	2.7	3,731	3.0
Contributions expense	18	6,644	5.0	5,941	4.7
Impairment loss		357	0.3	-	0.0
Net loss on disposal of infrastructure, property, plant and equipment	10	1,005	0.7	-	0.0
Other expenses	19	1,855	1.4	2,456	1.9
<b>Total Expenses</b>		<b>132,819</b>	<b>100.0</b>	<b>126,285</b>	<b>100.0</b>
<b>Surplus/(Deficit) for the year</b>		<b>17,754</b>		<b>12,284</b>	
<b>OTHER COMPREHENSIVE INCOME</b>					
<b>Items that will not be reclassified to surplus or deficit in future periods:</b>					
Impairment loss	36(ii)(a)	(354)		(3,191)	
Net asset revaluation increment/(decrement)	36(ii)(a)	119,015		99,537	
<b>Total Comprehensive Result</b>		<b>136,415</b>		<b>108,630</b>	

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

## Balance Sheet as at 30 June 2017

	Note	2017 \$'000	2016 \$'000
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	22	19,073	19,558
Other financial assets	23	103,620	91,599
Trade and other receivables	24	12,259	8,127
Inventories	25	36	30
Non-current assets classified as held for sale	26	633	13,797
Other assets	27	1,128	1,777
<b>Total current assets</b>		<b>136,749</b>	<b>134,888</b>
<b>Non-Current Assets</b>			
Trade and other receivables	24	356	449
Investments	28	3,412	3,252
Infrastructure, property, plant and equipment	29	1,469,635	1,336,368
Leasehold improvements	30	441	495
Intangible assets	31	1,409	1,613
<b>Total non-current assets</b>		<b>1,475,253</b>	<b>1,342,177</b>
<b>Total Assets</b>		<b>1,612,002</b>	<b>1,477,065</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade and other payables	32	13,998	13,757
Provisions	33	14,320	13,799
Trust funds and deposits	34	1,428	1,282
Interest bearing loans and borrowings	35	15,211	2,823
<b>Total current liabilities</b>		<b>44,957</b>	<b>31,661</b>
<b>Non-Current Liabilities</b>			
Provisions	33	553	492
Trust funds and deposits	34	472	96
Interest bearing loans and borrowings	35	37,332	52,543
<b>Total non-current liabilities</b>		<b>38,357</b>	<b>53,131</b>
<b>Total Liabilities</b>		<b>83,314</b>	<b>84,792</b>
<b>Net Assets</b>		<b>1,528,688</b>	<b>1,392,273</b>
<b>EQUITY</b>			
Accumulated surplus		434,009	413,110
Reserves	36(i)	1,094,679	979,163
<b>Total Equity</b>		<b>1,528,688</b>	<b>1,392,273</b>

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



## Statement of Changes in Equity for the year ended 30 June 2017

	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Asset Replacement Reserves \$'000
<b>2017</b>				
Balance at beginning of the financial year	1,392,273	413,110	916,418	62,745
Surplus for the year	17,754	17,754	-	-
Net asset revaluation increment	119,015	-	119,015	-
Impairment Loss on revalued assets	(354)	-	(354)	-
Transfers from asset revaluation reserve	-	8,024	(8,024)	-
Transfers to other reserves	-	(31,492)	-	31,492
Transfers from other reserves	-	26,613	-	(26,613)
<b>Balance at end of the financial year</b>	<b>1,528,688</b>	<b>434,009</b>	<b>1,027,055</b>	<b>67,624</b>
			(a)	(a)

	Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Asset Replacement Reserves \$'000
<b>2016</b>				
Balance at beginning of the financial year	1,283,643	412,565	829,084	41,994
Surplus for the year	12,284	12,284	-	-
Net asset revaluation increment	99,537	-	99,537	-
Impairment Loss on revalued assets	(3,191)	-	(3,191)	-
Transfers from asset revaluation reserve	-	9,012	(9,012)	-
Transfers to other reserves	-	(35,954)	-	35,954
Transfers from other reserves	-	15,203	-	(15,203)
<b>Balance at end of the financial year</b>	<b>1,392,273</b>	<b>413,110</b>	<b>916,418</b>	<b>62,745</b>
			(a)	(a)

(a) Refer to Note 36 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 2017

	Note	2017 Inflows/ (Outflows) \$'000	2016 Inflows/ (Outflows) \$'000
<b>Cash Flows from Operating Activities</b>			
<b>Receipts:</b>			
Rates and charges		94,389	91,192
Grants - operating		14,091	10,368
Grants - capital		2,721	2,182
Statutory fees and fines		9,021	8,091
User fees and charges		17,035	15,809
Contributions - monetary		4,958	3,502
Interest received		2,537	2,828
Rent		1,815	1,525
Trust funds and deposits received		603	417
Other receipts		2,414	2,894
<b>Payments:</b>			
Employee costs		(58,703)	(56,353)
Materials, contracts and services		(44,260)	(40,359)
Other payments		(11,961)	(11,732)
Trust funds and deposits refunded		(81)	(194)
<b>Net cash provided by operating activities</b>	37	<b>34,579</b>	<b>30,170</b>
<b>Cash Flows from Investing Activities</b>			
Payments for property, infrastructure, plant and equipment		(34,978)	(23,052)
Payments for leasehold improvements and intangible assets		-	(643)
Proceeds from sale of property, plant and equipment	10	18,308	24,929
(Purchases/Investment) in financial assets		(161,742)	(280,304)
Redemption of financial assets		149,721	210,035
<b>Net cash (used in) investing activities</b>		<b>(28,691)</b>	<b>(69,035)</b>
<b>Cash Flows from Financing Activities</b>			
Borrowing costs - interest		(3,550)	(3,725)
Repayment of borrowings		(2,823)	(2,647)
<b>Net cash (used in)/provided by financing activities</b>		<b>(6,373)</b>	<b>(6,372)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(485)</b>	<b>(45,237)</b>
Cash and cash equivalents at the beginning of the financial year		19,558	64,795
<b>Cash and cash equivalents at the end of the financial year</b>	22	<b>19,073</b>	<b>19,558</b>
<i>Financing arrangements</i>	38		
<i>Restrictions on cash assets</i>	23		

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

## Statement of Capital Works for the year ended 30 June 2017

	Note	2017 \$'000	2016 \$'000
<b>Capital Works</b>			
<b>Infrastructure</b>			
Roads, streets and bridges	29(i)	5,037	4,841
Drainage	29(i)	407	607
Parks and gardens	29(i)	4,340	2,374
Playgrounds	29(i)	902	494
<b>Total infrastructure</b>		<b>10,686</b>	<b>8,316</b>
<b>Property</b>			
Freehold land	29(i)	-	-
Freehold buildings	29(i)	24,264	12,350
<b>Total property</b>		<b>24,264</b>	<b>12,350</b>
<b>Plant and equipment</b>			
Motor vehicles	29(i)	3,664	2,029
Plant and equipment	29(i)	886	2,175
Furniture and fittings	29(i)	-	55
<b>Total plant and equipment</b>		<b>4,550</b>	<b>4,259</b>
<b>Other assets</b>			
Art Collection	29(i)	29	-
<b>Total work in progress</b>		<b>29</b>	<b>-</b>
<b>Leasehold improvements</b>			
Leasehold improvements	30	-	474
<b>Total leasehold improvements</b>		<b>-</b>	<b>474</b>
<b>Total capital works expenditure</b>		<b>39,529</b>	<b>25,399</b>
<b>Represented by:</b>			
New assets		2,129	1,371
Asset renewal		28,691	11,628
Asset upgrade		2,585	2,527
Asset expansion		6,124	9,873
<b>Total capital works expenditure</b>		<b>39,529</b>	<b>25,399</b>

The above Statement of Capital Works should be read in conjunction with the accompanying notes.

## **Introduction**

Banyule City Council was established by an Order of the Governor in Council on 14 December 1994 and is a Body Corporate.

Council has three Service Centres located at:

- Ivanhoe – 275 Upper Heidelberg Road
- Rosanna – 72 Turnham Avenue
- Greensborough – 1 Flintoff Street

Council's website address is: [www.banyule.vic.gov.au](http://www.banyule.vic.gov.au)

## **STATEMENT OF COMPLIANCE**

These Financial Statements are a general purpose Financial Report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these Financial Statements. The general purpose Financial Report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989*, and the *Local Government (Planning and Reporting) Regulations 2014*.

### **I. SUMMARY OF 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.

**I. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont)**

**(a) Basis of Accounting (cont)**

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note I (k))
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note I (m))
- the determination of employee provisions (refer to Note I (e))

Unless otherwise stated, the accounting policies adopted for the reporting period are consistent with those 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) Changes in Accounting Policies**

There have been no changes in accounting policies from the previous period.

**(c) Principles of Consolidation**

There are no entities controlled by Council, material or otherwise, which are required to be included in the Financial Statements.

**(d) Revenue Recognition**

Income is recognised when Council obtains control of the income or the right to receive the income, it is probable that the economic benefits comprising the income will flow to the Council and the amount of the income can be measured reliably.

*Rates and Charges*

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 rates 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.

*Special Rates and Charges*

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.

*Statutory Fees and Fines*

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

**I. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont)**

**(d) Revenue Recognition (cont)**

*User Fees and Charges*

User fees and charges are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

*Grants*

Grant income is recognised when Council obtains control of the grant. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured and is valued at their fair value at the date of transfer.

Where grants recognised as revenues during the financial year were obtained on the condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant is disclosed in Note 4. That note also discloses the amount of unused grant, recognised as revenue, in prior years that was expended on Council's operations during the current year.

*Contributions*

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

*Donations*

Donations are recognised as revenue when the Council obtains control over the assets comprising the receipts.

*Sale of Infrastructure, Property, Plant and Equipment*

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

*Interest and Rent*

Interest and rent are recognised as they are earned.

*Dividends*

Dividend revenue is recognised when the Council's right to receive payment is established.

*Other Income*

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

## I. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont)

### (e) Employee Costs and Benefits

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

#### *Wages and salaries and annual leave*

Liabilities for wages and salaries, including non-monetary benefits and annual 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.

### (f) Cash and Cash Equivalents

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

### (g) Other Financial Assets

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

### (h) Trade and Other Receivables

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

**I. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont)**

**(i) Inventories**

Inventories held for distribution are measured at cost, adjusted when applicable, for any loss of service potential.

