

Annual Report 2020-2021





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Acknowledgement of Country

Nillumbik Shire Council respectfully acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners of the Country on which Nillumbik is located, and we value the significance of the Wurundjeri people's history as essential to the unique character of the Shire. We pay tribute to all First Nations People living in Nillumbik, give respect to Elders past, present and future, and extend that respect to all First Nations People.

We respect the enduring strength of the Wurundjeri Woi-wurrung and acknowledge the ongoing impacts of past trauma and injustices from European invasion, massacres and genocide committed against First Nations People. We acknowledge that sovereignty was never ceded.

Wurundjeri Woi-wurrung people hold a deep and ongoing connection to this place. We value the distinctive place of our First Nations People in both Nillumbik and Australia's identity; from their cultural heritage and care of the land and waterways, to their ongoing contributions in many fields including academia, agriculture, art, economics, law, sport and politics.

Cottles Bridge

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COVER

Live performers entertaining
the community in the Eltham
North Adventure Playground



A rural road heading towards Diamond Creek

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About our annual report

Nillumbik Shire Council is proud to present its annual report for the financial year to 30 June 2021.

This report is an important part of Council's commitment to open and accountable governance. The report informs our community and stakeholders – including residents, ratepayers, customers, businesses, prospective staff, government agencies and other interested groups – and reflects Council's commitment to making Nillumbik a better place for current and future generations.

The Annual Report is an overview of the Council's performance in the 2020-2021 financial year against the five strategic objectives set out in the Council Plan 2017-2021 and Annual Budget 2020-2021.

The report details Council's operations and performance during the financial year, including the State Government's Local Government Performance Reporting Framework (LGPRF) which can also be found at knowyourcouncil.vic.gov.au

The report highlights achievements and challenges in key operational areas and provides comprehensive corporate governance information as well as audited financial statements. It includes issues impacting the sustainability of Nillumbik and our organisation, and our financial and sustainability performance.

Case studies are used throughout the report to provide practical, personal examples of the various Council projects and initiatives, and their impacts on, and benefits to the Nillumbik community.

The COVID-19 pandemic continues to have a profound impact on Council's operations, projects and service delivery throughout the year. COVID-19 icons have been introduced to this Annual Report that highlight COVID-19 impacts on Council and our community, and the Council's response to those impacts.

The report also includes statutory reporting and legislative information, and fulfils Council's statutory responsibilities under the *Local Government Act 1989* and *Local Government Act 2020* (noting that there are currently transitional clauses between the new and old Acts) and other legislation. Further detail on the Acts in operation can be found on page 153 of this report.

The structure of this report

This report is divided into five broad sections:

- An overview of the report, the Shire and Council performance (pages 3-61)
- An overview of our community and our organisation (pages 63-95)
- Our performance against the five strategic objectives of the Council Plan 2017-2021 (pages 97-149)
- Corporate governance and statutory reporting (pages 151-175)
- Financial and performance statements (pages 177-247).

How to obtain a copy of this Annual Report

Additional copies of this Annual Report can be obtained by:

- Logging onto the publications section of Council's website: www.nillumbik.vic.gov.au
- Telephoning Customer Service on 03 9433 3111
- Sending an email to nillumbik@nillumbik.vic.gov.au
- Writing to Nillumbik Shire Council, PO Box 476, Greensborough VIC 3088.

Council welcomes your feedback and ideas about this report. If you want to provide feedback or would like more information on any matters contained in this report, please contact Council's Business Performance team on 9433 3111 or email nillumbik@nillumbik.vic.gov.au.

If you would like this report in an alternative format, please contact Customer Service on 9433 3111. An Easy English version of the report is available on our website.

Key



COVID-19 Response



COVID-19 Impact



Eltham Skate Park will undergo an upgrade in 2021-2022

2020-2021 At a glance

Council plan goal – Engaged, connected communities – page 99

✓ Achievements	🔍 Challenges	📅 The year ahead
<ul style="list-style-type: none"> • Established the first Nillumbik Youth Council, recruiting 15 diverse local young people (page 101) • During COVID-19 lockdowns, Living & Learning Nillumbik transitioned a number programs to online delivery, and as a result are now offering a more diverse range of programs (page 101) • Established an iPad Loan program to connect older people digitally and increase their digital literacy (page 101) • Received a total of 430 survey responses to the 'BMX in Nillumbik' survey, which led to a successful grant application to upgrade Eltham Skate Park. This project will be delivered across 2021-2023 (page 101) 	<ul style="list-style-type: none"> • Loss of volunteers due to COVID-19 (page 102) • Connecting with community members with limited technology access and skills (page 102) • COVID-19 lockdowns changed the focus of work delivered to be more reactive in supporting individual community members, rather than the typical community development approach of empowering and fostering the community to deliver their own projects and initiatives (page 102) • Ongoing effects of COVID-19 on our community are significant, including unemployment, mental and physical health and resilience (page 102) 	<ul style="list-style-type: none"> • The recently established Aged Care Navigation and Advocacy Officer will continue to provide aged care support and advocacy to older residents, carers and their families (page 102) • Diversify current volunteering opportunities (page 102) • Seek external funding to commence the building works at Eltham Woods Family Centre and Diamond Hills Preschool (page 102) • Co-design and development of a four year youth strategy and action plan with the Nillumbik Youth Council (page 102)



COVID-19 Response



COVID-19 Impact

Council plan goal – Active and creative people – page 113

✓ Achievements	🔍 Challenges	🔄 The year ahead
<ul style="list-style-type: none"> Over 50,000 people experienced arts and culture content through the Art in the Time of COVID-19 program via digital and in person opportunities, and the program employed 163 artists (page 115) Delivered three citizenship ceremonies, and for the first time we delivered a virtual ceremony. In 2020-2021, a total of 55 conferees were welcomed as new citizens to Nillumbik (page 115) Implemented the Grants Guru program that enables the community to seek funding opportunities from various local and state government and philanthropic sources (page 115) Consultation for the Arts and Culture Strategy 2022-2026 has heard from over 2,000 voices around what the community wants for the future of local arts and culture (page 115) Developed and adopted the Nillumbik Community Pandemic Recovery Plan 2021-2022 (page 115) Major capital works projects completed this year included the Diamond Creek Trail (Stage 1), Diamond Creek Regional Playspace, the Diamond Creek Netball Pavilion and the Greensborough Hockey Club Pavilion (pages 24-31) 	<ul style="list-style-type: none"> The arts and culture sector has been one of worst affected through the COVID-19 pandemic. The overall industry will require sustained and consistent support in the short to medium term to recover activity back to pre-COVID-19 levels (page 116) COVID-19 restrictions imposed throughout the year severely impacted planned activities and events in our community, and organisers were faced with the possibility of having to cancel events after long-term planning (page 116) 	<ul style="list-style-type: none"> Deliver the adopted Pandemic Recovery Plan 2021-2022 (page 117) Develop an Events Policy and Community Grants Policy to support better administration and delivery of these important Council activities (page 117) Develop and adopt the Arts and Culture Strategy 2022-2026 (page 117) Provide support to event organisers to facilitate and re-assess how they deliver events in a COVID-Safe way (page 117)



COVID-19 Response



COVID-19 Impact

Council plan goal – Safe and healthy environments – page 121

✓ Achievements	🔍 Challenges	🔄 The year ahead
<ul style="list-style-type: none"> Following adoption of the Bushfire Mitigation Strategy in July 2019, the action plan to support implementation of the strategy was integrated in the Municipal Fire Management Plan 2020-2023 (page 124) Successfully delivered a fire season online media campaign which reached 95,000 people in Nillumbik and surrounding areas (page 124) Continued to provide statutory services (including local law enforcement, building, planning and health services) during COVID-19 restrictions in line with Victorian Government health guidelines (page 124) The Communities First project occurred across the year, which supports placing the community at the centre of preparing for bushfires, building on existing capacity, collaboration and strengthened relationships with communities, agencies and Council (page 124) Registered and responded to more than 3,200 applications for swimming pool and spa registrations in response to Victorian Government legislation changes regarding resident swimming pools and spas (page 125) Implemented respective actions in the adopted Domestic Animal Management Plan 2017-2021 (DAMP) and Domestic Wastewater Management Plan 2019 (DWMP) (page 124-125) 	<ul style="list-style-type: none"> The Building Surveying industry is experiencing a severe shortage of building practitioners that is making it difficult for Council to maintain and recruit staff to ensure delivery of building permit services and other statutory requirements (page 125) Council continues to actively advocate for funding for traffic congestion and safety improvements, identified as the most important issue for Nillumbik residents in the 2021 Annual Community Survey (page 125) Ensuring community readiness in the face of high potential for bushfires in the 2021-2022 summer period taking into consideration COVID-19 restrictions (page 125) Nillumbik, together with all Victorian councils, are participating in a collective procurement process with the Metropolitan Waste Resource Recovery Group to ensure that the recycling industry is sustainable and delivering value added products (page 125) Due to COVID-19 restrictions, Council's Environmental Health Officers were unable to conduct three out of four tobacco test purchasing days (page 125) 	<ul style="list-style-type: none"> Adoption and delivery of year 1 actions of the new 2021-2025 Domestic Animal Management Plan (page 126) Continue to review and develop a new set of Nillumbik Local Laws to be adopted in mid-2022 (page 126) Continue to implement bushfire mitigation, awareness and resilience actions from the adopted Bushfire Mitigation Strategy, with a focus on strengthening partnerships and collaboration with the community, as well as deliver the 2021-2022 annual fire hazard inspection program (page 126) Implement legislative changes to the <i>Food Act 1984</i> and the introduction of the <i>Environment Protection Amendment Act 2018</i>, <i>Environment Protection Amendment Act 2020</i> and Regulations (page 126)



COVID-19 Response



COVID-19 Impact

Council plan goal – A prosperous economy – page 135

✓ Achievements	🔍 Challenges	🔄 The year ahead
<ul style="list-style-type: none"> Completed year 3 of the Yarra Ranges Tourism Partnership with a focus on growing and effectively promoting our visitor economy (page 136) A series of Shop Local campaigns were delivered throughout COVID-19 restrictions (page 136) Streamlined and refreshed Council web pages to improve the customer experience and provide accurate information to assist business (page 136) Delivered a dedicated business customer management system;- Better Business Approvals Program (page 136) 	<ul style="list-style-type: none"> The ongoing COVID-19 effects on local business and tourism within the Shire, and Council's ability to continue to support these businesses (page 137) Discovering and connecting with home-based business continues to be a challenge due to a lack of requisite Council registrations and approvals for these types of businesses, resulting in no database (page 137) Support for driving local jobs and employment in a COVID-19 environment (page 137) Implementation and delivery of infrastructure and amenity improvements identified in township and strategic plans are contingent on external funds (page 137) 	<ul style="list-style-type: none"> Implement the actions plan for year 2 of the adopted Nillumbik Economic Development Strategy 2020-2030 (page 137) Continue to partner with Yarra Ranges Tourism to market the region to visitors, including two campaigns specific to Nillumbik (page 137) Integrate with the broader Council program such as the proposed online booking system for event ticketing to provide easier access to tourism, business marketing, mentoring and educational programs (page 137) Promote employment initiatives for local residents (page 137)

Council plan goal – Responsible leadership – page 143

✓ Achievements	🔍 Challenges	🔄 The year ahead
<ul style="list-style-type: none"> Successfully transitioned the majority of staff in and out of four COVID-19 lockdowns, responding to work from home orders (page 145) Council continues to comply with the Victorian Government rate cap and delivered a 0% rate increase in the 2020-2021 financial year (page 145) Increased focus on community engagement, including the adoption of Council's first Community Engagement Policy (page 145) Received over 2,000 responses in the Our People, Our Place, Our Future community consultations to support the development of Council's strategic plans (page 145) 	<ul style="list-style-type: none"> COVID-19 and the ever-changing restrictions continue to provide challenges for all areas of Council services, requiring agile management of operations and communications to the community and Council staff (page 146) The continuing shift in the media landscape has heightened the need for innovative ways to reach our community and other key stakeholders Responding to increased cyber security threats, to harden our barriers and inform our staff on the potential of attacks from hackers and cyber thieves, particularly around Council data (page 146) 	<ul style="list-style-type: none"> Delivery of the final year actions in the Nillumbik Customer First Strategy 2019-2022 (page 146) Continue to manage Council's operations and service delivery in line with the Victorian Government's Chief Health Officer (CHO) advice in response to COVID-19 (page 146) Adoption of the important strategic documents, Council Plan 2021-2025 and Community Vision – Nillumbik 2040, in October 2021, following public consultation (page 146)



Council received its first ARA Gold Award for our 2019-2020 Annual Report

Awards and recognition

Council received a number of awards during 2020-2021, including:

Award / Recognition	Summary
2021 ARA Gold Award – 2019-2020 Annual Report	Council's 2019-2020 Annual Report was awarded a Gold Award in the annual Australasian Reporting Awards (ARAs). This is the first time Nillumbik's report has received a Gold Award, after receiving a Silver Award in 2019 and a Bronze Award in 2015. The ARAs were established in 1950 to award excellence in preparing annual reports to improve the standards of financial reporting and communicating with stakeholders.
2020 Cities Power Partnership National Climate Awards	Council won the prestigious Innovation (Metropolitan) Award at the 2020 Cities Power Partnership National Climate Awards. Council's Hybrid Solar and Battery Off-Grid at the Community Bank Stadium in Diamond Creek project was a joint winner. See case study on page 52 for more detail.
Playground Design Awards	The Diamond Creek Regional Playspace won the prestigious Parks and Leisure Australia Award. The case study on page 123 provides more detail. The Eltham North Adventure Playground also won a Kidsafe National Playspace Award.
2021 Australian Financial Review BOSS Magazine Best Places to Work	Nillumbik was named on the 2021 Australian Financial Review BOSS Magazine Best Places to Work List. Council ranked third in the Government, Education and Not-for-Profit industry list and was the only local government organisation to be recognised. More information is provided on page 92.
Customer Service Benchmarking Assessment Mystery Shopping	Nillumbik was rated the best council in the local government sector (out of 50 participating councils) for call interaction quality scores measured through the Customer Service Benchmarking Assessment (CSBA) Mystery Shopping Program. Council also ranked tenth out of 195 organisations overall. More information is provided on page 145 and 147.



Sunset at Sugarloaf Reservoir

About Nillumbik

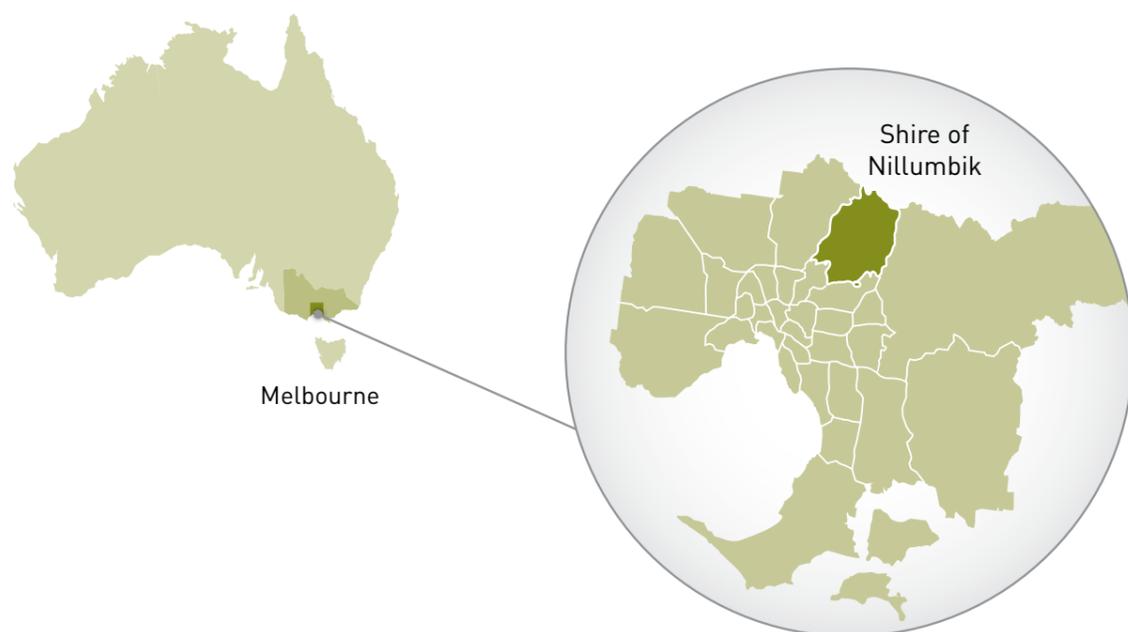
Our Vision Nillumbik is Australia's most liveable Shire (Council Plan 2017-2021).

Our new Vision will be articulated through the **Community Vision – Nillumbik 2040** which will be adopted by Council in October 2021



Our Mission Collaborate with our community for a thriving, sustainable future

Our Values Respect, Integrity, Collaboration, Adaptability, Community



Nillumbik by numbers

Area: 432 square kilometres



65,219 total population
70,315 is Forecasted population by 2036

Median age is 41 years

28.0% have a university qualification (Bachelor or higher)



19% Trade qualification (certificate)
4.3% Unemployment
1099 SEIFA index of disadvantage

24.2% of population aged 0-17 years
40.1% of population aged 18-49 years
27.9% of population aged 50-69 years
6.7% of population aged 70-84 years
1.1% of population aged 85+ years
0.4% of population are Aboriginal and Torres Strait Islander
16.0% of population are born overseas

70% travel to work by car (either as driver or passenger)



10% Travel to work by public transport



\$2,093 Median weekly household income

7.0% Medium and high-density housing
9.0% Households renting
48.0% Households with a mortgage



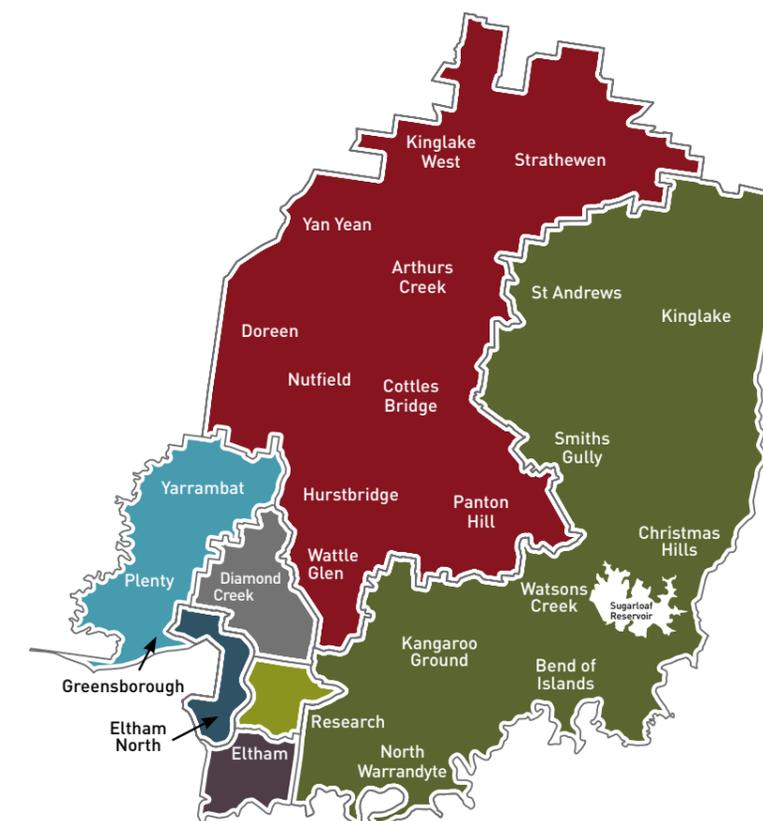
9% speak a language other than English at home



24% of population are volunteers

KEY

- Blue Lake Ward
- Bunjil Ward
- Edendale Ward
- Ellis Ward
- Sugarloaf Ward
- Swipers Gully Ward
- Wingrove Ward



About Nillumbik

History

The area now comprising the Shire of Nillumbik was inhabited for tens of thousands of years by the Wurundjeri-willam clan of the Woi Wurrung speaking people. Wurundjeri is the clan name, willam refers to a subsection of the clan associated with a specific land area recorded as the Yarra and Plenty. The Wurundjeri people called the region 'Nillumbik', meaning shallow earth, a name later used by the Europeans who settled here.

European settlement of the Nillumbik area dates from the late 1830s, with land used mainly for grazing, timber cutting and viticulture. Despite this timber and agricultural activity, the area was slow to develop until the discovery of gold in the 1850s. Gold saw the establishment of townships such as Panton Hill, Research, Queenstown (now St Andrews) and Diamond Creek in the late 1850s and 1860s. From 1870 to 1900, orchards spread along the Diamond Valley, with the prosperity of the fruit-growing industry resulting in the townships of Arthurs Creek, Doreen, Plenty and Strathewen. A railway was built to Eltham and later Hurstbridge in the early 1900s supporting industry and residents.

Location

Renowned as "the Green Wedge Shire", Nillumbik is located in Melbourne's north-east and provides our residents with easy access to Melbourne, its services, job opportunities and facilities; along with access to an abundance of open space, vibrant communities and unique environmental landscapes.

Nillumbik Shire's boundaries are the Kinglake National Park in the north, the Yarra escarpment in the east, the Yarra River in the south, and the Plenty River and Yan Yean Road in the west. Nillumbik's location on the urban fringe along with its unique environmental characteristics make the area prone to bushfire. Our community's strong sense of belonging and high-levels of engagement has strengthened its ability to prepare for, respond to and recover from bushfires.

Community

Nillumbik has a population of approximately 65,000 people who enjoy a healthy, safe and family-friendly lifestyle. Nillumbik is a collection of townships and villages, each with its own unique identity and heritage. Nillumbik offers residents and visitors distinctive village-style shopping, access to professional services, public transport and places to meet and socialise. Rural properties, rich agricultural land, shared trail networks, orchards and award-winning wineries complement the Shire's unique and diverse landscape. These social, economic and environmental features enhance quality of life and make it a desirable place to live, work and play.

Green Wedge

Melbourne has 12 Green Wedges, widely known as the "lungs of Melbourne". The Nillumbik Green Wedge covers 91 per cent of the total area of the Shire and is host to a number of state and national parks. Home to approximately 12,630 residents, Nillumbik's Green Wedge is highly valued locally and regionally because of its biodiversity, natural beauty, recreation opportunities, visitor experiences, mixed-use trails, grazing land and agriculture, and offers residents and visitors a unique rural environment of bushland, small farms, rivers and forest.

The productivity of Nillumbik's Green Wedge is important to the Shire's economy. There is a growing number of artisan food and beverage producers across the Green Wedge, and opportunities continue to grow for farm gate initiatives, paddock to plate experiences and food and beverage trails.



Green Wedge landscape

Environment

The Shire of Nillumbik contains an array of peri-urban areas, bushlands, landscapes, open spaces, townships and communities. The Yarra River corridor is a special and defining element of the southern edge of the Shire, and flows around the special environmental living zone of the Bend of Islands, on to North Warrandyte, Research and Eltham. A distinguishing feature of the municipality is its vast Green Wedge with the key purposes of conservation, agriculture, lifestyles and tourism.

Much of Nillumbik is characterised by open grassy woodland, with relatively shallow soils dominated by long-leafed and red box eucalypts, and with the fertile soils of an old volcano at Kangaroo Ground offering localised rich farming land. The Arthurs Creek and Strathewen areas have seen a long history of orchards and cattle farming, yet still retain many stands of ancient eucalypts. The tree canopy cover in Nillumbik is more extensive than the average for metropolitan areas with 30% tree canopy cover in Nillumbik compared with 16.2% for metropolitan areas.¹

The Shire is home to a vast array of indigenous flora and fauna species, including many that are listed significant and threatened species. Local fauna ranges from kangaroos, wombats, echidnas to a wonderful array of birds, and to rare Brush-tailed Phascogales, Eltham Copper Butterflies, Platypus, Powerful Owls and Southern Toadlets.

Active lifestyles

Nillumbik has a higher level of participation in sport and recreation activities than the state and national averages. Walking for recreation is the most popular activity, followed by cycling, swimming and running. Horse riding and bike riding are also common activities as residents and visitors utilise the expansive shared trail network on offer. Residents' participation in structured sports such as tennis, golf, football and netball are all higher than the state and national averages, and the Shire is currently experiencing unprecedented growth in women's participation in sport.

Artistic and cultural identity

Nillumbik is an arts-rich environment. Residents and visitors value the rich local artistic heritage, as well as the Shire's history and culture, both Indigenous and non-Indigenous. The creative life of the community is highly-valued and artistic practices are seen as varied, flourishing and reflecting the connection to the natural environment.

The strength of Nillumbik's artistic traditions, commencing with the early Australian Impressionist painters, the mudbrick movement and through to current practice in contemporary arts, is evident in Nillumbik's artist communities including Baldessin Press, Butterfly Studios, Dunmoochin and Montsalvat as well as the very popular Artists Open Studio weekends. Nillumbik also has strong links to the performing arts and is proud to be home to acclaimed and emerging authors, photographers, filmmakers and musicians. Nillumbik's contribution to arts and culture is regularly showcased at local, regional and international forums.

¹ Nillumbik Shire Council (2021) Community Profile - Open Space and Sustainability, p.105.



Eltham North Reserve synthetic soccer pitch

Our planning and accountability framework

Council Plan

The Council Plan 2017-2021 was the key strategic document guiding the direction of the Council during 2020-2021. The Council Plan is the elected Council's statement of its priorities for the Nillumbik community, in response to the opportunities and challenges facing the Shire.

Adopted in June 2017, the Council Plan includes:

- Strategic objectives or goals – the outcomes the Councillors want to have achieved within their four-year term
- Strategies – how Council will achieve each goal
- Strategic Indicators – how progress towards the goals will be evaluated
- Strategic Resource Plan – a four-year budget outlining how the strategies are financed and resourced.

The Council Plan 2017-2021 is divided into five strategic objectives:

- Engaged, connected communities
- Active and creative people
- Safe and healthy environments
- A prosperous economy
- Responsible leadership.

Each strategic objective has a series of strategies and priority actions in order to meet that objective. Our progress in implementing these strategies is formally reported to Council on a quarterly basis. This annual report provides an update on progress of delivery of final year actions and strategies in the Council Plan 2017-2021. The current Council Plan can be viewed on Council's website www.nillumbik.vic.gov.au. The next Council Plan (2021-2025) is currently being developed and will be adopted by Council in late October 2021.

Annual Action Plan

Council operationalises the Council Plan annually through an Annual Action Plan, which details the specific actions we commit to delivering each year to achieve the objectives and strategies across the four years. Progress against the Annual Action Plan 2020-2021 is detailed in this Annual Report, with project and service highlights reported to Council in a quarterly progress report.

Annual Budget

Council prepares an annual budget each financial year which seeks to balance the demand for services and infrastructure with the community's capacity to pay. The budget includes information about the rates and charges to be levied, major initiative funding, borrowings, operating results, cash and investments, capital works, financial position and financial sustainability.

Department Business Plans

Department Business Plans are developed by managers and staff in their teams, alongside the budget process to ensure that the activities of the team – including Council Plan deliverables, major initiatives and continuous improvement in service delivery – can be adequately funded, resourced and delivered.

Nillumbik's Planning and Reporting Framework



Mayor's message

The 2020-2021 financial year saw Council continue to deliver its services while dealing with the ongoing challenges presented by the COVID-19 pandemic.

Once again, it underscored Council's capacity to deliver on its business-as-usual service obligations while navigating significant obstacles and providing extra support where needed. The 2020-2021 Annual Report details these achievements.

While the pandemic dominated much of the past year, it is worth reflecting on some important achievements and on Council's capacity to continue to deliver for our community day-to-day.

The Council election was held in October and results announced on 6 November – albeit under very different circumstances due to the pandemic – which saw the election of five first-time Councillors and the return of two others, one an 11-year veteran.

New elected Council

A key focus of Council over this term is a commitment to ensuring that the community is comprehensively engaged on all important issues. In February 2021, a critical step was taken to ensure we delivered on this commitment when Council endorsed its first Community Engagement Policy. This policy now underpins our work with the community to enhance and protect Nillumbik's special character, making it such a great place to live and work.

The past year saw much of the work carried out to develop some of Council's key longer term strategic documents, including the Council Plan and Community Vision, prior to their formal endorsement.

The development of these documents was largely informed by the Our People, Our Place, Our Future community engagement initiative, a comprehensive undertaking which attracted an overwhelming community response.

In another first for Nillumbik, we saw the appointment of our inaugural Youth Council in April 2021.

The energy and ideas of this group of outstanding young people is already evident and we look forward to working with them into the future.

Project delivery

A number of key infrastructure projects were either commenced, significantly progressed or completed during the year. Among these was the commencement of the redevelopment of the Diamond Valley Sports and Fitness Centre in September and Stage One of the Diamond Creek Trail extension project – from Diamond Creek to Wattle Glen – completed as works on Stage Two, from Wattle Glen to Hurstbridge commenced.

The Diamond Creek Regional Playspace was completed and, since opening, this already iconic asset has proved very popular with locals and visitors alike. We also saw the completion of new pavilions (Marngrook Oval and Eltham Central among these) and the commencement of the Hurstbridge Community Multi-use Facility as part of the Graysharps Road Open Space Precinct Plan.

During the year, a number of significant surface upgrade and lighting works at sporting facilities throughout the Shire were commenced, emphasising yet again, Council's commitment to delivering high quality sport and recreational assets for all to enjoy. Most, if not all, of the projects mentioned above were made possible through significant contributions from both State and Federal governments, significant financial support which we hope will continue.

Thank you

While the difficulties of the past year have been significant and undeniable, the community response to this adversity has given cause for great optimism. In characteristic fashion, these challenges have brought out the best in our Nillumbik community, as people have gone about their much-changed lives with resilience, generosity and kindness.

I would also like to recognise the continuing efforts of the CEO and administration as they work to deliver on the vision as set by Council. Finally, it has been my great privilege to serve you as Mayor for much of this period. I wish you well and stay safe.



Cr Peter Perkins
Mayor

CEO's message

The 2020-2021 Annual Report details the scope of the work carried out by Council to serve the community.

The COVID-19 pandemic loomed over Council operations for the entirety of the 2020-2021 financial year. As with the latter part of the previous year, this meant continuing to deliver critical services to the community in an operating environment subject to constant change. It was in this context that the final year of the Council Plan 2017-2021 was delivered.

Responding to COVID-19

What became very clear as the year progressed, was that things would not be returning to our prior conceptions of normal any time soon, a situation which had clear and ongoing implications for how Council went about its operations. As a result, Council operations were tailored to adapt accordingly. These were necessary adjustments as we responded in turn, to the local, state and national response – a situation in which volatility was the only constant.

The lessons learnt from the experience of the last few months of the previous year were put to effective use. Services and everyday operations critical to the community, continued uninterrupted. That this was achieved, and our high levels of service delivery maintained, was a credit to our staff, who distinguished themselves yet again in their professionalism and commitment to the task.

It was largely due to this attitude that the 'business as usual' was managed so successfully, despite the well-publicised external factors making the situation anything but usual.

Governance

Importantly, Council's financial position remains strong despite the ongoing challenges of the pandemic.

Council also maintained its commitment to advocating strongly on the community's behalf. This was especially so when seeking and obtaining state and federal funding to help bring a number of significant local projects to fruition.

Amidst all this, Council elections were held in October. Our incoming Councillor group are to be commended for a collective effort in hitting the ground running so impressively during a particularly busy and challenging period.

Business transformation

We made significant progress on our way to fully embed systems and processes tailored to the community's preferred ways of transacting business with Council and accessing Council services. This work, combining leading edge technology and best practice customer service, will continue to be a priority. The benefits of this customer-centred approach are already evident, evident in results gleaned through a number of independently benchmarked measures.

Community satisfaction

Council's performance remains at higher levels than the long term average in the latest Community Survey. Residents rated our children's services, libraries, green waste collection and customer service particularly highly, results which reflect positively on our Nillumbik Customer First Strategy.

Looking ahead

A priority for the coming year will be the commencement of our work to deliver on the aims of the Council Plan 2021-2025, which is expected to be endorsed in October this year. In addition, there are a number of other key strategic Council plans and strategies in the pipeline, on which to begin implementation once endorsed by Council.

Thank you

It must be stressed that none of the achievements outlined above would be possible without the strong backing of Council, and I would like to thank the Mayor and Councillors – both current and previous – for their support throughout. A big thank you also to the Executive Management Team, management and staff who have worked so diligently to continue delivering for the community.

To those in the community who have provided their positive encouragement to me and the staff – and also for your passion for the things that matter to the people of Nillumbik – your thoughts and contributions are greatly appreciated.

I wish you all the best and look forward to a productive year ahead.



Carl Cowie
Chief Executive Officer



Nillumbik landscape

Our performance: 2020-2021 – an overview

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Patrons enjoying outdoor entertainment at a local venue

Our performance: 2020-2021 in summary

Council's performance for the 2020-2021 financial year has been reported against each strategic objective of the Council Plan 2017-2021 to demonstrate how Council is performing in delivering on the Council Plan.

Council faced a number of challenges in 2020-2021 which impacted on our performance and service delivery. The majority of our performance indicators, as well as our satisfaction ratings in the Annual Community Survey, decreased in comparison to 2019-2020. Part of this was as a result of ongoing COVID-19 closures and restrictions, which impacted on service availability and delivery across the entire Council operations.

Despite this, and operating within these limitations, Council managed to deliver our services and programs in an effective, professional and customer-focused manner. This is highlighted throughout this annual report.

Performance has been measured as follows:

- our financial results against the stated budget (page 22-23)
- our major projects completed or underway as part of Council's capital works program (page 24-32)
- our results achieved in relation to the strategic indicators in the Council Plan (page 33)
- our progress towards achieving the strategic objectives in the Council Plan (page 39)
- our progress towards completion of strategies in the Council Plan (page 46)
- our sustainability initiatives – both environmental and social (page 51 and 59)
- our annual community survey (page 70)
- services funded in the budget and the persons or sections of the community who are provided those services (pages 100, 114, 122, 136 and 144)
- results against the prescribed service performance indicators and measures under the State Government's Local Government Performance Reporting Framework (LGPRF) (pages 110, 119, 130, 140 and 148)

2020-2021 at a glance...

Strategic indicators	(51)	Priority actions	(18)
Positive/Increasing	14	Completed	4
Negative/Decreasing	33	On track	9
Not applicable	4	Rescheduled	5

Budget (\$'000)	
Income	\$22.21m
Expenditure	\$78.69m
Net cost	\$56.48m

Chief financial officer overview

Council's financial sustainability continues to require active management year-on-year and this is currently being emphasised with the additional pressure of the ongoing COVID-19 pandemic. A significant challenge remains to source alternate funding streams to maintain Council's infrastructure portfolio to meet the future needs of the community.

Financial sustainability is a challenge for all councils and sound financial planning is a cornerstone of good governance. While the financial sustainability indicators portray a sound financial position, Council continues to face a number of challenges which are magnified by the COVID-19 pandemic we are currently experiencing. Navigating the impacts, while maintaining services levels and achieving outcomes in strategic plans during these uncertain times, will be underpinned by maintaining overall financial sustainability.

Council has maintained a strong cash position ending the 2020-2021 financial year with \$48.48 million in cash balances. The funds are held in short-term investments in compliance with the *Local Government Act 2020*, \$22.15 million in cash and equivalents, and \$26.33 million in term deposits classified as other financial assets. Of the total cash balance, \$15.64 million (or 32%) is held for a specific purpose, restricting the use of these funds. The overall debt position of Council continues to be monitored. New borrowings of \$3.30 million were taken out in June 2021 and the existing loan portfolio is diminishing. Council foresees no risk in its ability to service the loans.

The balance sheet illustrates a continuing strengthening financial position through the growth in net assets. This growth is largely promoted through the ongoing work undertaken on Council's extensive property and infrastructure portfolio, totalling \$964 million. This has seen Council maintain, improve and expand facilities for the community.

This stable financial position is further evidenced when measuring Council's ability to meet its short-term financial obligations. The liquidity ratio result indicates Council has sufficient levels of cash to cover short-term financial obligations. The projected results are reflective of a greater proportion of Council's provision for landfill rehabilitation and borrowings becoming current over the forecast years. This ratio is considered important in the assessment of Council being able to continue operations from a financial perspective.

Financial sustainability

The extensive property and infrastructure portfolio Council oversees requires a strong financial focus year-on-year. The continued progress on the capital works program demonstrates Council's commitment to deliver and maintain this portfolio to service community needs.