All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

**(j) Non-Current Assets Classified as Held for Sale**

A non-current asset classified as held for sale (including disposal groups) is measured at the lower of its carrying amount and fair value less costs to sell and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.

**(k) Fair Value Measurement**

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

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

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

- Level 1: Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- Level 2: Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3: Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

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

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



**I. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont)**

**(l) Recognition and Measurement of Infrastructure, Property, Plant and Equipment, Leasehold Improvements and Intangibles**

*Acquisition*

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the 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 detailed in Note I(m) 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 2017 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 2016 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.

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 using the cost basis.

*Revaluation*

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 29, Infrastructure, Property, Plant and Equipment.

**I. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont)**

**(l) Recognition and Measurement of Infrastructure, Property, Plant and Equipment, Leasehold Improvements and Intangibles (cont)**

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.

The Financial Statements for the Year Ended 30 June 2017 reflect the revaluation of assets that occurred on 30 June 2016. The next revaluation is due to be reflected in the Financial Statements for year ending 30 June 2018.

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.

**(m) Depreciation and Amortization of Infrastructure, Property, Plant and Equipment, Leasehold Improvements and Intangibles**

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.

Land is not a depreciable asset. Council's art collection assets are not considered depreciable.

**I. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont)**

**(m) Depreciation and Amortization of Infrastructure, Property, Plant and Equipment, Leasehold improvements and Intangibles (cont)**

Depreciation of all assets is provided using the straight line basis with rates that are reviewed each reporting period. The 2017 depreciation rates have not changed from the previous year.

**2017**

Asset Category	Depreciation Rate %	Useful Life Years	Threshold Limit \$
<b>Infrastructure, property, plant and equipment:</b>			
Roads, streets and bridges			
▪ Roads – seals	4	25	All
▪ Roads – sub-structure	1	100	All
▪ Bridges, medians & local area traffic management	1-1.18	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 – 33.33	25 – 3	1,000
Furniture and fittings	5 – 10	20 – 10	5,000
Works of art	-	-	All
<b>Leasehold improvements:</b>			
Leasehold improvements - building	10	10	5,000
<b>Intangibles:</b>			
IT software	10	10	50,000

**I. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont)**

**(n) 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.

**(o) 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.

**(p) 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.

**(q) Investment Property**

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

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.

**I. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont)**

**(r) Accounting for Investments in Associates**

Associates are all entities over which Council has significant influence, but not control or joint control. Investments in associates are accounted for using the equity method of accounting. The investment was initially recorded at cost and adjusted thereafter for post-acquisition changes in the Council's share of the net assets of the entities. Council's share of the financial result of the entities is recognised in the Comprehensive Income Statement.

Council has an equity interest share in the following associate:

- 41.71% (42.01% in 2016) 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 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.

**(s) Investments**

Investments other than investments in associates are measured at cost.

Council has shares in Regional Kitchen Pty Ltd which along with their subsidiary, RFK Pty Ltd (trading as Community Chef), is involved in the production of delivered meals.

Regional Kitchen Pty Ltd and RFK Pty Ltd were separate, but related entities, with Council owning some shares in each. In May 2015, as per an agreed Company restructure, all shareholders in RFK Pty Ltd transferred their shares to Regional Kitchen Pty Ltd, in exchange for an additional share in Regional Kitchen. Through this process, Regional Kitchen Pty Ltd became the sole shareholder of RFK Pty Ltd.

**(t) Trust Funds and Deposits**

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 34).

**(u) Borrowings**

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method. The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

**I. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont)**

**(v) Borrowing Costs**

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council. Except where specific borrowings are obtained for the purpose of specific asset acquisition, the weighted average interest rate applicable to borrowings at balance date is used to determine the borrowing costs to be capitalised.

Borrowing costs include interest on bank overdrafts, interest on borrowings and finance lease charges (if any).

**(w) Contingent Liabilities and Contingent Assets and Commitments**

Contingent assets (if any) and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a Note (Note 42) and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and exclusive of the GST payable (Notes 40 and 41).

**(x) Financial Guarantees**

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. Details of guarantees that Council has provided, that are not recognised in the Balance Sheet are disclosed at Note 42 Contingent Liabilities and Contingent Assets.

**(y) Leases**

*Operating Leases*

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

*Leasehold Improvements*

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, leasehold improvements are amortised over a 10 year period.

**(z) Goods and Services Tax (GST)**

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the Balance Sheet are shown inclusive of GST.

Cash flows are presented in the cash flow statement on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

**(aa) Pending Accounting Standards**

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

## I. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (cont)

### (aa) Pending Accounting Standards (cont)

#### *Financial Instruments (AASB 9) (applies 2018/19)*

The standard simplifies requirements for the classification and measurement of financial assets. The impact of this standard is likely to result in earlier recognition of impairment losses of financial instruments, but this is not expected to have a significant impact for the Public Sector.

#### *Revenue from contracts with customers (AASB 15) (applies 2018/19)*

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

#### *Income of Not-For-Profit Entities (AASB 1058) (applies 2019/20)*

This standard will replace AASB 1004 – Contributions and establish revenue recognition principles, where the consideration to acquire an asset is significantly less than the fair value. The impact of this standard is that revenue from capital grants that are provided under an enforceable agreement that have sufficiently specific obligations, will now be deferred and recognised as the performance obligations are satisfied. As a result, the timing recognition of revenue will change.

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

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

Council has a number of operating leases that will be impacted as a result of this change. This will see assets and liabilities of approximately \$471,822 recognised.

## 2. BUDGET COMPARISON

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of \$1.5million 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 18 April 2016. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for the income and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term.

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

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

**2. BUDGET COMPARISON (cont)**

**(a) Income and Expenditure**

		Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000
	Ref.			
<b>INCOME</b>				
Rates and charges		93,813	94,062	249
Grants – operating	(a)	11,673	14,145	2,472
Grants – capital	(b)	4,872	2,719	(2,153)
Statutory fees and fines	(c)	7,951	9,206	1,255
User fees and charges		17,656	18,534	878
Interest income	(d)	1,850	3,244	1,394
Rental income		1,602	1,735	133
Contributions income	(e)	2,425	5,392	2,967
Net gain on disposal of infrastructure, property, plant and equipment		187	-	(187)
Other income	(f)	110	1,376	1,266
Share of net profits/(losses) of associates		-	160	160
<b>Total income</b>		<b>142,139</b>	<b>150,573</b>	<b>8,434</b>
<b>EXPENSES</b>				
Employee costs	(g)	61,357	58,917	2,440
Materials, contracts and services		36,859	37,717	(858)
Utility charges	(h)	4,622	3,518	1,104
Depreciation and amortization		20,138	18,837	1,301
Donations expenditure		597	420	177
Borrowing costs		3,549	3,549	-
Contributions expense		6,143	6,644	(501)
Impairment loss		-	357	(357)
Net loss on disposal of infrastructure, property, plant and equipment		-	1,005	(1,005)
Other expenses		1,946	1,855	91
<b>Total expenses</b>		<b>135,211</b>	<b>132,819</b>	<b>2,392</b>
<b>Surplus/(Deficit) for the year</b>		<b>6,928</b>	<b>17,754</b>	<b>10,826</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items that will not be reclassified to surplus or deficit in future periods:</b>				
Impairment loss		-	(354)	(354)
Net asset revaluation increment		-	119,015	119,015
<b>Total Comprehensive Result</b>		<b>6,928</b>	<b>136,415</b>	<b>129,487</b>



**2. BUDGET COMPARISON (cont)**

**(a) Income and Expenditure (cont)**

**Explanation of Material Variations – Income and Expenditure**

Ref.	Item	Explanation
(a)	Grants – operating	<ul style="list-style-type: none"> <li>▪ Half of the Victorian Grants Commission for the year 2017/18 was paid to all Councils in advance (received in June 2017). There was no early payment made in June 2016.</li> <li>▪ Subsidies for the operation of St Hellier and Joyce Avenue Child Care Centres exceeded the budget. These subsidies allow the Centres to care for more children with a lower financial impost being placed on the parents in the form of fees.</li> </ul>
(b)	Grants – capital	<ul style="list-style-type: none"> <li>▪ The building of the Sherbourne Road Early Learning Hub is yet to commence, therefore delaying the receipt of a \$1.9m grant.</li> <li>▪ A \$400k grant was budgeted to be received for the redesign of the Flintoff/Grimshaw Street Intersection, but was not received as the project was undertaken by VicRoads.</li> </ul>
(c)	Statutory fees and fines	<ul style="list-style-type: none"> <li>▪ The function of parking enforcement was outsourced to a specialised company in January 2017. As a result, Council's parking infringement income contract is based on the achievement of key performance measures (net of upfront costs and quarterly service fees payable) resulting in a higher than budgeted result.</li> <li>▪ Planning fees and charges have exceeded budget due to a greater than expected level of building activity during the year and an increase in the legislative increase in scheduled per unit fees.</li> </ul>
(d)	Interest income	<ul style="list-style-type: none"> <li>▪ Interest on investments was above budget mainly as a result of higher than budgeted cash holdings. The additional cash holdings are attributable to proceeds from the sale of properties and the timing of completing capital works projects.</li> </ul>
(e)	Contributions income	<ul style="list-style-type: none"> <li>▪ Greater than anticipated amount of subdivisions and building activity during the year has resulted in the legislated Public Open Space contributions to exceed budget by \$3.27 million. The contributions reflect the growth in the property development market and the impact of Councils municipal revaluation.</li> </ul>
(f)	Other income	<ul style="list-style-type: none"> <li>▪ Council received a number of insurance claims for damage to Council properties, vehicles and other assets associated with December 2016 rainstorms and floods.</li> <li>▪ Council received work-cover reimbursements in 2016/2017 which were higher than anticipated.</li> </ul>
(g)	Employee costs	<ul style="list-style-type: none"> <li>▪ Employee costs were underbudget across Council due to a number of vacancies that occurred during the year. These savings are offset by an associated increase in Labour Hire Agency Staff that were used as a stop-gap measure.</li> <li>▪ A higher proportion of staff labour has been allocated than budgeted to capital projects. This has resulted from an increased number of hours being spent by staff working on Capital Projects and capitalised.</li> </ul>