Where do your rates go?

The chart on the next page provides an indication of how Council allocates its expenditure across the main services to be delivered. It shows how much is allocated to each service area for every \$100.00 of rates that Council collects.

The overall financial outlook for 2020-2021 places Council in a position to continue operating in a financially sustainable manner.



Vincenzo Lombardi

Vincenzo Lombardi
Chief Financial Officer

Triple bottom line sustainability

Financial sustainability is addressed in the overview above.

A summary of Council's environmental sustainability initiatives is on page 51 of this report.

A summary of Council's social sustainability initiatives is on page 59 of this report.



5 year summary: Key financial results

	2020-2021 \$'000	2019-2020 \$'000	2018-2019 \$'000	2017-2018 \$'000	2016-2017 \$'000
Surplus	13,709	(14,912)	10,138	16,552	15,922
Cash	22,153*	43,345	44,254	46,670	37,910
Debt	13,387	10,776	12,092	12,736	13,460
Net Assets	960,175	943,908	968,397	951,596	776,063
Liquidity	1.45	1.71	2.74	3.37	3.53

Expenditure by strategic objective of the Council Plan	Expenditure \$'000	Revenue \$'000	Net cost \$'000
Engaged, connected communities	\$11.135	\$2.667	\$8.468
Active and creative people	\$10.655	\$8.214	\$2.441
Safe and healthy environments	\$39.668	\$7.012	\$32.656
A prosperous economy	\$1.383	\$0.391	\$0.992
Responsible leadership	\$15.844	\$3.921	\$11.922
Total	\$78.685	\$22.206	\$56.479

* excludes term deposits exceeding 90 days.

Major capital works

Council delivered a significant capital works program in 2020-2021. Key projects and works undertaken in the program, as well as planned works for 2021-2022 are as follows:

Works in progress during 2020-2021



Project name	Description	Budget	Progress
Diamond Creek Regional Playspace	<p>This project involves the design and construction of a brand new play space located in Diamond Creek, south of the bowling club, between the railway line and the Diamond Creek. The community will contribute to the project with the installation of a totally refurbished tram at the south end of the park. The tram will become a focal point as a community-managed coffee shop.</p> <p>Works include:</p> <ul style="list-style-type: none"> • Five play spaces (junior and senior) • Landscaping • Parking • Travel paths • A labyrinth • Electric barbeques • Toilets • Picnic shelters. 	<p>Total budget: \$2,500,000</p> <p>Growing Suburbs Fund: \$2,500,000</p>	Construction completed in September 2020
Eltham Central Pavilion redevelopment	<p>The project includes:</p> <ul style="list-style-type: none"> • The works include the demolition of the existing change rooms and construction of new female friendly change rooms. • Extension and internal refurbishment of the existing social room, spectator seating and accessibility amenities. • The new and upgraded pavilion is benefitting clubs through increased participation from female participants, University of Third Age (U3A) and other social groups. • As part of an overall development the Eltham Central Pavilion includes four change rooms, umpire change rooms, first aid room, canteen/bar, time keeper's box, accessible amenities, gym, store, an accessible ramp and seating area. The social room area includes club offices, storage area, kitchen, bar, two University of Third Age (U3A) offices, store, social room and accessible amenities. 	<p>Total budget: \$3,652,000</p> <p>Council: \$2,452,000</p> <p>Growing Suburbs Fund: \$1,200,000</p>	Construction completed in September 2020

Above: Diamond Creek Regional Playspace



Project name	Description	Budget	Progress
Diamond Creek Netball Pavilion redevelopment	<p>Redevelopment of the Diamond Creek Netball Pavilion and expansion of the car park.</p> <p>The project includes:</p> <ul style="list-style-type: none"> • Demolition of the existing pavilion • Design of a new pavilion that is compliant to Netball Victoria facility standards and agreed club requirements • A new social/community space • Modification and expansion of the existing car park. 	<p>Total budget: \$3,106,025</p> <p>Council: \$200,000</p> <p>Growing Suburbs Fund: \$2,826,025</p> <p>Diamond Creek Netball Association contribution: \$80,000</p>	Construction completed in January 2021
Diamond Creek Trail extension (Stage 1)	<p>Extending the current segment of trail, this project represents one of the highest priority trail infrastructure projects in the region. It will expand the network with connections to trails throughout the Shire and Melbourne CBD via the Yarra Main Trail.</p> <p>Stage one of the project involves the construction of a shared 2.5km shared path between Diamond Creek and Wattle Glen.</p> <p>The project includes:</p> <ul style="list-style-type: none"> • Land acquisition • Construction of a 3.0m wide concrete shared path and a horse trail on natural ground. • Construction of 3.0m wide steel pedestrian bridges over Diamond Creek and Scrubby Creek. • Installation of signs, line marking and skid resistance treatments. • Installation of furniture including seats, picnic settings, water fountain, and horse mounting blocks. • Erection of boundary and safety fences. • Re-vegetation along the trail corridor. • Land acquisition • Design and construct of approximately 3.5km of footpath, boardwalks and three bridges from Diamond Creek to Wattle Glen. <p>The recreation trail will be suitable for horse riders, cyclists and pedestrians.</p>	<p>Estimated total cost of Stage 1: \$7,600,000</p> <p>Council (land acquisition) \$4,000,000</p> <p>State Government Active Transport Fund: \$3,600,000</p>	Construction completed in February 2021

Above: Diamond Creek Netball Pavilion redevelopment

Works in progress during 2020-2021



Project name	Description	Budget	Progress
Greensborough Hockey Club Pavilion	<ul style="list-style-type: none"> The project includes demolition of existing multipurpose room, refurbishment of two home change rooms, storage room and construction of a new social room, accessible amenities and two away change rooms with amenities, store, kitchen, umpire facilities, office, first aid room and associated works. The redevelopment includes new female-friendly and accessible amenities. The redeveloped facility has provided a dedicated storage area for the DOC football academy who provide football (soccer) skills training for people with intellectual disability and/or autism which will assist this program to cater for its growing number of National Disability Insurance Scheme (NDIS) participants. Accessible toileting and change amenities, as well as an accessible social space, will allow the club to accommodate the ageing population. 	Total budget: \$2,500,000 Council: \$500,000 Growing Suburbs Fund: \$2,000,000	Construction completed in March 2021
Eltham Sports Multi-use Community Facility	<ul style="list-style-type: none"> This project includes the construction of three additional new club-level courts with LED lights and fencing. One court has a synthetic clay surface with red Hot-Shots marking (for kids); the other two courts have a Plexi-cushion acrylic surface with futsal line marking. Two courts will be fully accessible for wheelchair tennis and futsal. The new courts and accessible entrance to the facility provides access to everyone. 	Total budget: \$1,414,267 Growing Suburbs Fund: \$1,414,267	Construction completed in March 2021
Eltham North Synthetic Pitch	Removal and replacement of the existing synthetic pitch at Eltham North Reserve The project includes: <ul style="list-style-type: none"> Removal and disposal of existing sand infill and synthetic material Installation of new base material to improve pitch heights Installation of new shock pad, synthetic grass and premium sand infill Federation of International Football Association (FIFA) certification. A 10 year maintenance contract has been awarded to Tuff Maintenance to ensure pitch is maintained to supplier's specifications.	Total budget: \$501,000 Council: \$206,000 Local Roads and Infrastructure Grant: \$295,000	<ul style="list-style-type: none"> Construction completed in April 2021 FIFA certification issued in July 2021

Above Left: Eltham North Synthetic Pitch Above Right: Greensborough Hockey Club Pavilion



Project name	Description	Budget	Progress
250 Christian Road Drainage upgrade – LRCI Project	Construction of approximately 55 metres of 374/450mm diameter easement drain including end wall, pits and associated works.	Total budget: \$25,000 Council: \$0 Local Roads Community Infrastructure Fund (Phase 2): \$25,000	Works completed in June 2021
Elizabeth Street Footpath and Indented Parking – LRCI Project	Construction of a footpath and provide indented parking bays in the nature strip. The project includes: <ul style="list-style-type: none"> Construction of a footpath along fence line of Coventry Oval from Main-Hurstbridge Road to Gipson Street Construction of 22 indented parking bays Construction of pram crossings for pedestrian links Modification to Coventry Oval fence for pedestrian access. 	Total budget: \$150,000 Council: \$0 Local Roads Community Infrastructure Fund (Phase 1): \$739,151 Local Roads Community Infrastructure Fund (Phase 2): \$2,203,883	Construction due to be completed in July 2021
Diamond Valley Library upgrade	This project includes: <ul style="list-style-type: none"> Extension of the current children's area Provision of a parents lounge Upgrade of existing amenities to <i>Disability Discrimination Act 1992</i> (DDA) compliance New community meeting room Co-working space and study area New computer desks Two new tech / meeting pods Bag and pram storage area New audio visual presentation space Upgrade replacement of celestial skylight New shelving and lighting Construction of an external covered decked area. 	Total budget: \$1,269,000 Council: \$619,000 Yarra Plenty Library Corporation: \$130,000 Living Libraries Grant: \$500,000	Construction works due to be completed in July 2021

Above: The newly renovated Diamond Valley Library

Works in progress during 2020-2021



Project name	Description	Budget	Progress
Diamond Valley Sports & Fitness Centre redevelopment	<p>This project will redevelop the centre into a modern, fit-for-purpose, accessible facility that meets the standards of Council, the Victorian Government and peak sporting bodies.</p> <p>The project's stages have been rescheduled to accommodate design and construction works appropriately. These stages are:</p> <p>Stage 1: Priority works (lift from ground level to court level) - completed</p> <p>Stage 2:</p> <ul style="list-style-type: none"> New, larger entrance including reception, foyer and café New athlete / referee change facilities and increased storage Improved accessible facilities to assist with pedestrian traffic flow Improved administration and social space Improved first aid facilities Demolition of existing court five Reconstruction and expansion of court five Construction works of three additional netball and basketball compliant courts Works to existing building to ensure it is compliant with current building code. 	<p>Total budget: \$16,500,000</p> <p>Council: \$6,000,000</p> <p>Growing Suburbs Fund: \$2,500,000</p> <p>Better Indoor Stadiums Fund: \$8,000,000</p>	<ul style="list-style-type: none"> Design works completed Stage 1 works completed in May 2019 Stage 2 works in progress Works expected to be completed by end of 2021
Eltham North Dog Park	<p>The Eltham North Dog Park project will deliver a designated off-leash dog park in close proximity to local attractions, including Eltham North Adventure Playground and Edendale Community Environment Farm.</p> <p>The project includes:</p> <ul style="list-style-type: none"> Fencing and gates Drainage Tree pruning Signage Linking trail from dog park to trail Planting along the creek Upgrade to carpark. 	<p>Total budget: \$729,000</p> <p>Council: \$454,000</p> <p>DELWP Fund: \$275,000</p>	Construction to be completed by end of 2021

Above: Diamond Valley Sports and Fitness Centre redevelopment



Project name	Description	Budget	Progress
Research Shops Public Toilet upgrade – LRCI Project	<p>Replacement of the existing public toilets in the reserve next to the Research Shops.</p> <p>The project includes:</p> <ul style="list-style-type: none"> Replacement of the existing public toilets with a unisex accessible toilet and two additional unisex cubicles Re-grading of access paths Retaining wall replacement Landscaping Public art. 	<p>Total budget: \$310,000</p> <p>Council: \$95,000</p> <p>Local Roads Community Infrastructure Fund (Phase 2): \$215,000</p>	<ul style="list-style-type: none"> Project Planning is underway Completion scheduled by end of 2021
Diamond Creek Trail Stage 2	<p>The project will see the construction of a shared path for walkers, runners, cyclists and horse riders, with Stage 2 a 3km section from Wattle Glen to Hurstbridge.</p> <p>The project includes:</p> <ul style="list-style-type: none"> Concrete path Horse trail Five shared trail bridges Trail furniture such as seating, signage fencing and line marking Art and heritage projects Planting of trees and vegetation. 	<p>Total budget: \$12,084,600</p> <p>Council (land acquisition) \$6,984,600</p> <p>DELWP Fund: \$5,100,000.</p>	Construction due to be completed in January 2022
Andrew Pocket Park	<p>The project involves the design and construction of a brand new pocket park situated to the north of Andrew Park, Eltham.</p> <p>The project includes:</p> <ul style="list-style-type: none"> Two 3 x 3 basketball courts Seating and shade Public unisex toilets Bike racks Repair station with accompanying drink fountain Nillumbik's first senior fitness equipment area Rock climbing station Sensory garden. 	<p>Total budget: \$1,361,321</p> <p>Council: \$61,321</p> <p>DELWP Fund: \$1,300,000</p>	Construction to be completed in June 2022

Above: Sod turning event at Wattle Glen for the Diamond Creek trail extension

Works in progress during 2020-2021



Project name	Description	Budget	Progress
Eltham Skate Park	<p>The Eltham Skate Park extension will provide a combination of user obstacles that appeal to all rider styles. It will allow for progression in skill levels while being inviting, family friendly and provide a contemporary skate space that encourages active recreation.</p> <p>The project includes:</p> <ul style="list-style-type: none"> • Refurbishment of existing skate park • Expansion of skate park • Supporting amenities including shelters, drinking fountain, seating • Accessible pathway • Fencing • Landscaping and planting. 	<p>Total budget: \$812,149</p> <p>Council: \$512,139</p> <p>DELWP Fund: \$300,000</p>	Construction to be completed in June 2022
Plenty Solar Farm	<p>Council is developing a solar farm at the former land fill site adjacent to the Operations Centre on Yan Yean Road.</p> <p>The project includes:</p> <ul style="list-style-type: none"> • Design, construction, management and operation of a 1.5MW, solar farm by LMS Energy to supply electrical power to Council's corporate facilities, including the Civic Centre and street lighting under a power purchasing agreement. <p>Potential for extending the solar farm up to 5MW as part of a staged approach.</p> 	<p>Total budget: \$45,000</p> <p>Council: \$45,000</p> <p>LMS Energy will be financing the majority of associated costs for the establishment and operation of the solar farm.</p> <p>Council's costs are legal advice and independent consultancy services.</p>	<ul style="list-style-type: none"> • Concept design for 1.5MW solar farm completed. • Community engagement process to commence during Quarter 1 of 2021-2022.
Marngrook Oval Road Safety – LRCI Project	<p>Construction of road safety improvements within the reserve.</p> <p>The project includes:</p> <ul style="list-style-type: none"> • Formalising car parking areas west of the oval • Construction of traffic management devices through the site • Improvement to pedestrian links through the site • Parking and directional signage improvements • Formalise traffic flow through the site • Advance warning signs • Line marking to support treatments. 	<p>Total budget: \$300,000</p> <p>Council: \$0</p> <p>Local Roads Community Infrastructure Fund (Phase 2): \$300,000</p>	Design in progress

Above: Plenty Solar Farm will be developed on the former landfill site on Yan Yean Road in Plenty



Project name	Description	Budget	Progress
Church Road Road Safety – LRCI Project	<p>Construction of local area traffic management devices addressing the blackspot crash history.</p> <p>The project includes:</p> <ul style="list-style-type: none"> • Construction of three guardrails • Construction rumble strips on southern approach to Gosfield Road • Construction of traffic island on Gosfield Road at Church Road intersection • Lighting to support treatment • Road widening • Sealing shoulders / asphaltting table drains • Advance warning signs • Edge and centre line marking • Reduction of speed limit from 80km/h to 60km/h <p>Sealing the first 10 metres of the intersection of Church Road with Pine Road and Battery Road and the first 20 metres of Church Road with Major Road.</p>	<p>Total budget: \$290,000</p> <p>Council: \$0</p> <p>Local Roads Community Infrastructure Fund (Phase 2): \$290,000</p>	Design in progress
Eltham Activity Centre Bicycle Racks – Local Roads Community Infrastructure Funds (LRCI) Project	<p>Construction of bicycle racks in Eltham Activity Centre.</p> <p>The project includes:</p> <ul style="list-style-type: none"> • Construction of a number of bicycle racks at various locations with designs specific to the area. 	<p>Total budget: \$50,000</p> <p>Council: \$0</p> <p>Local Roads Community Infrastructure Fund (Phase 2): \$50,000</p>	Design in progress

Above: Bike riding on the Diamond Creek Trail

Works scheduled for 2021-2022



Project name	Description	Budget	Progress
Marngrook Oval Electronic Scoreboard	Purchase and installation of a electronic / digital scoreboard	Total budget: \$35,000 Council: \$17,500 SRV Grant (Local Sport Infrastructure Fund 2021): \$17,500	<ul style="list-style-type: none"> Tender released – August 2021 Contractor awarded – September 2021 Works commence – October 2021 Practical completion – November 2021
Diamond Creek Bowls Club Irrigation System	Purchase and installation of an automatic irrigation system to replace existing manual watering system	Total budget: \$20,000 Council: \$8,000 SRV Grant (Local Sport Infrastructure Fund 2021): \$12,000	<ul style="list-style-type: none"> Tender released – August 2021 Contractor awarded – September 2021 Works commence – October 2021 Practical completion – November 2021
Graysharps Road Open Space Plan	<p>This project delivers on that plan, creating a cohesive, functional and beautiful space for the Hurstbridge and broader communities. It involves open space upgrades and the provision of community infrastructure in the Graysharps Road Precinct to activate the space and provide a range of recreational opportunities for the community.</p> <p>The project includes:</p> <ul style="list-style-type: none"> Reconstruction of the existing netball courts A DDA compliant public toilet An amphitheatre A natural-looking trail connecting the finishing point of the Diamond Creek Trail and the Ben Frilay Pavilion Facilities to support various passive recreation activities, including a shelter and a BBQ, environmental rehabilitation plantings and improvements to access points to the creek A community bike workshop and an adaptive bike storage facility for people with a disability Arts and heritage. 	Total budget: \$2,925,000 Council: \$925,000 Growing Suburbs Fund: \$2,000,000	<ul style="list-style-type: none"> Construction commencement: October 2022 Construction completion: October 2024

Above: The Marngrook Oval Pavilion - a new electronic scoreboard will also be installed in 2021

Performance against the Council Plan 2017-2021

The following statement reviews the performance of Council against the Council Plan 2017-2021, including the results achieved in relation to the strategic indicators included in the Council Plan.

Strategic indicators

In 2020-2021, of the 51 strategic indicators, 14 improved on the previous year, 33 decreased on the previous year, and 4 were not measured (denoted as N/M or N/A) during the reporting period. A number of these decreases were as a direct result of service disruptions caused by the COVID-19 pandemic.

Strategic objective: Engaged, connected communities

Strategic indicator	Year					Result
	2017	2018	2019	2020	2021	
Community satisfaction with Council's responsiveness to local community needs	5.97	6.32	6.65	6.77	6.32	↓
Community satisfaction with Council's consultation and engagement	5.76	6.33	6.53	6.77	6.14	↓
Community satisfaction with Council making decisions in the best interests of the community	5.74	6.26	6.54	6.67	6.30	↓
Community satisfaction with Council maintaining trust and confidence of the local community	5.78	6.15	6.54	6.67	6.32	↓
Community satisfaction with community services	7.42	7.67	8.04	7.88	7.62	↓

Source: 2021 Annual Community Survey

Scale from 0 (very dissatisfied) to 10 (very satisfied)

Strategic indicator	Year			Result
	2011	2016	2021	
Proportion of persons aged 15+ who performed voluntary work in past 12 months	21.8%	24.0%	N/A	N/M

Source: profile.id.com.au/nillumbik/volunteering

Strategic indicator	Year					Result
	2016-17	2017-18	2018-19	2019-20	2020-21	
Percentage of the municipal population that are active library members	25.9%	27.0%	28.0%	28.2%	27.0%	↓

Source: Yarra Plenty Regional Library

Total enrolments in programs at Living & Learning Centres	3,737	3,097	3,622	1,821	1,196*	↓
Total number of program participants and visitors at Edendale	109,020	107,837	103,290	64,086	70,000**	↑

Strategic indicator	Year					Result
	2017	2018	2019	2020	2021	
Total number of enrolments in pre-schools	585	593	585	549	574	↑

Source: Council records

Increasing ↑ Decreasing ↓ No change ⇌ Trend unclear ?

Strategic objective: Engaged, connected communities

Strategic indicator	Year					Result
	2016-17	2017-18	2018-19	2019-20	2020-21	
Total number of members in University of the Third Age (U3A), Older Men: New Ideas (OMNI), and Men's Shed programs	651	713	800	954	1,058	↑
Community engagement in risk awareness and resilience programs	N/A	N/A	N/A	N/A	N/A***	N/A

Source: Council records

Increasing ↑ Decreasing ↓ No change ⇌ Trend unclear ?

- * Living & Learning Centres had to cancel most of its onsite classes during COVID-19 lockdowns, which had a significant impact on the number of enrolments.
- ** Edendale Farm was closed for large portions of 2020-2021 due to COVID-19 closures and restrictions. This number is an estimate based on information collected on dates the site was opened.
- *** In 2020-2021, Nillumbik Shire Council has received a grant of \$250,000 from Safer Together (DELWP) to continue the Communities First program for 2021-2022. This program facilitates community-led bushfire preparedness with Nillumbik's rural communities.

Strategic objective 2: Active and creative people

Strategic indicator	Year					Result
	2017	2018	2019	2020	2021	
Community satisfaction with aquatic and leisure centres	7.44	7.70	8.12	8.20	7.79	↓
Community satisfaction with sports ovals/facilities/activities	7.75	8.17	8.09	8.26	8.00	↓
Community satisfaction with on and off-road bike paths	7.44	7.72	7.53	7.60	7.62	↑
Community satisfaction with arts and cultural events, programs and activities	7.83	7.99	7.98	7.94	7.63	↓
Community satisfaction with provision and maintenance of parks and gardens	7.35	7.34	7.45	7.79	7.41	↓

Source: 2021 Annual Community Survey

Scale from 0 (very dissatisfied) to 10 (very satisfied)

Strategic indicator	Year					Result
	2016-17	2017-18	2018-19	2019-20	2020-21	
Attendance at aquatic centres	50,361	61,152	687,358	579,327	267,969	↓
Attendance at leisure centres (non-aquatic)	1,442,010	1,341,310	1,131,820	1,448,303	36,261	↓
Total number of participants in arts and cultural programs	105,307	101,334	153,453	83,192	61,912	↓

Source: Council records

Increasing ↑ Decreasing ↓ No change ⇌ Trend unclear ?

Strategic objective 3: Safe and healthy environments

Strategic indicator	Year					Result
	2017	2018	2019	2020	2021	
Community satisfaction with fire prevention works	6.80	7.10	7.06	6.88	6.68	↓
Community satisfaction with maintenance and repair of local sealed roads	6.53	6.44	6.50	6.99	6.30	↓
Community satisfaction with grading of unsealed roads	NM	NM	5.87	6.96	6.39	↓
Community satisfaction with Council meeting responsibilities to the environment	6.88	7.06	7.05	7.09	6.72	↓
Community satisfaction with fortnightly garbage collection	7.43	7.58	7.90	8.08	8.03	↓
Community satisfaction with fortnightly recycling collection	7.91	8.00	8.28	8.25	8.10	↓
Community satisfaction with weekly green waste collection	8.14	8.13	8.43	8.40	8.30	↓
Community satisfaction with drains maintenance and repairs	6.22	6.31	6.40	6.91	6.32	↓
Community satisfaction with footpath maintenance and repairs	6.39	6.44	6.58	6.53	6.57	↑
Community satisfaction with local traffic management	6.10	5.98	6.09	6.85	6.55	↓
Community satisfaction with parking enforcement	6.12	5.99	6.73	7.25	6.88	↓
Community satisfaction with maintenance and cleaning of shopping strips	7.31	7.26	7.27	7.79	7.22	↓
Community satisfaction with environmental programs and facilities	8.20	8.36	8.23	8.14	8.30	↑
Community satisfaction with animal management	7.11	7.10	7.23	7.51	7.26	↓

Source: 2021 Annual Community Survey

Scale from 0 (very dissatisfied) to 10 (very satisfied)

Strategic indicator	Year					Result
	2016-17	2017-18	2018-19	2019-20	2020-21	
Remove more than 90% of reported graffiti within target time*	N/A	N/A	N/A	41%	88%	↑
Percentage of kerbside waste collections diverted from landfill	66%	64%	59%	60%	73%	↑
Annual immunisation coverage rate for age cohorts 12 - <63 months	93.8	94.3	96.2	95.8	94.2	↓

Source: Council records

Source: Nillumbik Immunisation Service Annual Report 2020-2021; Banyule City Council Immunisation Service Data Report 2020-2021; Banyule City Council advice on final 2020-2021 immunisation coverage rates.

- * Council implemented a new program to track graffiti service requests in August 2019. In the first full year (2020-2021) of tracking and monitoring our responsiveness to reported graffiti, we have been able to achieve 88 per cent of requests within the set timeframes.

Increasing ↑ Decreasing ↓ No change ⇌ Trend unclear ?

Strategic objective 3: Safe and healthy environments

Strategic indicator	Year					Result
	2016-17	2017-18	2018-19	2019-20	2020-21	
Total number of 'Key Ages and Stages Activities' completed by Maternal and Child Health service	5,596	5,668	5,534	5,374	5,430	↑
Number of requests for new footpaths not responded to within 14 days	N/A	0	3	9	17	↑
Number of requests for tree works not actioned within 12 months as at 30 June	N/A	20	N/A	N/A	26	↑

Source: Nillumbik Maternal and Child Health Annual Report

Source: Council records

Increasing ↑ Decreasing ↓ No change ⇄ Trend unclear ?

Strategic objective 4: A prosperous economy

Strategic indicator	Year					Result
	2017	2018	2019	2020	2021	
Percentage of local residents who work within Nillumbik	N/A	N/A	N/A	N/A	18%	?

Source: Australian Bureau of Statistics (ABS) – Census 2016 – by place of work

Strategic indicator	Year					Result
	2017	2018	2019	2020	2021	
Number of commercial/industrial premises in Nillumbik	986	N/A	997	1,004	1,003	↓

Source: Council records

Strategic indicator	Year					Result
	2016-17	2017-18	2018-19	2019-20	2020-21	
Percentage of planning applications determined within required timeframes	72%	69%	69%	60.5%	65.9%	↓

Source: Planning Permit Activity Reporting System (PPARS)

Strategic indicator	Year					Result
	2017	2018	2019	2020	2021	
Nillumbik shire's SEIFA score (index of advantage and disadvantage)	N/A	N/A	N/A	1,099	1,099	↑

Source: ABS 2033.0.55.001 Socio-Economic Indexes for Australia (SEIFA), 2016

Increasing ↑ Decreasing ↓ No change ⇄ Trend unclear ?



The Kangaroo Ground General Store has served local residents for decades

Strategic objective 5: Responsible leadership

Strategic indicator	Year					Result
	2017	2018	2019	2020	2021	
Community satisfaction with the overall performance of Council	6.15	6.46	6.77	6.69	6.59	↓
Community satisfaction with governance and leadership	6.00	6.40	6.72	6.85	6.39	↓
Community satisfaction with representation, lobbying and advocacy	5.87	6.26	6.45	6.80	5.90	↓
Community satisfaction with customer service	6.81	7.24	7.41	7.58	7.24	↓

Source: 2021 Annual Community Survey

Scale from 0 (very dissatisfied) to 10 (very satisfied)

Increasing ↑ Decreasing ↓ No change ⇄ Trend unclear ?

Strategic indicator	Year	Comments
	2019-2020	
Achieve the Auditor-General's 'green light' target for financial sustainability	N/A	Results will be released by the Victorian Auditor-Generals Office in October 2021.
Achieve budgeted asset sales each year	✓	Budgeted assets intended for sale were made available for sale during the year.
Achieve 100% compliance with the Governance and Management checklist required by the Local Government Act 2020	✓	



The newly renovated Diamond Valley Library in Greensborough, part of the Yarra Plenty Regional Library service

Priority actions: Annual Action Plan

In 2020-2021, Council progressed delivery of 18 actions aligned to the Council Plan 2017-2021, as part of its Annual Action Plan 2020-2021. This is set out in the following table.

Of these, four actions were completed or transitioned into business as usual activity, nine actions are still in progress and on track, and five actions were re-scheduled for completion in 2021-2022.

The actions below also cover the major budget initiatives for Council in 2020-2021, as outlined in the 2020-2021 Annual Budget.

Strategic objective: Engaged, connected communities			
Action	Outcome	Progress update	Status
Develop a Community Vision for the Shire, supported by a thorough community engagement process, in line with the <i>Local Government Act 2020</i>	Improve community trust through better communications and genuine engagement.	Progress towards the development of the Community Vision has continued. Results from the Our People, Our Place, Our Future integrated community engagement program were compiled and analysed, and a summary report was presented to the May 2021 Council Meeting. Informed by the findings from the 'Our People, Our Place, Our Future' community engagement feedback, workshops with Councillors have been held to support the development of a draft Community Vision, which is due for adoption in October 2021.	
Implement Year 3 actions of the Customer First Strategy	Improve community trust through better communications and genuine engagement.	A number of key activities continued throughout the year in support of the Nillumbik Customer First Strategy, including: <ul style="list-style-type: none"> The Customer Service Benchmarking Assessment (CSBA) Mystery Shopping program continued. Nillumbik finished as the top performing council across the entire local government sector (50 councils in total). Nillumbik has also ranked the tenth best performer across all organisations (195 in total). This result is even more impressive given that Council's customer service teams were working remotely between July and early December in 2020, and again for two short lockdowns in 2021. The Customer Experience Survey, which surveys customers who have recently interacted with Council, also produced some pleasing feedback. Council's overall satisfaction rating improved by 6% in the last year, and individual teams recorded satisfaction increases averaging 5% across all teams, which is a positive result in COVID-19 conditions. Complaint Management Framework - data from regular reporting continues to support progress of updating website pages to meet customer needs. Work on upgrading Council's website continues. A website design workshop with the website vendor was conducted in June 2021, with the new design to be released later in 2021. An important input to the upgrade has now been completed - 140 team workshops across 28 teams within the organisation focussing on content improvement of their services. 	

On track
 Postponed
 Re-scheduled
 Re-scoped
 Minor issues
 Complete



Greensborough
Hockey Club Pavilion

Priority actions: Annual Action Plan status summary

Strategic objective: Engaged, connected communities			
Action	Outcome	Progress update	Status
Develop the Community Infrastructure Policy and associated guidelines that will support the preparation of a community infrastructure plan for the Shire	Ensure that the provision of community infrastructure responds to community needs.	<p>Council's Asset Plan is required to be adopted by Council by October 2022, and will ensure that the provision of community infrastructure responds to community needs.</p> <p>The Asset Plan will provide a view (both strategic and in financial terms) of how the Council proposes to manage the whole portfolio of assets that it owns and controls.</p> <p>A cross-functional approach continues to be developed to determine detailed scope and purpose of a policy to drive the provision of key infrastructure to the community.</p> <p>The majority of the work to develop the Asset Plan will be undertaken in the 2021-2022 financial year.</p>	
Continue cultural consultations with the Wurundjeri Tribe Council on a monthly basis, and establish a 'statement of commitment' (as a key action towards reconciliation) for endorsement by Council	Strengthen the focus on social inclusion, building social capital and connection within communities.	<p>Monthly cultural consultations have been held with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation with representatives from across Council seeking advice from Traditional Owners on projects related to playgrounds, land management, arts and culture, Reconciliation, and community projects and events.</p> <p>Council has updated its website to include relevant information about Reconciliation and our current Reconciliation Charter. The Charter will be updated through the development of a future Reconciliation Action Plan.</p> <p>Initial workshops have been held to inform the process for developing a Reconciliation Action Plan. Work in this space will continue across the 2021-2022 financial year.</p>	

On track Postponed Re-scheduled Re-scoped Minor issues Complete

Strategic objective: Active and creative people

Action	Outcome	Progress update	Status
Continue to deliver key community infrastructure projects in accordance with the adopted works program and budget	Provide a range of infrastructure that encourages people of all ages to participate in a variety of active and passive opportunities.	The 2020-2021 financial year saw the delivery of 31 programs and 58 individual projects, with an expenditure of over \$33 million.	
Continue to implement the adopted Arts and Culture Plan	Create and activate places and spaces that have good connectivity, provide needed infrastructure and promote social interaction.	<p>Progress on key actions in the Arts and Culture Plan in 2020-2021 included:</p> <ul style="list-style-type: none"> The Eltham Library Community Gallery program continued to operate in line within COVID-Safe requirements The Nillumbik Prize for Contemporary Art exhibition was successfully delivered An internal audit of artworks from the collection is being finalised The Nillumbik Art Collection is now stored in a fine art facility when not on display The Arts and Cultural Advisory Committee now has 16 active Committee members A Public Art Operations Manual has been developed The Diamond Valley Sports and Fitness Centre Public Art Brief has been completed and released The Edendale Creative Infrastructure brief has been completed and released. <p>Overall, the Arts and Culture Plan 2018-2022 continues to drive innovative programming and projects through its three goals of:</p> <ul style="list-style-type: none"> Public and participatory art an everyday experience Develop and grow creative and cultural industries Support and promote arts and culture activities that maximise access. 	
Undertake an audit of performing arts venues in the Shire, and develop a plan	Undertake an audit of performing arts venues in the Shire, and develop a performing arts plan	Given the large consultation push for the development of the next Arts and Culture Plan, consultation for a performing arts plan was wrapped into this discussion and will now take the form of a Performing Arts Policy to be presented to Council for adoption with the next Arts and Culture Strategy in 2022.	