**2. BUDGET COMPARISON (cont)**

**(a) Income and Expenditure (cont)**

**Explanation of Material Variations – Income and Expenditure (cont)**

Ref.	Item	Explanation
(h)	Utility charges	<ul style="list-style-type: none"><li>▪ Public Street Lighting costs have come in under budget. This can be attributed to the energy efficient public lighting project that Council undertook replacing all of our street light globes with low energy-use bulbs. The 2016/2017 budget was set before the full savings in kwh resulting from the project were known.</li><li>▪ A detailed review of utility invoices has resulted in a number of refunds to Council for incorrect charges in the past.</li></ul>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

**2. BUDGET COMPARISON (cont)**

**(b) Capital Works**

		Budget 2017 \$'000	Actual 2017 \$'000	Variance 2017 \$'000
	Ref.			
<b>Infrastructure</b>				
Roads, streets and bridges	(a)	7,799	5,037	2,762
Drainage		840	407	433
Parks and gardens		3,431	4,340	(909)
Playgrounds		512	902	(390)
<b>Total infrastructure</b>		<b>12,582</b>	<b>10,686</b>	<b>1,896</b>
<b>Property</b>				
Freehold land		-	-	-
Freehold buildings	(b)	30,650	24,264	6,386
<b>Total property</b>		<b>30,650</b>	<b>24,264</b>	<b>6,386</b>
<b>Plant and Equipment</b>				
Motor vehicles		3,594	3,664	(70)
Plant and equipment		965	886	79
Furniture and fittings		-	-	-
<b>Total plant and equipment</b>		<b>4,559</b>	<b>4,550</b>	<b>9</b>
<b>Other</b>				
Art collection		163	29	134
<b>Total other</b>		<b>163</b>	<b>29</b>	<b>134</b>
<b>Total capital works expenditure</b>	29(i)	<b>47,954</b>	<b>39,529</b>	<b>8,425</b>
<b>Represented by:</b>				
New assets		2,863	2,129	734
Asset renewal		30,811	28,691	2,120
Asset upgrade		4,843	2,585	2,258
Asset expansion		9,437	6,124	3,313
<b>Total capital works expenditure</b>		<b>47,954</b>	<b>39,529</b>	<b>8,425</b>

**2. BUDGET COMPARISON (cont)**

**(b) Capital Works (cont)**

**Explanation of Material Variations – Capital Works**

Ref.	Item	Explanation
(a)	Roads, streets and bridges	<ul style="list-style-type: none"> <li>▪ The project to update the Intersection at Grimshaw and Flintoff Streets was undertaken by VicRoads but budgeted as a capital spend by Banyule. The transfer of ownership for this project resulted in no capital expenditure for Banyule, a cash contribution was made instead to VicRoads to partially fund the project.</li> <li>▪ Footpath replacement program was fully budgeted as a capital expenditure, however \$450k of works were expensed as maintenance costs.</li> <li>▪ Specific projects such as the Heidelberg central streetscape, roads to recovery and local road re-sheeting program were under budget for the year. The roads to recovery program is a multi-year scheme and the budgeted works are still expected to be spent but in a latter year; and capital spend was less than anticipated to bring the local roads to their required condition.</li> </ul>
(b)	Freehold buildings	<ul style="list-style-type: none"> <li>▪ Budgeted building works of \$1.6m will be recognised in the work in progress category. These project have not been completed during the current financial year but were budgeted during the year for completion.</li> <li>▪ Ivanhoe community learning hub accommodation was proposed for \$18.5m over 2 years, with a 2016/2017 budget for of \$5.67m (including a carried forward budget). The concept design was completed during the year but no construction works have commenced. The remaining budget is now allocated over the next 3 years.</li> <li>▪ Offsetting the above two items was Ivanhoe Park Pavilion which was over budget due to a contract variation awarded via a 2016 council resolution.</li> </ul>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

Note	2017 \$'000	2016 \$'000
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### 3. 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 2016/2017 was \$38,685,329,720 (\$31,571,738,600 for 2015/2016).

The most recent revaluation of land for rating purposes within the Municipality was done on 1 January 2016 and the valuation was first applied in the rating year which commenced on 1 July 2016. These valuations were used in the calculation of rates in the current financial year.

The next revaluation of land for rating purposes within the Municipality will be done on 1 January 2018.

Residential	77,712	74,103
Commercial	5,620	6,102
Industrial	1,968	2,108
Cultural and Recreational	76	71
<b>Total general rates</b>	<b>85,376</b>	<b>82,384</b>
General Rates	85,376	82,384
Supplementary Rates	728	701
Municipal Charge	7,105	6,852
Interest on Rates	264	208
<b>Total general rates and charges</b>	<b>93,473</b>	<b>90,145</b>
Special Rates and Charges – Shopping Centres	580	581
Interest on Special Rates and Charges	9	9
<b>Total rates and charges</b>	<b>94,062</b>	<b>90,735</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>4. STATUTORY FEES AND FINES</b>			
Building and Planning permits and fees		3,960	3,671
Failure to vote fines		211	-
Food Act and Health registrations		550	531
Local laws infringements and fines		3,706	2,875
Property valuations		387	-
Road and footpath reinstatement		201	218
Others fees and fines		191	241
<b>Total statutory fees and fines</b>		<b>9,206</b>	<b>7,536</b>
<b>5. USER FEES AND CHARGES</b>			
Aquatic and Leisure Centre fees and charges		6,737	6,875
Building and Planning permits and fees		209	133
Child Day Care charges		1,486	1,359
Community buses, halls and events		297	303
Delivered meals charges		381	397
Engineering services' fees		127	150
Functions Centre charges		203	214
Home care charges		394	423
Immunisation fees		250	42
Local laws fees		1,773	852
Planned Activity Group fees and charges		97	104
Sports ground rentals income		230	209
Transfer station tipping fees		5,588	5,160
Other fees and charges		762	733
<b>Total user fees and charges</b>		<b>18,534</b>	<b>16,954</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>6. GRANTS</b>			
Grants were received in respect of the following:			
<b>Summary of Grants</b>			
Recurrent operating grants		13,806	10,070
Recurrent capital grants		2,394	1,708
Non-recurrent operating grants		339	301
Non-recurrent capital grants		325	396
<b>Total grants</b>		<b>16,864</b>	<b>12,475</b>
<b>Summary of Grants</b>			
Recurrent		16,200	11,778
Non-recurrent		664	697
<b>Total grants</b>		<b>16,864</b>	<b>12,475</b>
<b>Summary of Grants</b>			
State Government funded grants		4,512	7,896
Commonwealth Government funded grants		12,352	4,579
<b>Total grants</b>		<b>16,864</b>	<b>12,475</b>
<b>Summary of Grants</b>			
Operating grants		14,145	10,371
Capital grants		2,719	2,104
<b>Total grants</b>		<b>16,864</b>	<b>12,475</b>
<b>Operating Grants</b>			
<b>Recurrent – State Government</b>			
Children's services		74	48
Delivered meals		25	252
HACC assessment and care management		738	801
Home care		121	1,483
Immunisation		120	111
Maternal and child health centres		855	751
Maternal and child health outreach worker		139	119
Metro access program		110	127
PAG (incl. carer support)		212	800
Personal care		66	744
Pre-schools and child day care		690	548
Property maintenance		26	230
Respite care		232	492
School crossing supervisors		202	217
Vic Roads maintenance and traffic management		89	87
Youth services		297	329
Other grants		122	107
<b>Total State Government</b>		<b>4,118</b>	<b>7,246</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>6. GRANTS (cont)</b>			
<b>Recurrent – Commonwealth Government</b>			
Child day care		1,204	1,129
Delivered meals		141	-
HACC assessment and care management		69	-
Home care		1,508	-
PAG (incl. carer support)		614	-
Personal care		761	-
Property maintenance		208	-
Respite care		172	-
Victorian Grants Commission – general purpose		4,956	1,638
Other grants		55	57
Total Commonwealth Government		<b>9,688</b>	<b>2,824</b>
<b>Total recurrent operating grants</b>		<b>13,806</b>	<b>10,070</b>
<b>Non-Recurrent – State Government</b>			
Engineering		80	88
HACC assessment and care management		26	141
Youth and community development		10	11
Other grants		103	14
Total State Government		<b>219</b>	<b>254</b>
<b>Non-Recurrent – Commonwealth Government</b>			
Child Care Centres		47	47
Other grants		73	-
Total Commonwealth Government		<b>120</b>	<b>47</b>
<b>Total non-recurrent operating grants</b>		<b>339</b>	<b>301</b>
<b>Total operating grants</b>		<b>14,145</b>	<b>10,371</b>



**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>6. GRANTS (cont)</b>			
<b>Capital Grants</b>			
<b>Recurrent – State Government</b>			
Total State Government		-	-
<b>Recurrent – Commonwealth Government</b>			
Roads to recovery		1,032	1,263
Victoria Grants Commission – local roads		1,362	445
Total Commonwealth Government		<b>2,394</b>	<b>1,708</b>
<b>Total recurrent capital grants</b>		<b>2,394</b>	<b>1,708</b>
<b>Non-Recurrent – State Government</b>			
A safer mall		-	46
Sports grounds and pavilions		163	337
Other grants		12	13
Total State Government		<b>175</b>	<b>396</b>
<b>Non-Recurrent – Commonwealth Government</b>			
Safer Streets program		100	-
Sports grounds and pavilions		50	-
Total Commonwealth Government		<b>150</b>	-
<b>Total non-recurrent capital grants</b>		<b>325</b>	<b>396</b>
<b>Total capital grants</b>		<b>2,719</b>	<b>2,104</b>
<b>Total grants</b>		<b>16,864</b>	<b>12,475</b>
<b>Unspent Grants received on condition that they be spent in a specific manner</b>			
Balance of unspent grants at start of year		1,118	3,332
Grants received during the financial year and remained unspent at balance date		624	748
Grants received in prior years and spent during the financial year		(718)	(2,962)
<b>Balance of unspent grants at year end</b>		<b>1,024</b>	<b>1,118</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>7. INTEREST INCOME</b>			
Interest on investments		3,204	2,872
Interest from sporting clubs		14	19
Other interest		26	53
<b>Total interest income</b>		<b>3,244</b>	<b>2,944</b>
<b>8. RENTAL INCOME</b>			
Recreational facilities rental		2	2
Residential/commercial rental		1,049	1,034
Recycling centre rental		684	664
<b>Total rental income</b>		<b>1,735</b>	<b>1,700</b>
<b>9. CONTRIBUTIONS INCOME</b>			
Public Open Space – contributions		4,586	2,312
Contributions for capital works projects		472	600
Other contributions		334	334
<b>Total contributions – monetary</b>		<b>5,392</b>	<b>3,246</b>
<b>10. NET GAIN/(LOSS) ON DISPOSAL OF INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT</b>			
<b>Non-current assets classified as held for sale</b>			
Proceeds from sale of assets	(a)	17,475	23,827
Less: Written down value of assets sold		(18,879)	(22,612)
<b>Total net gain on sale of assets classified as held for sale</b>		<b>(1,404)</b>	<b>1,215</b>
<b>Fixed assets</b>			
Proceeds from sale of assets	(a)	833	1,102
Less: Written down value of assets disposed	29(iv)	(434)	(704)
<b>Total net gain/(loss) on sale/disposal of fixed assets</b>		<b>399</b>	<b>398</b>
<b>Total net gain/(loss) on disposal of infrastructure, property, plant and equipment</b>		<b>(1,005)</b>	<b>1,613</b>