On track Postponed Re-scheduled Re-scoped Minor issues Complete

Priority actions: Annual Action Plan status summary

Strategic objective: Safe and healthy environments			
Action	Outcome	Progress update	Status
Undertake a review of the Planning Policy Framework in line with State Government requirements	Prepare and develop an improved and holistic approach to strategic planning.	The Minister for Planning has prepared and approved Amendment C135 to transfer the Nillumbik Planning Scheme to the new format, as required by the Minister.	✓
Implement the adopted Green Wedge Management Plan including the 'conversations' program	Prepare and develop an improved and holistic approach to strategic planning.	Finalisation of the landowner's toolkit will see the formal launch of the webpage on Council's website early in 2021-2022. Priority actions from the Green Wedge Management Plan have been assigned for the 2021-2022 financial year. Ongoing reporting on progress will be provided to Councillors and the community.	📅
Undertake research and mapping to capture the existing status of the Shire's agriculture industry, including identifying vacant and disused agricultural land, and identify future opportunities	Prepare and develop an improved and holistic approach to strategic planning.	A consultant has been appointed and work is underway on identifying the Shire's agricultural strengths through research and scientific data collection, including soil and land capability assessments and mapping. The research will consider opportunities for regenerative farming and sustainable food production practices alongside sustainable water and energy options. A questionnaire and mapping design is in development in preparedness for a Participate Nillumbik survey and a Communication and Engagement Plan to be finalised. This project will continue into the 2021-2022 financial year when the Participate Nillumbik survey goes live. Results will be collated and outcomes will be presented at a future Council Briefing.	📅
Continue to implement the adopted Bushfire Mitigation Strategy	Meet Council's responsibilities and community expectations for emergency management.	Councillors have been briefed on the status of the action plan developed to support implementation of the Bushfire Mitigation Strategy. The action plan is now integrated into the Municipal Fire Management Plan 2020-2023. Council has received a grant of \$250,000 from Safer Together (DELWP) to continue the Communities First program for 2021-2022. This program facilitates community-led bushfire preparedness with Nillumbik's rural communities.	🕒

🕒 On track 🛑 Postponed 📅 Re-scheduled 🔍 Re-scoped ⚠️ Minor issues ✓ Complete



Council works with our emergency management partners on bushfire preparedness

Strategic objective: Safe and healthy environments			
Action	Outcome	Progress update	Status
Continue to implement the adopted Health and Wellbeing Plan and deliver initiatives in partnership with the community	Develop policies, strategies, projects and partnerships to enhance the health and wellbeing of the community.	Implementation of the Health and Wellbeing Plan continues to enhance health and wellbeing of the Nillumbik community. Further actions will take place as part of the new Nillumbik Health and Wellbeing Plan 2021-2025, to be presented to Council in late 2021. Key actions undertaken in 2020-2021 included: <ul style="list-style-type: none"> • Council's new Youth Council was established • The Place Shapers place-making program commenced with 18 participants • International Women's Day events delivered • Workshops and events delivered through the Parenting Hub • Re-established community gardens across Living & Learning Nillumbik centres • Various courses and programs related to physical activity delivered across Living & Learning Nillumbik centres • Community food pantry collection points set up at Living & Learning Nillumbik centres • Progress on the implementation of the Stronger Together framework in Living & Learning Nillumbik centres • Family violence information made available at the Eltham Living & Learning Nillumbik centre. 	🕒
Review of Integrated Water Management Plan aligned with Melbourne Water and DELWP strategies for water and waterway management	Work with the local community to review and implement environmental policies to protect biodiversity and conserve natural resources.	Council is part of the Yarra Catchment Forum, which is a collaborative stakeholder group with responsibilities and influence across the water cycle including DELWP, Melbourne Water, water retailers, Port Phillip and Westernport Catchment Management Authority, Traditional Owners and councils in the catchment. Whilst not a member of the working group developing the Integrated Water Management Plan, relevant actions will be guided by the targets developed.	🕒

🕒 On track 🛑 Postponed 📅 Re-scheduled 🔍 Re-scoped ⚠️ Minor issues ✓ Complete

Priority actions: Annual Action Plan status summary

Strategic objective: A prosperous economy			
Action	Outcome	Progress update	Status
Implement the adopted Economic Development Strategy	Encourage investment and development within the Shire to increase economic development and local employment, and broaden the rate base while at the same time preserving the Green Wedge.	<p>Delivery highlights aligned to the Economic Development Strategy in 2020-2021 included:</p> <ul style="list-style-type: none"> The Women in Business Mentoring program has been delivered, with 14 participants successfully completing the program The Women in Business networking event was delivered successfully, providing an opportunity for locally based, women owned or operated businesses to meet, network and hear from a female keynote speaker The Northern Business Achievement Awards were successfully completed The Hurstbridge Collab program offering a free co-working space for the public was delivered every Thursday in April and May The Future of Agriculture project commenced and an engagement plan presented to Councillors. A consultant has also been appointed. The inaugural Annual Nillumbik Business Survey was developed for distribution to all businesses in the Shire The Green Business program has been implemented with cross-organisation stakeholders establishing business opportunities relating to sustainable business practices The Customer Request Management System platform has been fully implemented and continues to capture business interactions. 	
Implement the actions of the Planning Service Plan, including strong focuses on digital service delivery	Encourage investment and development within the Shire to increase economic development and local employment, and broaden the rate base while at the same time preserving the Green Wedge.	<p>Planning Services continues to refine its digital processes and has now completed the implementation of the service plan.</p> <p>A review of our online processes has been undertaken by Council's lawyers due to recent legislative changes to the <i>Planning and Environment Act 1987</i>.</p>	
Prepare planning scheme amendments in line with the adopted Eltham and Diamond Creek Activity Centre Structure Plans	Review existing precinct structure plans within activity centres to encourage investment and development.	<p>The adopted Structure Plans set Council's vision for the Eltham and Diamond Creek Activity Centres for the next 10 years and identify how change and growth will be managed.</p> <p>The next step is to include the new structure plan in the Nillumbik Planning Scheme. To do this, Council will need to follow a planning scheme amendment process. This process usually takes 12-18 months and involves significant community engagement.</p>	

On track
 Postponed
 Re-scheduled
 Re-scoped
 Minor issues
 Complete

Strategic objective: A prosperous economy

Action	Outcome	Progress update	Status
Develop a structure plan for the Wattle Glen township	Identify new economic development opportunities and improve amenity for our villages in conjunction with key stakeholders including residents.	<p>Council has commenced a project to work with the community to consider and plan for improvements to the public spaces (also called the 'public realm') within the heart of Wattle Glen.</p> <p>Key aims of this project are:</p> <ul style="list-style-type: none"> Improved connections and accessibility, particularly for pedestrians and cyclists, between key destinations Enhancements to the public spaces which better reflect and promote the preferred character of Wattle Glen. <p>Consultation in regard to the Wattle Glen Public Realm Framework Plan will commence in mid-July with the first round of public engagement. Council's Planning and Consultative Committee will consider the results from the first round of consultation in October 2021.</p>	

Strategic objective: Responsible leadership

Action	Outcome	Progress update	Status
Continue to implement the Business Transformation Program to improve customer experience and improve productivity of services	Ensure seamless service delivery and an open and responsive approach to our customers	<p>Our business transformation program continues following the three pillar approach of 'our people, our processes, our systems'. The projects and initiatives in this program seek to ensure seamless service delivery and an open and responsive approach to our community.</p> <p>Key activities and outcomes in 2020-2021 included:</p> <ul style="list-style-type: none"> Nillumbik was named on the 2021 Australian Financial Review BOSS Magazine Best Places to Work List. Council ranked third in the Government, Education and Non-for-Profit industry list, and Council was the only local government organisation to be recognised 292 new processes were mapped in Promapp (our process mapping and management tool), with around one third of the total 925 processes in Promapp reviewed and or amended. Review and improvement of the processes mapped is a focus throughout the next financial year. A new Electronic Document and Records Management System (EDRMS) went live in February 2021. The new solution, Content Manager, enables Council to be compliant with statutory requirements, with a central repository of all records, and enables records to be integrated to other core business systems. As a dependency of the new EDRMS, a new staff intranet was developed and also went live in February 2021. The intranet provides enhanced engagement with the organisation and provides an internal news portal. The Geographic Information System (GIS) Upgrade project was completed. The new solution offers improved functionality and will result in efficiency savings for staff due to shorter download times. Work on the upgrade to Council's website continues. Work on the implementation of the Asset Management System continues, with data migration and system integration proceeding well. 	

On track
 Postponed
 Re-scheduled
 Re-scoped
 Minor issues
 Complete

Council Plan 2017-2021: Key achievements across four years

The four-year Council Plan 2017-2021 elapsed on 30 June 2021. The table below provides a summary of the key achievements against each strategy of the plan, across the four years.

2017-2021 Council Plan: Key achievements

Strategic objective: Engaged, connected communities	
Strategy	Key achievements
1.1 Improve community trust through better communications and genuine engagement	<ul style="list-style-type: none"> The Shire Plan 2050 has evolved into the Community Vision – Nillumbik 2040, with the vision to be adopted in October 2021 following public consultation The Participate Nillumbik online community engagement platform was introduced in 2018 The Nillumbik Customer First Strategy 2019-2022 was adopted, with key actions implemented.
1.2 Build community resilience to awareness of vulnerability to natural hazards and threats	<ul style="list-style-type: none"> The Municipal Emergency Management Plan 2020-2023 and Fire Management Plan 2020-2023 was developed and planning and preparation for emergency events undertaken The Communities First project, funded by the Victorian Government 'Safer Together' program supports community bushfire preparedness initiatives to ensure we are well prepared when bushfires occur in our Shire.
1.3 Build on our commitment to lifelong learning for the community	The Living & Learning Nillumbik service review was completed to address opportunities for program enhancements and network partnerships including the Neighbourhood House network and Universities of the Third Age (U3A).
1.4 Ensure that the provision of community infrastructure responds to community needs	<ul style="list-style-type: none"> A Shire-wide Asset Plan (formerly a Community Infrastructure Plan) is now to be developed in 2021-2022, in line with requirements of the <i>Local Government Act 2020</i> Nillumbik was part of the Northern Smart Cities Network project, which was completed in June 2020 Supported Men's Sheds, including Eltham Men's Shed moving into their new home located at the previous Wattle Road pre-school site in 2018.
1.5 Strengthen the focus on social inclusion, building social capital and connection within communities	<ul style="list-style-type: none"> The Disability Action Plan 2020-2024 and Ageing Well in Nillumbik Action Plan 2019-2022 were developed and adopted. Expansion of community transport service to meet community need Redirection of Home and Community Care (HACC) program funding and resources into dedicated social connection and service navigation roles within Council despite service being contracted externally
1.6 Ensure that community services, programs and facilities are inclusive and respond to current and emerging needs	<ul style="list-style-type: none"> In 2019, Aligned Leisure was appointed as the operator of Council's five contracted and major sporting facilities, providing significant benefits including better connected services and cost savings A procurement strategy for kerbside waste collection was implemented in 2020, resulting in JJ's Waste and Recycling becoming the contracted waste service provider The Early Years Infrastructure Plan 2020-2026 was adopted Completed Commonwealth Home Support Program (CHSP) future options modelling in conjunction with northern region councils.



The Eltham Leisure Centre is operated on behalf of Council by Aligned Leisure

Strategic objective: Active and creative people	
Strategy	Key achievements
2.1 Provide a range of infrastructure that encourages people of all ages to participate in a variety of active and passive opportunities	<ul style="list-style-type: none"> The Recreation Strategy 2011-2019 was reviewed and identified areas of focus for developing the next 10-year strategy Signature works were completed as part of Council's Capital Works program: <ul style="list-style-type: none"> Redevelopment of Eltham Leisure Centre aquatic facilities Completion of the Cherry Tree Road trail Stage 1 of Diamond Creek Trail extension (Diamond Creek to Wattle Glen) completed, and Stage 2 (Wattle Glen to Hurstbridge) is due for completion in 2021-2022 Rebuilt the Eltham North Adventure Playground following fire (with the playground receiving a Kidsafe National Playspace Design Award) Redevelopment of Research Park, Eltham Central, Eltham North Reserve, Eltham Lower Park, Susan Street Reserve, Wattle Glen and Diamond Creek netball pavilions Development of a new pavilion for Marngrook Oval, Diamond Creek New playgrounds opened, including Civic Drive playground and Diamond Creek Regional Playspace (with the latter receiving an excellence award from Parks and Leisure Australia) New mini golf course opened at Yarrambat Park Golf Course Commencement of the Diamond Valley Sports and Fitness Centre redevelopment Hurstbridge Open Space Precinct Plan adopted in 2018, with funding received from State Government in 2021 to implement the plan Following a feasibility study in 2019, Council awarded a tender for the development and operation of a solar farm on the former Plenty landfill site.
2.2 Create and activate places and spaces that have good connectivity, provide needed infrastructure and promote social interaction	<ul style="list-style-type: none"> The Arts and Culture Plan 2018-2022 adopted and implementation continues to drive programs and projects in the Shire A new grants software program was activated to assist with the recording of grants being issued, and to maximise opportunities for the community, with a Grants Policy to be developed in 2021-2022 A feasibility study for a regional public art gallery was undertaken in 2019, with business case required to be undertaken.

2017-2021 Council Plan: Key achievements

Strategic objective: Safe and healthy environments	
Strategy	Key achievements
3.1 Prepare and develop an improved and holistic approach to strategic planning	<ul style="list-style-type: none"> The Green Wedge Management Plan 2019 was adopted, which included input from a 40-member community panel and wider community engagement and consultation The draft Housing Strategy was abandoned by Council in 2020, with a new approach to be determined.
3.2 Meet Council's responsibilities for emergency management	The Bushfire Mitigation Strategy 2019-2023 was adopted in July 2019 and a program of key actions implemented.
3.3 Develop policies, strategies, projects and partnerships to enhance the health and wellbeing of the community	The Nillumbik Health and Wellbeing Plan 2017-2021 was adopted and key actions delivered in partnership with agencies and community.
3.4 Promote responsible pet ownership	The Domestic Animal Management Plan 2017-2021 was adopted and key actions implemented.
3.5 Review and communicate Council's climate change strategies	Strategy planning and community engagement undertaken to inform a Climate Action Plan, which will be adopted by Council in 2021-2022.
3.6 Work with the local community to review and implement environmental policies to protect biodiversity and conserve natural resources	<ul style="list-style-type: none"> A range of programs and actions were undertaken to control pest plants and animals on Council and private land, including the Sugarloaf Link conservation project which seeks to control deer, foxes and weeds on private and public land Residents continued to be supported through the Land Management Incentive Program and Sustainable Agricultural Rebates Domestic Wastewater Management Plan was adopted in June 2019 and actions implemented Council was successful in advocating to Yarra Valley Water for more properties to be connected to the reticulated sewerage network in Eltham South.
3.7 Provide waste management services that meet the needs of our community	JJ's Waste and Recycling appointed as Council's new waste management provider with new service options from July 2020.
3.8 Improve the appearance of public spaces	<ul style="list-style-type: none"> Reviewed open space maintenance program, including parks, streetscapes and roadsides Targeted landscape uplift projects were completed at highly visible sites A Graffiti Removal Plan was endorsed to establish guidelines for Council's approach to the removal of graffiti to inform the future service provision of this service.
3.9 Develop a Shire-wide road safety strategy	<ul style="list-style-type: none"> Roadside box clearance program along roadsides was completed Delivered the Getting to School Safely program following public consultation resulting in 88 sites where drop off and pick up facilities could be improved.
3.10 Advocate for improve public transport, traffic management and reduced road congestion	<ul style="list-style-type: none"> Advocated for improved public transport, traffic management and reduced road congestion Successfully advocated for approved North East Link option to not impact on Nillumbik.



JJ's Waste and Recycling was appointed as Council's new waste management provider in July 2020

Strategic objective: A prosperous economy

Strategy	Key achievements
4.1 Encourage investment and development within the Shire to increase economic development and local employment, and broaden the rate base while at the same time preserving the Green Wedge	<ul style="list-style-type: none"> The Economic Development Strategy 2020-2030 was adopted and annual actions implemented The Equine in Nillumbik Plan 2020 was adopted Implemented online lodgement for planning and building service requests/applications to Council in 2020.
4.2 Develop and market the tourism industry in Nillumbik	Nillumbik partnered with Yarra Ranges Tourism in 2018 and the transition to Visit Nillumbik completed in 2019 to market our area to visitors.
4.3 Review existing precinct structure plans within activity centres to encourage investment and development	New structure plans for the Diamond Creek and Eltham major activity centres were adopted in 2020 for inclusion in the Nillumbik Planning Scheme.
4.4 Develop a visionary plan for Precincts 3 and 4 in the Eltham Activity Centre, including former Shire Office site and transport modal interchange	Opportunities for future use of the site would need to be further investigated following an unsuccessful market testing process for development on the site in 2018.
4.5 Identify new economic development opportunities and improve amenity for our villages in conjunction with key stakeholders including residents	<ul style="list-style-type: none"> Completed the Diamond Creek, Hurstbridge and Pantom Hill streetscape beautification plans The Wattle Glen Public Realm Framework has been developed for consultation and will be undertaken in 2021-2022 Construction of street beautification works for Ironbark Road in Yarrambat completed.

2017-2021 Council Plan: Key achievements

Strategic objective: Responsible leadership	
Strategy	Key achievements
5.1 Maintain good governance and effective leadership	Council's governance policies and processes updated and reviewed to support good governance.
5.2 Advocate effectively for Nillumbik's interests at a state and national level	Advocacy plans reviewed and updated, including preparation of documents prior to each election.
5.3 Ensure responsible and efficient management of Council's financial resources	The Strategic Resource Plan reviewed annually, including financial sustainability forecasts.
5.4 Reduce the level of rates in Nillumbik relative to other Victorian councils	Delivered a 0% rate increase in 2017-2018 and 2020-2021, and rate increases of 0.25% below the legislated rate cap in 2018-2019 and 2019-2020.
5.5 Reduce the level of Council's loan borrowings and associated interest costs	Reduced the level of Council's loan borrowings and associated interest costs, and debt reserve was used with a view to working towards a no net debt position.
5.6 Plan for the community's future needs for services and infrastructure	<ul style="list-style-type: none"> Undertook a program of asset land sales in 2018, and following community consultation, Council decided to sell only three parcels of land, and rezoned 14 Council-owned properties to Public Park and Recreation Zone as part of Planning Scheme Amendment C117 Work on the implementation of the new asset management system continues.
5.7 Develop a skilled and efficient Council workforce	Built organisational capability in customer service and community engagement (including training approximately of over 250 staff in customer service and 60 staff in IAP2 Public Participation Spectrum).
5.8 Ensure seamless service delivery and an open and responsive approach to our customers	<ul style="list-style-type: none"> Improvements made to Council's website in 2020 and 2021 to provide more choice for customers Business transformation program progressing to improve staff productivity and effectiveness, building foundations for better systems and improving customer experience.
5.9 Develop regional partnerships with other government and community agencies to benefit Nillumbik	Investigated and implemented collaborative initiatives with other councils, including procurement opportunities and the Smart Cities initiative with northern councils.
5.10 Ensure that Council meets its legal responsibilities and manages its risks	<ul style="list-style-type: none"> Council's Risk Management Policy and Framework reviewed in 2018 Quarterly meetings of Council's Audit and Risk Committee and internal audit program conducted.

Sustainability initiatives

A summary of key environmental and social sustainability initiatives undertaken in 2020-2021 are provided below.

Environmental sustainability

Council provides sustainability, environmental and conservation services and programs for the Nillumbik community. They are funded by both Council budget and external grants. The works include climate action; biodiversity protection; environmental planning and policy; land management; and education and events.

Addressing climate change

Through the *Climate Change Act 2017*, Victoria recognises and supports the 2015 Paris Agreement on climate change; and responds to Goal 13 of the United Nations Sustainable Development Goals "Take urgent action to combat climate change and its impacts". Local government has an important role to play in helping to curb emissions to achieve this international commitment, and in preparing for climate impacts.

Council has been developing a new Climate Action Plan that will set the direction for Council's mitigation and adaptation priorities for the next decade in terms of its own operations and how to support the community. This has involved considerable community consultation, and the plan is scheduled to be adopted by Council in the 2021-2022 financial year.

During the year, Council conducted a climate action community survey; a climate change risk assessment of corporate activity to help identify climate change adaptation and resilience priorities; and continued to implement extensive climate change initiatives.

Community consultation undertaken between October and December 2020 is helping guide the development of Council's next Climate Action Plan. Council found that:

- 90% of the community have some level of concern about climate change
- The six effects of climate change that our community are most concerned about are:
 - Harsher fire weather and longer fire seasons
 - Water shortages and droughts
 - Health of the natural environment
 - Impacts on agriculture and land productivity
 - More frequent and extreme hot days and heat waves
 - More frequent and extreme storms and floods.
- The community is most concerned about the impact on future generations and impacts on the planet
- 82% think Council should consider climate change in Council decisions
- 88.5% think Council operations should be net zero by 2030 or sooner
- 87% think Council should set a target for the Nillumbik community to be net zero by 2050 or sooner.

Top ten climate change priorities for Council





Solar panels on the Community Bank Stadium in Diamond Creek

Case study

Innovative project wins award at the National Climate Awards 2020

Nillumbik Shire Council has won the prestigious Innovation (Metropolitan) Award at the 2020 Cities Power Partnership National Climate Awards.

With an outstanding selection of project finalists, the judges selected the Nillumbik Shire Council's Hybrid Solar & Battery Off-Grid Community Stadium & Relief Centre in Diamond Creek project as joint winner.

Accepting the award at the virtual event, Nillumbik CEO Carl Cowie said the innovative hybrid solar and battery project was the first of its kind.

"Council is committed to do its utmost to achieve meaningful climate action and build community resilience in Nillumbik. This leading edge multi-purpose development not only serves as an off-grid community sport and recreation facility, but also as a community relief centre in an emergency such as bushfire," said Mr Cowie.

The awards highlighted local government climate action by showcasing their best, high-impact climate initiatives and solutions.

Nillumbik Director Operations and Infrastructure, Hjalmar Philipp said the project generated more energy than that it consumed and was declared carbon positive after seven months of normal operation.

"The project powers the Shire's first public electric vehicle charging station and importantly, is also a precursor to the extension of our program of solar installations across other large facilities. It also points the way to the installation of more electric vehicle charging outlets to accommodate a growing Council electric vehicle fleet," said Mr Philipp.

Nillumbik is part of the Cities Power Partnership program which supports 139 councils from across Australia to tackle climate change.

Energy efficiency, renewable energy and sustainability initiatives

2020-2021 has seen Council continue to record significant achievements in the advancement of energy efficiency, renewable energy and other sustainability initiatives. These include:

- Ongoing membership of the Cities Power Partnership, Australian Energy Foundation and Solar Savers community solar bulk-buy program
- Support for community action in promoting energy efficiency and renewable energy
- Workshops for residents that provide practical sustainability information
- Funding for Clean Energy Nillumbik to run Practically Green branded events in Nillumbik such as Sustainable House Day, speed-date a sustainability expert and a bulk buy program
- Planning for the construction of a solar farm at Council's former Plenty landfill site, and entering into a long term Power Purchase Agreement and Retail Firming Agreement to purchase renewable electricity for Council operations from the solar farm
- The expansion of rooftop solar installations to include 47 systems totalling over 900kW. This has included installation of the largest rooftop renewable energy generation system in Nillumbik, at the Eltham Leisure Centre
- Installation of additional public electric vehicle charging at Council facilities and research into opportunities for an expanded high powered electric vehicle charging network across the Shire
- Research into opportunities to optimize the existing battery system at Community Bank Stadium in Diamond Creek
- Investment into hybrid electric fleet vehicles and installation of electric vehicle charging facilities for Council vehicle charging
- Creation and installation of Home Harvest seed libraries across Nillumbik at Eltham Library, Edendale Farm, Hurstbridge Hub and Yarra Plenty Library – a free community resource to encourage the growing and sharing of home-grown food, flowers and indigenous plants
- Rollout of energy upgrades across Council buildings to further reduce grid-sourced energy consumption including appliance upgrades such as LED lighting and replacing gas heating, cooking and hot water with efficient electric reverse cycle air-conditioning, induction hobs and heat-pump hot water systems

- Use of recycled products in the construction of the Diamond Creek trail extension
- Street light audits, and energy and lighting audits of Council facilities.

Additionally, the September 2020 Victorian Local Government Solar Survey found that solar uptake across Victorian local governments has tripled over the last three years, with Nillumbik Shire Council taking the number one position on the leader board in terms of 'portion load met by solar'.

Biodiversity management and conservation

Council plays an important role in enhancing and protecting the health of Nillumbik's environment and undertakes a range of activities. They include actively managing Council owned land for conservation purposes, encouraging sustainable land practices across Nillumbik, and advocating for and facilitating conservation programs across both public and privately owned land. In delivering these initiatives, Council partners with external organisations and the community, forging strong partnerships and strategic alliances.

Key initiatives undertaken throughout 2020-2021 included:

Victorian Parliamentary Inquiry into Ecosystem Decline

Council made a detailed written and verbal submission in August 2020 to inform the Parliamentary Inquiry into Ecosystem Decline and advocate for enhanced monitoring, assessment, collaboration, resourcing, public education, restoration, and regulation enforcement.

The 39-page submission discussed: Nillumbik's natural environment and biodiversity; biodiversity management and ecosystem health monitoring challenges; the main causes and impacts of biodiversity decline within the Shire (eg climate change, bushfire, invasive animals, weeds, loss of complex and naturally regenerating ecosystems, unsustainable land management, urban development); local biodiversity action being undertaken; the potential for legislative improvements; and opportunities for more adequate and effective government programs and funding to be provided to help protect and restore Nillumbik's ecosystems.

Forest Health monitoring utilising state of the art technology

Council has hosted a four-year project to monitor wildlife at 30 remnant woodland sites on private and public lands throughout the Shire using motion sensing cameras and acoustic recorders. Working with Nillumbik Landcare Network and Parks Victoria, with funding through the Wettenhall Environment Trust and the Helen Macpherson Smith Trust, the presence of native and invasive animals has been assessed from camera images; and state of the art analysis of the acoustic data is enabling the identification of important bird species, and an overall assessment of the bird community.

With the help of 19 landholders, so far the project has generated over 2,200 hours of recordings and 44,900 images with more than 37 species detected since 2017. More than 1,000 new records have been contributed to the Victorian Biodiversity Atlas to help with state-wide environmental initiatives. Analysis of the acoustic data and community volunteer input this year is helping to determine which species to monitor. Funding is being sought to continue this monitoring for a further three years.

Bushland reserve management - Threatened species conservation and bushfire mitigation in Eltham Copper Butterfly Reserves

More than one quarter of Council reserves are bushland. There are over 100 bushland reserves and they are managed primarily for conservation of biodiversity and to provide the community with an opportunity to connect with nature in these beautiful natural environments. A program of biodiversity assessments of these reserves was undertaken during 2020-2021 which will inform ongoing management approaches and prioritisation.

The Eltham Copper Butterfly reserves are a series of six small reserves totalling about 13 hectares throughout Eltham. They are a high priority and are managed by Council for the protection of the Eltham Copper Butterfly (ECB) which is listed as Endangered under the Commonwealth Environment Protection and Biodiversity Conservation Act 1999. Council has a responsibility to protect the habitat of this butterfly as these reserves contain the majority of the remaining populations.

Council is also responsible for maintaining community safety by ensuring that the reserves do not increase the bushfire risk for adjoining residents. To achieve a responsible balance between community safety and conservation, Council has a bushfire management plan for the reserves.

For bushfire mitigation, fuel reduction zones are maintained adjacent to private property. Work to conserve the species also helps to mitigate the bushfire risk. The shrubby layer across all the ECB reserves is thinned out because the butterfly has a preference for an open habitat structure.

Implementing environment grants

This year, with funding from the state and federal government, Council delivered numerous grant funded biodiversity enhancement programs across public and private land. This included the following projects funded via the federal Communities Environment Program:

- Nest boxes for native wildlife
- Wine-lipped Spider Orchid protection in North Warrandyte
- Removal of roadside weeds along Mount Pleasant Road, Research and Eltham
- Eltham urban reserve habitat restoration through weeding and revegetation
- Deer control at Kangaroo Ground
- Collaborative community deer action (more information below).

Council also received state funding to:

- Extend its landscape-scale collaborative peri-urban weed control program 'Rivers to Ranges' into its fifth year; collaboratively with Parks Victoria, Melbourne Water, Wurundjeri, local community groups and neighbouring Councils
- Implement the third year of the Biodiversity Response Planning 'Sugarloaf Link' project which has reduced the Shire's deer, fox and weed numbers.
- Support intrepid youth to become active in local land management and conservation
- Host a Landcare Facilitator for the next three years.

Collaborative Deer Control – learning COVID-19 style

Deer presence in Nillumbik causes significant environmental and economic impact. Council has successfully applied for several state and federal grants to help trial peri-urban deer control and increasingly importantly to set up systems and information so that our residents know what works best and how to work together to tackle the problem.

During 2020-2021, educational engagement programs to raise awareness of deer impacts and peri-urban management techniques were delivered. Field days were largely replaced with a series of online interactive webinars that were attended by 480 people with a range of fact sheets and checklists developed which are available via Council's website. Two neighbourhood deer action groups formed during 2020-2021 and hundreds of landowners are better informed about their options.

Recordings of all webinars are available for viewing on Council's website.

Nillumbik's Native Vegetation Over-the-Counter Offset Program

Nillumbik Shire Council is a native vegetation offset provider. Native vegetation offset credits can be purchased from our over-the-counter offset program, and the sales income will help to fund, in perpetuity, the management of the Chase Reserve in North Warrandyte. Information on quotes and sales generated via this program is provided in the table below.

Year	2015 -2016	2016 -2017	2017 -2018	2018 -2019	2019 -2020	2020 -2021	Total
Quotes provided	15	28	31	18	124	28	244
Total sales	7	7	7	0	3	8	32
Internal Council project sales	3	2	4	0	0	8	16
Internal sales Income ex GST	\$14,550.80	\$2,333.70	\$21,003.30	0	0	\$179,342.65	\$217,230.45
External sales	4	5	3	0	3	0	15
External sales Income ex GST	\$9,801.54	\$8,401.32	\$9,101.43	0	\$5,959.17	0	\$33,263.46
NSC permit applicants	6	6	5	0	1	8	26
Other Council permit applicants	1	1	2	0	2	0	6
Credits sold	0.082+ GBEU	0.046 GBEU	0.129 GBEU^	0	0.042 (GHU)#	1.04 GHU	0.257 (GBEU) plus 1.082 GHU

* Year starts 19 Oct 2020

+ plus a payment-in-lieu to Council for the sum of \$5,216 under the old Native Vegetation Framework

GHU General Habitat Units (new units measure)

^GBEU General Biodiversity Equivalence units (old units measure)

Supporting land management

Council provides advice, grants and rate rebates to private land owners and community groups to support and encourage sustainable land management.

The tables below summarise the land management incentives provided over the past five years, and the types of land management advice that is being provided. The advice is tailored, responding directly to the specific needs and circumstances of each landholder seeking assistance.

Incentive	Measure	2016 -2017	2017 -2018	2018 -2019	2019 -2020	2020 -2021
Land Management Incentive Program grants	Number of grants to individuals or community groups	67	61	30	39	35
	Value of grants	\$99,162	\$92,748	\$96,667	\$73,272	\$73,599 (plus \$10,374 funded out of Invasive Species)
Sustainable Agriculture Rebate	Number of agricultural businesses receiving the rebate	48	48	46	44	40
	Value of rebate	\$47,167	\$47,167	\$40,277	\$38,719.40	\$35,204
Trust for Nature Covenant Rebate	Number of properties receiving the rebate	54	54	53	54	56
	Value of rebate	\$16,405	\$16,405	\$15,936	\$16,436	\$16,914

Land Management advice provided to landholders*		
Key Topics	No. landholders 2019-2020	No. landholders 2020-2021
Foxes	24	19
Rabbits	19	45
Deer	54	17
Weeds:		
• Blackberry	44	44
• Other weeds	42	40
Erosion	2	1
Revegetation	12	17
Pasture management	9	4
Sustainable Agriculture	5	6
Other (mixed advice on matters such as Queensland Fruit Fly, nest boxes, native animals, vegetation clearance, water and Trust for Nature)	0	90
Total	211	273

* Advice provided via phone, email and at the landholders property

Environment and sustainability events and education

A varied program of environment and sustainability events were hosted and / or funded during 2020-2021 with topics covering sustainable living, nature connection and land management. A list is provided in the table below.

In light of COVID-19 social distancing restrictions, and the positive response to webinars received over the past 12 months, most events were held via online platforms. These were recorded and have been viewed on an ongoing basis. Opportunities to also offer field demonstrations and in person events were attempted with some successes and some last minute cancellations required.

Environment and sustainability events held
The benefits of increasing soil carbon on your property (webinar)
Worm Farming (webinar)
Composting Q&A (webinar)
Composting for beginners (webinar)
How to make your home more energy efficient (webinar)
Introduction to solar and batteries (webinar)
Solar savers residential solar Q&A (webinar)
Nillumbik community bulk purchase of reverse cycle air conditioners (webinar)
Eucalypts of North East Melbourne (webinar)
Basic wildlife awareness (webinar)
Eltham Copper Butterfly (webinar)
Waterbugs and the platypus (webinar)
Native fish in the Diamond Creek (webinar)
Platypus in the Diamond Creek (webinar)
Impacts and management of foxes and rabbits (webinar)
Queensland Fruit Fly for the home gardener (webinar)
Deer Information Webinar and Q&A (webinar)
Recognising and Monitoring Deer Presence and Damage (webinar)
Deer Shooting in Peri-Urban Areas (webinar)
Managing Deer with your neighbours (webinar)
How to get involved as a local Deer Controller or business (workshop)
Deer Control Technology – infrared scopes, thermal monoculars (field demonstration)
North Warrandyte deer walk and talks
Property management options to reduce deer damage (webinar)



The following environment and sustainability events regrettably had to be cancelled:

- Platypus celebration at Edendale
- Plenty Gorge deer walk and talks
- Nillumbik Deer meet and greet for controllers and landholders.

Energy efficiency

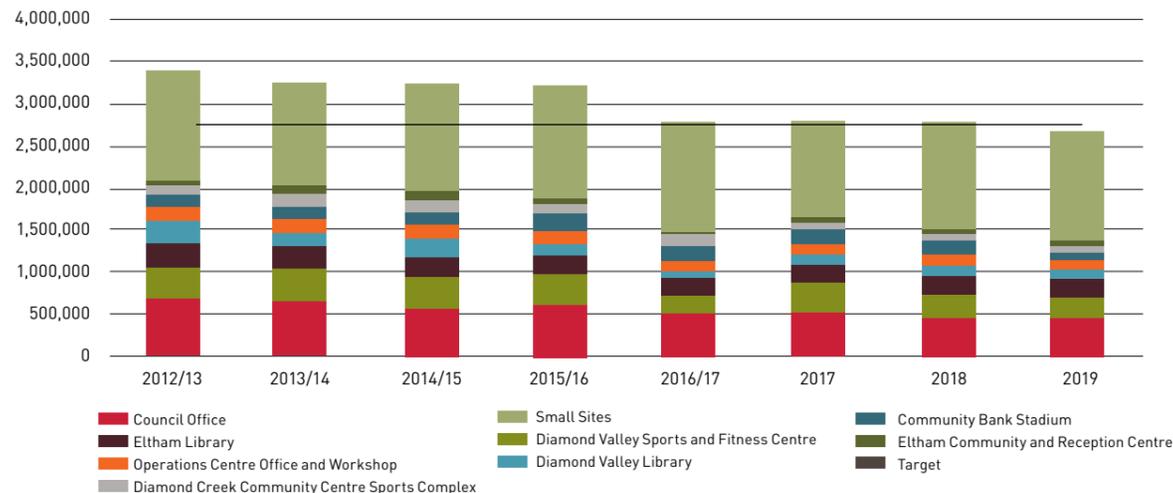
The refinement of our energy and emissions data remains an ongoing focus.

Eltham Leisure Centre remains by a significant margin the Council site that consumes the most gas and electricity. This has been compounded as a result of its redevelopment and expanded capacity of community service.

To reduce emissions from the facility, Council has installed the largest rooftop renewable energy generation system in Nillumbik. Ongoing energy audits at this site will further examine opportunities for greater energy efficiency upgrades that include appliances and adapting smart building management controls.

An indicator of the effectiveness of rooftop energy generation, combined with efficiency and upgrade works over time, is represented in the graph below. This graph depicts the long term trends in electricity consumption across Council's second to tenth largest consumers (it excludes Eltham Leisure Centre), with small sites represented as the ninth component against the other single buildings. The solid horizontal line represents the target reduction of reducing grid supplied electricity from the grid by 20% over the 2016-2020 period.

Nillumbik electricity (excl. Eltham Leisure Centre)



2020-2021 saw the installation of 418kW of rooftop solar, nearly doubling the volume of existing rooftop solar generation capacity to 906kW. This is considered the most recent and normalised representation of Council operations and service delivery with regard to buildings.

Key energy efficiency facts in relation to three major Council sites are:

Eltham Leisure Centre (ELC)	<p>Represents 43% Council building electricity consumption.</p> <ul style="list-style-type: none"> 267kW rooftop solar PV system is the largest system in Nillumbik modelled to offset up to 20% of annualised grid electricity requirements four public access Electric Vehicle charge ports battery back-up systems to toilets, change-rooms and reception public display monitoring.
Diamond Valley Sports and Fitness Centre (DVSFC)	<p>Represents 5% of Council building electricity consumption.</p> <ul style="list-style-type: none"> The 151kW rooftop solar PV system is the second largest system on a Council facility and the third largest in Nillumbik.
Civic Drive Council Office	<p>Represents 10% of Council building electricity consumption.</p> <ul style="list-style-type: none"> The third largest system of 124kW.

Social sustainability

Nillumbik recognises the important role that local government plays in promoting access, equity and inclusion.

Gender equity

Key activities in the gender equity space in 2020-2021 included:

- The Gender Equity Advocates project has continued to grow with an additional 10 Council staff trained in Gender and Intersectionality. The Gender Equity Advocates visited teams across the organisation to build on the staff's capacity to be more accessible, equitable and inclusive by introducing the concept of applying a gender and intersectional lens across the organisation, including to service delivery
- Council was proud again to lead the Shire in supporting the 16 Days of Activism Against Gender-based Violence, a global awareness raising campaign that runs from 25 November–10 December annually. In 2020, Council provided eight grants of up to \$500 for community led projects to promote gender equality, respectful relationships and the prevention of violence against women. The successful grants went to early years services, education, library and leisure facilities.

In the year ahead, Council will focus on the following gender equity related priorities:

- Implementation of the *Gender Equality Act 2020* requirements including Gender Impact Assessments; Workplace Gender Audit and preparation of a Gender Equality Action Plan to be submitted by 1 December 2021
- 16 days of Activism against Gender Based Violence 2021 grants for community-led projects and 2022 International Women's Day events
- Support projects and activities with teams across Council embedding gender equity principles with an intersectional lens in service delivery
- Continue to raise awareness and advocate for gender equality in the workplace and community.

LGBTIQA+

2020-2021 saw a range of activities and achievements in relation to our LGBTIQA+ community. These included:

- Flying the Rainbow Flag - Council is exploring options in order to fly the Rainbow Flag for International Day Against Homophobia, Biphobia, Intersexism and Transphobia (IDAHOBIT), throughout Midsumma and for other appropriate cause days.
- 4.4% of the community consulted as part of the Our People, Our Place, Our Future community engagement process identified as LGBTIQA+
- Benchmarking with 13 Victorian Councils on LGBTIQA+ policy, programs, services and other initiatives (with a focus on Youth services).

In the year ahead, Council will focus on the following priorities in this area:

- Benchmarking of local LGBTIQA+ programs, services and support in Nillumbik and surrounds
- Development of an LGBTIQA+ Service Brochure
- Findings and recommendations report to Council for future actions to support LGBTIQA+ youth in Nillumbik
- Parklife is an initiative designed by and for the LGBTIQA+ community to get active in a social, beginner friendly way. The program includes weekly sessions in the park designed to allow people to hang out and play social sport. Nillumbik Shire Council is proud to be one of the Council's selected to pilot this initiative in partnership with Proud2Play.

Implementation of the *Gender Equality Act 2020*

The Gender Equality Act 2020 is a once in a generation opportunity to improve gender equality in Victorian workplaces and the wider community.

The Act aims to improve workplace gender equality across the Victorian public sector, universities and local councils, and to get better results for the Victorian community through improved policies, programs and services.

What are the expected benefits?

- Equal access to opportunities including flexible work and paid parental leave
- Employer benefits as employees are more productive, more engaged and more likely to stay
- Social and economic benefits
- Closing the gender pay gap
- Address the drivers of workplace gender inequality.

Access

The Disability Inclusion team worked with teams across the organisation to provide advice and support for Council projects, plans and strategies. This included developing accessibility guidelines and embed access and inclusion within:

- Council's Community Engagement Policy
- Diamond Creek Regional Playspace
- Eltham North Adventure Playground - Braille signage, shade sail for the Liberty Swing and access considerations for the adjacent Dog Park
- Diamond Creek Trail Extension
- Diamond Creek Netball Pavilion
- Eltham Dog Park
- Edible Garden Project – Hurstbridge
- St Andrews Wayfinding Project
- Nillumbik Signage Guidelines
- The draft Nillumbik Health and Wellbeing Plan
- The Access, Equity and Inclusion Statement

- Our People Our Place Our Future – support to link with disability services and development of an easy read survey
- The draft Recreation and Leisure Strategy
- Strategic planning submission to the State Government Discussion Paper - 10 Year Social and Affordable Housing Strategy
- The Nillumbik website and in all communications and resources. This includes using communications imagery which represents gender and cultural diversity, as well as images of older people and people with disability in communications other than just those relating to ageing and disability topics
- An accessibility checklist, and establishment of accessibility requirements for festival and event organisers to meet grant eligibility criteria
- An Easy English version of this annual report, a first for Nillumbik Shire Council.



Community volunteers with their handmade trauma teddies

Case study

Trauma Teddies help our children recover

Late in 2020, the Community Support Services team piloted the Australian Red Cross 'Trauma Teddy' knitting project.

The knitted teddies are distributed to children who have experienced trauma. These may be children who have fled from bushfires or the teddies have provided company in an ambulance, security in hospital or a happy face in a lonely time. The project was a way to support community connection and reduce social isolation and loneliness amongst older people during extended COVID-19 restrictions.

Trauma Teddy knitting packs were created and these included wool, knitting needles, stuffing and instructions and were distributed to older people in the community who wanted to take part in the project. Community members valued participating in the project and the response for

participation exceeded expectations. Support for the project grew from individual community members participating to interests from local nursing home, local community groups and knitting clubs.

Community members publicised the project on social media and recruited many new knitters to the project.

Due to the popularity and success of the project, Council collaborated with North East Healthy Communities as part of the Strengthening Seniors Inclusion and Participation initiative to continue the project and received funding for an additional 50 Trauma Teddy knitting packs. It is estimated that the community contributed over 350 trauma teddies to the Red Cross.



A child being creative with paint

Case study

International Day of People with Disability – 3 December 2020

Council grants were awarded to local organisations to promote inclusive, innovative community-led events or activities, with event planning and delivery supported by the Council's Disability Inclusion team. The high number and calibre of applications in 2020 meant that the grant pool was extended from \$5,000 to \$6,000.

Events to celebrate International Day of People with Disability included:

- Cricket Blast - 10 Introduction to cricket sessions for up to 14 children with disability (Research Eltham Collegians Cricket Club - awarded \$620)
- Celebrating autism peer support through fun connections with games - purchase of complex board games for in-person social events people with autism. (Different Journeys autism peer support group - awarded \$654)
- Overload - Dance and Sing Party - online sing and dance party facilitated by two music therapists, open to the whole community (St John of God Accord - awarded \$750)
- DOC Football Community Cup - soccer tournament for school-aged people with disability (DOC Football Academy - awarded \$750)
- All Abilities Fun Tennis Open Day - including wheelchair tennis, deaf tennis with an Auslan signer and fun all abilities tennis (Karingal Drive Tennis Club - awarded \$750)
- Get in to Golf - purchase of modified golf kit for an introduction to golf program for people with disability run by All-Abilities accredited coaches (Belgravia Foundation, Yarrambat Park Golf Course - awarded \$726)
- Opening of upgraded pontoon for disabled access to sailing - event to celebrate and promote the new pontoon which will greatly increase accessibility for people with disability (Sugarloaf Sailing Club - awarded \$1,000)
- Grooving in the Cloud - dance party facilitated by physical therapists for aged up to 40 people with an intellectual disability aged 18-65 years, open to the whole community. All those registered received a show bag prior to the event, with fun goodies (healthAbility - awarded \$750).



Our open spaces provide ample opportunity for residents and visitors to be active

Our community

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Our communications and engagement

Council is committed to improving community trust through better communications and genuine engagement. Council is committed to keeping our stakeholders and the community informed, as well as ensuring its views and input are obtained on any significant decisions through genuine engagement.

Our stakeholders

In order to deliver fundamental services and innovative programs to our community, Council relies on its stakeholders to provide guidance, feedback, resourcing and information. Council engages with a broad range of stakeholders, in numerous ways, and for a variety of reasons.

Our stakeholders include:



Residents

we rely on residents to provide feedback and guidance on services and issues that matter to them.



Ratepayers

our ratepayers provide funding to support the delivery of services and the provision of community infrastructure.



Community groups and volunteers

Nillumbik's numerous community groups and volunteers make a meaningful difference within the Shire by providing important services and fostering valued connections.

Customers



we consider all those who use our services and facilities to be our customers. Our customers provide valuable insights and feedback regarding the delivery of our services, the suitability of our facilities and the quality of the products we have on offer.



Partners

partnering with other councils, organisations and groups allows council and the Nillumbik community the opportunity to benefit from shared knowledge, networks, experiences and resources.



Government

the State and Federal governments provide Council with important funding opportunities along with guidance and direction through legislative and regulatory parameters.



Visitors

Nillumbik is renowned for its beautiful Green Wedge and rural townships. Visitors are drawn to the region to enjoy the wide range of things to see and do as well as support for the local economy.



Council staff

our staff are responsible for providing advice, implementing Council's direction and taking action on Council decisions. Council officers also provide advice and expertise that help a Council to form policy decisions, along with delivering services and implementing decisions.

Our communications

Communications support was provided for more than 450 projects across all areas of Council throughout 2020-2021.

Major projects and events included the Diamond Creek Regional Playspace, Diamond Creek Trail extension, Diamond Valley Sports and Fitness Centre redevelopment, new kerbside waste services, Art in the Time of COVID-19, Nillumbik Prize for Contemporary Art and Writing, 16 Days of Activism, International Women's Day and the Australia Day Awards.

The Nillumbik News magazine continues to be Council's major form of printed communication. The publication is issued quarterly at the start of spring, summer, autumn and winter, and distributed to 23,000 households, businesses and community venues across Nillumbik. A digital version is also available to read on Council's website.

Nillumbik News provides the latest news and information about Council projects, services, events and activities. It is an important source of information on what projects are open for community engagement via Participate Nillumbik.

The 2021 Annual Community Survey found almost half of respondents (48.8%) regularly receive and read Nillumbik News. It is the third-most popular method of receiving information from Council, with 25% of residents preferring to get their information from the magazine.

Just over 20% prefer to get their Council information from the website.

More than 100 media releases were issued in the past year to news publications and community media release subscribers. They are also published on Council's website.

Regular advertising is placed with a variety of community publications. However, the local Diamond Valley Leader newspaper, a major communication channel for Council and the community, ceased publication in July 2020.

Digital

A number of hard-copy and electronic newsletters are also distributed by Council, on topics and issues including:

- Arts and Cultural Development
- Ageing Well in Nillumbik
- Business in Nillumbik
- Disability Inclusion
- Edendale Community Environment Farm
- Environment and Sustainability
- Living & Learning Nillumbik
- Community Connections
- Rec Round Up (information to and about local sporting clubs).

Video

Video continues to grow in importance as a communications tool. Our YouTube channel has 149 subscribers and 116 published videos.

Council published 86 videos on our Facebook page, which were viewed for more than 28,800 minutes in total. Our most popular videos included the Eltham Urban Congestion Fund Project, Plenty River Trail community update and Diamond Valley Sports and Fitness Centre update.

Email is now the most popular communication method (47.5%) followed by direct mail or letterbox drop (26.3%).

Website

Council's main website, nillumbik.vic.gov.au, was visited by more than 309,000 users in 2020-2021.

On average, users spent 1 minute 42 seconds on the website and viewed 2.3 pages each.

The most popular pages on the website were:

- Recycling Centre
- Waste and recycling
- Bin collection / Check my bin day
- Planning and building
- Make a payment.

Most people (67%) arrived at the Nillumbik website via a search engine such as Google. 21% of users typed the URL directly into their web browser or clicked a link in a document, while 9% arrived via a link on social media.

In July 2020, Council began a major review of content and architecture of the Nillumbik website. All teams worked with a website transformation project group to refine and improve content. Many minor improvements have been released already, with major changes to the website format and theming to go live later in 2021.

Other Council-affiliated websites include:

- edendale.vic.gov.au (38,800 visitors viewed 139,000 pages)
- livinglearningnillumbik.vic.gov.au (10,800 visitors viewed 50,200 pages)
- nillumbikyouth.vic.gov.au (5,000 users viewed 12,800 pages).

Social media

Key figures from our social media platforms in 2020-2021 included:

Platform	Description
 Facebook	Council increased its presence in the social media space in 2020-2021 with an 18% increase in Facebook followers from 7,482 to 8,815. 636 posts were made on the Council Facebook page, with engagements totalling 183,128 – including 24,851 reactions, 9,352 comments and 2,783 post shares.
 Twitter	Council's Twitter followers increased from 2,536 to 2,612, an increase of 3% from 2019-2020.
 Instagram	Council's Instagram account has 2,145 followers, an increase of 33%.
 LinkedIn	Our LinkedIn page has 3,992 followers, an increase of 52%.
Other	Other Council-affiliated social media accounts include Facebook pages for: <ul style="list-style-type: none"> • Edendale Community Environment Farm (5,833 followers) • Visit Nillumbik (3,827 followers) • Nillumbik Arts (2,045 followers) • Hurstbridge Community Hub (1,800 followers) • Nillumbik Youth (1,547 followers) • Open Farm Day (1,488 followers) • Living & Learning Nillumbik (1,593 followers) • Nillumbik Family and Children's Services (1,295 followers).

Community engagement

Council is committed to engaging with our community to ensure that everyone has the opportunity to provide input into matters and decisions which affect them. Council engages with the community in many and varied forms, including:

- Inviting the public to share their ideas and feedback on major projects and strategies via the Participate Nillumbik site, face-to-face consultations and in written submissions to Council
- Hearing submissions at Council and Committee meetings
- Receiving questions from the public gallery at Council meetings
- Holding consultation meetings on planning applications
- Inviting community participation on 10 Advisory Committees and through project-specific Community Reference groups
- Our Annual Community Survey, which this year involved 500 telephone interviews
- Social media, including Facebook and Twitter
- Ensuring these opportunities are widely communicated, using a range of communication channels.

Community engagement undertaken on major projects in 2020-2021 included:

Project	Description
Our People, Our Place, Our Future	Consultation was undertaken from 15 February to 28 March 2021 to gather a wide range of community views to help inform key strategic documents - the Community Vision, Council Plan, Financial Plan and the Nillumbik Health and Wellbeing Plan. There were more than 2,000 voices captured during this period. The second phase will commence in August 2021.
Arts and Culture	Consultation for Artbeat - a pulse check for Arts and Culture in Nillumbik, ran from 1 April to 30 June 2021. In total, 256 contributions were gathered on Participate Nillumbik with many individuals contributing at a series of focus groups. This information will help shape the Arts and Culture Strategy 2022-2026.
BMX facility	The community was asked whether it was necessary for Nillumbik to invest in skate and BMX facilities in the Shire. Council received 430 responses from 29 June to 24 July 2020, demonstrating the need for more investment in this area.
 Together in Nillumbik	The Together in Nillumbik survey was conducted from 21 August to 2 October 2020 to establish the impacts of COVID-19 on the community. 344 contributions were received. The survey findings will inform Council and local service providers to best address health and wellbeing needs during COVID-19 and in future.
Domestic Animal Management Plan (DAMP)	The DAMP survey was conducted from 18 May to 25 June 2021. The 509 contributions will now help prepare the <i>Domestic Animal Management Plan 2022-2026</i> .

Council continued to address the challenges presented by the COVID-19 pandemic, meaning a large proportion of community engagement activity had to take place in a virtual setting. These included meetings and information sessions with various community stakeholders.



Council was able to undertake in-person engagement as part of the Our People, Our Place, Our Future project in February and March 2021. The feedback from this significant undertaking informed the further engagement Council is carrying out to finalise key strategic documents such as the Council Plan and the Community Vision.

Council's communications and engagement activities can be found on page 145-147 of this report.



A Nillumbik staff member assisting a community member with an enquiry

Case study

Council adopts new Community Engagement Policy

The introduction of the *Local Government Act 2020* made it mandatory for all councils to adopt a Community Engagement Policy by 1 March 2021.

Council commenced the process of drafting and adopting a Community Engagement Policy by surveying the Nillumbik community. The survey sought the community's views on how it would like to be engaged, the issues on which it wanted to be engaged and obtained feedback on barriers to engagement.

The feedback drawn from the survey informed the development of a draft policy which was put out for further community engagement. It was also informed by direct feedback obtained from various representative community groups.

With a level of COVID-19 restrictions still in place over this period, all engagement was conducted virtually, including feedback and information sessions. Submissions were also accepted through Council's Participate Nillumbik engagement portal, by mail and through social media.

After this further community feedback had been incorporated, Council then formally adopted the Community Engagement Policy in February 2021.

The policy is underpinned by the International Association of Public Participation (IAP2) framework. The framework emphasises that community engagement should: inform; consult; involve; collaborate and empower. It also carries a commitment to apply deliberative engagement practices as required by legislation.

The policy is the result of effective collaboration between Council and the community. It will be a key mechanism for helping to ensure further effective collaboration on issues that matter to our community into the future.



One of the young participants shares their vision during the community consultation phase

Case study

Our People, Our Place, Our Future Community Engagement

In 2020-2021, Council was required to develop a number of key strategic planning documents organised around a long-term community vision.

In line with legislation and guided by Council's Community Engagement Policy, Council adopted an integrated community engagement program to inform the development of the following documents:

- Asset Plan (to be developed in 2022)
- Community Vision
- Council Plan
- Financial Plan
- Municipal Public Health and Wellbeing Plan
- Municipal Planning Strategy.

Community members, local residents, businesses, service providers, workers and visitors were asked to share their thoughts through the Our People Our Place Our Future engagement program which ran from 15 February to 28 March 2021.

Council provided a variety of options for people to participate in the engagement program in which over 2,000 voices were captured.

Our community has told us that the following elements are particularly important in Nillumbik as we move towards 2040:

- Our Green Wedge is valued, admired and protected
- Inclusion, participation and reconciliation, including equitable access to services and opportunities, is championed in all areas of community life

- The mental and physical wellbeing of our residents is supported through targeted, evidence based initiatives
- We facilitate education and action on climate change
- Housing diversity promotes quality lifestyles and protects the local character and environment
- Connected transport systems, including public and active transport, as well as appropriate infrastructure are accessible to all residents
- There is a greater emphasis on a reduce, refuse, reuse, repurpose, recycle approach to waste management
- An increased focus on minimising energy use, as well as local, renewable energy production
- Environmental and health emergencies are managed effectively.

In adopting an integrated approach to community engagement, Council resources were used efficiently and effectively and the risk of engagement fatigue was greatly reduced.

Overall, the Our People, Our Place, Our Future engagement program was an innovative way to encourage enhanced community engagement outcomes through a targeted and streamlined approach of engagement.

Our Annual Community Survey

The Annual Community Survey, which is designed to measure community satisfaction with a range of Council services, facilities and activities, was conducted in February 2021 by Metropolis Research.

Due to COVID-19 restrictions, the survey was conducted by telephone with 500 randomly selected residents instead of the traditional face-to-face interviews.



The 2021 survey findings were variable, with results influenced by the change in survey methodology (from face-to-face to telephone) and also the impact of COVID-19 restrictions and closures on resident activity and Council service availability and access.



Overall satisfaction with Council performance dropped slightly by 1.5% (from 6.69 to 6.59 out of 10) compared to last year's result. However, Council's overall performance remains higher than the long-term average since the first survey was conducted in 2011.

The top issues for residents were traffic management, roads maintenance and repairs, bushfire management and prevention, building, planning and development and rates.

The importance of all Council services and facilities increased, however satisfaction decreased.

The services residents were most satisfied with were libraries, children's services and green waste collection.

The excellent result for the green waste service follows Council's rollout of a larger weekly green waste bin for residents in July 2020.

Our libraries continued to operate during the COVID-19 restrictions with a click and collect service while our Maternal and Child Health nurses continued critical consultations with infants and young children.

Planning services, which went completely online in 2020, also received its best results and first increase in resident satisfaction in three years.

Our customer service continues to rate higher than the Melbourne metropolitan average,

however there was a decrease in satisfaction in this survey.

Residents were also asked how their household were coping with the impacts of COVID-19 in relation to their financial, physical and mental health and wellbeing.

On average, residents felt they were coping relatively strongly, rating their financial wellbeing slightly higher than their physical wellbeing followed by their mental health and wellbeing.

The results are accessible in full on Council's website at <https://www.nillumbik.vic.gov.au/Council/Council/Our-organisation/Community-Satisfaction-Survey>

Many of the measures in the survey are strategic indicators in the Council Plan 2017-2021, and are reported on in the Strategic indicators section of this report (pages 28-32).

Some of the measures in the survey are performance measures required by the State Government and are made public on the 'Know Your Council' website: knowyourcouncil.vic.gov.au



Volunteers enjoying the appreciation lunch

Our volunteers

Volunteering is at the heart of community-building. It facilitates connectivity, improves social capital and career pathways, has proven health benefits for volunteers themselves, and provides formal opportunities for active citizens to make a collective difference in their community.

There are volunteering opportunities to suit people of all interests, capacities and backgrounds in Nillumbik:

- Contributing to community safety through the Country Fire Authority (CFA), State Emergency Services (SES) or local fireguard group
- Caring for our natural spaces with Landcare or Friends of Reserves groups
- Supporting social services by mentoring learner drivers through the L2P Learner Driver Program, driving older Nillumbik residents to appointments, or providing support to young families through the In Home Family Mentoring program
- Participating in our thriving arts community through a theatre group, Living & Learning Nillumbik centres, or Montsalvat
- Getting involved in community initiatives through groups such as Rotary, Lions, Men's Shed, Big Group Hug or Welcome to Eltham.

Council invests over \$220,000 per annum in support of its volunteer workforce through dedicated staff time, training, specialised software, and a recognition program. This represents a return on investment of over 1,200%.

As the community responds to the ongoing impacts of the pandemic over the past 12 months, Council has recognised the crucial role of volunteers in pandemic recovery. The staged return of Council volunteer programs to COVIDSafe onsite work in October and November 2020 provided leadership for the local volunteering community as they planned their return. Council funnelled extra resources into supporting volunteer recruitment, recognition and connectivity among volunteer groups in the Shire.



The employment of a temporary Community Volunteer Projects Officer provided support to several projects including:

- An expanded National Volunteer Week 2021 program, with in-person celebrations at two events in Diamond Creek and Eltham (see case study on page 73)
- Improved communications and professional development opportunities to support strong volunteer management practice in the Shire
- Support for local volunteer recruitment promotion, including through the Diamond Valley Community Support (DVCS) Volunteers Hub.

The Nillumbik Volunteering Development Strategy 2015-2020 will be replaced with a new Volunteering Framework in the coming year, representing a shared commitment by Council to achieve best practice outcomes across all Council volunteer programs.

Each year, through the tens of thousands of hours Council volunteers contribute, we estimate that over \$3 million net worth of benefit flows to the Nillumbik community.

Successful completion of the strategy has resulted in numerous achievements in 2020-2021, including:



- Coordination of an intensive volunteer engagement program throughout the suspension of programs during COVID-19 and beyond, resulting in minimal volunteer attrition across Council programs
- Return of Council volunteer programs to COVIDSafe onsite work in a staged, timely and coordinated manner
- Successful pivot to deliver the expanded National Volunteer Week recognition program under pandemic recovery conditions
- Production of new 'I'm a Nillumbik Volunteer' promotional video series
- Gathering of feedback on Volunteering in Nillumbik from community surveys
- Continuous improvement of volunteer management processes and procedures, including adapting to virtual platforms where possible.

Beyond the strategy, work continues to support the volunteering program across Nillumbik. Council is committed to the following actions:

Action	Outcome
Promote volunteering	A sustainable volunteering sector is created
Increase participation in volunteering	Meaningful and diverse opportunities are created while also allowing for the expansion of existing programs
Recognise, value and celebrate our volunteers	Contributions made to Nillumbik through volunteering are acknowledged and quantified
Strengthen volunteer management	Nillumbik's volunteers are supported to effectively deliver council and community programs.



Volunteers who serve the community at the Tramway Café, Diamond Creek Regional Playspace

Case study

National Volunteer Week 2021

Volunteers celebrated in person again during the expanded National Volunteer Week 2021 events program in May. The theme for the week was 'Recognise Reconnect Reimagine'.

Two popular events brought volunteers together in Diamond Creek and Eltham to be recognised for their contributions, reconnect and share a meal, and reimagine volunteering with interactive surveys. A special focus on local suppliers and volunteer gifts including 'Buy Local' gifts cards provided extra pandemic recovery support.

Some feedback from volunteers about the events included:

"Loved the food, the setup, the interaction and most of all the staff from Nillumbik being there to thank us."

"Given the impacts of our new COVID-19 world, Council staff did a terrific job in organising and facilitating a safe event."

"Great company, food, venue, presentations, overall appreciation for the volunteers. Well done!"

Our community grants

Each year, Council receives grant funding to support local community groups to provide a range of services, programs and activities. Grants provided in 2020-2021 are listed below.

	Value of grant (\$)		Value of grant (\$)
Community Festivals / Fairs		Community Bushfire Preparedness & Resilience Grants	
Artists Open Studios	\$26,000	Arthurs Creek Bushfire Education Partnership	\$880
Diamond Creek Rotary Town Fair	\$7,635	Bushfire Resilience Webinar Series	\$1,000
Eltham Jazz, Food & Wine Festival	\$7,487	Panton Hill Rural Fire Brigade	\$1,000
Eltham Mudbrick Tour	\$1,200	Strathewen Bushfire Education Partnership	\$910
Eltham Rotary Festival	\$9,502		\$3,790
Hurstbridge Wattle Festival	\$10,000	Community Event Grants	
Open Cellars	\$10,099	Boomers Breakout Concert	\$765
Panton Hill On The Hill Festival	\$4,500	Diamond Creek Carols in the Park	\$3,136
Warrandyte Festival	\$3,494	Eltham Little Theatre - Peter Pan Jnr.	\$6,621
	\$79,917	In The Park Productions Outdoor Theatre Performance	\$11,304
Arts and Culture Grant Projects		St Andrews Community Festival	\$3,854
Araluen - Symbols, Icons, Community	\$3,500	The Boite - Words and Notes	\$4,273
Debby Maziarz Productions - Ask the Artist	\$4,500	Welcome To Eltham - Hafla party and Arabic dancing workshops	\$1,264
Diamond Valley Arts Society	\$4,190		\$31,216
Em for Music Magic	\$3,500	Community Group Support Grants	
For the one whose voice was silenced	\$2,710	Andrew Ross Museum - Celebrating together in a different way	\$880
Frame drums of the Middle East	\$4,080	Banyule Nillumbik Tech School - Festive Fabrics & Fibres	\$1,000
Kangaroo Ground Pre-school - Our Enduring Connection	\$4,500	Big Group Hug - Festive Bags	\$1,000
Ness Reserve Pre-school - Bush Tucker Garden Mural	\$3,000	Boomerang Bags Nillumbik	\$2,990
Paradoxa Collective - Bunjil Reserve Mapping Meditation	\$5,000	Catholic Ladies' College - Virtual Christmas Art and Cooking Classes	\$1,000
Pat Cronin Foundation Community Art Exhibition	\$1,500	CFA Diamond Creek - Christmas decorations	\$1,000
Plenty Historical Society	\$700	Coaches in Community	\$500
Poetry @ Chrissy Hills	\$720	Colour the Streets	\$500
Rotary Club of Diamond Creek Mural Trail	\$4,000	Diamond Creek Traders Association - Chute St Planta boxes	\$345
	\$41,900	Diamond Creek Women's Football Club - Plenty Park Terrace	\$3,000
Arts Service Agreements		Diamond Valley Lions Club - Keeping Nillumbik Kids in Schools	\$3,000
Montsalvat	\$8,755		
	\$8,755		
Arts Awards			
Nillumbik Prize for Contemporary Art:			
Open Award	\$20,000		
Local Award	\$10,000		
Mayoral Award	\$500		
	\$30,500		



The Nillumbik Prize for Contemporary Art exhibition

	Value of grant (\$)		Value of grant (\$)
Community Group Support Grants		Community Group Support Grants	
Diamond Valley Multiple Births Association - Festive Gingerbread Houses	\$500	Nillumbik U3A	\$230
Drawing and Painting Classes	\$500	Nillumbik Youth Productions - Let's Be Jolly!	\$708
Eltham & Environs Walking Group - First Aid Training	\$500	Northern Suburbs Fly Fishing Club	\$500
Eltham Arts Council - Anglers' Club	\$2,000	Operation Newstart Youth Re-engagement Program	\$3,000
Eltham CFA - Christmas decoration	\$1,000	Paradoxa Collective	\$3,000
Eltham Entertaining Hub	\$500	Pilot Breathwork Soundscape	\$500
Eltham Library Dreaming Mural	\$3,000	Ray White - Little Ray of Giving	\$1,000
Eltham Little Bookshop - Shop Local Read Local	\$500	Research Community Garden	\$500
Eltham Pre-School	\$154	Research Pre-school - Festive Season	\$500
Eltham Senior Citizens Centre - Dragon Boat Festival	\$500	Rotary Club of Diamond Creek - Christmas Care Gifts	\$1,000
Ferguson Park Preschool - Christmas Craft for aged care residents	\$960	Safe Horses Smith Gully	\$500
Friends of Edible Hub Community Garden	\$1,130	Southern Cross Community Church - Family Santa Sacks	\$1,000
Grow Local	\$500	St John's Anglican Church - Community Christmas Carols	\$1,000
Help 3095 and Surrounds	\$500	St Margaret's Anglican Church Eltham Yarning Circle	\$3,000
Hurstbridge Community Art Project	\$500	St Margaret's Eltham - Children's Christmas	\$1,000
Hurstbridge Country Womens Association Cookbook	\$2,100	St Matthew's Panton Hill & St Andrews - Community Carols	\$1,000
Hurstbridge Cricket Club Trivia Night	\$250	St Matthews Panton Hill & St Andrews Anglican Church - Online Christmas	\$500
Kangaroo Ground Pre-school - Our Enduring Connection (Part I)	\$3,000	The Great Nillumbik Art Wall	\$500
Lions Club of Nillumbik - Christmas Hampers	\$1,000	The Manse Garden	\$500
Local Environment Activation	\$500	UC Tennis Club Diamond Creek	\$3,000
New Circle	\$500	'Under the Canopy' Community Consultation	\$500
Next Stop: Painting in Nature	\$500	Vine Baptist Church - Gift Appeal	\$1,000
Nillumbik and beyond - a 'Yarning' Circle	\$500	Yarra Plenty Regional Library - Home Grown Summer	\$850
Nillumbik Carers' Collective	\$500	Yarra Warra Preschool and Bush Kinder	\$391
Nillumbik Historical Society	\$500		
Nillumbik Repair Café	\$500		
			\$63,488

	Value of grant (\$)		Value of grant (\$)		Value of grant (\$)		Value of grant (\$)
 COVID-19 Quick Response Grants for Local Business Grants		 COVID-19 Nillumbik Recovery Fund		Fire Brigades		Inclusion and Diversity Grants	
Aquatic Mechanics	\$2,250	Community Services Brokerage - Prace	\$500	Arthurs Creek Fire Brigade	\$2,722	Aligned Leisure	\$484
Babble & Munch Speech Pathology	\$1,500	Diamond Creek Memorial Kindergarten	\$4,980	Christmas Hills Fire Brigade	\$2,722	Belgravia Foundation	\$726
Back In Action Sports & Remedial Massage	\$2,500	Diamond Creek Natural Medicine Centre	\$5,000	Diamond Creek Fire Brigade	\$2,722	Diamond Hills Preschool	\$500
Bee Rescue	\$2,250	Diamond Creek Soccer Club	\$2,000	District 14 Headquarters Brigade East	\$2,722	different journeys	\$654
Black Vice Café & Roastery	\$1,200	Diamond Valley Community Support	\$5,000	Doreen Fire Brigade	\$2,722	DOC Football Academy	\$750
Celebrant Megan Jordan	\$2,500	Community Pantry		Eltham Fire Brigade	\$2,722	Eltham Woods Child Care Co-operative	\$400
Crossfit Diamond Valley	\$2,335	Diamond Valley Community Support	\$1,638	Hurstbridge Fire Brigade	\$2,722	healthAbility	\$750
Darebin Travel	\$2,500	Hurstbridge Community Market		Kangaroo Ground Fire Brigade	\$2,722	Karingal Drive Tennis Club	\$750
Eltham Aromas Cafe	\$600	Diamond Valley Cricket Association	\$1,790	Kinglake Fire Brigade	\$2,722	Meruka Child Care Co-operative	\$500
Hot Coals Catering	\$2,500	Digital and Online Upskilling for the Future	\$2,000	Nillumbik Group Fire Brigade	\$2,722	Ness Reserve Preschool	\$500
Kids of Eltham	\$2,500	Eltham Cricket Club	\$2,000	North Warrandyte Fire Brigade	\$2,722	Occasional Child Care Centre, Diamond Creek	\$483
Lyons Building Group	\$2,250	Eltham Rugby Union Football Club	\$1,960	Panton Hill Fire Brigade	\$2,722	Research Eltham Collegians Cricket Club	\$620
Microtown	\$2,250	Eltham Senior Citizens Centre (Chinese Group)	\$2,000	Plenty Fire Brigade	\$2,722	Sacred Heart Primary School	\$500
Nongkhai Thai Eltham	\$2,250	Em for Music Magic	\$4,300	Research Fire Brigade	\$2,722	St John of God Accord	\$750
Northern Family Osteopathy	\$2,500	Full-On Theatre	\$5,000	St Andrews Fire Brigade	\$2,722	St John of God Accord	\$750
October Grey Media	\$500	Greensborough Hockey Club	\$2,000	Wattle Glen Fire Brigade	\$2,722	Sugarloaf Sailing Club	\$1,000
Osteo for Families	\$2,250	healthAbility	\$1,760	Whittlesea/Diamond Valley Group Fire Brigade	\$2,722	Yarra Plenty Regional Library	\$478
Prosciutto Bros Craft Bar	\$1,717	Healthy Bites for Students	\$5,000	Yarrambat Fire Brigade	\$2,722		\$9,845
Quists Coffee	\$2,203	Hurstbridge Mens Shed	\$2,000		\$48,996	Land Management Incentive Program	
Reform Eltham	\$2,119	Lions Club of Eltham	\$2,000	Heritage Grants		Arthurs Creek District Landcare	\$15,000
Round Travel	\$1,600	Mind Australia	\$5,000	Allwood Neighbourhood House	\$600	Bend of Islands Conservation Association	\$12,342
Shadows Boxing Gym	\$2,500	Nillumbik Women's Network	\$2,000	Andrew Ross Museum	\$600	Christmas Hills Landcare Group	\$11,513
Sisters & Mistresses of Song	\$2,500	Northern Eagles Soccer Club	\$1,950	Arthurs Creek Mechanics Institute	\$600		\$38,855
Smiths Gully General Store	\$1,500	OM:NI Men's Discussion Group	\$5,000	Eltham District Historical Society	\$600	Sports and Recreational Achievements	
The Baldessin Press & Studio	\$2,250	Operation Newstart Northern	\$5,000	Friends of Kangaroo Ground War Memorial Park	\$600	2 x achievement grants	\$250
Titans Taekwondo Academy	\$2,000	Pat Cronin Foundation	\$1,596	Friends of the Edible Hub Community Garden	\$600		\$250
Transform Homes	\$1,319	Plenty Valley Community Radio	\$2,000	Greensborough Historical Society	\$600	Youth Support Grants	
Viva Life Pilates & Fitness	\$1,000	Slovenian Social & Sport Association Melbourne	\$2,000	Nillumbik Historical Society	\$600	Belgravia Leisure - The Goanna Sessions	\$500
Wild Wombat Restaurant Cafe	\$2,500	St Andrews Community Centre Inc	\$3,908	Nillumbik Reconciliation Group	\$600	Eltham High School - Joy & Roo	\$150
You Got This Fitness	\$1,837	St Andrews Primary School - Food Share and Seed Swap	\$4,997	Plenty Historical Society	\$309	Eltham Lacrosse Club - Chill Zone	\$500
	\$59,680	St Andrews Primary School - Foodbank	\$1,993	Queenstown Cemetery Trust	\$600	Gryff Nicklin Singer/Songwriter	\$150
 COVID-19 Nillumbik Recovery Fund		Thrive Community Garden	\$2,000	St Andrews Queenstown Historical Society	\$600	Josh Brown Live Music	\$150
1st Hurstbridge Scout Group	\$1,372	Wattle Glen Primary School - Kids Enjoying Art Therapy	\$3,000	Warrandyte Historical Society	\$600	Luna the Moon Live Performance	\$550
Aligned Leisure	\$3,648	Yarrambat Heritage Museum	\$2,000	Yarrambat Historical Society	\$600	Morning Tea with the Boys Podcast - Youth Takeover Edition	\$150
Boomerang Bags Nillumbik	\$900	Disabled Entry Ramp			\$8,109	Pat Cronin Foundation - Biribi Youth Workshop	\$500
Christmas Hills Primary School - Bush School Excursions	\$131	YSAS Birribi Resident	\$5,000			Toby Freeman - Guitar Through The Decades	\$150
Christmas Hills Primary School - Spring Fair	\$5,000	Therapeutic Care Packs				Yarra Plenty Regional Library - Clothes Refashion Workshop	\$240
Community Services Brokerage - CareNet	\$500		\$133,451				\$3,040
Community Services Brokerage - Diamond Valley Community Support	\$20,000	 COVID-19 Social Connection Recovery Grant		Total value of grants allocated in 2020-2021		Total value of grants allocated in 2020-2021	\$565,142
Community Services Brokerage - healthAbility	\$1,928	Panton Hill Tennis Club	\$500				
Community Services Brokerage - Lions Club of Eltham	\$300	Slovenian Association	\$500				
Community Services Brokerage - Neami National	\$1,300	Thrive Community Garden	\$450				
			\$1,450				

Our events and festivals



COVID-19 impacted on all aspects of Council's service delivery in 2020-2021, including a number of events and festivals planned throughout the year. These events included:

When	What	How
August 2020	Hurstbridge Wattle Festival	Virtual event
September 2020	Sustainable House Day	In person
September 2020	Diamond Creek Rotary Town Fair	Cancelled
October 2020	Mudbrick Festival	Cancelled
October 2020	Panton Hill "On the Hill" Festival	Cancelled
October 2020	Practically Green Festival	Cancelled
October 2020	Nillumbik Pet Expo	Cancelled
October 2020	Warrandyte Festival	Cancelled
November 2020	diversARTy Exhibition	Cancelled
November 2020	Eltham Rotary Festival	Cancelled
November 2020	Neighbourhood Walk: Walk Against Family Violence	Walk from home event
January 2021	Australia Day – Citizenship Ceremony	In person and virtual
February 2021	Eltham Jazz, Food & Wine Festival	Cancelled
February 2021	Art in the Time of COVID-19	In person
March 2021	International Women's Day	Virtual event
March 2021	Women in Business Networking Event	In person
March 2021	Soundbite Hurstbridge	In person
March 2021	The Great Nillumbik Picnic	Cancelled
March 2021	Home Harvest Picnic	Cancelled
April 2021	Artists Open Studios	In person
April 2021	Open Farm Day	Cancelled
May 2021	National Reconciliation Week: Flag Raising Ceremony	In person and virtual
May 2021	Nillumbik Prize for Contemporary Art Exhibition	In person
June 2021	Open Cellars	In person



President of the Nillumbik Reconciliation Group, Jan Aitken, speaking at the National Reconciliation Week ceremony held at Civic Drive, Greensborough



NILLUMBIK SHIRE COUNCIL



Our organisation

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The Council offices
in Civic Drive,
Greensborough



Nillumbik Councillors

About Council

In accordance with the *Local Government Act 2020 (the Act)*, Council's role is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community. Council has an obligation to achieve the most benefits from all available resources for its community and has pledged to do this in a sustainable manner.