(a) Proceeds for sale of land, buildings and motor vehicles.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>11. OTHER INCOME</b>			
Insurance claims		867	523
Sale of right-of-ways		167	212
Sale of drainage reserves		11	-
Sponsorship		34	38
Workcover reimbursements		259	381
Other revenue		38	28
<b>Total other income</b>		<b>1,376</b>	<b>1,182</b>
<b>12.(a)EMPLOYEE COSTS</b>			
Salaries and wages		47,509	46,591
Annual leave and loading		4,111	3,698
Long service leave		1,547	1,591
Superannuation	12(b)	4,736	4,575
WorkCover		1,015	970
Other on costs		725	784
Less: Capitalised labour		(544)	(609)
Less: Capitalised oncosts		(182)	(152)
<b>Total employee costs</b>		<b>58,917</b>	<b>57,448</b>
<b>(b)SUPERANNUATION</b>			
Council made contributions to the following funds:			
<b>Defined benefit fund</b>			
Employer contributions to Local Authorities Superannuation Fund (Vision Super)		464	512
		<b>464</b>	<b>512</b>
Employer contributions payable at reporting date:		<b>12</b>	-
<b>Accumulation funds</b>			
Employer contributions to Local Authorities Superannuation Fund (Vision Super)		4,272	4,063
		<b>4,272</b>	<b>4,063</b>
Employer contributions payable at reporting date		<b>85</b>	-

*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 39 and 42 for further information relating to Council's superannuation obligations.*

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>13. MATERIALS, CONTRACTS AND SERVICES</b>			
Advertising		212	260
Auditing services	20	216	219
Building and Planning charges and government fees		408	497
Child care expenses		103	97
Contractor costs		18,331	15,300
General materials and supplies		3,409	3,270
Insurances		885	730
Plant and motor vehicle operating		2,793	2,568
Printing, stationery and external communications		666	757
Program costs		1,153	1,064
Staff training and equipment		793	710
Sundry expenses		370	317
Waste disposal general		6,620	6,221
Other		1,758	1,616
<b>Total materials, contract and services</b>		<b>37,717</b>	<b>33,626</b>
<b>14. UTILITY CHARGES</b>			
Gas and electricity		1,869	2,036
Telephone		278	260
Water		846	1,001
Public street lighting		525	436
<b>Total utility charges</b>		<b>3,518</b>	<b>3,733</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>15. DEPRECIATION AND AMORTIZATION</b>			
<b>Depreciation</b>			
Infrastructure		10,469	10,332
Property		2,931	2,879
Plant and equipment		5,179	5,389
<b>Total depreciation</b>	(a)	<b>18,579</b>	<b>18,600</b>
<b>Amortization</b>			
Intangible asset		204	199
Leasehold improvements		54	45
<b>Total amortization</b>	(a)	<b>258</b>	<b>244</b>
<b>Total depreciation and amortization</b>		<b>18,837</b>	<b>18,844</b>
<i>(a) Refer to Notes 29(iv), 30 and 31 for a more detailed breakdown of depreciation and amortization charges. Refer also to Note 1(m) for related accounting policies.</i>			
<b>16. DONATIONS EXPENDITURE</b>			
Banyule Housing Support group		92	92
Community Services grants		203	126
Volunteers of Banyule Resources Centre		-	84
Environmental sustainability		45	50
Other donations		80	154
<b>Total donations expenditure</b>		<b>420</b>	<b>506</b>
<b>17. BORROWING COSTS</b>			
Interest on borrowings – total		3,549	3,731
<b>Total borrowing costs</b>		<b>3,549</b>	<b>3,731</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>18. CONTRIBUTIONS EXPENSE</b>			
Yarra Plenty Regional Library		4,559	4,395
Contributions to shopping centres		1,096	1,097
YMCA contributions		100	100
Other contributions		889	349
<b>Total contributions expense</b>		<b>6,644</b>	<b>5,941</b>
<b>19. OTHER EXPENSES</b>			
Bad and doubtful debts	21	510	392
Operating lease rental		322	249
Lease costs and compensation		37	654
Councillor allowances		256	246
Fire Service Property Levy on Council properties		175	169
Other		555	746
<b>Total other expenses</b>		<b>1,855</b>	<b>2,456</b>
<b>20. AUDITORS' REMUNERATION</b>			
Audit fee to conduct external audit – Victorian Auditor General		76	60
Internal audit fee		139	149
Fees for minor audits – other external auditors		1	10
<b>Total auditors' remuneration</b>	(a)	<b>216</b>	<b>219</b>
<i>(a) Included in Note 13 – Materials, Contracts and Services</i>			
<b>21. BAD AND DOUBTFUL DEBTS</b>			
Parking fines debtors		401	301
Animal fines debtors		62	32
Other debtors		47	59
<b>Total bad and doubtful debts</b>	(b)	<b>510</b>	<b>392</b>
<i>(b) Included in Note 19 – Other Expenses</i>			

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>22. CASH AND CASH EQUIVALENTS</b>			
Cash on hand		8	9
Cash at bank		469	5,524
Money market call account		8,575	9,025
Term deposits	(a)	10,021	5,000
<b>Total cash and cash equivalents</b>	<b>1(f)</b>	<b>19,073</b>	<b>19,558</b>

(a) The term deposits have a maturity date of three months or less.  
Refer also to Note 23 for details of other financial assets held by Council.

**23. OTHER FINANCIAL ASSETS**

**Current**

Term deposits	(b)	103,620	91,599
<b>Total other financial assets</b>	<b>1(g)</b>	<b>103,620</b>	<b>91,599</b>

(b) The term deposits have a maturity date of more than three months.

**CASH AND CASH EQUIVALENTS AND OTHER FINANCIAL ASSETS**

Cash and cash equivalents	22	19,073	19,558
Other financial assets	23	103,620	91,599
<b>Total cash and financial costs</b>		<b>122,693</b>	<b>111,157</b>

Council has cash and cash equivalents and financial assets that are subject to external restrictions that limit amounts available for discretionary use. These include:

Public open space reserve	36(ii)b	8,329	3,468
Off-street parking reserve	36(ii)b	252	252
Trust funds	34	752	691
Deposits held	34	1,148	687
<b>Total restricted funds</b>		<b>10,481</b>	<b>5,098</b>
<b>Total unrestricted cash and cash equivalents</b>		<b>112,212</b>	<b>106,059</b>

**Intended allocations**

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

Long service leave	33	10,363	9,877
Unexpended grants	6	1,024	1,118
Discretionary reserves	36(ii)b	59,043	59,025
Unexpended contributions		208	88
Cash held to fund carried forward capital works		5,009	3,521
<b>Total funds subject to intended allocations</b>		<b>75,647</b>	<b>73,629</b>
<b>Unrestricted cash and cash equivalents and financial assets adjusted for intended allocations</b>		<b>36,565</b>	<b>32,430</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>24. TRADE AND OTHER RECEIVABLES</b>			
<b>Current</b>			
<b>Statutory receivables</b>			
Rates debtors		3,629	2,774
Special rates and charges debtors		54	53
Parking infringement debtors		2,249	1,539
Provision for doubtful debts – parking infringements		(1,240)	(889)
Other by-laws debtors		421	280
Provision for doubtful debts – other by-laws		(199)	(119)
<b>Non-statutory receivables</b>			
Club contribution debtors	(a)	85	65
Other debtors	(a)	7,310	4,469
Provision for doubtful debts – other debtors	(b)	(50)	(45)
<b>Total current</b>		<b>12,259</b>	<b>8,127</b>
<b>Non-Current</b>			
<b>Statutory receivables</b>			
Rates debtors		34	28
Special rates and charges debtors		39	55
<b>Non-statutory receivables</b>			
Club contribution debtors	(a)	210	295
Other debtors	(a)	73	71
<b>Total non-current</b>		<b>356</b>	<b>449</b>
<b>Total trade and other receivables</b>		<b>12,615</b>	<b>8,576</b>

**Note:** Non-current trade and other receivables includes debtors who are on long term interest-accruing payment plans and bonds and deposits which are not expected to be returned in the next 12 months.

**(a) 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		6,362	3,973
Past due – by up to 30 days		300	282
Past due – between 31 and 60 days		96	98
Past due – between 61 and 90 days		56	50
Past due – more than 91 days		864	497
<b>Total trade and other receivables</b>	(a)	<b>7,678</b>	<b>4,900</b>

(a) 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 2017**

	Note	2017 \$'000	2016 \$'000
<b>24. TRADE AND OTHER RECEIVABLES (cont)</b>			
<b>(b) Movement in Provisions for Doubtful Debts – Other Debtors</b>			
Balance at beginning of the year		45	61
Amounts provided for but recovered during the year		(1)	(1)
New provisions recognised during the year		23	41
Amounts already provided for and written off as uncollectable		(17)	(56)
<b>Balance at end of the year</b>		<b>50</b>	<b>45</b>

**(c) Ageing of individually impaired receivables**

At balance date, other debtors representing financial assets with a nominal value of \$50,000 (2016 \$45,000) were impaired. The amount of the provision raised against these debtors was \$50,000 (2016 \$45,000). The individually impaired debtors related to general and sundry debtor and have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

**25. INVENTORIES**

Inventories held for distribution		36	30
<b>Total inventories</b>		<b>36</b>	<b>30</b>

**26. NON-CURRENT ASSETS CLASSIFIED AS HELD FOR SALE**

Opening balance on Council's valuation		13,797	22,385
Capitalised development cost	(a)	161	890
Transfer from infrastructure, property, plant and equipment		5,507	13,610
Change in valuation		94	
Less: Impairment loss	(b)	(47)	(476)
Less: Written down value of assets sold		(18,879)	(22,612)
<b>Total non-current assets classified as held for sale</b>	(c)	<b>633</b>	<b>13,797</b>

(a) Refer to Statement of Capital Works

(b) For 2017, the impairment loss refers to our Rosanna Office which was held for sale.  
For 2016, the impairment loss refers to two buildings, held for sale.

(c) Fair value assessments have been performed at 30 June 2017 for assets held for sale. Details of the Council's assets held for sale and information about the fair value hierarchy as at 30 June 2017 are as per the table on the following page:

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

**26. NON-CURRENT ASSETS CLASSIFIED AS HELD FOR SALE (cont)**

2017	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Assets held for sale–land (non-specialised) (d)	-	539	-
Assets held for sale–buildings (non-specialised)(d)	-	94	-
<b>Total</b>	-	<b>633</b>	-

No transfers between levels occurred during the year.

(d) Classified in accordance with fair value hierarchy – see Note 1(k) and Note 29(i).

	Note	2017 \$'000	2016 \$'000
<b>27. OTHER ASSETS</b>			
Prepayments		1,128	1,777
<b>Total other assets</b>		<b>1,128</b>	<b>1,777</b>
<b>28. INVESTMENTS</b>			
Investments – unlisted shares		239	239
Investments in associates		3,173	3,013
<b>Total investments</b>		<b>3,412</b>	<b>3,252</b>
<b>(i) Investments – unlisted shares</b>			
MAPS Group Ltd – at cost		9	9
Regional Kitchen Pty Ltd – at cost		230	230
<b>Total investments – unlisted shares</b>		<b>239</b>	<b>239</b>
<b>(ii) Investments in associates</b>			
Share of Yarra Plenty Regional Library Corporation		3,173	3,013
<b>Total investments in associates</b>	(a)	<b>3,173</b>	<b>3,013</b>

The Investment in Associates accounted for by the equity method is:

- Yarra Plenty Regional Library Corporation

(a) Council takes up its share of the net surplus/(deficit) of the associate, 41.71% in 2017 (2016 42.01%).

Refer also to Accounting Policy Note 1(r) – ‘Accounting for Investments in Associates’.  
The valuation is made as at 30 June each year. The 2017 valuation is based on draft Financial Statements (2016 was based on draft Financial Statements).

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>28. INVESTMENTS (cont)</b>			
<b>(ii) Investments in associates (cont)</b>			
<b>Council's share of accumulated surplus/(deficit):</b>			
Council's share of accumulated surplus/(deficit) at start of year		3,013	2,829
Reported surplus/(deficit) for year		160	184
<b>Council's share of accumulated surplus/(deficit) at end of year</b>		<b>3,173</b>	<b>3,013</b>
<b>Movement in carrying value of specific investment:</b>			
Carrying value of investment at start of year		3,013	2,829
Share of surplus/(deficit) for year		160	184
<b>Carrying value of investment at end of year</b>		<b>3,173</b>	<b>3,013</b>
<b>Council's share of expenditure commitments:</b>			
Operating lease commitments		174	209
Operating commitments		151	332
Capital commitments		66	71
<b>Council's share of expenditure commitments</b>		<b>391</b>	<b>612</b>

**Council's share of contingent liabilities and contingent assets:**

The Yarra Plenty Regional Library has no known contingent liabilities as at 30 June 2017 nor as at 30 June 2016.

**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.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

**29. INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT**

**Summary of Infrastructure, Property, Plant and Equipment**

	Infrastructure	Plant and equip	Property	Art Collection	W.I.P	Total
<b>2017</b>	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Carrying value 30 June 2016	352,942	22,187	948,651	1,225	11,363	1,336,368
Acquisitions	8,950	4,550	23,980	-	2,049	39,529
Transfer between class	200	-	10,533	-	(10,733)	-
Transfer to assets held for sale	-	-	(5,507)	-	-	(5,507)
Change in valuation	-	-	118,922	-	-	118,922
Depreciation	(10,469)	(5,179)	(2,931)	-	-	(18,579)
Impairment loss	(224)	(357)	(83)	-	-	(664)
Disposal	-	(434)	-	-	-	(434)
<b>Carrying value 30 June 2017</b>	<b>351,399</b>	<b>20,767</b>	<b>1,093,565</b>	<b>1,225</b>	<b>2,679</b>	<b>1,469,635</b>

**Summary of Work in Progress (WIP)**

	Opening WIP	Additions	Transfers	Closing WIP
<b>2017</b>	\$'000	\$'000	\$'000	\$'000
Roads	95	80	(22)	153
Drainage	36	30	-	66
Parks and gardens	140	1,626	(63)	1,703
Playgrounds	119	-	(115)	4
Freehold buildings	10,917	284	(10,477)	724
Plant and equipment	56	-	(56)	-
Art collection	-	29	-	29
<b>Total work in progress</b>	<b>11,363</b>	<b>2,049</b>	<b>(10,733)</b>	<b>2,679</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

**29. INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT (cont)**

**(i) Reconciliation**

Reconciliations of the carrying amounts of each class of infrastructure, property, plant and equipment at the beginning and end of the current financial year are set out below:

<b>Infrastructure</b>	<b>Roads, streets and bridges \$'000</b>	<b>Drainage \$'000</b>	<b>Parks and gardens \$'000</b>	<b>Playgrounds \$'000</b>	<b>TOTAL Infrastructure \$'000</b>
At fair value 1 July 2016	373,445	189,864	44,053	8,564	615,926
Accumulated depreciation at 1 July 2016	(149,361)	(85,071)	(24,606)	(3,946)	(262,984)
<b>Carrying value at 1 July 2016</b>	<b>224,084</b>	<b>104,793</b>	<b>19,447</b>	<b>4,618</b>	<b>352,942</b>
<b>Movements in Fair Value</b>					
Acquisition of assets at fair value	4,957	377	2,714	902	8,950
Transfers	22	-	63	115	200
Impairment loss	-	-	(224)	-	(224)
	<b>4,979</b>	<b>377</b>	<b>2,553</b>	<b>1,017</b>	<b>8,926</b>
<b>Movements in accumulated depreciation</b>					
Depreciation	(6,954)	(1,899)	(1,174)	(442)	(10,469)
	<b>(6,954)</b>	<b>(1,899)</b>	<b>(1,174)</b>	<b>(442)</b>	<b>(10,469)</b>
At fair value 30 June 2017	378,424	190,241	46,606	9,581	624,852
Accumulated depreciation at 30 June 2017	(156,315)	(86,970)	(25,780)	(4,388)	(273,453)
<b>Carrying value at 30 June 2017</b>	<b>222,109</b>	<b>103,271</b>	<b>20,826</b>	<b>5,193</b>	<b>351,399</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

**29. INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT (cont)**

**(i) Reconciliation (cont)**

<b>Plant and Equipment</b>	<b>Motor vehicles \$'000</b>	<b>Plant and equipment \$'000</b>	<b>Furniture and fittings \$'000</b>	<b>Waste Management \$'000</b>	<b>TOTAL Plant and Equipment \$'000</b>
At fair value 1 July 2016	18,612	23,126	5,750	4,974	52,462
Accumulated depreciation at 1 July 2016	(9,760)	(12,192)	(3,349)	(4,974)	(30,275)
<b>Carrying value at 1 July 2016</b>	<b>8,852</b>	<b>10,934</b>	<b>2,401</b>	<b>-</b>	<b>22,187</b>
<b>Movements in Fair Value</b>					
Acquisition of assets at fair value	3,664	886	-	-	4,550
Fair value of assets disposed	(2,476)	(396)	-	-	(2,872)
Impairment loss	(502)	-	-	-	(502)
	<b>686</b>	<b>490</b>	<b>-</b>	<b>-</b>	<b>1,176</b>
<b>Movements in accumulated depreciation</b>					
Depreciation	(2,380)	(2,425)	(374)	-	(5,179)
Accumulated depreciation of assets disposed	2,052	386	-	-	2,438
Impairment loss	145	-	-	-	145
	<b>(183)</b>	<b>(2,039)</b>	<b>(374)</b>	<b>-</b>	<b>(2,596)</b>
At fair value 30 June 2017	19,298	23,616	5,750	4,974	53,638
Accumulated depreciation at 30 June 2017	(9,943)	(14,231)	(3,723)	(4,974)	(32,871)
<b>Carrying value at 30 June 2017</b>	<b>9,355</b>	<b>9,385</b>	<b>2,027</b>	<b>-</b>	<b>20,767</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

**29. INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT (cont)**

**(i) Reconciliation (cont)**

<b>Property and Other Assets</b>	Freehold land \$'000	Freehold buildings \$'000	<b>TOTAL Property \$'000</b>	Art collection \$'000	Work in progress \$'000	<b>TOTAL Other \$'000</b>
At fair value 1 July 2016	798,201	226,485	1,024,686	1,225	11,363	12,588
Accumulated depreciation at 1 July 2016	-	(76,035)	(76,035)	-	-	-
<b>Carrying value at 1 July 2016</b>	<b>798,201</b>	<b>150,450</b>	<b>948,651</b>	<b>1,225</b>	<b>11,363</b>	<b>12,588</b>
<b>Movements in Fair Value</b>						
Acquisition of assets at fair value	-	23,980	23,980	-	2,049	2,049
Revaluation increments/(decrements)	118,922	-	118,922	-	-	-
Transfers	(5,507)	10,533	5,026	-	(10,733)	(10,733)
Impairment loss	-	(83)	(83)	-	-	-
	<b>113,415</b>	<b>34,430</b>	<b>147,845</b>	<b>-</b>	<b>(8,684)</b>	<b>(8,684)</b>
<b>Movements in accumulated depreciation</b>						
Depreciation	-	(2,931)	(2,931)	-	-	-
Transfers	-	-	-	-	-	-
	<b>-</b>	<b>(2,931)</b>	<b>(2,931)</b>	<b>-</b>	<b>-</b>	<b>-</b>
At fair value 30 June 2017	911,616	260,915	1,172,531	1,225	2,679	3,904
Accumulated depreciation at 30 June 2017	-	(78,966)	(78,966)	-	-	-
<b>Carrying value at 30 June 2017</b>	<b>911,616</b>	<b>181,949</b>	<b>1,093,565</b>	<b>1,225</b>	<b>2,679</b>	<b>3,904</b>

## 29. INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT (cont)

### (ii) Valuation of Land and Buildings

At 30 June 2016, 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. in accordance with the basis of valuation referred to in Note 1(k).