How councils operate

In Victoria, there are 79 councils representing around 6.6 million people (Source: ABS 3101.0, June 2021). Councils consist of an elected arm (between 5 and 12 councillors elected by the community) and an operational arm (Council staff).

An elected council sets the overall direction for the municipality through long-term planning. It adopts a strategic view of the future it wishes to achieve for its community and makes plans and policies to achieve this.

A council then ensures this is achieved through its monitoring and reporting processes. The operational or administrative arm is responsible for implementing council decisions.

Council staff also provide advice and expertise that help a council to form policy decisions, deliver services, and implement and manage systems. For all these functions, they are accountable to the Council through the Chief Executive Officer (CEO).

About councillors

In Victoria, councillors are elected every four years to represent their communities. They receive an allowance to assist them to exercise their responsibilities and are expected to behave in accordance with the council's Code of Conduct.

In accordance with the Act, Council's role is to provide good governance and leadership for the Nillumbik community through advocacy, decision-making and action.

To assist in achieving this role, Council is committed to provide community leadership and guidance in accordance with the overarching governance principles and support principles as outlined in the Act.

General Council Election 2020

Council elections were conducted in October 2020 with 79 candidates nominating for election. The breakdown of candidates by ward was as follows:

- Blue Lake – 8
- Bunjil – 13
- Edendale – 10
- Ellis – 3
- Sugarloaf – 16
- Swipers Gully – 11
- Wingrove – 18

Following the counting of postal votes, the VEC declared the results of the election on 6 November 2020 with the following candidates being elected:

- Blue Lake – Richard Stockman
- Bunjil – Karen Egan
- Edendale – Natalie Duffy
- Ellis – Peter Perkins
- Sugarloaf – Ben Ramcharan
- Swipers Gully – Frances Eyre
- Wingrove – Geoff Paine

The elected candidates took the Councillor Oath or Affirmation and signed the Councillor Code of Conduct on 17 November 2021. The election of the Mayor and Deputy Mayor took place at the Extraordinary Council Meeting on 24 November 2020 with Cr Peter Perkins being declared the Mayor, Cr Frances Eyre being declared the Deputy Mayor and Cr Ben Ramcharan being declared the Chairperson of the Future Nillumbik Committee.

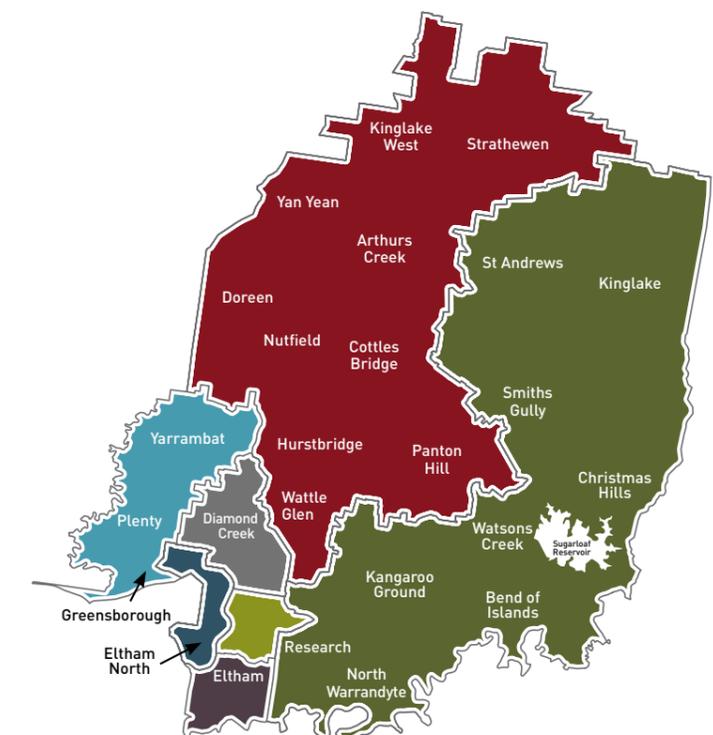
In accordance with the *Local Government Act 2020*, incoming Councillors are required to complete Councillor Induction Training within six months of the day they took their oath or affirmation of office. The training undertaken by Councillors aims to impart a greater understanding of their roles and responsibilities.

The Councillor Induction undertaken included the following topics:

- The role of a Councillor, a Mayor and Deputy Mayor
- The role of the Chief Executive Officer
- Any practices, protocols or policies in relation to the interaction between Council staff and Councillors
- Overarching governance principles and the supporting principles
- Standards of conduct
- Misconduct, serious misconduct and gross misconduct
- Internal arbitration process and the councillor conduct process
- Engagement and reconciliation with the traditional owners of land in the municipal district of the Council
- Understanding of the statutory and strategic planning processes relevant to Nillumbik Shire Council
- Media training
- Presentation and public speaking training.

KEY

- Blue Lake Ward
- Bunjil Ward
- Edendale Ward
- Ellis Ward
- Sugarloaf Ward
- Swipers Gully Ward
- Wingrove Ward



Our Councillors

The current Nillumbik councillors are:



Councillor
Peter Perkins
Mayor

Ellis Ward

Elected to Council 2010, 2012, 2016 and 2020. Elected Mayor 2012, 2020.

0437 455 064

Peter.Perkins@nillumbik.vic.gov.au

While Cr Perkins has delivered for Diamond Creek over the past 10 years as a Councillor, he believes that there is still more to do. He aims to ensure that Council processes put the community at the centre of decision-making, and its changing needs must be on the top of the Council agenda. This has never been more important than now as we all grapple with the ongoing fallout of the COVID-19 pandemic. Cr Perkins is also a long-serving firefighter with Fire Rescue Victoria.



Councillor
Frances Eyre
Deputy Mayor

Swipers Gully Ward

Elected to Council 2020.

0466 049 798

Frances.Eyre@nillumbik.vic.gov.au

Cr Eyre has been part of the Nillumbik community for 23 years and during that time has been active and engaged locally as both a resident and a professional. Her experience in the community development sector includes seven years at Nillumbik Council as a Council officer. Youth empowerment, protection of the Green Wedge and the environment and enhancement of neighbourhood character are among her priorities. Cr Eyre is also committed to ensuring Council gets its approach to community consultation and engagement right. Another focus is developing strategies to support the mental health of residents, especially during the recovery phase of COVID-19. Cr Eyre has lived in Swipers Gully for 11 years, with her husband, son and Cody the family Spoodle.



Councillor
Richard Stockman

Blue Lake Ward

Elected to Council 2020.

0438 143 678

Richard.Stockman@nillumbik.vic.gov.au

Cr Stockman brings a diversity of professional experience, including service in the Royal Australian Navy as an Air Traffic Controller and over 30 years in business and media. He sees infrastructure – in his Ward and throughout the Shire – as one of the major challenges and issues that must be addressed, and would like to see greater investment in local roads, trails, sports / recreational areas and tourism while being financially responsible. Cr Stockman is a strong believer in the benefits of inclusion, positivity and working to ensure we get the best out of people. He is also a strong believer in the strength of community.



Councillor
Karen Egan

Bunjil Ward

Elected to Council 2016, 2020. Elected Mayor 2018, 2019, elected Deputy Mayor 2016, 2017.

0438 341 595

Karen.Egan@nillumbik.vic.gov.au

A resident in Nillumbik for almost 30 years, Cr Egan joined Council to represent landowners in the rural parts of the Shire, as well as urban areas, with honesty and transparency, and proper consultation. Cr Egan lives on a rural property, and as such, she is determined to resolve community concerns around adequate fire preparation and mitigation. Working to achieve further road safety outcomes is another priority. She looks forward to building on her achievements in the previous term by working closely with the community. Cr Egan has five children, enjoys her horses, and is a professional photographer and small business owner.



Councillor
Natalie Duffy

Edendale Ward

Elected to Council 2020.

0466 043 493

Natalie.Duffy@nillumbik.vic.gov.au

Eltham North is home to Cr Duffy and her family and she brings a strong belief that community must be at the heart of all that Council does. She has a background in business, coupled with active community involvement in local schools, sports clubs and the Nillumbik Reconciliation Group. Fostering respect and meaningful community engagement for all who live, learn, work and play in Nillumbik is another priority. Cr Duffy wants Council to be nimble and creative in supporting the community with practical solutions to make life more enjoyable and connected for everyone. Locals must have a real voice in planning for the future, local business and education must be supported, climate change addressed and our Green Wedge protected.



Councillor
Ben Ramcharan

Sugarloaf Ward

Elected to Council 2020.

0476 175 359

Ben.Ramcharan@nillumbik.vic.gov.au

Cr Ramcharan has been a North Warrandyte resident for 13 years with a history of community involvement. He is committed to protecting Nillumbik's Green Wedge, neighbourhood character, improving road safety – for people and wildlife – and addressing the Climate Emergency. He aims to ensure that community input is valued and respected in all Council decisions. He believes that Council has a critical role to play in helping the community as we emerge from the COVID-19 pandemic. Cr Ramcharan works as a web developer in a not-for-profit organisation and wants to bring his technical understanding to his role as Councillor. He enjoys bike riding and getting back to nature by spending time in the outdoors.



Councillor
Geoff Paine

Wingrove Ward

Elected to Council 2020.

0438 148 283

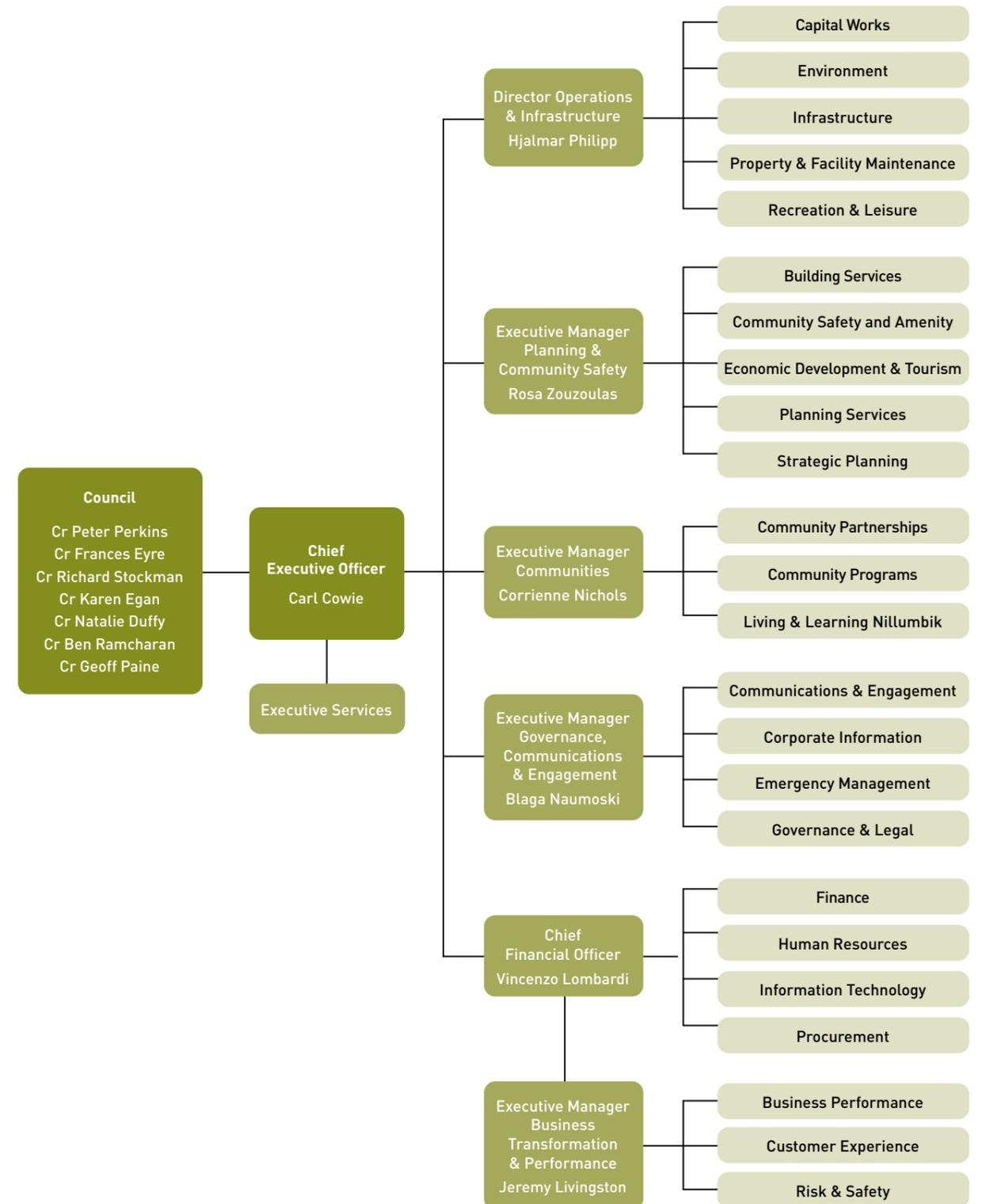
Geoff.Paine@nillumbik.vic.gov.au

An Eltham resident since 2003, Cr Paine believes in ensuring the community is front and centre when it comes to Council decision-making. He says that living in a Green Wedge Shire carries both privilege and responsibility. Cr Paine sees the ongoing pressure for more development in the urban parts of the Shire as a key challenge, but one which can be successfully managed through collaboration and civil discourse. A strong background in the arts has made him a team player and problem solver. A professional actor who also works in communications and video production, Cr Paine is married with two adult children and enjoys motor bike riding as well as spending time with Maggie (a Golden Retriever that sometimes doesn't retrieve).



Nillumbik
Councillors

Our organisational structure



Our executive

Council is the governing body that appoints a Chief Executive Officer (CEO) who has responsibility for the day-to-day management of operations in accordance with the strategic directions of the Council Plan. Two Directors, four Executive Managers and the CEO form the Executive Management Team (EMT) and lead the organisation.

Details of the CEO and the EMT are set out below.



Carl Cowie
Chief Executive Officer

Carl was appointed Council's CEO in October 2018. He has compiled a lengthy and successful career in the private sector and local government, most recently as CEO of Mornington Peninsula Shire Council prior to joining Nillumbik.

Born in Scotland, Carl has completed his Masters of Business Administration (MBA) and qualifications in economics and finance. His international experience ranges from healthcare, facilities management, transport, manufacturing and construction project management to managing large diverse workforces and budgets.

He has experience with a similar green-wedge council (Mornington Peninsula) and the complexities around fire mitigation and a range of other issues facing interface councils.



Hjalmar Philipp
Director Operations and Infrastructure

Multi-disciplined in engineering, environment and economics, Hjalmar brings a wealth of global experience and expertise to Nillumbik.

His diverse career has encompassed enterprise change management, engineering, planning and sustainability responsibilities in industries as diverse as oil and gas, engineering and professional consulting.

Hjalmar has led a variety of projects with a strong focus on service improvements, establishing cultures with a continuous improvement focus, and driven improved performance across the service industries he has operated in.



Vincenzo Lombardi
Chief Financial Officer

Vincenzo is a finance executive with more than 16 years experience across public, private and not-for-profit sectors.

He has led national finance teams and worked across Europe, and brings a wealth of expertise to Council with particular strengths in process improvement, financial strategy, long-term budgetary oversight and a focus on improving organisational culture.

Vincenzo has completed an MBA with Griffith University, is a member of the Institute of Chartered Accountants Australia and New Zealand and holds Bachelor Degrees in Commerce and Arts.



Blaga Naumoski
Executive Manager Governance, Communications and Engagement

Blaga has more than 16 years experience in the highly regulated local and state government sectors.

Her leadership roles have included a range of discipline areas, each demanding expertise and knowledge in law, governance, corporate records management, freedom of information, information privacy and change management.

Blaga joined Nillumbik in February 2018 from Darebin City Council, where she was the Manager of Governance and Corporate Information.



Corrienne Nichols
Executive Manager Communities

Corrienne has worked in the community services sector, including not for profit and local government, for more than 20 years. The past 17 years have been spent in local government.

Over that time, Corrienne has managed service delivery for aged and disability programs, family and children's services and broader community engagement services. Her passion is working with community and individuals to assist in achieving their goals.

Corrienne has a strong background in business management and possesses a broad range of skills and knowledge in family and children's services, positive ageing and maternal and child health.

Corrienne holds a Masters of Business Leadership.



Jeremy Livingston
Executive Manager Business Transformation and Performance

With 25 years experience in both operational and strategic roles in local government, Jeremy is an experienced leader who works collaboratively across organisations to achieve outstanding customer-centric outcomes for the community.

Currently leading business strategy, customer experience and business transformation initiatives, Jeremy demonstrates a passion for continuous improvement.

Joining Nillumbik in 2004, Jeremy held managerial positions in planning, building and health before commencing his current role in February 2018.



Rosa Zouzoulas
Executive Manager Planning and Community Safety

Rosa has over 19 years experience in senior Strategic and Statutory Planning, as well as Heritage, Environment and Legal services.

She has extensive experience and success in developing and implementing high level strategies plans and policies, leading strategic initiatives and major projects and preparing briefings and reports that support effective understanding, dialogue, decision making and delivery of positive outcomes.

Rosa has also developed a well-rounded understanding of local government, its objectives and the issues affecting it, both now and into the future, having worked for a number of local councils, inclusive of inner, middle and peri-urban municipalities.

Rosa holds a Bachelor of Engineering and Computing, Bachelor of Planning and a Graduate Diploma in Heritage Planning.

Our people

Our workforce

At 30 June 2021, our workforce comprised of 341 equivalent full-time positions, with a total headcount of 428.

Equivalent full-time positions: 2020-2021

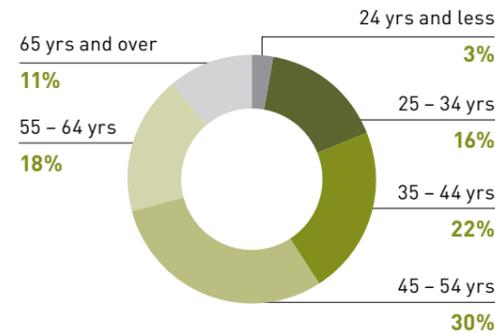
Employment type/gender	EFT							Total
	Planning and Community Safety	Executive Services	Corporate Services	Governance Comms Engagement	Community Services	Operations and Infrastructure		
Permanent Full Time	Female	22.00	3.00	15.00	17.00	15.00	21.00	93.00
	Male	21.00	1.00	20.00	2.00	2.00	75.00	121.00
Permanent Part Time	Female	14.13	0.00	4.57	1.97	25.38	9.62	55.67
	Male	5.97	0.00	0.00	0.00	1.70	6.36	14.03
Temporary Full Time	Female	2.00	0.00	5.00	2.00	6.00	1.00	16.00
	Male	3.00	0.00	0.00	0.00	4.00	18.00	25.00
Temporary Part Time	Female	1.13	0.00	0.00	0.00	9.86	3.39	14.38
	Male	0.60	0.00	0.00	0.00	0.00	1.00	1.60
Casual	Female	0.15	0.00	0.05	0.01	0.32	0.19	0.72
	Male	0.06	0.00	0.00	0.01	0.04	0.08	0.19
Total		70.04	4.00	44.62	22.99	64.30	135.64	341.59

Employment type and gender: 2020-2021

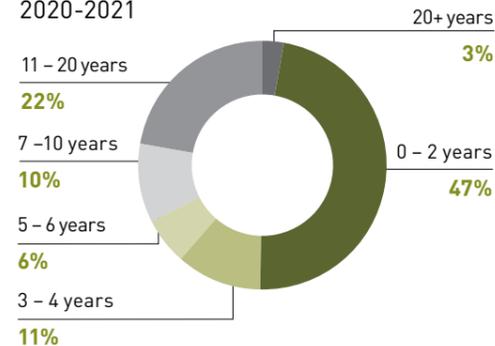
Employment Classification	EFT		
	Female	Male	Total
Band Not Applicable	25.52	37.00	62.52
Band 1	4.33	4.63	8.96
Band 2	1.22	0.00	1.22
Band 3	3.58	44.03	47.61
Band 4	34.46	11.92	46.38
Band 5	39.16	26.04	65.20
Band 6	42.77	25.60	68.37
Band 7	18.66	10.60	29.26
Band 8	3.00	2.00	5.00
Nurses	7.07	0.00	7.07
Total	179.77	161.82	341.59

Note: 'Band Not Applicable' includes annualised and contract staff

Employees by age group 2020-2021



Employees by length of service 2020-2021



Staff turnover

In 2020-2021, staff turnover reduced further to 11.70%, representing stability in the workforce.

In 2019-2020, Council staff turnover reduced to 17.21%, reflective of the successful embedding of the organisational structure.

In 2018-2019, Council recorded a staff turnover of 26.53%, following a review of the organisational structure with the aim of reducing duplication of responsibilities across positions, promoting collaboration and improving performance and productivity.

Staff Turnover	Female	Male	Total
Voluntary	20	14	34
Involuntary	5	1	6
Total	25	15	40

Our approach

At Nillumbik, to achieve great things for our community we need a great organisational culture.

To ensure we have a great culture, our people are the key. At Council, we focus on enabling our people through supportive and collaborative leadership, clear strategic direction and the ongoing investment in the development of our people and systems.

Council is committed to fostering a workplace where people feel connected, challenged and valued, and achieve extraordinary outcomes for our community. We thrive on:

- Innovation, collaboration and creativity – high on our agenda is being innovative about how and what we do
- Customer First focus – our community is central to all that we do
- Community engagement and project management – practices that are highly valued at Council
- An ever changing world – being adaptable to change and excited by learning new skills and broadening your horizons
- Work/life balance – we measure success through outcomes
- Diverse people – we value diversity of opinions, skills, knowledge, backgrounds, cultures and experiences in our people and how such diversity leads to better outcomes for our community

- Support when you need it most – Nillumbik has contemporary Enterprise Agreements and an Employee Assistance Program
- Learning and development – our employees are in charge of driving their own learning and development which is supported by Council in a number of ways
- Recognition and appreciation – acknowledging each other and being thanked for going the extra mile is part of our vocabulary
- Safety, health and wellbeing – we believe that healthy people are happy, productive people. We are a Child Safe Organisation.

Our continued focus on access, equity and inclusion

Council is committed to creating an accessible, diverse and inclusive workplace. We believe diversity of thinking fosters innovation and delivers better outcomes for everyone and we value a workforce that's a match for our diverse community.

Access, Equity and Inclusion Internal Working Group and Action Plan

Council recognises the important and legislated role that local government plays in promoting Access, Equity and Inclusion (AEI). The cross-functional AEI working group has representatives from all areas of the organisation.

The AEI action plan identifies internal goals and actions which are informed by and are aligned to strategies, plans and policy statements developed by Council. These include:

- Access, Equity and Inclusion Policy Statement
- Council Plan 2017-2021
- Disability Action Plan 2020-2024
- Gender Equity Policy Statement
- Health and Wellbeing Plan 2017-2021
- Ageing Well in Nillumbik Action Plan 2019-2022.

Key initiatives and achievements

Nillumbik named on the 2021 AFR BOSS Best Places to Work list

Nillumbik has been named on the 2021 Australian Financial Review BOSS Magazine Best Places to Work List. Almost 1,000 organisations from Australia and New Zealand nominated for the awards across ten industries and we ranked third in the Government, Education and Not-For-Profit (NFP) industry list.

Nillumbik was the only Local Government organisation to be recognised. The methodology used for the assessment is underpinned by Inventium's Workplaces of the Future framework, which identifies ten key factors that are critical to employees feeling motivated and engaged at work.

One of the three pillars of our Transformation at Nillumbik (T@N) program (see page 167 of this annual report) is the focus on our people and to be recognised as an Employer of Choice.

This significant achievement has only been made possible by our incredibly talented and dedicated team. Their passion, enthusiasm and the amazing job they have all done to support the community, volunteers and each other over this past year is to be commended.

Making health and wellbeing a priority

At Nillumbik, we are committed to having a healthy, engaged and resilient workforce who are capable of performing their roles safely and effectively in order to achieve common organisational outcomes.

Our Code of Conduct outlines a number of policies related to health and wellbeing and Council provides a confidential Employee Assistance Program (EAP) available to all staff and volunteers.

At Nillumbik, we have a Health and Wellbeing Plan with a focus on:

- Mental health
- Physical health and fitness
- Lifestyle health
- Nutrition
- Body, mind and spiritual health.

Accredited Mental Health First Aiders

Nillumbik is investing in Mental Health First Aid training to support our workforce. Similar to physical first aid, mental health first aiders follow an action plan when responding to someone asking for help or displaying symptoms of mental ill-health.

Our accredited team members provide support in the workplace and are equipped to assist our staff with sourcing appropriate professional support.

To date, we have 50 staff who have undertaken the training and have been certified as Accredited Mental Health First Aiders.

Working for Victoria

Over January and February 2021, Nillumbik welcomed 17 new temporary employees on six-month contracts to our organisation, through the Victorian Government's Working for Victoria initiative.

The \$500 million Working for Victoria initiative is part of the Victorian Government's \$1.7 billion Economic Survival Package. The initiative enabled Council to employ Victorian jobseekers, including people who had lost their jobs as a result of COVID-19, in roles to support our community and contribute to Victoria's ability to respond to the pandemic.

All 17 positions helped us to connect with impacted and vulnerable community groups, meet increased demands and expectations around service delivery during the pandemic, maintain our community spaces, target local community groups to increase engagement and activate more community spaces to enable events under COVIDSafe parameters.

With our Working for Victoria employees concluding their six-month contracts over July and August 2021, Nillumbik recently offered the group a virtual Job Search Workshop to acknowledge their efforts and provide career transition support. Attendees reviewed their resumes, learned job search strategies and interview skills and techniques.

Six of our 17 Working for Victoria employees have recently been successful in gaining new employment opportunities at Nillumbik.



Recognising our people

In 2020-2021, Council recognised and acknowledged the continuous service of 27 staff from across the organisation.

Years of service milestones	Number of employees
10 years	9
15 years	9
20 years	8
25 years	1



Our participant in the Women Building Surveyor Program

Case study

Victorian Government Women Building Surveyors Program

In January 2021, the Minister for Local Government informed us that Council has been successful in receiving funding for the Women Building Surveyor Program (WBS).

This program is part of the Victorian Government's contribution to Victoria's economic recovery through supporting construction and community infrastructure stimulus measures. It will support women to either commence a new career or transition an existing career within council to the pathway of building surveying.

Nillumbik employee, Melanie Porqueddu was successfully appointed to the program. Mel had worked in a number of positions throughout her time at Nillumbik.

Mel will work with Mehran Khademollah and the Building Team whilst attending Melbourne Polytechnic to study the Advanced Diploma of Building Surveying.

Mel says, "When I heard about this initiative, I jumped at it! I've always had an interest in building, and to be mentored by our amazing and incredibly professional Building Services team is just a dream come true. I'm so grateful to Nillumbik for supporting the WBS program and I'm thrilled to have the opportunity to represent females in this industry."

Mehran says, "It certainly is an exciting time in the sector as we embrace change, diversity and inclusion. I look forward to seeing Mel grow and learn about Building Services."

Safety, health and wellbeing

Council recognises that it has a legal duty of care under the *Occupational Health and Safety Act 2004* to provide and maintain a safe and healthy working environment for employees, contractors, customers and visitors.

In addition, Council is committed to ensuring that operations undertaken by Council do not place the community at undue risk of injury or illness.

With a focus on continuous improvement with respect to all areas of Occupational Health and Safety (OHS), Council sees employee health and wellbeing as a key driver in having an engaged, resilient and productive workforce that is capable of performing their roles safely, and effectively in order to achieve organisational outcomes.

Safety management system

After introducing a new online incident reporting system, QuickSafe, in 2018, Council has continued to improve incident reporting, management and monitoring. This has enabled consolidation of information and data into one reporting mechanism. This approach has led to better incident management, and, ultimately resulting in reducing and preventing the likelihood of injuries.

Council's OHS Committee continues to meet regularly and health and safety representatives are actively involved with resolving occupational health and safety issues that may arise within their workplace.

Safety training

Safety training modules offered to staff in 2020-2021 included:

- Bullying and harassment
- Bullying and harassment awareness for managers and supervisors
- Child Safe Standards
- Duty of Care for managers and supervisors
- Emergency support staff induction
- Equal opportunity for employees
- Equal opportunity for managers and supervisors
- Family violence and gender equity
- Fraud and corruption
- Manual handling
- Mental health
- OHS fundamentals
- Record keeping for the Victorian Public Sector
- Social and digital media
- Welcome to local government
- Welcome to Nillumbik Shire Council.

Health and wellbeing

Council recognises that the health, safety and wellbeing of our employees is integral to meeting Council's strategic goals and enhancing our employee experience. Since the onset of the COVID-19 pandemic, there has been a particular focus on employee mental and physical health.

With much of our workforce working remotely over the past year, including nearly two-thirds of staff working at home during periods of forced 'lockdowns' and/or times of service closures or modified service delivery as a result of COVID-19 (which equated to over 180 days in 2020-2021), Council has invested in a range of wellbeing programs to support our people through these challenging times. Our staff continue to be productive and engaged with Council being recognised as an 'employer of choice' (see page 83).

The Health and Wellbeing Program delivered throughout 2020-2021 featured initiatives including:

- Flu vaccinations
- Mental health First Aid training
- Wellbeing presentations
- The Resilience Project webinar
- Online fitness and mindfulness classes
- Hybrid ways of work webinars
- Dietician webinar
- Cooking demonstrations
- Family friendly activities to support employees with children
- Employee Assistance Program information session.

Incident and injury reporting

During 2020-2021:

- There were 84 OHS incidents recorded
- 36 of these incidents resulted in an injury
- There were two notifiable incidents reported to WorkSafe
- No external audits of OHS processes and practices were undertaken.

The 84 incidents recorded this year is comparable with 80 reported incidents reported during 2019-2020.

The 36 incidents resulting in an injury compares to 50 recorded in 2019-2020.



The Eltham Copper Butterfly

OHS incidents	2019-2020	2020-2021
OHS incidents	51	47
OHS hazards	15	25
OHS near miss	14	12
Total OHS incidents	80	84

OHS incidents by directorate	2019-2020	2020-2021
Community Services	10	5
Corporate Services	7	5
Governance, Communications and Engagement	1	5
Operations and Infrastructure	49	40
Planning and Community Safety	13	29
Total OHS incidents	80	84

OHS injuries by directorate	2019-2020	2020-2021
Community Services	9	3
Corporate Services	3	0
Governance, Communications and Engagement	1	2
Operations and Infrastructure	30	27
Planning and Community Safety	7	4
Total OHS incidents	50	36

WorkCover

Council has a strong commitment to the health and safety of its employees and to ensure that the management of claims and returns to work programs meets legislative requirements.

Six standard claims and 10 minor claims were made by Council staff this year. There was a substantial decrease in full time lost days this year when comparing to 2019-2020.

Key performance Indicator	2019-2020	2020-2021
Number of lost time injuries	9	14
Number of lost time days	134	79.24
Number of Staff on Alternate Duties >10 Days*	8	17
Lost time injury duration rate**	14.89	5.66
Number of Standard Claims	6	6
Number of Minor Claims ***	6	10
Total	12	16

* Total are average number of staff on alternative duties or modified duties per annum

** Lost time injury duration rate is number of days lost/number of lost time injuries

*** A minor claim does not exceed \$721 or 10 days lost.



Birds abound in the Green Wedge Shire

Our performance

<u>Engaged, connected communities</u>	<u>99</u>
<u>Active and creative people</u>	<u>113</u>
<u>Safe and healthy environments</u>	<u>121</u>
<u>A prosperous economy</u>	<u>135</u>
<u>Responsible leadership</u>	<u>143</u>



Pottery in action at a Living & Learning Centre

Council Plan Strategic Objective Engaged, connected communities

A place where communities and ideas thrive, underpinned by trust, confidence and continuous learning.

At a glance...

Strategic indicators (12)		Priority actions (4)		Budget (\$'000)	
Positive/Increasing	3	On track	3	Expenditure	\$11,135
Negative/Decreasing	7	Rescheduled	1	Revenue	\$2,667
Not applicable	2			Net cost	\$8,468

Core activities

- Aged and disability services
- Children, family and youth services
- Community development and inclusion
- Libraries and community education
- Maternal and child health

Interesting facts

606 birth notifications
an increase of 32 on last year

216 first time parents
a decrease of 24 on last year

Approximately 124 families
utilise Council's two
playhouses each week

497 one way trips
delivered by the
Community Transport bus
down significantly from last year's
1,210 due to COVID-19 restrictions

Nillumbik continues to have
one of the highest
pre-school participation
rates of all Victorian Local
Government Areas

23 volunteer mentors
provided support to local families in
the In Home Family Mentor Program

61 Learner drivers
recruited as part of the
Learners to Probation
(L2P) program

24 qualification enrolments
and **40 pre-accredited**
enrolments
to Registered Training Organisation
(RTO) / Training courses at Living &
Learning Nillumbik

46 volunteers delivered
149 volunteer hours
each week
for Living & Learning programs

Living & Learning
Nillumbik celebrated
45 years
of delivering community
based programs



Our Community Transport bus is a valued service for many residents

Budget funded services

The following statement provides information in relation to the services funded in the 2020-2021 budget and the persons or sections of the community who are provided the service.

Service	Description	Expenditure Revenue Net cost (\$'000)
Aged and Disability Services	Aged and Disability Services plans and delivers services for our aged and disabled community, including home care, home maintenance and delivered meals.	820 287 533
Children, Family and Youth Services	This function provides services for children, youth and families such as preschool, playgroups and youth activities.	1,089 441 648
Community Development and Inclusion	This function provides services for the whole community, such as community halls, volunteer programs, festivals and events and community development.	2,153 161 1,992
Libraries and Community Education	This service provides facilities and programs for the whole community, including libraries, Living & Learning Centres and Edendale Community Environment Farm.	5,685 1,375 4,310
Maternal and Child Health	This service is for new babies and parents in the Shire.	1,388 403 985

Engaged, connected communities

Achievements

- Established an Aged Care Navigation and Advocacy role to provide important information to the community relating to aged care.
- Established an iPad Loan program to connect older people digitally and increase their digital literacy.
- Developed and disseminated 500 Community Support Services Brochures – an easy-to-read guide for accessing support across a variety of areas e.g. food, mental health, Culturally and Linguistically Diverse (CALD).
- Established the Community Connect Network to bring together over 40 community groups and organisations across Nillumbik.
- Developed 'Be in Motion – exercises you can do at home' in collaboration with Aligned Leisure.
- Living & Learning Nillumbik transitioned from face-to-face delivery to a blended delivery model which enabled students to continue with their studies, regardless of COVID-19 restrictions.
- During COVID-19 lockdowns, Living & Learning Nillumbik transitioned a number of programs solely to online delivery, and as a result are now offering a more diverse range of programs.
- Established the first Nillumbik Youth Council, recruiting 15 diverse local young people.
- Awarded four local young women with Young Women Leaders of Nillumbik Awards.
- Received a total of 430 survey responses to the 'BMX in Nillumbik' survey, which led to a successful grant application to upgrade Eltham Skate Park. This project will be delivered across 2021-2023.
- Under the Federal Government's National Quality and Rating system, 73% of the Early Education and Care services in the Shire achieved an 'exceeding' rating.
- The Preschool Central Enrolment System expanded to include 3 year olds as part of government reforms for kindergartens.