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. An assessment on valuation was conducted in the current year. This year, freehold land was revalued up by an index rate of 15% from last financial year, but there was no material change in the value of Council buildings. A full revaluation of these assets will be conducted in 2017/18.

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

2017	Date of last Valuation	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Freehold land	30/06/2017	-	-	911,616
Freehold buildings	30/06/2016	-	-	181,949
<b>Total</b>		<b>-</b>	<b>-</b>	<b>1,093,565</b>

No transfers between levels occurred during the year.

### (iii) Valuation of Infrastructure

As at 30 June 2016, valuation of Council's bridges, median and drainage assets has been determined by the valuation undertaken by Ms Claudia O'queli, Senior Council's Asset Engineer – Asset Management. The valuation is at fair value based on replacement cost, less accumulated depreciation in accordance with the basis of valuation referred to in Note 1(k).

As at 30 June 2016, 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 System Victoria, SMEC Australia Pty Ltd, in accordance with the basis of valuation referred to in Note 1(k). SMEC Pavement Management system software was used to assist with this process.

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



## 29. INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT (cont)

### (iii) Valuation of Infrastructure (cont)

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

2017	Date of last Valuation	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000
Roads, streets and bridges	30/06/2016	-	-	222,109
Drainage	30/06/2016	-	-	103,271
<b>Total</b>		<b>-</b>	<b>-</b>	<b>325,380</b>

No transfers between levels occurred during the year.

### (iv) 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 and \$4,048 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 are calculated on a square metre basis and ranges from \$270 to \$4,065 per square metre. 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.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>30. LEASEHOLD IMPROVEMENTS</b>			
Leasehold improvements – building		441	495
<b>Total Leasehold improvements</b>		<b>441</b>	<b>495</b>

	Building \$'000
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**(i) Reconciliation**

**Gross carrying amount**

Balance 1 July 2016	540
Additions	-
Transfers	-
<b>Balance at 30 June 2017</b>	<b>540</b>

**Accumulated amortization**

Balance at 1 July 2016	(45)
Amortization expense	(54)
<b>Balance at 30 June 2017</b>	<b>(99)</b>

<b>Net book value at 30 June 2016</b>	<b>495</b>
<b>Net book value at 30 June 2017</b>	<b>441</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>31. INTANGIBLE ASSETS</b>			
Software	(a)	1,409	1,613
<b>Total intangible assets</b>		<b>1,409</b>	<b>1,613</b>

	Software \$'000
<b>(i) Reconciliation</b>	
<b>Gross carrying amount</b>	
Balance at 1 July 2016	2,043
Additions	-
Balance at 30 June 2017	<b>2,043</b>
<b>Accumulated amortization</b>	
Balance at 1 July 2016	(430)
Amortization expense	(204)
Balance at 30 June 2017	<b>(634)</b>
<b>Net book value at 30 June 2016</b>	<b>1,613</b>
<b>Net book value at 30 June 2017</b>	<b>1,409</b>

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

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>32. TRADE AND OTHER PAYABLES</b>			
<b>Unsecured</b>			
Trade creditors		10,492	9,891
Accrued expenses		3,506	3,866
<b>Total trade and other payables</b>		<b>13,998</b>	<b>13,757</b>

	Annual Leave \$'000	Long Service Leave \$'000	Total \$'000
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**33. PROVISIONS**

**2017**

Balance at beginning of the financial year	4,414	9,877	14,291
Additional provisions	4,086	649	4,735
Amounts used	(4,055)	(1,254)	(5,309)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	65	1,091	1,156
<b>Balance at the end of the financial year</b>	<b>4,510</b>	<b>10,363</b>	<b>14,873</b>

**2016**

Balance at beginning of the financial year	4,646	9,190	13,836
Additional provisions	3,670	901	4,571
Amounts used	(3,967)	(1,069)	(5,036)
Increase in the discounted amount arising because of time and the effect of any change in the discount rate	65	855	920
<b>Balance at the end of the financial year</b>	<b>4,414</b>	<b>9,877</b>	<b>14,291</b>

33. PROVISIONS (cont)

	Note	2017 \$'000	2016 \$'000
<b>(a) Employee Provisions:</b>			
<b>Current</b>			
Current provisions expected to be wholly settled within 12 months:			
Annual Leave		3,954	3,889
Long Service Leave		847	891
		<u>4,801</u>	<u>4,780</u>
Current provisions expected to be wholly settled after 12 months:			
Annual Leave		556	525
Long Service Leave		8,963	8,494
		<u>9,519</u>	<u>9,019</u>
<b>Total current employee provisions</b>		<u>14,320</u>	<u>13,799</u>
<b>Non-current</b>			
Long Service Leave		553	492
<b>Total non-current employee provisions</b>		<u>553</u>	<u>492</u>
<b>Total employee provisions</b>	l(e)	<u>14,873</u>	<u>14,291</u>
<b>Employee Provisions Summary:</b>			
Current		14,320	13,799
Non-current		553	492
<b>Total aggregate carrying amount of employee provisions</b>		<u>14,873</u>	<u>14,291</u>

The following assumptions were used in measuring the present value of employee provisions:

- Weighted average increase in employee costs 1.80% (3.30% in 2016)
- Discount rates from 1 year to 16 years within the range of 1.61% to 2.74% (1.59% to 2.15% in 2016)
- Settlement period from 1 year to 16 years.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>34. TRUST FUNDS AND DEPOSITS</b>			
<b>Summary</b>			
Current		1,428	1,282
Non-current		472	96
<b>Total trust funds and deposits</b>		<b>1,900</b>	<b>1,378</b>
<b>Summary</b>			
Trust funds	23	752	691
Deposits held	23	1,148	687
<b>Total trust funds and deposits</b>		<b>1,900</b>	<b>1,378</b>
<b>Current</b>			
Trust Funds			
- Subdivision street trees		102	117
- Eagle Views Estate		92	93
- Parking Planning Contributions		50	343
- Other trust funds		36	42
		<b>280</b>	<b>595</b>
Refundable deposits held			
- Tender contracts		136	189
- Sub-divisions		24	24
- Road opening permits		663	234
- Sundry		276	192
- Other deposits		49	48
		<b>1,148</b>	<b>687</b>
<b>Total current</b>		<b>1,428</b>	<b>1,282</b>
<b>Non-current</b>			
Trust Funds			
- Parking Planning Contributions		410	30
- Other trust funds		62	66
<b>Total non-current</b>		<b>472</b>	<b>96</b>
<b>Total trust funds and deposits</b>		<b>1,900</b>	<b>1,378</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
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**34. TRUST FUNDS AND DEPOSITS (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.

**35. INTEREST BEARING LOANS AND BORROWINGS**

**Current**

Borrowings – secured	(a)	15,211	2,823
<b>Total current</b>		<b>15,211</b>	<b>2,823</b>

**Non-Current**

Borrowings – secured	(a)	37,332	52,543
<b>Total non-current</b>		<b>37,332</b>	<b>52,543</b>
<b>Total interest bearing loans and borrowings</b>		<b>52,543</b>	<b>55,366</b>

(a) *The interest bearing loans are secured by a deed of charge over Council rates.*

The maturity profile of Council's borrowings is:

Not later than one year	15,211	2,823
Later than one year, but not later than five years	16,522	16,618
Later than five years	20,810	35,925
<b>Total interest bearing loans and borrowings</b>	<b>52,543</b>	<b>55,366</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

**36. RESERVES**

**(i) Summary of Reserve Types**

	Balance as at 30/6/17 \$'000	Balance as at 30/6/16 \$'000
Asset Revaluation Reserve	1,027,055	916,418
Asset Replacement Reserves	67,624	62,745
<b>Total Reserves</b>	<b>1,094,679</b>	<b>979,163</b>

**(ii) Reserve Movements**

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

**(a) Asset Revaluation Reserve**

2017	Balance as at 30/6/16 \$'000	Increment/ (Decrement) \$'000	Asset Disposal \$'000	Impairment Loss \$'000	Balance as at 30/6/17 \$'000
<b>Infrastructure</b>					
• Roads and streets	128,786	-	-	-	128,786
• Bridges, medians and local area traffic management	1,942	-	-	-	1,942
• Drainage	73,637	-	-	-	73,637
• Parks and gardens	471	-	-	(224)	247
	204,836	-	-	(224)	204,612
<b>Property</b>					
• Freehold land	652,060	118,922	-	-	770,982
• Freehold buildings	51,690	-	-	(83)	51,607
	703,750	118,922	-	(83)	822,539
<b>Other assets</b>					
• Heritage and culture – including art collection	283	-	-	-	283
	283	-	-	-	283
<b>Non-current assets classified as held for sale</b>					
• Freehold land	7,594	93	(7,594)	-	93
• Freehold buildings	(45)	-	(430)	(47)	(522)
	7,549	93	(8,024)	(47)	(429)
<b>Total asset revaluation reserve</b>	<b>916,418</b>	<b>119,015</b>	<b>(8,024)</b>	<b>(354)</b>	<b>1,027,055</b>

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



**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

**36. RESERVES (cont)**

**(ii) Reserve Movements (cont)**

**(a) Asset Revaluation Reserve (cont)**

<b>2016</b>	Balance as at 30/6/15 \$'000	Increment/ (Decrement) \$'000	Asset Disposal \$'000	Transfers \$'000	Impairment Loss \$'000	Balance as at 30/6/16 \$'000
<b>Infrastructure</b>						
• Roads and streets	133,569	(4,783)	-	-	-	128,786
• Bridges, medians & local area traffic management	1,744	198	-	-	-	1,942
• Drainage	70,825	2,812	-	-	-	73,637
• Parks and gardens	471	-	-	-	-	471
	<b>206,609</b>	<b>(1,773)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>204,836</b>
<b>Property</b>						
• Freehold land	539,003	120,297	-	(7,240)	-	652,060
• Freehold buildings	73,499	(18,987)	-	(107)	(2,715)	51,690
	<b>612,502</b>	<b>101,310</b>	<b>-</b>	<b>(7,347)</b>	<b>(2,715)</b>	<b>703,750</b>
<b>Other assets</b>						
• Heritage and culture – including art collection	283	-	-	-	-	283
	<b>283</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>283</b>
<b>Non-current assets classified as held for sale</b>						
• Freehold land	8,687	-	(8,333)	7,240	-	7,594
• Freehold buildings	1,003	-	(679)	107	(476)	(45)
	<b>9,690</b>	<b>-</b>	<b>(9,012)</b>	<b>7,347</b>	<b>(476)</b>	<b>7,549</b>
<b>Total asset revaluation reserve</b>	<b>829,084</b>	<b>99,537</b>	<b>(9,012)</b>	<b>-</b>	<b>(3,191)</b>	<b>916,418</b>

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

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>36. RESERVES (cont)</b>			
<b>(ii) Reserve Movements (cont)</b>			
<b>(a) Asset Revaluation Reserve (cont)</b>			
Details of movements.			
Balance at beginning of the financial year		916,418	829,084
Amount transferred as a result of revaluing assets:			
Infrastructure			
- Roads and streets		-	(4,783)
- Bridges, medians and local area traffic management		-	198
- Drainage		-	2,812
Property			
- Freehold land		118,922	120,297
- Freehold buildings		-	(18,987)
- Assets held for sale – freehold land		93	-
Amount transferred as a result of selling assets:			
- Assets held for sale – freehold land		(7,594)	(8,333)
- Assets held for sale – freehold buildings		(430)	(679)
Amount transferred as a result of transferring from assets held for sale to property assets:			
- Assets held for sale – freehold land		-	(218)
- Assets held for sale – freehold buildings		-	(385)
- Freehold land		-	218
- Freehold buildings		-	385
Amount transferred as a result of transferring from property assets to assets held for sale:			
- Assets held for sale – freehold land		-	7,458
- Assets held for sale – freehold buildings		-	492
- Freehold land		-	(7,458)
- Freehold buildings		-	(492)
Amount transferred as a result of impairment loss:			
- Parks and gardens		(224)	-
- Asset held for sale – freehold buildings		(47)	(476)
- Freehold buildings		(83)	(2,715)
<b>Balance at end of the financial year</b>		<b>1,027,055</b>	<b>916,418</b>

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

**36. RESERVES (cont)**

**(ii) Reserve Movements (cont)**

**(b) Asset Replacement Reserves**

<b>2017</b>	Balance as at 30/6/16 \$'000	Transfers between \$'000	Transfers to \$'000	Transfers from \$'000	Balance as at 30/6/17 \$'000
<b>Statutory Reserves</b>					
Public Open Space	3,468	-	7,159	(2,298)	8,329
Off-Street Car Parking	252	-	-	-	252
<b>Total statutory reserves</b>	<b>3,720</b>	<b>-</b>	<b>7,159</b>	<b>(2,298)</b>	<b>8,581</b>
<b>Discretionary Reserves</b>					
General	4,273	-	1,204	(734)	4,743
Plant and Equipment	9,849	-	5,626	(3,251)	12,224
Strategic Properties	39,472	-	15,014	(20,296)	34,190
Asset Renewal	2,527	-	1,442	-	3,969
Car Parking Meters	413	-	776	(6)	1,183
BPI Investment	168	-	21	(28)	161
IT Equipment	1,800	-	250	-	2,050
WaterMarc renewal	523	-	-	-	523
<b>Total discretionary reserves</b>	<b>59,025</b>	<b>-</b>	<b>24,333</b>	<b>(24,315)</b>	<b>59,043</b>
<b>Total Asset replacement reserves</b>	<b>62,745</b>	<b>-</b>	<b>31,492</b>	<b>(26,613)</b>	<b>67,624</b>

<b>2016</b>	Balance as at 30/6/15 \$'000	Transfers between \$'000	Transfers to \$'000	Transfers from \$'000	Balance as at 30/6/16 \$'000
<b>Statutory Reserves</b>					
Public Open Space	1,702	-	3,152	(1,386)	3,468
Off-Street Car Parking	252	-	-	-	252
<b>Total statutory reserves</b>	<b>1,954</b>	<b>-</b>	<b>3,152</b>	<b>(1,386)</b>	<b>3,720</b>
<b>Discretionary Reserves</b>					
General	2,299	-	2,128	(154)	4,273
Plant and Equipment	8,327	(1,550)	5,730	(2,658)	9,849
Strategic Properties	27,574	-	22,624	(10,726)	39,472
Asset Renewal	1,004	-	1,523	-	2,527
Car Parking Meters	306	-	386	(279)	413
BPI Investment	130	-	38	-	168
IT Equipment	-	1,550	250	-	1,800
WaterMarc renewal	400	-	123	-	523
<b>Total discretionary reserves</b>	<b>40,040</b>	<b>-</b>	<b>32,802</b>	<b>(13,817)</b>	<b>59,025</b>
<b>Total Asset replacement reserves</b>	<b>41,994</b>	<b>-</b>	<b>35,954</b>	<b>(15,203)</b>	<b>62,745</b>

The above tables generally indicate usage of funds for budgeted capital works and recovery of capital from previous expenditures and investment projects in the ordinary course of business. These amounts are determined in accordance with the approved budget and subsequent Council reports.

**36. RESERVES (cont)**

**(ii) Reserve Movements (cont)**

**(b) 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 was separated from the Plant and Equipment Reserve following a fleet review during the year. The reserve accumulates funds to be used for the purchase of a computer system.

The WaterMarc Renewal Reserve accumulates funds to replace or repair assets at the WaterMarc Aquatic Centre, as required.

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
<b>37. RECONCILIATION OF SURPLUS/(DEFICIT) TO CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Surplus for the year		17,754	12,284
(Profit)/loss on disposal of infrastructure, property, plant and equipment	10	1,005	(1,613)
Depreciation and amortization	15	18,837	18,844
Impairment loss		357	-
Finance costs - interest	17	3,549	3,731
Work in Progress transferred to expense	29(i)	-	73
Share of profit of associate	28	(160)	(184)
<b>Change in assets and liabilities, excluding investing activities:-</b>			
(Increase)/decrease in trade and other receivables		(4,039)	(1,258)
Decrease/(increase) in inventories		(6)	2
Increase/(decrease) in prepayments		649	(831)
Decrease/(increase) in trade and other payables		(4,471)	(1,556)
Increase in employee provisions		582	455
(Increase)/decrease in trust funds and deposits		522	223
<b>Net cash provided by operating activities</b>		<b>34,579</b>	<b>30,170</b>
<b>38. FINANCING ARRANGEMENTS</b>			
Business card facilities		161	177
Overdraft facilities		700	700
<b>Total facilities</b>		<b>861</b>	<b>877</b>
<b>Unused facilities</b>			
- Business card facilities		124	134
- Overdraft facilities		700	700
		<b>824</b>	<b>834</b>
<b>Used facilities</b>			
- Business card facilities		37	43
		<b>37</b>	<b>43</b>
<b>Total facilities</b>		<b>861</b>	<b>877</b>

### 39. 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 2017, this was 9.50% required under Superannuation Guarantee legislation (9.50% for 2015/2016).

#### 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.

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.

As at 30 June 2016, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the defined benefit category, of which Banyule City Council is a contributing employer, was 102.0% (105.8% at 30 June 2015).

To determine the VBI, the Fund Actuary used the following long-term assumptions:

Net investment returns	7.00%pa
Salary information	4.25%pa
Price inflation (CPI)	2.50%pa

Vision Super has advised that the estimated VBI as at 30 June 2017 was 103.10%.

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

### **39. SUPERANNUATION (cont)**

#### **Employer Contributions**

##### *Regular Contributions*

On the basis of the results of the 2016 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2017, this rate was 9.50% of members' salaries (9.50% in 2015/2016). This rate will increase in line with any increase to the Superannuation Guarantee contribution rate.

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

##### *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.

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

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

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

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

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

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

The VBI surplus means that the market value of the Fund's assets supporting the Defined Benefit obligations exceed the vested benefits that the Defined Benefit members would have been entitled to if they had all exited on 30 June 2016.

The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses. Council was notified of the 30 June 2016 VBI during August 2016.

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

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

**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

**40. CONTRACTUAL COMMITMENTS**

Council has entered into the following commitments

<b>2017</b>	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>Operating</b>					
Cash collection & security	32	32	97	32	193
Cleaning services	575	575	816	-	1,966
Insurance	58	20	60	20	158
Internal audit fee	22	-	-	-	22
Mail distribution	86	87	87	-	260
Parking & traffic enforcement	1,464	1,464	3,661	-	6,589
Stormwater facility maintenance	110	-	-	-	110
Tree maintenance	562	638	-	-	1,200
Other contracts	101	31	115	-	247
<b>Total operating commitments</b>	<b>3,010</b>	<b>2,847</b>	<b>4,836</b>	<b>52</b>	<b>10,745</b>
<b>Capital</b>					
Buildings	1,122	-	-	-	1,122
Parks and gardens	313	-	-	-	313
Drainage	317	-	-	-	317
<b>Total capital commitments</b>	<b>1,752</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,752</b>

<b>2016</b>	Not later than 1 year \$'000	Later than 1 year and not later than 2 years \$'000	Later than 2 years and not later than 5 years \$'000	Later than 5 years \$'000	Total \$'000
<b>Operating</b>					
Cleaning services	416	405	863	-	1,684
Insurance	44	45	-	-	89
Internal audit fee	117	18	-	-	135
Mail distribution	53	-	-	-	53
Stormwater facility maintenance	109	110	-	-	219
Tree maintenance	681	591	671	-	1,943
<b>Total operating commitments</b>	<b>1,420</b>	<b>1,169</b>	<b>1,534</b>	<b>-</b>	<b>4,123</b>
<b>Capital</b>					
Buildings	18,989	-	-	-	18,989
Roads	39	-	-	-	39
Plant & Equipment	133	-	-	-	133
Playgrounds	629	-	-	-	629
<b>Total capital commitments</b>	<b>19,790</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,790</b>



**Notes to and forming part of the Financial Statements  
for the year ended 30 June 2017**

	Note	2017 \$'000	2016 \$'000
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**41. OPERATING LEASES**

**(i) Operating Lease Commitments**

At the reporting date, Council had the following obligations under non-cancellable operating leases for the lease of equipment, land and/or buildings, for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year		200	137
Later than one year and not later than two years		198	34
Later than two years and not later than five-years		157	31
<b>Total operating lease commitments</b>		<b>555</b>	<b>202</b>

**(ii) Operating 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 17 years. Some leases include a CPI based revision of the rental charge annually.