COVID-19 Response



COVID-19 Impact



Panton Hill Yarn Bomb

Challenges

- Loss of volunteers due to COVID-19.
- Connecting with community members with limited technology access and skills during the COVID-19 pandemic.
- COVID-19 lockdowns changed the focus of work delivered by the Communities team to be more reactive in supporting individual community members, rather than the typical community development approach of empowering and fostering the community to deliver their own projects and initiatives.
- Significant drop in transport trips due to COVID-19 restrictions. Transport was only provided for essential medical appointments.
- Hesitancy among community groups to come together, attend and hold events and activities due to COVID-19 restrictions and potential lockdowns.
- Ever-changing COVID-19 restrictions resulted in many planned events and programs being cancelled, postponed or adjusted to an online format if possible.
- Ongoing effects of COVID-19 on local young people are significant, including unemployment, mental and physical health and resilience.

The year ahead

- The recently established Aged Care Navigation and Advocacy Officer will continue to provide aged care support and advocacy to older residents, carer and their families.
- Diversify current volunteering opportunities.
- Return of community transport to full capacity (subject to COVID-19 restrictions), including the return of the Friday shopping bus.
- Promote digital technology opportunity learning sessions for older people.
- Run a Community Leadership Program drawing upon learnings and feedback from the Women's Community Leadership and Connections Program.
- Delivery of the State Government's Best Start Program.
- Seek external funding to commence the building works at Eltham Woods Family Centre and Diamond Hills Preschool.
- Implementation and monitoring of the Early Years' Service Level Agreements with Early Years Education and Care Services.
- Co-design and development of a four-year youth strategy and action plan with the Nillumbik Youth Council.
- LGBTQIA+ youth round table event – September 2021.



COVID-19 Response



COVID-19 Impact



Australia Day Award recipients with Cr Peter Perkins, Nillumbik Mayor

Case study

Reflect. Respect. Celebrate... We're all part of the story

Over a decade of service to the local community was recognised when Josh Allen was named Nillumbik's 2021 Citizen of the Year at Council's Australia Day Awards.

Through his work with the CFA as a member of the Diamond Creek Fire Brigade, Josh has been involved in the response and recovery from significant events including the 2009 Black Saturday bushfires and the Christmas Day flash floods of 2011.

A member of the Rotary Club of Diamond Creek, Josh's work in the community has been notable for his energy and enthusiasm, along with his ability to collaborate with various local groups and services. These include the Men's Shed, Lions Club and Diamond Creek Traders' Association. He was instrumental in securing the W-Class Tram, which now occupies such a prominent place in the new Diamond Creek Regional Playspace and operates as a community café.

Peter Talbot is Nillumbik's Volunteer of the Year. An active member of Community and Volunteers of Eltham (CAVE) for 20 years, he has also been Liaison Officer for Eltham High School and Eltham Lions Club President. Over this time he has been tireless, despite his own health setbacks and challenges, in driving fundraising efforts for various important community causes.

Nillumbik Senior Citizen of the Year Jan Aitken has been fundamental to the development and success of the Nillumbik Reconciliation Group.

For 13 years as President, Jan worked to connect communities through passion, warmth and a commitment to Reconciliation. Numerous other community organisations, including schools and individuals have also benefited from Jan's dedication to giving, over the years.

The Nillumbik Young Citizen of the Year is Finn Deacey, who over the past year has balanced the completion of his Year 12 studies with his commitment to volunteering for a variety of community organisations. These include the Eltham CFA, Nillumbik's FreeZa Group, Nillumbik Unplugged and Eltham Life 3095.

President Stephany Hutt represented The Rotary Club of Diamond Creek, who was named Nillumbik Community Group of the Year. Despite all the challenges of 2020, the club managed to push ahead with a range of initiatives and projects to help those in need of support. These included the Second Bite project (providing food to the disadvantaged) as well as a range of arts and education initiatives.

An Australia Day Council grant enabled a COVIDSafe event to proceed in person.

The event featured a message from Wurundjeri Elder, Auntie Julieanne Axford as well as a speech from Nillumbik Senior Citizen of the Year and Nillumbik Reconciliation Group President Jan Aitken.

Living & Learning Nillumbik

In 2020-2021, Living & Learning Nillumbik continued to offer a high level of customer support to all our students and participants, despite enduring ongoing COVID-19 lockdowns and restrictions.

Due to ongoing restrictions and limitations on room capacity, Living & Learning Nillumbik had to review its program offering, and as a result is now in a position to offer a more diverse range of programs across the three sites at Eltham, Diamond Creek and Pantan Hill. Examples include additional art classes, school holiday programs, children's programs and online options.

Volunteering opportunities across the three Neighbourhood Houses continues to grow, with more community members enquiring about these opportunities following each individual COVID-19 lockdown.

Ongoing delivery of the Be Connected Program has provided tutoring to 60 participants aged 50 years and older to improve digital literacy and social connection (see case study on page 104).

The Pantan Hill Food Pantry established new partnerships to deliver a food pantry service at Pantan Hill in response to service shortfalls in rural areas (see case study on page 105).

Volunteer gardens were redeveloped at the Eltham and Pantan Hill Neighbourhood Houses and built by vibrant volunteer gardening teams.



A vibrant purple Yarn bomb was installed at Pantan Hill in tribute to a participant who passed away.

The group continued to create items from home during lock down in her favourite colour and came together this year to create the yarn bomb at Pantan Hill to raise awareness and funds for Bowel Cancer.

Course completion comparisons

Course completion data is not reported in 2020-2021 due to COVID-19 related closures and restrictions impacting on the ability of students completing placements. In addition, state-level comparative data has not yet been released due to a number of COVID-19 related factors.



Case study

Be Connected – Living & Learning Nillumbik

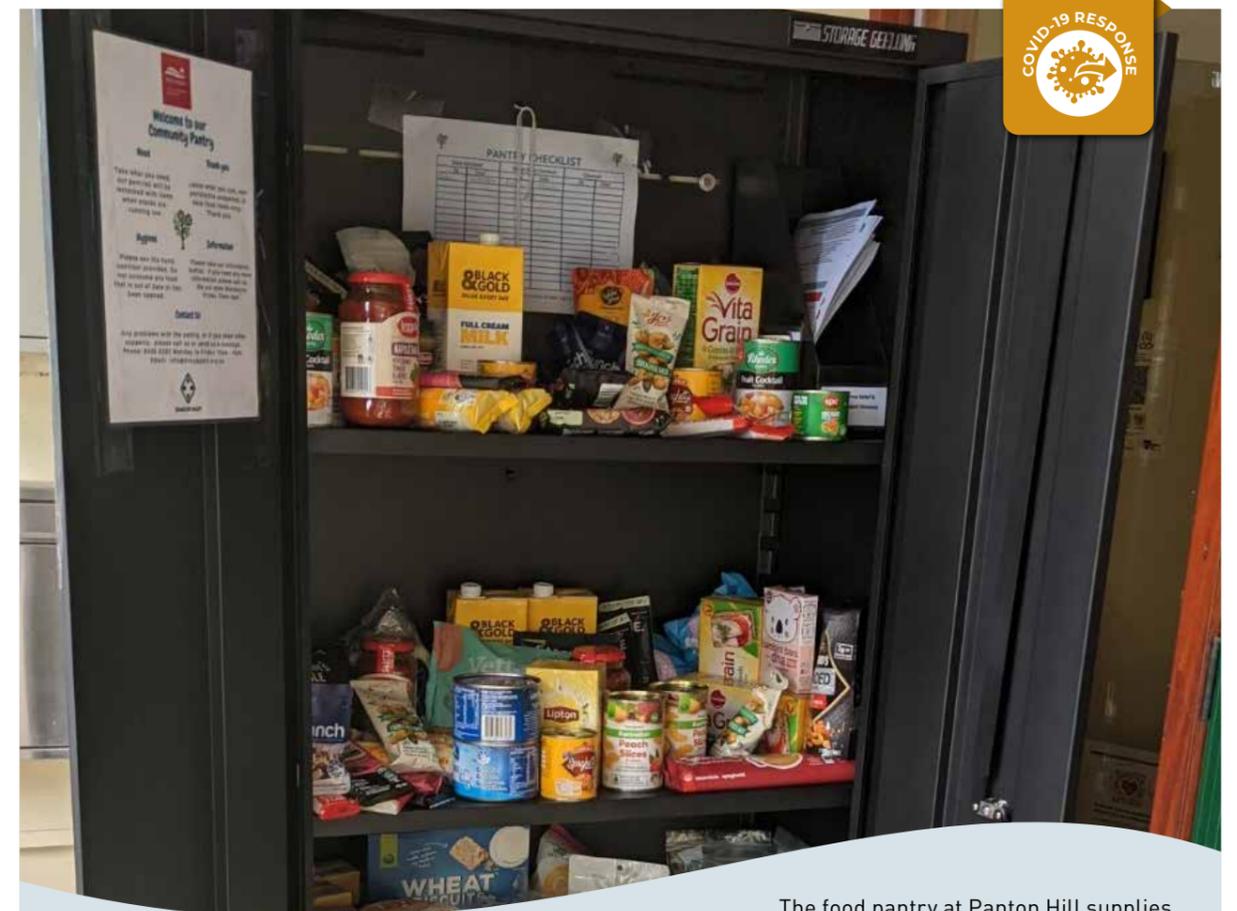
Imagine how limiting it is in this day and age to struggle with using your device to access online services or just connect with friends and family! Too many members of our community are faced with this challenge. Be Connected is a federally funded program to help people over 50 get online.

Screened and trained volunteer digital mentors offer one-to-one sessions to answer questions and support learners with using their devices. Our dedicated team of mentors supported 60 learners over 2020-2021. Some of the learners have shared the impact of their sessions:

"I have learnt skills that have improved my quality of life. I have met amazing people in the journey."

"It is informative, friendly and a great social outing for me. I love the opportunity to gain the skills I am learning."

"Thanks to Be Connected I had the confidence and skills to create a PowerPoint slide show for my aunt's 90th birthday – it was a great tribute to her and brought her much joy."



The food pantry at Pantan Hill supplies food to community members in need

Case study

Pantan Hill Community Food Pantry

The COVID-19 restrictions have negatively affected Nillumbik residents through increased unemployment and financial hardship leading to increased food insecurity. Rural Nillumbik residents lack local food relief options and often travel over 20kms to access food relief from Diamond Valley Community Support Service in Greensborough.

Living & Learning Nillumbik partnered with Diamond Valley Community Support to be a part of The Food Collective Project to respond to the need of local emergency food relief options for rural Nillumbik residents. The aim of the Collective is to reduce barriers to food insecurity through collaboration, innovation and community connection. As part of the Collective, Living & Learning Nillumbik established a Community Pantry at the Pantan Hill Living & Learning Centre.

The pantry is stocked with non-perishable food for community members who are experiencing food insecurity to help themselves to. It is accessible 24 hours a day, seven days a week, requires no appointment and are open to whoever needs food. The Community Pantry Network has a "Give what you can, take what you need" philosophy with people able to donate to the pantry as well. Pantries consist largely of healthy nutritious non-perishable food, toiletries and information to bring relief closer to where people need to access it. Donations are also accepted at our Eltham and Diamond Creek centres during opening hours.

Living & Learning Nillumbik's Neighbourhood Houses are intrinsically connected to the local community through our offering of locally based programs and supports in response to community needs. By facilitating a Community Pantry at Pantan Hill, we aim to strengthen our support and connection to the rural Nillumbik communities.



One of Council's Maternal Child Health nurses

Maternal and Child Health (MCH)



Babies have not stopped being born during the COVID-19 pandemic. Due to Department of Health and Human Services and Municipal Association of Victoria guidelines changing with COVID-19 restrictions, Maternal Child and Health (MCH) service delivery has changed dramatically. Aiming to maintain service delivery and support for some of the most vulnerable clients in our community, Nillumbik recognised the ongoing importance of MCH continuing face-to-face visits with young babies and clients.

Key services provided by the Maternal and Child Health service in 2020-2021 included:

Enhanced MCH

This service focuses on the most vulnerable clients, offering in home and virtual support to 54 clients and their infants in 2020-2021, providing referral and engagement with emergency support and intervention services.

Immunisation

Banyule City Council Health Services has completed its fifth year of the contract for the provision of immunisation services on behalf of Nillumbik Shire Council.

The total number of clients that attended the public sessions was 1,301 with a total of 2,729 vaccines being given compared to 1,541 clients and a total of 2,964 vaccines in 2019-2020.

During the 2020 School program, a total of 1,452 vaccines were given to year 7 students and 185 vaccines given to year 10 students. A total of 1,637 vaccines were given during the whole school program. The Year 7 students received vaccines for the Human Papilloma Virus, Diphtheria, Tetanus and Pertussis.

Supported Playgroups



These forums continue to deliver supported targeted parenting support within a group "setting and are moving back to in-home support for vulnerable families. Supported playgroups have delivered a specific COVID-19 Kids supported playgroup with collaboration of a MCH nurse attending these groups to guide, encourage and discuss particular concerns parents may have. The reflections of parents have been extremely positive.

Dad's Group Inc

In 2019-2020, Dad's Group Inc began in Nillumbik with 30 fathers on a social media page. In 2020-2021, this group expanded despite COVID-19 restrictions, and as of June 2021, there are 98 fathers connecting to Dad's Group Inc either virtually or face-to-face (see case study on page 108).

Immunisation Coverage Rates	Nillumbik 2020-2021	Victorian 2020-2021	Australian 2020-2021	Nillumbik 2019-2020
September Qtr				
12-<15 months	96.20***^	95.30	95.00	94.60
24-<27 months	92.36^	93.90	93.10	89.60
60-<63 months	97.35***	96.40	95.20	97.70
December Qtr				
12-<15 months	92.72^	95.10	94.90	91.20
24-<27 months	90.75	93.00	92.60	92.80
60-<63 months	95.73*^	96.00	95.30	93.10
March Qtr				
12-<15 months	92.96^	95.00	94.80	92.70
24-<27 months	91.07	92.20	92.00	91.60
60-<63 months	97.08***^	96.10	95.30	95.00
June Qtr				
12-<15 months	94.38	95.40	94.80	97.62
24-<27 months	94.12*#	93.20	92.80	94.97
60-<63 months	95.19*#	95.80	94.90	98.40

Note:

* Above State and tender target (95%) + Above Victorian average # Above Australian average ^ Above Nillumbik Average 2019-2020



Our first Nillumbik Youth Council

Case study

Our first Youth Council - Youth taking the lead

Council has a new generation of decision-makers with the first Youth Council appointed in March 2021. Aged 15 to 25 years, the Youth Councillors are passionate about their community and will represent the views, ideas and needs of young people.

Youth Mayor Kieke van der Kamp said she wanted to help make a difference. "I'm passionate about the environment and reversing climate change, and also about allowing others to find, do and have access to whatever they are passionate about, whether it be art, music, drama, sport or nature" she said.

Deputy Youth Mayor Jack Linehan said "I'm humbled and honoured to be able to support the young in the local community".

The Youth Council is a formal advisory group that consists of 15 young people aged 15-25 who live, work, study or play within Nillumbik. The Youth Council will be responsible for the establishment and review of a Youth Strategy and Action Plan, which will set out the priorities and actions for young people to lead with the support of Council across their two-year term.



Dad's Group Inc. members meeting up at the Diamond Creek Regional Playspace

Case study

Dad's Group Inc - Father Inclusive Practice

At the commencement of 2020, Dad's Group Inc was approached to partner with Nillumbik's Maternal and Child Health (MCH) service to provide support and engagement to local fathers. MCH provided a referral pathway for new fathers in our area.

This model of support is usually a face-to-face group meeting in local cafés and parks. Due to COVID-19 restrictions, the groups went virtual to cater for the needs of parents.

Initially led and supported by Adam Tardiff of Dad's Group Inc, virtual meetings were held with an average of three dads attending with their children. Following restrictions lifting in November 2020, a local father commenced facilitating the groups, and this group has continued to meet and grow in strength.

A total of 21 fathers and 16 babies attend these catch up events regularly.

What has worked for this group?

- During COVID-19 lockdowns, the group went virtual and became Shire-wide, accepting all dads who could attend the virtual catch-ups.
- MCH being a referral point for new fathers
- Creating a social media presence. This has been supported and circulated by MCH
- Holding events at local community facilities cafés and parks
- Dads meeting other dads and bringing their children.

Prior to the partnership, there were around 30 members in a local dads group on Facebook with limited social supports and interactions. Dad's Group, supported by the MCH service, has grown to 98 members. It is a leading example of engaging fathers across our Shire. With peer-to-peer support breaking down the isolation and vulnerability experienced by new fathers, this program also runs with a prevention of violence against women lens, supporting fathers in transition to parenthood.



Nillumbik Recovery Fund – helping our community bounce back during the COVID-19 pandemic

Case study

Nillumbik Recovery Fund – helping our community bounce back

More than 150 community groups, organisations and local businesses have shared in over \$133,450 worth of grant funding from Nillumbik Shire Council to support community recovery from the impacts of the COVID-19 pandemic.

The Nillumbik Recovery Fund, which was open between March to May 2021, aimed to assist as many recipients as possible and support different needs within the community.

Mayor Peter Perkins said the fund was having a hugely positive impact on the community. "The Nillumbik community is a resilient one but things have been tough. This funding will further support many in our community as they deal with the continuing impacts of the COVID-19 pandemic," Cr Perkins said.

Some of the grants have supported clients and individuals via local services and community groups. The grants are also assisting organisations and businesses to deliver community-led projects and events throughout the Shire, such as the 'Get On With Life; older men's health expo' scheduled to take place in Seniors Month this October. The event will include key note speakers and showcase local community groups and clubs, aiming to improve health and social connection for older men in our community.

A large number of projects and events are also set to take place in Nillumbik's rural townships, such as 'Raise the heART', a project aiming to increase connection and build resilience in Strathewen by delivering creative wellbeing art workshops, community performances, an art exhibition and a professional show by The Bongo Brothers featuring local primary school drummers.

A number of community groups and sporting clubs were also successful in receiving grant funding to assist them to bounce back from COVID-19-related impacts. The Lions Club of Eltham received a grant to set up a free, reliable and safe Wi-Fi network at their clubrooms, which will be accessible to the community from Eltham Train Station and surrounds. The free Wi-Fi will benefit community members who do not have access to the internet, as well as allowing the club to continue running free 'Seniors Play Days,' which support older people to gain confidence using technology.

For a full list of grant recipients visit www.nillumbik.vic.gov.au/NRF.



Sharing a picnic in a local park

Service performance indicators and measures: Engaged, connected communities

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework, including explanation of material variations.

Service/indicator/measure	2017	2018	2019	2020	2021	Material variations and comments
Libraries						
Utilisation <i>Library collection usage</i> (Number of library collection item loans/ Number of library collection items)	10.25	11.50	11.30	7.76	4.26	Loan figures for physical collections have been severely impacted by the restrictions in place for the COVID-19 pandemic and the closure of the Diamond Valley Library (March – June 2021) for refurbishment. Yarra Plenty Regional Library actively markets their collections to patrons with new material arriving regularly.
Resource standard <i>Standard of library collection</i> (Number of library collection items purchased in the last 5 years / Number of library collection items) x100	85.24%	90.40%	89.57%	87.27%	85.01%	Our collection framework ensures our collections remain relevant and current through active collection purchasing and collection maintenance. Our KPI of 85% has been met.
Participation <i>Active library members</i> (Number of active library members / Municipal population) x100	25.94%	27.38%	30.17%	28.19%	27.03%	This figure is in decline, largely due to the closure of branches and restrictions in place for the COVID-19 pandemic over the past 18 months. A "Return Yourself to the Library" campaign is planned for 2021-2022.

Service performance indicators and measures

Service/indicator/measure	2017	2018	2019	2020	2021	Material variations and comments
Maternal and child health						
Satisfaction <i>Participation in first Maternal and Child Health (MCH) home visit</i> (Number of first MCH home visits / Number of birth notifications received) x100	97.24%	99.49%	101.43%	97.50%	94.22%	In 2020-2021, there was a gap in the number of birth notifications received and home visits attended – this was due to documentation of clients attending the centre for their first visit during COVID-19 which enabled MCH to continue face-to-face service in Nillumbik. All birth notifications received did have a home visit to commence engagement with our service.
Service standard <i>Infant enrolments in the MCH service</i> (Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received) x100	99.35%	99.32%	100.00%	101.60%	100.80%	The Maternal and Child Health Service has increased the number of infants enrolled from birth notifications, potentially demonstrating responsive and timely service delivery to new families with babies.
Service cost <i>Cost of the MCH service</i> (Cost of the MCH service/ Hours worked by MCH nurses)	\$70.02	\$75.38	\$77.64	\$77.45	\$78.36	Maternal and Child Health costs continue to remain steady.
Participation <i>Participation in the MCH service</i> (Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service) x100	77.76%	78.76%	79.82%	81.95%	81.65%	The Maternal and Child Health Service continues to provide a connected and responsive program to families with young children in Nillumbik. Despite COVID-19 restrictions affecting service delivery, this demonstrates strong participation in the service
Participation <i>Participation in the MCH service by First Nations children</i> (Number of First Nations children who attend the MCH service at least once (in the year) / Number of First Nations children enrolled in the MCH service) x100	68.29%	78.95%	69.44%	76.32%	85.11%	The overall enrolment of First Nations families and young children demonstrates a connection to and linkages with the MCH service in Nillumbik. An increase in the raw numbers of this client group accounts for what otherwise appears to be a significant percentage increase from the previous year. First Nations engagement has been a focus throughout COVID-19 due to the increased health risks for this group. MCH has held this focus in mind and actively encouraged participation.



The Diamond Creek Regional Playspace

Council Plan Strategic Objective

Active and creative people

Active lifestyles and artistic expression are fostered through participation and innovation.

At a glance...

Strategic indicators (8)		Priority actions (3)		Budget (\$'000)	
Positive/Increasing	1	Completed	1	Expenditure	\$10,655
Negative/Decreasing	7	In progress	1	Revenue	\$8,214
		Rescheduled	1	Net cost	\$2,441

Core activities

- Arts and culture
- Leisure services and facilities

Interesting facts

6 structured activities on Council ovals including football, cricket, lacrosse, rugby, baseball and soccer

The ovals may also be used for school athletics or other interschool sports, filming for horse riding events, dog training, the Eltham Town Fair and Diamond Creek Fair

23 sports fields across Nillumbik

two more than last year

659 artists were supported

through Council's Arts and Cultural activities

53,905 physical attendees at Council arts and cultural activities

down from 83,192 last year, due largely to COVID-19 restrictions

323 entries into the Nillumbik Prize for Contemporary Art

37 fewer than last year

326 grant applications received

across 20 Council grants programs

Budget funded services

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

Service	Description	Expenditure Revenue Net cost (\$'000)
Arts and Cultural Services	This service is responsible for the cultural vitality and community engagement in the arts across the Shire. The team's mission is to enable participation in the cultural life of the community and enjoyment of the arts by providing diverse and innovative opportunities for active lifestyles and artistic expression.	1,183 233 950
Leisure Facilities and Services	This program is responsible for the provision of leisure facilities and services – such as leisure centres, sportsgrounds, recreation trails and playgrounds – for the whole community.	9,472 7,981 1,491



Case study

Council keeping our sportsgrounds safe

The newly irrigated Eltham North Adventure Playground Oval

Two years ago, Council upgraded its automated irrigation system to a wireless remote interface giving us the ability to set up programs, run stations, find faults and track water usage.

At the time, 16 sportsgrounds went live. Since then, another two ovals and four parks / reserves have been migrated to the system. We are currently completing the irrigation upgrade at Cracknell Reserve in Panton Hill, and once completed, this will give us 100 per cent coverage across all sports fields.

The system has proven to save time and money with the ability to remotely monitor the sites. On average, up to eight hours every week would be spent driving around to each ground programming watering cycles compared to the ability to now do that remotely, achieving the same result in half an hour.

We have been tracking water usage through the installed flow sensors and we are now starting to see the savings in water on a year-to-year basis. In 2019-2020, we used approximately 43 megalitres of water at a cost of \$126,000, and in 2020-2021, we used approximately 24 megalitres of water at a cost of \$70,000. These savings are generated by the ability to shut systems down remotely when rain is forecast and are also driven by having a wetter than average growing season.

The system vendor (Rainbird) is currently upgrading the systems technology which will see a completely different look to the program. The upgrade will give us the ability to set up programs from our mobile devices and become a more click friendly interface.

Active and creative people

Achievements

- 
 • Over 50,000 people experienced arts and culture content through the Art in the Time of COVID-19 program through digital and in person opportunities. The program employed a total of 163 artists.
- 
 • Even with the ever-changing COVID-19 restrictions, Council was still able to welcome our newest citizens to Nillumbik. Council delivered three Citizenship Ceremonies and for the first time we delivered a virtual ceremony. In the 2020-2021 year, a total of 55 conferees were welcomed as new citizens to Nillumbik.
- 
 • Consultation for the Arts and Culture Strategy 2022-2026 has heard from over 2,000 voices around what the community wants for the future of local arts and culture.
- 
 • By re-directing unexpended event funds, Council was able to assist the community through the development of the Nillumbik Recovery Fund to support, respond, recover and thrive from the impacts of the COVID-19 pandemic.
- 
 • Despite multiple lockdowns, the Arts and Cultural Development team delivered its full suite of programs, including two major exhibitions back to back in early 2021.
- 
 • Implemented the Grants Guru program to enable the community to seek funding opportunities from various local and state government and philanthropic sources. This is a free service open to all local businesses, community groups, not-for-profits and individuals.
- 
 • The Eltham Library Community Gallery continues to be an important cultural asset for Council delivering exhibition opportunities for local emerging, mid-career and established artists along with excellent audience engagement outcomes for visitors to the gallery.
- 
 • Our major capital works program continued. A full list of major capital works projects that were completed and/or progressed throughout the year are outlined on pages 24-32.
- 
 • Council's Public Art Program officially kicked off with commissions at Panton Hill Reserve and the Diamond Valley Sports and Fitness Centre started in 2020 to 2021.
- 
 • With Council's leisure facilities closed during lockdowns throughout 2020-2021, the focus of exercise at the centres had to shift. This provided our services an opportunity to pivot and launch the Nillumbik MOVEs app to provide at home health and fitness solutions for the community. Since the launch of the app in 2020, we have seen over 1,535 downloads of the app with further innovations planned for 2021-2022 to provide more options to the isolated communities in Nillumbik.
- 
 • Developed and adopted the Nillumbik Community Pandemic Recovery Plan 2021-2022 which outlines how Council has responded to the COVID-19 pandemic, and the approach we are taking to continue to support the community through the recovery process.



COVID-19 Response



COVID-19 Impact

Active and creative people

Achievements

- Initiatives from the Nillumbik Health and Wellbeing Plan 2017-2021 continue to be delivered. The development of the 2021-2025 plan has also commenced, with a series of consultation activities having been conducted between March and June 2021. A final review and report of the Nillumbik Health and Wellbeing Plan 2017-2021 will be completed in late 2021.
- Council has a long standing commitment to Reconciliation between First Nations People and other Australians, recognising the need for an inclusive inter-related community. A number of activities have supported progress towards Reconciliation including:
 - Monthly cultural consultations - held with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation with representatives from across Council seeking advice from Traditional Owners on projects related to playgrounds, land management, arts and culture, Reconciliation, and community projects and events.
- Reconciliation Week Flag Raising Ceremony - Council commemorated the start of National Reconciliation Week with a Flag Raising Ceremony with speakers including the Mayor, Jan Aitken, President of Nillumbik Reconciliation Group, and Catholic Ladies' College students Olivia Spence and Georgia Le Page.
- Increasing cultural awareness and safety within Nillumbik Shire Council with a series of cultural awareness training sessions conducted by Indigenous Employment Partners for Councillors, senior management and Council staff.

Challenges

-  The Arts and Culture sector has been one of worst affected through the COVID-19 pandemic. The overall industry will require sustained and consistent support in the short to medium term to recover activity back to pre-COVID-19 levels.
-  COVID-19 restrictions imposed throughout the year severely impacted planned activities and events in our community, and organisers were faced with the possibility of having to cancel events after long-term planning. Uncertainty continues with respect to this.
-  Continuing to improve responsiveness to community and sporting club requests and service in a COVID-19 environment.
-  Local community sport continues to be interrupted as a result of lockdowns during the COVID-19 pandemic, impacting negatively on individual's physical, mental and emotional health; social engagement and sense of identity.
-  Delivery of a significant capital works program on time and within budget in a COVID-19 environment.
-  Our major recreation and leisure facilities, including the Eltham Leisure Centre and Community Bank Stadium, were closed for large periods due to COVID-19 restrictions.



COVID-19 Response



COVID-19 Impact

The year ahead



- Deliver the Pandemic Recovery Plan. Longer term recovery actions will be embedded in the Nillumbik Health and Wellbeing Plan 2021-2025.
- Develop updated short and long Acknowledgements of Country prepared in consultation with Wurundjeri Woi-wurrung Elders for use in Council meetings, events, publications and communications. This provides a powerful opportunity for truth-telling, broader education about the First Nations history of Nillumbik and to strengthen our ongoing commitment to Reconciliation.
- Recruit an Aboriginal Community Liaison Officer to help support Council activities and projects relating to Reconciliation.
- Develop the following Council policies:
 - an Events Policy to ensure a clear, consistent, inclusive and equitable approach in the delivery of events allocation; and
 - a Community Grants Policy to ensure a clear, consistent and accurate approach to the acquittal of grants.
- Providing support to event organisers to facilitate and re-assess how they deliver events in a COVID-Safe way, delivering virtually or on a smaller scale, ensuring our community can again re-connect and celebrate.
- Commence the development of a framework to provide BMX and off-road biking options and support to the community.
- In support of the arts community:
 - Develop and adopt the Arts and Culture Strategy 2022-2026
 - Undertake a reevaluation of the Art, Civic and Public Art Collections
 - Revision of the Public Art and Art Collection Curatorial Guidelines
 - Improving our Art, Civic and Public Art Collections management processes
 - Develop a Performing Arts Policy.

Lifeguard at Diamond Creek Outdoor Pool





Case study

New faces at the Eltham Leisure Centre

Students from the Melbourne Indigenous Transition School (MITS) visit the Eltham Leisure Centre

An eager new group of young indigenous people enjoyed their first, but certainly not their last visit to Eltham Leisure Centre in 2020-2021. The centre welcomes young people from communities in the Tiwi Islands, Katherine and Gippsland.

These smiling faces are the 2021 Melbourne Indigenous Transition School (MITS) Year 7 students who have come to Wurundjeri country to enjoy an immersive experience. Whilst boarding at Richmond Hill, these students attend school daily at the Richmond Football Club.

Council's focus on providing opportunities for Indigenous communities within Nillumbik and beyond is extremely important. Taking part in healthy programs, the MITS kids look forward to regular visits to the centre on weekends to get out of the boarding house and have fun.

This program complements other initiatives in Nillumbik including the REAL Healthy program (Richmond Emerging Aboriginal Leadership), specific to indigenous youth of Nillumbik. A key barrier to participation is feeling included. This is one of those programs where Nillumbik want to be included and inclusive and we hope once word spreads, Nillumbik will be the place to be for these groups.

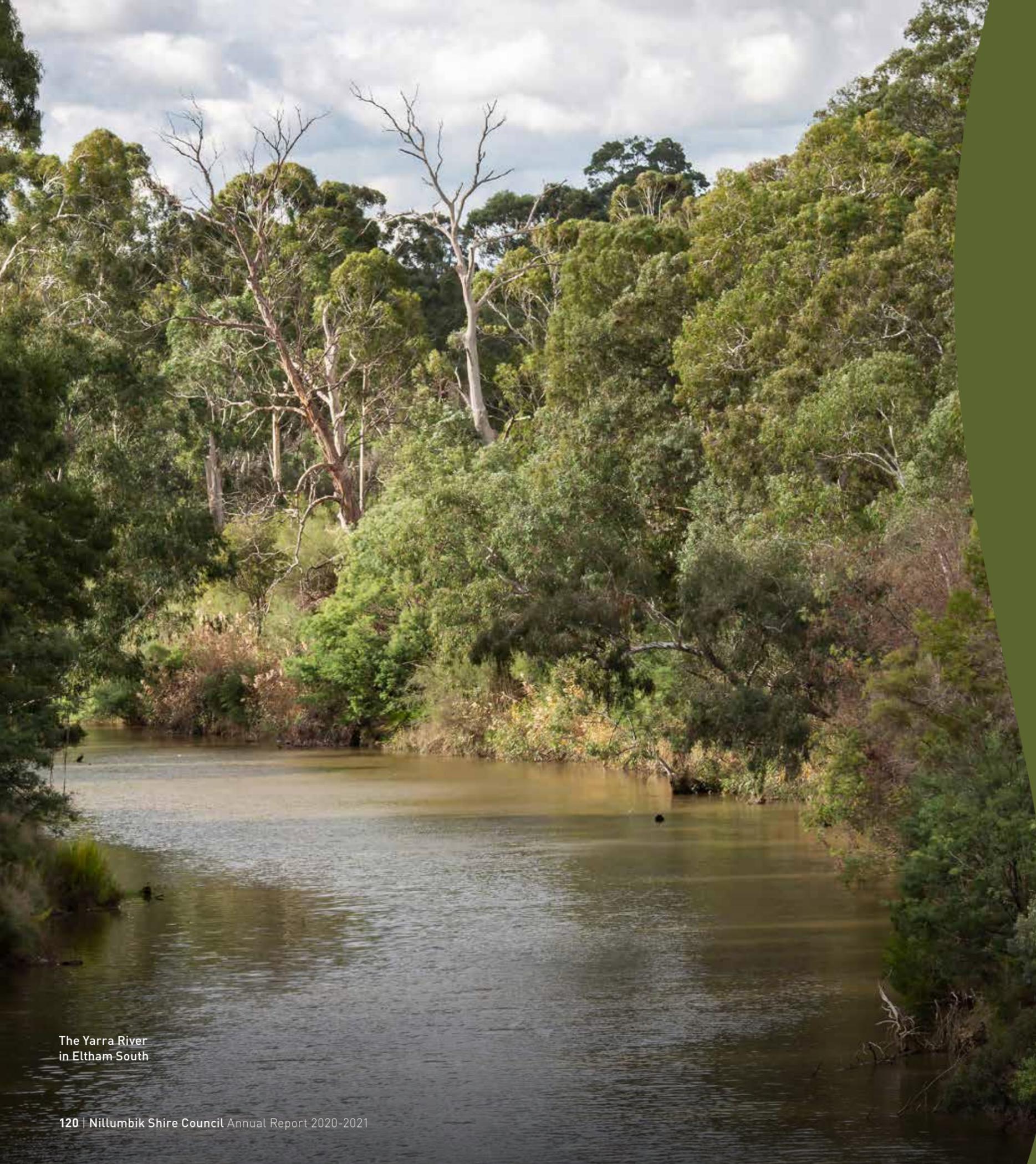


Eltham Bowls Club

Service performance indicators and measures: Active and creative people

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework, including explanation of material variances.

Service/indicator/measure	2017	2018	2019	2020	2021	Material variations and comments
Aquatic facilities						
Service standard <i>Health inspections of aquatic facilities</i> (Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities)	-	-	-	-	2.00	Microbiological testing performed in December 2020 and June 2021
Service cost <i>Cost of indoor aquatic facilities</i> (Direct cost of indoor aquatic facilities less income received/Number of visits to indoor aquatic facilities)	\$-	\$-	\$1.42	-\$0.43	-\$3.11	Negative result due to COVID-19 related closures
Utilisation <i>Utilisation of aquatic facilities</i> (Number of visits to aquatic facilities/Municipal population)	0.80	0.94	2.21	8.93	4.11	Visits were significantly down on the previous year due to ongoing COVID-19 related closures.



The Yarra River
in Eltham South

Council Plan Strategic Objective Safe and healthy environments

Healthy and safe communities enjoy living in our iconic Green Wedge environment.

At a glance...