Future minimum rental income under non-cancellable operating leases is as follows:

Not later than one year		1,795	1,602
Later than one year and not later than five years		3,238	1,414
Later than five years		162	421
<b>Total operating lease receivables</b>		<b>5,195</b>	<b>3,437</b>

The income for the period is shown in the Comprehensive Income Statement, under revenue as rental income.

**42. CONTINGENT LIABILITIES AND CONTINGENT ASSETS**

**(i) Guarantees**

The Banyule City Council has undertaken to act as bank guarantor for:

- various local organisations' outstanding loans	(a)	20	37
<b>Total guarantees</b>		<b>20</b>	<b>37</b>

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.

- (a) Council is currently acting as guarantor for loans taken out by three Sporting Clubs to be used for significant capital improvements to the Council's sporting facilities that are on Council land. At balance date, the total outstanding balance on these loans was \$20,085 (\$36,971 in 2016). At balance date we have received independent confirmation that the Clubs are continuing to meet repayments in accordance with the requirements of their individual loan agreements.

**42. CONTINGENT LIABILITIES AND CONTINGENT ASSETS (cont)**

**(ii) Contingent Liabilities arising from Public/Products Liabilities**

As a local authority with ownership of numerous parks, reserves, roads and other land holdings, the Council is regularly met with claims and demands allegedly arising from incidents which occur on land belonging to Council. There are a number of outstanding claims against Council in this regard. Council carries \$300 million of public/products liability insurance however the maximum liability of Council in any single claim is the extent of its excess. The primary insurer is CGU Insurance Ltd. There are no claims of which Council is aware which would fall outside the terms of Council's policy.

**(iii) Contingent Liability arising from Professional Indemnity**

As a local authority with statutory regulatory responsibilities, including the responsibility of issuing permits and approvals, Council is met with claims and demands for damages allegedly arising from actions of Council or its Officers. Council carries \$200 million of professional indemnity insurance however the maximum liability of Council in any single claim is the extent of its excess. The primary insurer is CGU Insurance Ltd. There are no instances or claims of which Council is aware which would fall outside the terms of Council's policy.

**(iv) Superannuation Contributions**

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 39. 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.

#### 43. FINANCIAL INSTRUMENTS

**(i) 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 Note I 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.

**(ii) 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.

**(iii) 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.

#### **43. FINANCIAL INSTRUMENTS (cont)**

##### **(iv) 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. To help manage this risk Council:

- has a policy for establishing credit limits for the entities Council deals with
- may require collateral where appropriate
- 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. There are no material assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the Balance Sheet, such as when a guarantee is provided for another party. Details of Council's contingent liabilities are disclosed in Note 42.

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.

##### **(v) 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
- 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 42 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 at Note 35. Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

**43. FINANCIAL INSTRUMENTS (cont)**

**(vi) Sensitivity Disclosure Analysis**

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

- A parallel shift of +0.5% and -0.5% in market interest rates (AUD) from year end rates of 2.65%.

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.

**(vii) Fair Value**

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

*Fair Value Hierarchy*

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

#### 44. RELATED PARTY DISCLOSURES

##### (i) Related Parties

###### **Parent Entity**

Banyule City Council is the parent entity

###### **Subsidiaries and Associates**

There are no subsidiaries or associates

##### (ii) Key Management Personnel

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

	2017
<b>Councillors</b>	<b>No.</b>
Tom Melican (Mayor from 22/10/2016)	1
Craig Langdon (Mayor to 22/10/2016)	1
Mark Di Pasquale	1
Rick Garotti	1
Wayne Phillips	1
Alison Zandegu (from 22/10/2016)	1
Peter Castaldo (from 22/10/2016)	1
Jenny Mulholland (to 22/10/2016)	1
Steven Briffa (to 22/10/2016)	1
<b>Total Number of Councillors</b>	<b>9</b>
Chief Executive Officer – Simon McMillan	1
<b>Directors:</b>	
Corporate Services - Marc Giglio	1
City Development – Scott Walker	1
Community Programs – Allison Beckwith	1
Assets & City Services – Geoff Glynn	1
<b>Total Key Management Personnel</b>	<b>14</b>

##### (iii) Remuneration of Key Management Personnel

Total remuneration of key management personnel was as follows:

	2017
	\$'000
Short-term benefits	1,586
Long-term benefits	28
Termination benefits	-
<b>Total</b>	<b>1,614</b>

**44. RELATED PARTY DISCLOSURES (cont)**

**(iii) 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:

	2017 No.
\$0 - \$9,999	2
\$10,000 - \$19,999	2
\$20,000 - \$29,999	3
\$40,000 - \$49,999	1
\$70,000 - \$79,999	1
\$250,000 - \$259,999	4
\$330,000 - \$339,999	1
<b>Total</b>	<b>14</b>

**(iv) Transactions with related parties**

During the period Council entered into the following transactions with related parties:  
\$Nil (2016: \$Nil).

**(v) Outstanding balances with related parties**

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties:  
\$Nil (2016: \$Nil).

**(vi) 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 (2016: \$Nil).

**(vii) Commitments to/from related parties**

\$Nil (2016: \$Nil).

**45. 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 \$142,000 (2016 exceeds \$139,000).

The numbers of Senior Officers are shown below in their relevant income bands:

	2017 No.	2016 No.
Income range:		
\$140,000 - \$149,999	4	5
\$150,000 - \$159,999	3	1
\$160,000 - \$169,999	7	6
\$170,000 - \$179,999	5	6
\$180,000 - \$189,999	2	2
<b>Total</b>	<b>21</b>	<b>20</b>

	\$'000	\$'000
Total Remuneration for the reporting year for Senior Officers included above, amounted to:	3,443	3,300

**46. EVENTS OCCURRING AFTER BALANCE DATE**

No matters have occurred after balance date that requires disclosure in the Financial Report.



## Certification of the Financial Statements for the year ended 30 June 2017

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In my opinion the accompanying Financial Statement 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

Date: Monday, 18 September 2017  
Ivanhoe

In our opinion the accompanying Financial Statements present fairly the financial transactions of Banyule City Council for the year ended 30 June 2017 and the financial position of the Council as at that date.

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

We have been authorised by the Council on Monday, 18 September 2017 and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the Financial Statements in their final form.



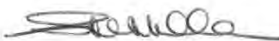
MARK DI PASQUALE  
Councillor

Dated: Monday, 18 September 2017  
Ivanhoe



RICK GAROTTI  
Councillor

Dated: Monday, 18 September 2017  
Ivanhoe



SIMON McMILLAN  
Chief Executive Officer

Dated: Monday, 18 September 2017  
Ivanhoe

## Independent Auditor's Report

### To the Councillors of Banyule City Council

**Opinion** I have audited the financial report of Banyule City Council (the council) which comprises the:

- balance sheet as at 30 June 2017
- 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 a summary of significant accounting policies
- certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2017 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.

**Basis for Opinion** I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. My responsibilities under the Act are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975*. 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 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

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

**Councillors' responsibilities for the financial report** 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 *Local Government Act 1989*, 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.

In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, and using the going concern basis of accounting unless it is inappropriate to do so.

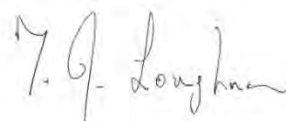
**Auditor's responsibilities for the audit of the financial report** As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole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

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

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

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

MELBOURNE  
20 September 2017



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

# How to contact your Council

For all enquiries or information about any Council services:

Telephone: **9490 4222**

Email: **enquiries@banyule.vic.gov.au**

Website: **www.banyule.vic.gov.au**

Fax: 9499 9475

If your hearing or speech is impaired, you can call us through the National Relay Service on **133 677** (TTY) or **1300 555 727** (ordinary handset) and ask for 94904222.

## Postal Address:

PO Box 94, Greensborough 3088

DX 97904 Ivanhoe

## Council Service Centres:

Greensborough: Level 3, 1 Flintoff Street

Ivanhoe: 275 Upper Heidelberg Road

Rosanna: 72 Turnham Avenue (inside Rosanna Library)

## Office Hours of Opening:

Greensborough & Ivanhoe: Monday – Friday 8.30am – 5pm

Rosanna: Monday – Friday 10am – 12noon and 1pm – 4pm

## Interpreter service:

If you need an interpreter, please contact TIS National on 131 450 and ask to be connected to Banyule Council on 9490 4222.

إذا كنتم بحاجة إلى مترجم، الرجاء الاتصال بالخط القومي لخدمة الترجمة الهاتفية  
على الرقم 131 450، واطلبوا إصالحكم ببلدية بانويل على الرقم 9490 4222.

若你需要口譯員，請致電131 450聯絡TIS National，要求他們為你  
致電9490 4222接通Banyule市政廳。

Ako vam je potreban tumač, molimo vas, nazovite TIS National na broj 131 450 i zatražite da vas se spoji sa Vijećem općine Banyule na broj 9490 4222.

Αν χρειάζεστε διερμηνέα τηλεφωνήστε στην Εθνική Υπηρεσία  
Διερμηνέων Μεταφραστών στον αριθμό 131 450 και ζητήστε να σας  
συνδέσουν με τη Δημαρχία Banyule στο 9490 4222.

Se hai bisogno di un interprete chiama TIS National al numero 131 450 e chiedi di essere messo in comunicazione con il Comune di Banyule al numero 9490 4222.

Ако ви треба преведувач ве молиме јавете се на TIS National на  
131 450 и замовете да ве поврзат со Banyule Council на 9490 4222.

如果你需要一名翻译，请打电话到国家电话翻译服务处(TIS National)  
131 450，再转接到Banyule市政府9490 4222

Haddii aad u baahan tahay mutarjum wac khadka qaranka oo ah TIS  
131 450 weydiina in lagugu xiro Degmada Banyule tel: 9490 4222.

Nếu cần thông dịch, xin gọi cho TIS Toàn Quốc qua số 131 450 rồi  
nhờ họ gọi cho Hội Đồng Thành Phố Banyule theo số 9490 4222  
giùm quý vị.