Strategic indicators (20)		Priority actions (6)		Budget (\$'000)	
Positive/Increasing	7	Completed	1	Expenditure	\$39,668
Negative/Decreasing	13	On track	3	Revenue	\$7,012
		Rescheduled	2	Net cost	\$32,656

Core activities

- Amenity and noise control
- Biodiversity protection
- Building safety and regulation
- Bushfire recovery
- Car parking regulation and car parks
- Collection of waste, hard waste, green waste and recycling
- Energy efficiency programs
- Environmental planning and policy
- Graffiti control
- Heritage protection and memorials
- Land erosion and management works
- Land management advice
- Landfill rehabilitation
- Local road, bridge and footpath maintenance
- Management of conservation reserves
- Pedestrian crossings
- Property maintenance and fencing
- Public health protection and regulation
- Public transport and main roads advocacy
- School crossing supervisors
- Septic tank regulation
- Street lighting
- Street tree planting
- Subdivision regulation and supervision
- Traffic control and road safety
- Water quality and conservation
- Weed and pest control

Interesting facts

10,659 dogs registered

39 more than last year

3,133 cats registered

23 fewer than last year

222 animals impounded

150 more than last year

215 animals collected or rehomed

55 more than last year

73% of kerbside waste diverted from landfill

up 13% on last year

- 1,134,744 green waste collections
- 567,372 waste bin collections
- 567,372 recycling bin collections

2,132 parking infringement notices issued

29 tobacco test purchases

Conducted at 28 tobacco selling businesses

More interesting facts are on page 123.

Budget funded services

The following statement provides information in relation to the services funded in the 2020-2021 budget and the persons or sections of the community who are provided the service.

Service	Description	Expenditure Revenue Net cost (\$'000)
Animal Management	The Animal Management service works under the required legislative framework to protect the welfare of animals and the community.	936 940 4
Building Regulation	Building Services is responsible for administration and enforcement of certain parts of the <i>Building Act 1993</i> and Regulations.	998 813 184
Emergency Management	This program implements, monitors and evaluates the Fire Prevention Program and Emergency Management Plan to ensure plans are in place to protect the Nillumbik community.	1,421 198 1,222
Environment and Conservation	This function provides environment and conservation services and programs for the whole Nillumbik community, such as; planning and policy; education and events; water quality and conservation; biodiversity protection; and energy efficiency programs.	1,451 699 752
Food Safety, Public Health and Immunisation	This function provides services to the community including food safety and health premises regulation, public health protection and education, immunisation services and noise regulation.	834 253 580
Infrastructure Design, Construction and Transport	This service provides services for the whole community including design for capital works projects; roads; bridges; drainage; landscape; traffic treatments; coordination of capital works; procurement and construction; engineering assessment of planning applications and approval of subdivision works; traffic control; road safety; advocacy on public transport and main roads and street lighting.	4,371 1,425 2,946
Parking and Local Laws	This function provides car parking regulation, amenity protection and local laws permits for the whole Nillumbik community.	649 214 436
Parks and Reserves Maintenance	This service maintains parks, sportsgrounds, conservation reserves, street trees and roadsides across the Shire.	6,017 90 5,926
Planning Enforcement	This service conducts planning investigations and promotes compliance with the Nillumbik Planning Scheme and permit conditions.	564 2 562
Property, Fleet and Asset Management	This service provides infrastructure asset management and planning, building maintenance and fencing, property management and fleet management.	2,710 479 2,231
Recycling and Waste Services	This service provides collection of household waste, recycling, green waste, hard waste, waste education and landfill rehabilitation for the whole Nillumbik community.	9,732 534 9,199
Road and Drainage Maintenance	This service provides maintenance of local roads and bridges, pedestrian bridges, footpaths, trails, drains and bus shelters for the whole community. It also incorporates Council response to dead animal collection, street cleansing and roadside litter collection.	5,366 156 5,211
School Crossings	This service funds school crossing supervisors for school children across the Shire.	717 272 445
Strategic Planning	This service provides land use planning and policy, planning scheme management, activity centre planning and heritage protection across the Shire.	1,016 0 1,016



Case study

The Diamond Creek Regional Playspace wins a major award

The award winning Diamond Creek Regional Playspace

The Diamond Creek Regional Playspace won the prestigious Parks and Leisure Australia award in 2021.

The popular park, which was a huge collaboration between Council, State Government (with Growing Suburbs Fund Funding), residents, community groups and businesses, won the Playspace Award in the over \$500,000 category for the Victorian / Tasmanian region.

“Our prestigious Awards of Excellence showcase the excellent work of parks and leisure professionals who deliver enormous benefit to our communities,” Parks and Leisure Australia CEO Mark Band said.

“Each year, the quality and innovation showcased in projects submitted continues to increase, leading to a highly competitive rivalry to take out the top honour as region winner.”

Our entry will now progress to the National Awards on 14 September, where we will compete against other region winners of the same category (this report was printed prior to that date).

More interesting facts

334 inspections of 305 registered food/health premises

233 fewer inspections than last year, due to COVID-19 restrictions – premises closed

952 building inspections conducted

136 more than last year

40 permits to alter or install a septic system issued

14 more than last year

310 kilometres of unsealed roads, 465 kilometres of sealed roads and 343 kilometres of footpaths maintained

172 building permit applications assessed

17 more than last year

6,642 signs maintained

Safe and healthy environments

Achievements

- Following adoption of the Bushfire Mitigation Strategy in July 2019, the action plan to support implementation of the strategy was integrated in the Municipal Fire Management Plan 2020-2023.
- Funded by the Victorian Government's Safer Together grants program, the Communities First project occurred across the year. This project placed the community at the centre of preparing for bushfires, building on existing capacity, collaboration and strengthened relationships with communities, agencies and Council.
- Successfully delivered a fire season online media campaign which reached 95,000 people in Nillumbik and surrounding areas.
- Implemented a fire hazard inspection and enforcement program with improved information technology solutions to ensure evidence based processes, resulting in over 9,000 private properties inspected.
- Successfully transitioned to a contractor provided kerbside waste collection service from 1 July 2020. The new waste fleet has integrated GPS, real time customer service integration through the j-Track system and 360-degree continuous video capture which has enhanced Council's customer service standard. To stabilise the service during the first 3 months of operation, the contractor deployed additional vehicles and drivers. This mitigated expected issues as drivers became accustomed to the runs and terrain and run maps were thoroughly 'ground truthed'.
- From 1 July 2020, Council also introduced new kerbside waste bin options (see case study on page 128).
- Supported 18 emerging leaders across Nillumbik to participate in the inaugural Place Shapers Program, which has led to the delivery of 12 community led place shaper projects to be implemented within the community over the next 12 months.
- Progressively implemented the actions in the adopted Domestic Wastewater Management Plan 2019 (DWMP). Key highlights in 2019-2020 included:
 - Council is working in collaboration with Yarra Valley Water and Major Projects Victoria to advocate for sewer provisions during the Yan Yean Road extension project in Yarrambat.
 - Nillumbik Shire Council in partnership with Melbourne Water and Royal Melbourne Institute of Technology (RMIT) have secured funding for water sampling of the Diamond Creek at St Andrews and the Yarrambat Lake.
- Since the introduction of mandatory registration under the Public Health and Wellbeing Regulations 2019, Council has now registered five aquatic facilities operating within the municipality.
- Council continues to implement the Domestic Animal Management Plan 2017-2021 which has a strong focus on assisting animals and their owners during times of hardship; tourism opportunities; and pet programs that benefit our aging population and people with disabilities.



COVID-19 Response



COVID-19 Impact

Achievements

This year's highlights included:

- Increased active patrols of parks and open spaces including conducting regular patrols of high incident areas. Community Safety Officers continue to engage with the community to provide awareness relating to the reporting of dog attacks and dog rushes.
- Ongoing Community Safety Officer presence at off leash parks within the Shire and walking tracks during business and after hours to encourage community engagement, promote compliance and educate community on responsible pet ownership.
- Implemented formal agreements with partner organisations, Save-a-Dog Scheme (SADS) and the Cat Protection Society (CPA) to rehome abandoned animals.
- Implemented a program for Yarrambat Veterinary Hospital to provide prompt microchipping for dogs that are due to be released, ensuring that all dogs over the age of three months are microchipped and registered upon release.
- Implemented a revised cat trapping program. Across the year, we have provided 90 cats traps achieving a 48.8% success rate.
- Registered and responded to more than 3,200 applications for pool registrations in response to Victorian Government legislation changes regarding resident swimming pools and spas.
- Council continued to provide statutory services (including local law enforcement, building, planning and health services) during COVID-19 restrictions in line with Victorian Government health guidelines.



Challenges



- Due to COVID-19 restrictions, Council Environmental Health Officers were unable to conduct three out of four tobacco test purchasing days.



- Ensuring community readiness in the face of high potential for bushfires in the 2021-2022 summer period taking into consideration COVID-19 restrictions.
- The Building Surveying industry is experiencing a severe shortage of building practitioners that is making it difficult for Council to maintain and recruit staff to ensure delivery of building permit services and other statutory requirements.
- The Victorian Government has engaged an expert panel to carry out a comprehensive review of the Building System. The Building reform discussion paper that was released by the expert panel earlier this year, identified many shortcomings of the current system. Early suggested models that were released by the leading industry groups including the expert panel as part of the reform paper, suggests that greater oversight into the building approval process is required by local government. This has created a level of uncertainty of the role of local government and planning for the required staffing and resourcing should Council have to play a greater role in the building approvals process.
- Following the recycling crisis of 2019-2020, the State Government implemented the Recycling Victoria policy to respond to the ban on exporting our waste. One of the initiatives to future proof the recycling industry is developing capacity locally to further process recyclables collected from the kerbside to value added end products.
- Nillumbik, together with all Victorian councils, are participating in a collective procurement process with the Metropolitan Waste Resource Recovery Group to ensure that the recycling industry is sustainable and delivering value added products.
- Continue to actively advocate for funding for traffic congestion and safety improvements, identified as the most important issue for Nillumbik residents in the 2021 Annual Community Survey.

Safe and healthy environments

The year ahead

- Adoption and delivery of the new Domestic Animal Management Plan 2021-2025.
- Continue to review and develop a new set of Nillumbik Local Laws to be adopted in mid-2022.
- Council is responsible for the administration and enforcement of pool and spa registrations as per requirements of the Building Regulations enacted by the Victorian Government. The Building Services team workloads are likely to continue to increase as the first round of pool and spa compliance certificates are due on 1 November 2021.
- Continue to implement bushfire mitigation, awareness and resilience actions from the adopted Bushfire Mitigation Strategy, with a focus on strengthening partnerships and collaboration with the community.
- Deliver the 2021-2022 annual fire hazard inspection program.
- Continue to participate in internal, regional and state emergency planning exercises.
- Develop and adopt a Climate Action Plan.
- Implement the Emergency Management Workforce Strategy to ensure our workforce can work effectively with our communities to prepare for, respond to, and recover from emergency events.
- Implementation of legislative changes to the *Food Act 1984* and the introduction of the *Environment Protection Amendment Act 2018*, *Environment Protection Amendment Act 2020*, including introducing processes to implement:
 - Issue of improvement and prohibition notices on failing wastewater systems
 - Improvements notices for residential noise
 - Orders associated with maintenance of onsite wastewater management systems.

Bushfire mitigation program works

Council's Bushfire Mitigation (Fire Prevention) Works Program is reviewed and developed each year in consultation with the Municipal Fire Management Planning Committee and includes planned work on roadsides and in Council reserves.

In 2020-2021, the program included:

- fuel reduction, brush cutting and mowing across 82 parks, bushland reserves and open spaces
- 410 kilometres of roadside mowing
- 250 kilometres of box clearance (removing vegetation from the required clear zone of the road)
- assessment of tree hazards along 112 kilometres of road and resulting pruning and removal
- ongoing maintenance to roadside trees affected by the 2009 bushfires
- two planned burns
- fire track maintenance
- water tank maintenance
- clearing vegetation from around electric lines.

2020-2021 Bushfire mitigation works program – summary



Mowing and works

This work aims to provide adequate clearance and sightlines, reduce fuel load and ensure access/egress

	No. of sites	Sites completed	% completed
Reserves	24	16	66.7
Roadside	11	8	72.7
Slashing	3	3	100.0
Total	38	27	71.1

29.9km covered. **Summary:** Of 38 sites, 27 sites (or 71.1%) have been managed to date, covering 29.9 kms.



Trees

This work aims to reduce hazards and risk of failure (trees and/or limbs falling causing harm/damage)

	No. of sites	Sites completed	% completed
Hazard Assess.	43	38	88.4
Road length (kms)	Target 88.03	Actual 77.06	87.5

This covers an area of 88.03 kms, with 77.06kms having been completed to date. **Summary:** 38 of 43 sites (88.4%) have been assessed and works undertaken where required.



Planned burns

Planned burns aim to reduce fuel load, manage vegetation and meet ecological objectives

	No. of sites	Sites completed	% completed
Sites	24	0	0.0
Length (ha)		5.1	-

Summary: Of 24 planned burning sites, no planned burns have been undertaken to date.



Fire access

Grading, tree management, box Clearance and road surfacing to ensure access and egress

	No. of sites	Sites completed	% completed
Box Clearance	12	12	100.0
Road surfacing	12	11	91.7
Slashing/weeds	12	8	66.7
Total			86.1

6.16km of access tracks to be assessed and treated. **Summary:** Of 12 fire access tracks, 86.1% of works have been undertaken, covering 5.16km.



Fire area

Works involves verge arm mowing, growth management and dead heading to reduce fuel load

	No. of sites	Sites completed	% completed
Sites	25	20	80.0
Length (km)	51	40	78.4

Summary: Of 25 sites covering an area of 51km, 20 sites (80% of works) have been undertaken.



Water tank maintenance

Works include vegetation clearance and brush cutting to ensure easy access to water supplies

	No. of sites	Sites completed	% completed
Sites	56	56	100.0

Summary: All 56 water tanks have been assessed and maintained.



Community Safety is responsible for animal management in the Shire

Case study

Providing safety for our local residents... and their pets

The Community Safety team have responded to an increase in members of our community who find themselves in vulnerable situations. Often times, the care of pets can be difficult when people find themselves victims of abuse or suffering from a lack of secure housing. This can lead to an increase in pets who need care.

Through the municipal pound, Council has implemented an updated welfare program for

vulnerable members of the community and their pets. The program now includes up to two weeks care at the municipal pound, which includes a veterinary check, any medical treatment, grooming and vaccinations, free microchipping and in some circumstances free or reduced registration for these important but vulnerable pets within our community.

Case study

Providing our residents with new bin options

From 1 July 2020, residents were able to access a range of new kerbside waste service bin options. The new options included:

- A weekly 120-litre landfill bin collection (from the normal fortnightly service)
- A larger 140-litre fortnightly landfill bin
- A larger 240-litre weekly green waste bin.

A small number of households, less than 0.5%, took up the new weekly landfill bin collection service.

Around 2.5% of households took up the larger 140-litre fortnightly landfill bin.

The stand out was that nearly 40% of households traded in their existing 120-litre green waste bin for a 240-litre bin.

As a result of the promotion of the new bin options, residents made the following additional changes to their existing service arrangements; 2.5% of households downsizing to an 80-litre landfill bin, nearly 10% of households taking up an additional 240-litre recycling bin, and 10% taking up an additional 120-litre green waste bin.



The Communities First Initiative

Case study

Putting our community first in bushfire preparedness

The Communities First project provides pathways for community influence, decision making, capacity building and supporting community-led response to bushfire preparedness.

Key achievements from the project in 2020-2021 included:

- The creation of a cross organisational working group to ensure good project governance and enhanced integration with broader Council plans including Green Wedge Management Plan implementation and Our People, Our Place, Our Future consultations.
- Delivered a series of community webinars covering Indigenous fire management, mental health, property preparedness and recovery through art.

- Developed a community conversation model with rural residents, businesses, community groups and organisations to hear from a range of community members. These conversations generated discussion and ideas to ensure that the project reflected what is important to our communities and to assist Council and agencies to develop initiatives that will help further build community resilience to bushfire.
- Bushfire Preparedness and Community Resilience Grants offered one-off funding opportunities for not-for-profit organisations and community groups to deliver initiatives that help bushfire preparedness and community resilience with bushfire prone communities in Nillumbik.



Council provides a range of bin options for residents

Service performance indicators and measures: Safe and healthy environments

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework, including explanation of material variances.

Service/indicator/measure	2017	2018	2019	2020	2021	Material variations and comments
Animal management						
Timeliness <i>Time taken to action animal management requests</i> (Number of days between receipt and first response action for all animal management requests/ Number of animal management requests)	1	1	1	1	1	The majority of requests, including dog attacks and collection of wandering dogs, are actioned within one hour of receiving the request. Other requests, including nuisance barking dogs, are responded to within one business day.
Service standard <i>Animals reclaimed</i> (Number of animals reclaimed/Number of animals collected) x100	61.02%	92.17%	87.82%	83.72%	82.40%	Whilst there has been a moderate decrease in animals reclaimed to owners, there has been an increase in dogs being rehomed. 95% of impounded dogs are returned or rehomed.
Service cost <i>Cost of animal management service</i> (Direct cost of the animal management service/Number of registered animals)	\$38.62	\$49.52	\$44.99	\$49.15	\$53.60	The Animal Management service has seen a moderate increase in costs. This is reflective of a fully staffed team and an increase in some costs such as access to mobile technologies required as a result of the pandemic. The service currently costs considerably less than income received through registrations and pound income.
Health and safety <i>Animal management prosecutions</i> (Number of successful animal management prosecutions)	8.00	5.00	1.00	1.00	5.00	All five prosecutions related to dog attacks, and all prosecutions were successful resulting in a total of \$17,256 in combined penalties, Council costs and victim restitution being paid to Council.

Service/indicator/measure	2017	2018	2019	2020	2021	Material variations and comments
Food safety						
Timeliness <i>Time taken to action food complaints</i> (Number of days between receipt and first response action for all food complaints/Number of food complaints)	3.63	2.31	2.14	1.88	1.47	A continued focus on implementing new procedures since 2018 have seen a continued decrease in the time taken to action food-related complaints from previous years.
Service standard <i>Food safety assessments</i> (Number of registered Class 1 food premises and Class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/Number of registered Class 1 food premises and Class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984) x100	100%	100%	100%	100%	98.40%	252 food safety assessments were conducted on 244 registered Class 1 and 2 premises in the 2020 reporting period. Four premises did not receive an assessment as they were not operating as a result of the impact of COVID-19.
Service cost <i>Cost of food safety service</i> (Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984)	\$547.20	\$628.60	\$469.43	\$524.40	\$484.22	The cost of service per premise has decreased slightly. Mostly due to staff vacancy.
Health and safety <i>Critical and major non-compliance outcome notifications</i> (Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up/Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises) x100	100.00%	95.24%	94.40%	98.68%	90.63%	All except three major non-compliant result was followed up in 2020. The measure can vary depending on timing of the report and follow up at the beginning and end of the calendar year. COVID-19 has also contributed due to reduced operating hours of premises.

Service performance indicators and measures

Service/indicator/measure	2017	2018	2019	2020	2021	Material variations and comments
Roads						
Satisfaction of use <i>Sealed local road requests</i> (Number of sealed local road requests/Kilometres of sealed local roads) x100	29.21	21.80	89.61	112.61	86.24	There are 465km of sealed local roads in the Shire. There were 401 requests received in 2020-2021.
Condition <i>Sealed local roads maintained to condition standards</i> (Number of kilometres of sealed local roads below the renewal intervention level set by Council/ Kilometres of sealed local roads) x100	94.16%	93.71%	91.34%	94.00%	83.80%	Of the 465km of sealed local roads in the Shire, 390km are maintained within condition standards.
Service cost <i>Cost of sealed local road reconstruction</i> (Direct cost of sealed local road reconstruction/ Square metres of sealed local roads reconstructed)	\$0	\$61.78	\$0	\$0	\$177.90	Works completed include the reconstruction of failed sections of Chapel Lane with asphalt.
Service Cost <i>Cost of sealed local road resealing</i> (Direct cost of sealed local road resealing/ Square metres of sealed local roads resealed)	\$9.41	\$9.40	\$11.83	\$11.10	\$9.67	Cost includes both spray seals and asphalt resurfacing.
Satisfaction <i>Satisfaction with sealed local roads</i> (Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)	65.30	64.40	65.00	69.90	63.00	Satisfaction with sealed local roads decreased by 6.9 percent in 2020-2021, a reversal in trend following two consecutive increases.

Service/indicator/measure	2017	2018	2019	2020	2021	Material variations and comments
Waste collection						
Satisfaction <i>Kerbside bin collection requests</i> Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households] x1000	197.91	216.08	222.53	190.00	207.00	The increase relates to a higher than anticipated number of requests for new bin options offered from 1 July 2020. The new bin options included a 240 litre green waste bin, a 140 litre landfill bin and a weekly landfill collection. In addition, promotion of bin options led to increased requests for existing services such as downsizing to smaller bins.
Service standard <i>Kerbside collection bins missed</i> (Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	17.42	9.25	11.75	13.32	7.37	The number of missed bins reported has decreased. Working with a new service provider and new management systems has significantly reduced the number of missed bins.
Service cost <i>Cost of kerbside garbage bin collection service</i> (Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins]	\$63.47	\$69.81	\$73.17	\$79.68	\$76.31	The number of bins provided to residents (particularly additional bins) has increased and the cost to provide the service has remained approximately the same, resulting in an overall decrease in service costs.
Service cost <i>Cost of kerbside recyclables collection service</i> (Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	\$30.85	\$28.06	\$56.04	\$63.09	\$98.48	The cost of providing the recyclables collection service increased due to increased cost for processing kerbside recyclables and charges for increased contamination of the recycling waste stream.
Waste diversion <i>Kerbside collection waste diverted from landfill</i> (Weight of recyclables and green organics collected from kerbside bins/Weight of garbage, recyclables and green organics collected from kerbside bins] x100	66.17%	63.66%	59.06%	59.60%	72.80%	Nillumbik residents diverted 18,083 tonnes of kerbside waste from landfill during 2020-2021. The increase in diversion is due to an increase of 2,766 tonnes of green waste and the normalisation of recycling processing. The significant increase in green waste is due to a combination of factors including wetter weather caused by the La Nina weather system, COVID-19 lockdown increasing gardening behaviour and the provision of 240 litre green bins to residents. Nillumbik continues to be well above the State diversion targets.



Outdoor dining spaces in Eltham

Council Plan Strategic Objective A prosperous economy

A strong local economy that supports business growth, jobs and community wealth.

At a glance...

Strategic indicators (4)	Priority actions (4)	Budget (\$'000)
Positive/Increasing	1 Completed	2 Expenditure \$4,269
Negative/Decreasing	2 In On track	1 Revenue \$1,328
Not applicable	1 Rescheduled	1 Net cost \$2,941

Core activities

- Activity centre planning
- COVID-19 response for business
- General business support and facilitation, including the Better Business Approvals program
- Land use planning and policy
- Local business education program
- Local business networks
- Local community and farmers' markets and festivals
- Local tourism event support
- Planning investigations and compliance
- Planning permits and regulation
- Special rate levies supporting marketing of major activity centres
- Tourism funding and support
- Township marketing schemes

Interesting facts

750 decisions made on planning applications

permits and amendments
up 141 on last year

1,273 total planning decisions made

up 143 on last year

98% of planning applications approved

1% down on last year

Annual program of business events delivered:

- 18 Small Business Mentoring sessions using the Small Business Mentoring Service
- 48 Nillumbik small businesses engaged with the Australian Small Business Advisory Service Digital learning program
- 4 Small Business Victoria workshops
- 7 virtual networking events.

More interesting facts are on page 137.

Budget funded services

The following statement provides information in relation to the services funded in the 2020-2021 budget and the persons or sections of the community who are provided the service.

Service	Description	Expenditure Revenue Net cost (\$'000)
Statutory Planning	This service processes planning applications and subdivision applications.	2,885 937 1,949
Tourism and Business Support	This service focuses on growing the local economy through providing support to local business networks, traders associations and individual businesses; delivering business events and training and supporting tourism development and promotion for the Nillumbik region.	1,383 391 992

A prosperous economy

Achievements

- Completed year 3 of the Yarra Ranges Tourism Partnership, where Council and Yarra Ranges Tourism work collaboratively to ensure the growth of our visitor economy, and that our destinations, villages, attractions, events and public visitor experiences are effectively promoted.

Although content delivered this year was more digital than originally anticipated due to COVID-19, there was a focus on dedicated marketing campaigns and access to opportunities offered by Visit Victoria; public relations activities to promote Nillumbik as a destination and its visitor experiences; access to various resources, product development and access to industry networking and development programs.

- A series of Shop Local campaigns were delivered throughout COVID-19 restrictions, with key messaging to stay at home, shop local, and during the Christmas period, a bespoke design encouraged customers to 'Shop in Our Shire'.

- Council's business related web pages were streamlined and refreshed to improve the customer experience and provide accurate information to assist businesses in the Shire.

- Created a Business in Nillumbik Facebook group specific for local business owners.
- Successfully renewed the Eltham and Hurstbridge Special Rate Levies for five year periods.
- The Women in Business Mentoring Program, launched at the second Nillumbik Women in Business networking event, guided 14 local business women through a series of workshops and one-on-one mentoring sessions with a team of business experts.
- Established service requests for business and tourism enquiries alongside the Victorian Government's Better Business Approvals Process, to reduce the regulatory burden for small business and make opening a business quicker due to streamlined Council application processes.
- Implemented a dedicated business customer management system;- Better Business Approvals Program.



Challenges

- The ongoing COVID-19 effects on local business and tourism within the Shire, and Council's ability to continue to support these businesses.
- Discovering and connecting with home-based business continues to be a challenge due to a lack of necessary Council registrations and approvals for these types of businesses, resulting in no database.

- Support for driving local jobs and employment in a COVID-19 environment.
- Implementation and delivery of infrastructure and amenity improvements identified in township and strategic plans are contingent on external funds.

The year ahead

- Implement the actions plan for year 2 of the adopted Nillumbik Economic Development Strategy 2020-2030. Two key actions that will be delivered:
 - Inaugural Annual Nillumbik Business Survey to be distributed to all businesses across Nillumbik to get their input and feedback to the service
 - Creative Industries Education Program to be delivered in the form of a free online program distributed to support local creative businesses.
- Continue to partner with Yarra Ranges Tourism to market the region to visitors, including two campaigns specific to Nillumbik.
- Promote employment initiatives for local residents.
- Integrate with the broader Council program such as the proposed online booking system for event ticketing to provide easier access to tourism, business marketing, mentoring and educational programs
- Utilise the dedicated business customer management system and better business approvals program to establish a new streamlined approach towards information gathering, data capture and analysis to meet the needs of the service's clients, these being our local businesses.
- Support other teams across the organisation with incoming investment enquiries.



More interesting facts

75% of Council planning decisions upheld at the Victorian Civil and Administrative Tribunal (VCAT)
up 10% on last year

30 businesses were supported
by a Quick Response Business Grants program with sums of up to \$2,500 to assist in COVID-19 adaptation

450 business took up the opportunity to promote their business
via social media in a series of 'shop local' campaigns

A sell-out crowd of **80 female-led small business owners** and operators attended the second Nillumbik Women in Business networking event where the inaugural Women in Business mentoring program was launched. This program guided **14 local business women** through a series of workshops and one on one mentoring sessions with a team of business experts



Attendees enjoying the Women in Business Event

Case study

Women in Business take the lead in Nillumbik

Two key programs were delivered in 2020-2021 bringing women across Nillumbik together to meet, connect, network and discuss the highs and lows of their business journey and forge ahead in the 'new normal' addressing some of the challenges that COVID-19 presented.

In March 2021, we were lucky to deliver a COVIDSafe, face-to-face Women in Business networking event featuring keynote speaker, Suz Chadwick, a BOLD Business, Branding and Speaker Coach, who has helped women in business confidently create bold brands and profitable businesses. The event was a sell out with 80 attendees and included a local marketplace component which showcased an array of businesses led by women in our Shire and provided attendees with the opportunity to shop local.

At this event, Council's inaugural Women in Business Mentoring Program was launched, where expressions of interest were sought for places in the program. Fourteen successful local female business leaders participated in the six-week program which commenced on Friday 21 May 2021. The program comprised of three workshops and three mentoring sessions. All of the workshop facilitators were local businesses and the business mentors were carefully selected to match with the participants. The initial sessions were face-to-face but then moved online when lockdown restrictions were announced. Despite this, the program was a huge success.

"The Women in Business Mentoring Program was the guidance and support that I needed to cement my thoughts and push me to consider the future and plan for success rather than just see how the business grows organically."
-Participant testimonial.



Patrons enjoying a meal outside at a local dining venue

Case study

Eltham Outdoor Dining Space

As COVID-19 restrictions eased in March 2021 and people were encouraged to leave home and enjoy dining outdoors, Council received a generous grant from the State Government Outdoor Dining and Entertainment Package to support local business and safe outdoor dining experiences.

Leveraging off our natural assets, people were encouraged to come together and enjoy our beautiful outdoor spaces, delicious local food and fantastic entertainment as part of a series of outdoor dining events across Nillumbik.

Taking place at public spaces in Hurstbridge, Diamond Creek and Eltham – and parks throughout the Shire – the family-friendly events were designed to encourage support for local business and hospitality in a COVIDSafe environment.

The event series showcased local musicians and performers; provided free screenings of movies and live sports; and highlighted the natural beauty of the Shire's great outdoors. Event attendees were encouraged to support our hospitality businesses and grab some local food while enjoying the festivities.

Picnickers were encouraged to fill their picnic baskets with local produce or grab some local takeaway, gather their picnic pals and enjoy a picnic in Nillumbik. Picnic maps were created to showcase the top picnic spots along with digital promotion and online competitions.

Other key deliverables from the project include:

- Communal dining spaces installed in Hurstbridge, Eltham and Diamond Creek
- 50 outdoor picnic tables installed across the Shire
- Heaters provided to businesses with outdoor dining permits free of charge
- Free sanitising stations and COVIDSafe signage for business
- 18 rotundas across the Shire had solar lighting installed for safety and all-year access
- Minor civil works to allow for outdoor dining
- Footpath Trading permit fees waived for outdoor dining
- Marketing campaigns to encourage picnicking and eating outdoors.

Service performance indicators and measures: A prosperous economy

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework, including explanation of material variances.

Service/indicator/ measure	2017	2018	2019	2020	2021	Material variations and comments
Statutory planning						
Timeliness <i>Time taken to decide planning applications</i> (The median number of days between receipt of a planning application and a decision on the application)	112	93	96.5	101	92	Council is committed to increasing our decision timeframes. In 2020-2021, our results improved by nine days when compared to last year. This was achieved through the Planning Service being significantly transformed into a digital service. This has resulted in greater efficiencies for Council and its customers.
Service standard <i>Planning applications decided within required time frames</i> (Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days)/Number of planning application decisions made) x100	71.98%	69.29%	69.00%	60.49%	66.1%	Council is committed to increasing our decision timeframes. In 2020-2021, our results improved by more than 5.6% when compared to last year. This was achieved through the Planning Service being significantly transformed into a digital service. This has resulted in greater efficiencies for Council and its customers.
Service cost <i>Cost of statutory planning service</i> (Direct cost of the statutory planning service/Number of planning applications received)	\$2,961.14	\$2,981.73	\$2,265.07	\$2,517.21	\$2,885.45	The reported number of planning applications does not accurately reflect the true number of applications assessed in 2020-2021 due to the number of applications which are not reported through this process. Overall, the total number of incoming applications and decisions issued increased from the previous financial year.
Decision making <i>Council planning decisions upheld at VCAT</i> (Number of VCAT decisions that did not set aside council's decision in relation to a planning application/Number of VCAT decisions in relation to planning applications) x100	63.16%	80.00%	61.54%	65.00%	75.00%	A total of 16 decisions were issued by VCAT and 12 of these were Council decisions upheld by VCAT.



Fountain in the Eltham township

Case study

Council adopts Major Activity Structure Plans for Eltham and Diamond Creek

The structure plans for the Eltham and Diamond Creek major activity centres were adopted by Council at the July 2020 Council Meeting and September 2020 Future Nillumbik Committee Meeting respectively. The structure plans identify the vision for land use and development for the Eltham and Diamond Creek major activity centres for the next 10 years, and how change and growth will be managed.

The new structure plans include objectives, strategies and design guidelines focused on five key areas:

- Land use activities and development
- Built form character
- Movement and access
- Landscape and place activation
- Community and leisure.

The visions identified for each of the major activity centres through the structure plans seek to enhance the special attributes of each centre, while protecting what is important and unique to each centre.

The next step is to include the new structure plans in the Nillumbik Planning Scheme. To do this, Council will need to follow a legal process called a planning scheme amendment. This process usually takes between 12 and 18 months and involves significant community engagement.



Council Plan Strategic Objective Responsible leadership

Collaborative and consultative leadership that builds trust and makes the best possible use of available resources to the benefit of all in the pursuit of excellence.

At a glance...

Strategic indicators (7)		Priority actions (1)		Budget (\$'000)	
Positive/Increasing	2	On track	1	Expenditure	\$15,844
Negative/Decreasing	4			Revenue	\$3,921
Not applicable	1			Net cost	\$11,922

Core activities

- Business transformation and continuous improvement
- Consultation processes and advisory committees
- Council and committee meetings, civic functions, including citizenship ceremonies
- Customer service and reception
- Elections
- Electronic and print communication, including media liaison
- Finance and procurement
- Human resource management and training
- Information technology
- Legislative compliance
- Rates and property valuations
- Risk management
- Street naming and numbering
- Website and online services

Interesting facts

23,871 rates notice assessments sent

20% of rates notice assessments sent are digital (e-notices)

Over 100 Council media releases issued

309,000 website users

1,184,507 web pages viewed across Council's main website

as well as Youth, Living & Learning Nillumbik and Edendale Community Environment Farm 'sub-sites'

18% increase in Facebook followers, 33% increase in Instagram followers and 52% increase in LinkedIn followers

More interesting facts are on page 144.

Budget funded services

The following statement provides information in relation to the services funded in the 2020-2021 budget and the persons or sections of the community who are provided the service.

Service	Description	Expenditure Revenue Net cost (\$'000)
Business Transformation and Performance	This function provides Council with service delivery in the areas of strategy and planning, performance reporting and improvement, occupational health and safety, risk management and insurance, and business transformation projects and initiatives.	2,103 459 1,386
Communications	The Communications function assists both the Council and the organisation to communicate its decisions, services, activities and events to Nillumbik residents and the wider community through the provision of high-quality information via the website, print and electronic communication and media liaison.	908 0 908
Customer Service	This service provides frontline customer service, cashier and reception services for Council for the benefit of all residents, ratepayers and visitors. The team is also responsible for driving key changes in behaviour and delivering programs of value to the community by driving customer experience improvements.	791 0 791
Finance	This function provides internal finance and procurement services, rates and property valuations, audit, risk management and insurance.	3,574 3,623 (49)
Governance	This service manages Council's overall governance matters, including coordination of council meetings; civic functions and citizenship ceremonies; elections; legislative requirements; Mayor and Councillor resources and support services; local government sector and regional advocacy.	3,260 23 3,237
Human Resources	This function provides Council with key service delivery in the areas of recruitment and selection, staff learning and development and employee and industrial relations.	1,609 223 1,386
Information and Technology	This service provides information technology services and solutions, records management, online services and telecommunications.	3,599 4 3,595

More interesting facts

86 videos published to Council's Facebook page

50,729 phone calls

(compared to 48,704 last year) – an increase of 2,025 calls (4.16%) on last year

2,117 front counter visits

down from 3,419 in 2019-2020, impacted heavily by COVID-19 closures and restrictions

36,710 customer requests

(up from 26,657 last year) – an increase of 10,053 (37.7%)

36 seconds – the average speed of answering customer enquiries

an improvement from 47 seconds last year



COVID-19 Response



COVID-19 Impact

Responsible leadership

Achievements



- Supported the majority of the Council workforce (in and out of COVID-19 lockdowns) from working in the office to remote, responding to work from home orders.
- Nillumbik was named on the 2021 Australian Financial Review BOSS Magazine Best Places to Work List. Almost 1,000 organisations from Australia and New Zealand nominated for the awards across ten industries and we ranked third in the Government, Education and Not-For-Profit industry list. Nillumbik was the only local government organisation to be recognised (see page 92).



- Successfully transitioned from having Council meetings in the Council Chamber to fully virtual.
- Council continues to comply with the Victorian Government rate cap and delivered a 0% rate increase in the 2020-2021 financial year.
- Council heard from a total of 2,000 voices in the Our People, Our Place, Our Future community consultations to support the development of Council's key strategic plans, including the *Community Vision – Nillumbik 2040*, *Council Plan 2021-2025*, *Nillumbik Health and Wellbeing Plan 2021-2025* and *Financial Plan 2021-2031*. This included 11 community pop-ups across Nillumbik which engaged a total of 604 people, complemented with a small number of virtual workshops (see case study on page 69).



- Retaining our existing customer service levels while under COVID-19 working conditions reflected great teamwork and an outstanding customer service achievement. Three forced COVID-19 lockdowns occurred during the year, all at short notice. Our customer service staff were able to transition from working in the office to working from home with a positive and resilient attitude, while also providing a seamless customer experience for the community.
- Increased focus on community engagement including the adoption of Council's first Community Engagement Policy in February 2021.

- More strategic and innovative use of social media channels to deliver key information. This has seen an increase in uptake and engagement with Council's various social media platforms, including significant increases for its Instagram and LinkedIn channels.
- In delivering the Nillumbik Customer First Strategy:
 - Nillumbik was rated the best council in the local government sector (out of 50 participating councils) for call interaction quality scores measured through the Customer Service Benchmarking Assessment (CSBA) Mystery Shopping Program. Council also ranked tenth out of 195 organisations overall.
 - Over 350 staff have now completed 'Customer First' training. This has helped reshape the culture of Nillumbik by ensuring a focus is on customer service driven outcomes.
 - Progressed the upgrading of Council's website, which is due to go 'live' later in 2021. The focus of the upgrade is on website content, content architecture and self-service. Using data and customer behaviour analytics, benchmarking with other organisations and expertise from our web vendor, we conducted over 140 workshops across the organisation (with 28 teams) to focus on improvements to website content and navigation.
- Successfully implemented across the organisation of a new document management system (Content Manager) to enhance records management compliance and gain efficiencies, and a new staff intranet to replace an unsupported and ineffective solution (see page 168).
- Developed a cyber-security improvement plan for Council.
- Implemented the Objective Trapeze digital solution to enable digital measuring, annotation and stamping of plans and drawings for the Planning, Building, Infrastructure and Corporate Information teams.

Responsible leadership

Challenges

- COVID-19 and the ever-changing restrictions continue to provide challenges for all areas of Council services, requiring agile management of operations and communications to the community and our staff.
- The continuing shift in the media landscape which has heightened the need for innovative ways to reach the Nillumbik community and other key stakeholders. This has been exacerbated by the loss of one of the Shire's major newspapers to share information, including the advertisement of public notices.
- Responding to increased cyber security threats, to harden our barriers and inform our staff on the potential of attacks from hackers and cyber thieves.
- Continuing to support customers to 'channel shift' enquiries and transactions more towards the website and telephone (as opposed to face-to-face service), which is proving even more important during the COVID-19 pandemic as face-to-face contact is not possible at times.

The year ahead

- Delivery of the final year actions in the Nillumbik Customer First Strategy, including the implementation of an upgraded and refreshed website, a focus on improving the way we keep our residents updated with their requests for service, and continued measurement of customer sentiment through our measurement benchmarks.
- Council's upgraded website is scheduled to go 'live' later in 2021.
- Continue digital business transformation initiatives including progressive rollout of an Asset Management System and the implementation of an online booking system for a range of Council facilities and activities.
- Develop a Workforce Plan that promotes gender equality, diversity and inclusiveness, and the organisation as an 'employer of choice'.
- Continue to manage Council's operations and service delivery and respond in line with the Victorian Government's Chief Health Officer (CHO) advice in response to the COVID-19 pandemic.
- Adoption of important strategic documents, including the Council Plan 2021-2025 and Community Vision – Nillumbik 2040, in October 2021, following a public consultation process.
- Develop an Asset Plan for the Shire, as required by the *Local Government Act 2020*.



COVID-19 Response



COVID-19 Impact

Other key aspects of Responsible Leadership outlined in this report include:

- Our communications and engagement – page 64
- Our people – page 90
- Democratic governance – page 154
- Corporate governance – page 161
- Statutory information – page 166.



The Customer Experience team at the Nillumbik Shire Council

Case study

Customer Experience in COVID-19

Delivering customer service through the COVID-19 pandemic has proved to be a challenging experience globally for all service industries, and Council is no different. Our challenge was to not only strive to maintain a great customer experience for our customers and community, but try and improve our service while working remotely.

During the 180 days that the doors at our Civic Centre remained closed since 19 March 2020, there have been some significant highlights that demonstrates the impressive change in the way we have delivered our service to the community. These include:

- Maintaining a sector leading customer service call interaction quality measurement through the CSBA Mystery Shopping Program. Across 2020-2021, Council was rated the best council in the local government sector (out of 50 participating councils), and Council ranked tenth out of 195 organisations overall.
- In our Customer Experience Survey that specifically targets residents who have made contact with us, we improved our overall satisfaction rating by 6% in the last year. Individual teams showed a gain of around 5% across all teams – reflecting some really good gains under COVID-19 conditions.

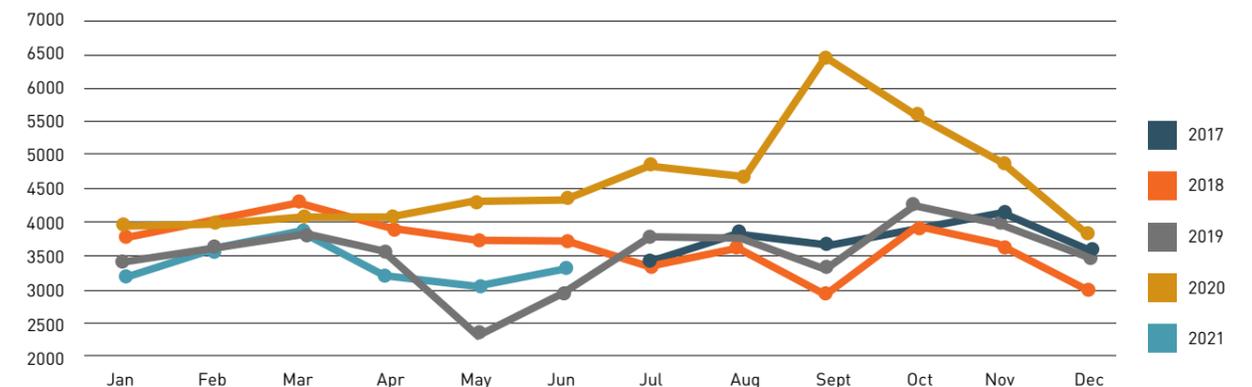
Service performance indicators and measures: Responsible leadership

The following statement provides the results of the prescribed service performance indicators and measures in the Local Government Performance Reporting Framework, including explanation of material variations.

Service/indicator/measure	2017	2018	2019	2020	2021	Material variations and comments
Governance						
Transparency <i>Council decisions made at meetings closed to the public</i> (Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors) x100	13.28%	14.00%	13.92%	16.82%	6.69%	Council made 299 resolutions at 22 Council and Delegated Committee meetings, of which 20 were made in a meeting closed to the public under section 66(2) of the <i>Local Government Act 2020</i> . As required by the Act, the reasons why a meeting was closed to the public are recorded in the public version of the minutes. The significant drop in percentage of confidential items is attributed to tenders now being resolved in open meetings.
Consultation and engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	58.00	63.30	63.50	67.70	61.40	Satisfaction with Council's community consultation and engagement decreased in 2020-2021 (down 6.3 percentage points), the first decrease since 2016-2017.
Attendance <i>Councillor attendance at Council meetings</i> (The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election) x100	97.96%	94.90%	99.16%	100%	96.10%	Council held 10 Council meetings and one Extraordinary Council meeting in 2020-2021. Three absences were recorded throughout the year against a possible 77 attendances.
Service cost <i>Cost of governance</i> (Direct cost of the governance service / Number of Councillors elected at the last Council general election)	\$54,858.83	\$39,726.43	\$43,461.99	\$42,170.00	\$40,330.86	The cost of governance includes training, conference and seminar costs, travel, mobile, internet, Councillor allowances and other miscellaneous expenditure.
Satisfaction <i>Satisfaction with Council decisions</i> [Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]	57.40	63.00	64.50	66.70	63.00	Satisfaction with Council decisions decreased by 3.7 percentage points in 2020-2021, the first decrease since 2016-2017.

The chart below represents the total phone calls to Council's Customer Service for the 2017-2021 period.

Total phone calls 2017-2021



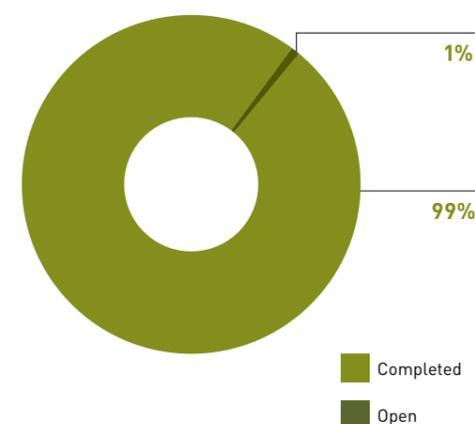
Customer Service – managing customer complaints

Since August 2019, Council has begun formally recording complaints made by our customers and residents. This reporting has been developed in line with Council's Complaints Handling Policy in anticipation of new requirements from the *Local Government Act 2020* that will see complaints reporting mandated for annual reporting in the future.

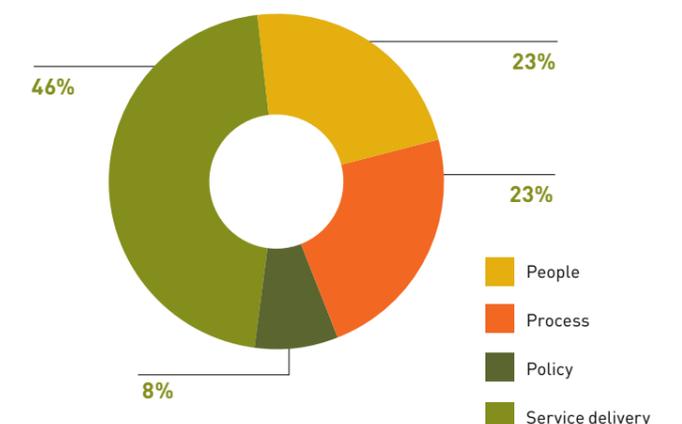
In 2020-2021, there were 696 recorded complaints logged with Council, with the main complaint type being the way we deliver our service (46%). The main activities driving the complaints include missed bins / bins not emptied, tree inspections, planning services, drainage and road surfaces. Analysing and responding to these complaints has supported some new initiatives to help improve the services we deliver – a key deliverable from the Nillumbik Customer First Strategy – and include a sharpened focus on:

- The quality of information we deliver to our customers on the phone through our Mystery Shopping program
- Improving the navigation and content on our website to ensure customers have a clearer picture of Nillumbik's services and processes
- Implementation of improved technical systems such as our future Asset Management System to ensure we keep customers better informed on the progress of their requests
- Opportunities for further training of staff in managing and handling customer requests.

Complaints status 2019-2021



Complaints type 2019-2021



Note: Data is as of June 2021



Part of the Shire's
beautiful rural landscape

Our governance

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A COVID-Safe
Council meeting in
the Council Chambers

The Local Government Acts – 1989 and 2020

The *Local Government Act 1989* (the 1989 Act) and the *Local Government Act 2020* (the 2020 Act) are the key pieces of legislation that governs how councils operate and requires that councils ensure transparency and accountability in council decision-making.

Council works to develop an inclusive community, encouraging participation in the decision-making through community consultation, public forums and making submissions to delegated committees of Council.

On 24 March 2020, the *Local Government Act 2020* received Royal Assent. The new Act will be implemented in four transitional stages. Within each stage there are key dates where specific documents are required to be adopted and in place at each Council. Ongoing implementation of the 2020 Act, based on proclamation dates, continues to deliver on the five key reform themes being:

- Improved service delivery
- Strong local democracy
- Improved conduct
- Community confidence
- A new relationship with the State Government.

The first stage enacted the Overarching Governance Principles and five sets of supporting principles were embedded by councils to underpin accountability and transparency mechanisms for local government across Victoria. These principles further strengthened Council's approach to engagement with the community, public transparency, financial management, strategic planning and service performance.

Section 60 of the 2020 Act required Council to adopt Governance Rules by 1 September 2020. The following Governance Rules were adopted by Council on 25 August 2020:

- Governance Rule - Decision Making Policy
- Governance Rule - Election of the Mayor and Deputy Mayor
- Governance Rule - Election Period Policy
- Governance Rule - Meeting Procedure
- Governance Rule - Procedure for Disclosure of Conflict of Interests.

Sections 2 to 14 (inclusive) of the Meeting Procedure Local Law 2017 ceased to be in operation from 25 August 2020 having been superseded by Council's Governance Rule - Meeting Procedure which was adopted on 25 August 2020.

Section 15 that relates specifically to the use of Council's Common Seal and section 16 that relates to Offences and Penalties for certain matters and behaviour by meeting attendees together with the introductory section, section 1, remain operative.



Council meetings were conducted in COVID-Safe and virtual forums in 2020-2021

Democratic governance

Decision-making

Councils have a significant function in the law-making process as they make decisions on many matters of importance to their local communities. They are empowered by the Act and Council's Governance Rules to make decisions in formally constituted council and delegated committee meetings, or under delegations approved by the Council.

Council meetings are all led by elected councillors who set the vision and direction of Council. Section 60 of the Act outlines the obligations of councils to adopt Governance Rules governing the conduct of council meetings and delegated committees.

At Council, decisions are made in one of two ways:

- by resolution at Council meetings and delegated committees of Council.
- by Council officers under delegated authority. Council is empowered under a number of pieces of legislation to undertake a range of duties and functions.

To enable Council to actually undertake these duties and functions it is necessary for Council to delegate many of its relevant powers to the CEO.

The power to delegate is conferred on Council by section 11 of the 2020 Act which enables Council, by instrument of delegation, to delegate to a member of Council staff any power, duty or function of Council under the Act or any other act, other than certain specific powers.

Conflict of interest

Sections 130 and 131 of the 2020 Act place 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 council and delegated committee meetings.

Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest.

Councillors are required to disclose any direct or indirect conflict of interest on any item to be discussed at a council or delegated committee meeting and must leave the Council chamber before the discussion of and voting on an item.

Declaration of a conflict of interest is a standard agenda item for all Council and Committee meetings.

Council officers with delegated powers must also disclose any conflict of interest they may have in a matter where they are executing their delegated authority.

A register is maintained to record all disclosed conflicts of interest. During 2020-2021, there were three conflicts of interest declared at Council and Committee meetings. The requirement to disclose conflicts of interest extends to Informal Meetings of Councillors.

Councillors have met their legislative requirements by disclosing their conflict of interest. Conflict of interest disclosures are transparent with the disclosure being noted in the meeting minutes and a conflicts of interest register maintained and available for public inspection.

Council policies, strategies and plans adopted in 2020-2021

Policy, Strategy or Plan	Date Adopted
Procurement Policy Annual Review	28 July 2020
Eltham Major Activity Centre Structure Plan	28 July 2020
Council Expense Policy	25 August 2020
Debt Collection Policy - Rates and Charges	25 August 2020
Public Transparency Policy	25 August 2020
Governance Rule - Decision Making Policy	25 August 2020
Governance Rule - Election of the Mayor and Deputy Mayor	25 August 2020
Governance Rule - Election Period Policy	25 August 2020
Governance Rule - Meeting Procedure	25 August 2020
Governance Rule - Procedure for Disclosure of Conflict of Interests	25 August 2020
Diamond Creek Major Activity Centre Structure Plan	25 August 2020
Draft Temporary and Community Events Signage Policy	15 September 2020
Financial Hardship Policy - COVID-19 Pandemic Event	15 September 2020
Community Engagement Policy	23 February 2021
Councillor Gift Policy	23 March 2021
Financial Hardship Policy - COVID-19 Pandemic Event	27 April 2021
Procurement Policy Update	27 April 2021
Nillumbik Pandemic Recovery Plan	25 May 2021
Financial Hardship Policy - COVID-19 Pandemic Event	29 June 2021
Procurement Policy Update	29 June 2021
Mayoral and Councillor Allowances Review	29 June 2021
Amended Road Management Plan	29 June 2021
Revenue and Rating Plan 2021-2025	29 June 2021

Informal Meeting of Councillors Record

In addition to formal meetings of Council, a number of Informal Meeting of Councillors meetings were held during the year.

An Informal Meeting of Councillors is defined in Item 19 of Council's Governance Rule – Meeting Procedure. Information reported as part of the written record includes a summary of matters discussed at an advisory committee of Council at which at least one Councillor, or planned or scheduled meeting of at least half of the Councillors and one member of council staff, which considers matters that are intended or likely to be the subject of a Council decision or subject to the exercise of a delegated function, duty or power must be completed.

Conflicts of interest must be disclosed at Informal Meeting of Councillors and are reported to Council as part of the written record of the Informal Meeting.

During 2020-2021, 90 Informal Meeting of Councillors were reported to Council.

Meetings of Council

Council and Delegated Committee meetings are generally held on a Tuesday evening in the Council Chamber at the Civic Centre in Civic Drive, Greensborough and are advertised in Nillumbik's local newspapers and on Council's website.

Meetings are conducted in accordance with the provisions of the Governance Rule - Meeting Procedure and Meetings Procedure Local Law 2017. Noting that sections 2 to 14 (inclusive) of the Meeting Procedure Local Law 2017 ceased to be in operation from 25 August 2020 having been superseded by Council's Governance Rule - Meeting Procedure which was adopted on 25 August 2020.

Section 15 that relates specifically to the use of Council's Common Seal and section 16 that relates to Offences and Penalties for certain matters and behaviour by meeting attendees together with the introductory section, section 1, remain operative.

Council continued to conduct meetings virtually as a part of a range of measures to prevent the spread of COVID-19 and continued livestreaming of Council and Committee Meetings. The livestream has meant that the community can tune in and re-watch the meeting at any time, providing greater access to Council debate and the decision-making process.



Recorded meetings can now be accessed via: <https://www.nillumbik.vic.gov.au/Council/Council-meetings/Watch-and-listen-to-Council-and-Committee-meetings>

In addition to Council and Extraordinary Meetings, Nillumbik had one Delegated Committee established in accordance with section 63 of the *Local Government Act 2020* – the Future Nillumbik Committee (FNC). All seven Councillors sat on this Committee. The FNC was abolished by Council Resolution on 23 February 2021, effective 10 March 2021.

To replace the abolished FNC, Council established the Planning and Consultation Committee (PCC) as a delegated committee effective 11 March 2021 with the Instrument of Delegation and Terms of Reference for the Committee adopted by Council on 23 February 2021. All seven Councillors sit on this Committee.

Responsibilities of the delegate committee include all matters in relation to planning and consultation.

Council is committed to open and transparent decision making and conducts its business through open meetings. Meetings are only closed when reports being considered are deemed by to be confidential in line with section 66(2) of the *Local Government Act 2020* (the Act).

During 2020-2021, 20 Council reports were considered to be confidential matters.

Reports on the meeting agenda for consideration are prepared independently by staff and include recommended actions. The agenda is available on Council's website on the Thursday prior to each meeting. Agenda papers are also available at each meeting for interested members of the public. Council records resolutions carried at each Council and Committee meeting and publishes them as part of the minutes of each meeting.

Minutes are confirmed at the following Council or Committee meeting. During 2020-2021, Council passed 299 resolutions at Council and Committee meetings. Minutes are available on Council's website for the current year and the preceding 12 months as required by the Act:

<https://www.nillumbik.vic.gov.au/Council/Council-meetings/Meeting-minutes-and-agendas>.

In addition to considering reports at Council meetings, the community is invited to submit questions and make submissions. In 2020-2021, 77 questions were submitted during Council Meetings and 113 submissions were heard at Council's Future Nillumbik Committee and Planning and Consultation Committee.

Meeting	Purpose	Number of meetings	Resolutions	Public questions/submissions heard
Future Nillumbik Committee	Considers all matters within the seven portfolio areas, submissions made under section 223 of the 1989 Act and invites members of the public to speak to an item on the agenda.	6	34	105
Planning and Consultation Committee	Considers all matters within the two portfolio areas, submissions made under section 223 of the 1989 Act and invites members of the public to speak to an item on the agenda.	3	14	8
Council Meeting	Considers the general business of Council and provides community members with the opportunity to ask questions of Council.	10	237	77
Extraordinary Future Nillumbik Committee	Convened for a specific purpose and only the matters listed on the agenda may be dealt with.	2	7	27
Extraordinary Council Meeting	Convened for a specific purpose and only the matters listed on the agenda may be dealt with.	1	7	N/A

Attendance

The record of Councillor attendance at Council, Delegated Committee and Extraordinary Council meetings held during 2020-2021 is shown in the tables below.

Councillor	Council (3)	Future Nillumbik (3)	Extraordinary Future Nillumbik (2)	Councillor	Council (7)	Extraordinary Council (1)	Future Nillumbik (3) Planning and Consultation Committee (3)
Cr Jane Ashton	3/3	3/3	2/2	Cr Natalie Duffy	5/7	1/1	4/6
Cr Grant Brooker	3/3	3/3	2/2	Cr Karen Egan	7/7	1/1	4/6
Cr Peter Clarke	3/3	3/3	2/2	Cr Francis Eyre	7/7	1/1	6/6
Cr John Dumaresq	3/3	3/3	2/2	Cr Geoff Paine	7/7	1/1	6/6
Cr Karen Egan	3/3	3/3	2/2	Cr Peter Perkins	7/7	1/1	6/6
Cr Peter Perkins	3/3	3/3	2/2	Cr Ben Ramcharan	7/7	1/1	6/6
Cr Bruce Ranken*	2/3	2/3	0/2	Cr Richard Stockman	7/7	1/1	6/6

* Cr Ranken resigned from Council as of 28 August 2020 – absences from that date until the end of the quarter have been included (although he had resigned)

Note: Councillors attendance in the left-hand side table relate to the first Qtr of the year prior to Council Elections.

Allowances and expenses

Allowances paid to the Mayor and Councillors are established under section 39 of the 2020 Act which includes a superannuation guarantee contribution.

The Victorian Government sets the upper and lower limits for allowances. There are three categories of Councils (small, medium and large) and the categories are based on population and revenue.

Nillumbik is included in Category 2 (medium-sized councils). Each Council has discretion to determine its position within the relevant limits for its category. Once determined by the Council following each annual election, the level of allowances within the band is fixed for the balance of that Council's four-year term.

The Mayoral and Councillor allowances were set in May 2017 for the four-year term of previous Council.

The Mayoral and Councillor allowances were set in June 2021 for the four-year term of the newly elected Council. Nillumbik allowances have historically been set at the upper limit and are currently set at that level. This reflects the substantial commitment and workload of Councillors.

As a separate exercise, the Minister for Local Government also conducts an annual adjustment of allowances to allow for inflation. In 2020-2021, the Mayor received a total allowance of \$88,338 and Councillors received \$28,549.

Council reimburses reasonable costs associated with the formal duty of representing Council for the Mayor and Councillors and their respective partners in accordance with Council's Councillor Expense Policy adopted 25 August 2020 and section 40 of the 2020 Act.

The 2020-2021 expenses for each Councillor are outlined below.

Councillor	Travel and car mileage	Mobile phone	Internet	Conferences, training and seminars	Other expenses	Total
Cr Jane Ashton	-	\$254.06	\$77.93	-	-	\$331.99
Cr Grant Brooker	\$42.16	\$254.06	\$250.72	-	-	\$546.94
Cr Peter Clarke	-	\$203.71	\$72.37	-	-	\$276.08
Cr John Dumaresq	-	\$207.58	\$72.37	-	-	\$279.95
Cr Bruce Ranken	-	\$150.00	\$150.10	-	-	\$300.10
Cr Karen Egan ¹	\$6,464.04	\$677.30	\$451.22	\$1,596.47	-	\$9,189.03
Cr Peter Perkins ¹	\$411.03	\$703.56	\$609.72	\$2,463.33	\$14.43	\$4,202.07
Cr Geoff Paine	-	\$474.70	\$254.08	\$54.54	-	\$783.32
Cr Ben Ramcharan	\$934.56	\$474.70	\$254.13	\$9,021.05	-	\$10,684.44
Cr Natalie Duffy	-	\$474.70	\$254.04	-	-	\$728.74
Cr Richard Stockman	\$347.96	\$475.38	\$254.85	\$2,306.71	-	\$3,384.90
Cr Frances Eyre	-	\$474.70	\$254.24	\$818.38	\$85.00	\$1,632.32
Total	\$8,199.75	\$4,824.45	\$2,955.77	\$16,260.48	\$99.43	\$32,339.88

¹ The Mayor is entitled to higher expenditure on conferences, training and seminars in recognition of the additional responsibilities of Mayor.

Total allowances and expenses in 2020-2021 decreased slightly compared to 2019-2020 (\$33,281).

Advisory committees and external groups

Councillors also represent Council on a number of advisory committees and external groups.

Previously elected Council (up until the October 2020 General Election)

Advisory Committee	Councillor(s) appointed	External Organisation	Councillor(s)
Arts and Cultural Advisory Committee	Cr Karen Egan	Diamond Creek Traders' Association	Cr Peter Perkins
Audit and Risk Committee	Cr Peter Clarke Cr Bruce Ranken	Eltham Chamber of Commerce and Industry	Cr Peter Clarke Cr John Dumaresq Cr Bruce Ranken
Chief Executive Officer Employment Matters Committee	All Councillors	Hurstbridge Traders' Association	Cr Karen Egan
Economic Development Advisory Committee	Cr Karen Egan (Chair) Cr Bruce Ranken (Deputy) Cr John Dumaresq	Interface Councils Group	Cr Karen Egan (Cr Peter Clarke alternate)
Environment and Sustainability Advisory Committee	Cr Jane Ashton Cr Grant Brooker (Deputy)	Metropolitan Transport Forum	Cr John Dumaresq
Health and Wellbeing Plan Advisory Committee	Cr Grant Brooker (Cr Jane Ashton alternate)	Metropolitan Waste Management Group	Cr John Dumaresq (Cr Peter Perkins alternate)
Inclusion Advisory Committee	Cr Grant Brooker (Chair) Cr Peter Perkins	Municipal Association of Victoria	Cr Peter Perkins (Cr Jane Ashton alternate)
Living & Learning Nillumbik Advisory Committee	Cr Grant Brooker	Nillumbik Tourism Association	Cr Karen Egan Cr Bruce Ranken
Municipal Emergency Management Planning Advisory Committee	Cr Peter Perkins (Chair) Cr John Dumaresq (Deputy)	Northern Alliance for Greenhouse Action	Cr Jane Ashton (Cr Grant Brooker alternate)
Panton Hill Bushland Reserves System User Group Advisory Committee	Cr Jane Ashton	Northern Council Alliance	Cr Karen Egan (Cr Peter Clarke alternate)
Positive Ageing Advisory Committee	Cr Grant Brooker	Victorian Local Governance Association	Cr Karen Egan (Cr Bruce Ranken alternate)
Recreational Trails Advisory Committee	Cr John Dumaresq (Chair) Cr Jane Ashton Cr Bruce Ranken	Yarra Plenty Regional Library Board	Cr Karen Egan Cr Peter Clarke (Proxy Executive Manager Communities)

Currently elected Council (since the October 2020 General Election)

Advisory Committee	Councillor(s) appointed	External Organisation	Councillor(s)
Arts and Cultural Advisory Committee	Cr Geoff Paine (Chair) Cr Peter Perkins (Deputy Chair)	Diamond Creek Traders' Association	Cr Peter Perkins Cr Natalie Duffy and Cr Richard Stockman
Audit and Risk Committee	Cr Peter Perkins Cr Frances Eyre	Eltham Chamber of Commerce and Industry	Cr Natalie Duffy Cr Frances Eyre and Cr Geoff Paine
Chief Executive Officer Employment Matters Committee	All Councillors	Hurstbridge Traders' Association	Cr Karen Egan
Economic Development Advisory Committee	Cr Geoff Paine (Chair) Cr Karen Egan and Cr Richard Stockman	Interface Councils Group	Cr Peter Perkins (Mayor of the day) Cr Frances Eyre (Deputy Mayor of the day Proxy)
Environment and Sustainability Advisory Committee	Cr Karen Egan (Chair) Cr Ben Ramcharan (Alternate Chair)	Metropolitan Transport Forum	Cr Ben Ramcharan Cr Geoff Paine (Proxy)
Health and Wellbeing Plan Advisory Committee	Cr Richard Stockman	Metropolitan Waste Management Group	Cr Geoff Paine Cr Ben Ramcharan (Proxy)
Inclusion Advisory Committee	Cr Peter Perkins (Chair) Cr Frances Eyre (Alternate Chair)	Municipal Association of Victoria	Cr Peter Perkins (Mayor of the day) Cr Frances Eyre (Deputy Mayor of the day Proxy)
Living & Learning Nillumbik Advisory Committee	Cr Geoff Paine	Nillumbik Reconciliation Group	Cr Natalie Duffy
Nillumbik Youth Council	Cr Ben Ramcharan	Nillumbik Tourism Association	Cr Richard Stockman Cr Frances Eyre
Panton Hill Bushland Reserves System User Group Advisory Committee	Cr Ben Ramcharan (Chair)	Northern Alliance for Greenhouse Action	Cr Ben Ramcharan Cr Frances Eyre (Proxy)
Positive Ageing Advisory Committee	Cr Frances Eyre (Chair)	Northern Council Alliance	Cr Peter Perkins (Mayor of the day) Cr Frances Eyre (Deputy Mayor of the day Proxy)
Recreational Trails Advisory Committee	Cr Karen Egan Cr Richard Stockman	Victorian Local Governance Association	Cr Frances Eyre Cr Natalie Duffy (Proxy)
		Yarra Plenty Regional Library Board	Cr Natalie Duffy Cr Karen Egan Executive Manager Communities (Proxy)



Welcome to Nillumbik sign

Corporate governance

Having strong governance and management frameworks leads to better decision making by Council.

The Act requires Council to undertake an assessment against the prescribed governance and management checklist and include this in its report of operations. Council's Governance and Management Checklist results for 2020-2021 are set out on page 164 of this annual report.

The following items have been highlighted as important components of the management framework.

Audit and Risk Committee

The Audit and Risk Committee's function is to assist Council in the effective conduct of its responsibilities for financial reporting, management of risk, maintaining a reliable system of internal controls and facilitating good and ethical governance.

The Committee consists of three independent members - John Watson (Chair), Greg Hollyman and Chris Eddy, and two Councillors (currently Mayor Councillor Peter Perkins and Deputy Mayor Councillor Frances Eyre). Independent members are appointed for up to a three-year term. The Chair is elected from among the independent members.

The Audit and Risk Committee meets four times a year. The Internal Auditor, CEO and Chief Financial Officer (CFO) attend all Audit and Risk Committee meetings. Other management representatives attend as required to present reports. The external auditors attend in May and August each year to present the audit plan and independent audit report.

This year, three of the four meetings were held virtually. The minutes of each Audit and Risk Committee meeting are reported to the next Ordinary Council Meeting.

Internal audit

Council has an annual internal audit program undertaken by our internal auditors. This program provides independent, objective assurance designed to add value and improve the organisation's operations by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and governance processes. Informed by a three-year, risk based Internal Audit Plan (IAP), the following activities were audited this year:

- Corporate cards and expenses
- Funding and grant applications
- Digital business transformation
- Fraud management and prevention.

External audit

Council is externally audited by the Victorian Auditor-General's Office. In 2020-2021, the annual external audit of Council's Financial Statements and Performance Statements was conducted by the Victorian Auditor-General's representative.

The external auditors attend the May and August Audit and Risk Committee meetings to present the annual audit plan and independent audit report. The external audit management letter and responses are also provided to the Audit and Risk Committee.

Risk management

Council is committed to risk management as an integral part of its corporate governance, operations and development of plans and strategies to minimise risk. Council is similarly committed to establishing an organisational culture that ensures that effective risk management is embedded in all activities and business processes. This applies to all staff, contractors, consultants, suppliers and volunteers.

Our commitment to risk management is detailed in Council's Risk Management Policy 2019 and Risk Management Framework 2019 which have been designed in line with the Australian Standard AS/NZS ISO 31000:2009 Risk management – principles and guidelines. They take into account the fact that local government presents a distinct risk character and profile that needs to be taken into account when considering risk management – some risks are extreme while other risks are low or even insignificant.

Our policy and framework promotes a standard approach to risk management throughout the organisation and ensures risks are identified, assessed and treated at an acceptable level.

Council continues to focus on the value of risk management as a tool to drive success against its strategic objectives, operations and projects, and will initiate further steps to foster and embed a risk aware culture which empowers all staff to raise risk issues.

Claims against Council

'Under excess' claims for compensation are managed by Council's contracted claims manager. Claims increased from 32 to 47 in 2020-2021. These claims most commonly related to tree falls, tree root damage, trips and falls due to uneven surfaces and damage to motor vehicles. Claim costs fell overall by 15% compared to the previous three-year average.

'Over excess' claims, are managed by Council's insurer and typically relate to personal injury claims. In 2020-2021, there were two new claims lodged with Council's insurer, however there were three claims related to incidents or events from previous years. Council's cost in each of these claims is the excess amount of \$20,000.

Incident Summary

Incidents by type	2018 -2019	2019 -2020	2020 -2021
Property	25	62	60
Motor Vehicle	85	67	40
Professional Indemnity	13	1	5
Public Liability	104	255	187
Occupational Health and Safety	95	80	84
Total Incidents	322	465	376

Incidents by Directorate	2018 -2019	2019 -2020	2020 -2021
Corporate Services	24	16	3
Governance and Legal	0	0	6
Planning and Community Safety	27	30	42
Community Services	8	30	16
Operations and Infrastructure	263	389	309
Total Incidents	322	465	376

Business continuity

Council's Business Continuity Policy and Business Continuity Framework were adopted in September 2018, and describe our commitment to business continuity. Council draws upon the international standard ISO22301:2017 – Business Continuity Management Systems – Requirements to deliver key services during an event that has the capacity to create an interruption to business delivery. Business Continuity Plans are reviewed annually, and identify potential threats to the continuation of the delivery of critical Council services.



The Eltham Community and Reception Centre

Business continuity

Throughout 2020-2021, Council continued to have its Municipal Emergency Management Plan, Pandemic Sub Plan and Business Continuity Plans activated in response to the COVID-19 pandemic, and the Victorian Government's declared State of Emergency. Moving into the 2021-2022 year, these plans continue to be activated and Council continues to observe all directives issued by the Victorian Chief Health Officer.

The fluid nature of the COVID-19 pandemic has seen Council close and re-open services and facilities

throughout the year, as well as modifying the way we deliver services to ensure service continuity. Consequently, work practices continue to be reviewed and modified to incorporate safe levels of social distancing and adherence to Chief Health Officer directions.

During periods of 'lockdown' and / or service closures or modified service delivery as a result of COVID-19 (which equated to over 180 days in the 2020-2021 year), nearly two-thirds of Council's workforce were working from home, meaning many of Council services are being performed entirely remotely.



Governance and management checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist as outlined in the Local Government Performance Reporting Framework (LGPRF).

Governance and Management Items	Assessment
1. Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy Date of operation of current policy: 23 February 2021
2. Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines Date of operation of current guidelines: December 2018
3. Strategic Resource Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Adopted in accordance with section 91 of the <i>Local Government Act 2020</i> Date of adoption: 25 May 2021
4. Annual budget (plan under section 94 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)	Adopted in accordance with section 94 of the <i>Local Government Act 2020</i> Date of adoption: 25 May 2021
5. Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Plans Date of adoption of current plans: November 2016
6. Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy Date of adoption of current plan: 25 May 2021
7. Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy Date of adoption of current policy: 01 July 2019
8. Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy Date of adoption: 27 November 2020
9. Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Plan prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of adoption: 28 April 2020
10. Procurement policy (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)	Policy Date of adoption: 29 June 2021
11. Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Plan Date of operation: 01 July 2019
12. Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Plan Date of operation: 01 July 2019 Date of review: 20 November 2020
13. Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework Date of operation: 01 July 2019
14. Audit Committee (a committee established under section 53 of the Act whose functions and responsibilities include monitoring compliance of Council's policies and procedures, monitor Council financial performance and reporting, monitor and provide advice on risk and fraud prevention and oversee internal and external audit functions)	Committee established: 23 June 2020 The committee is referred to as the Audit and Risk Committee. Charter of the Committee was endorsed on 23 June 2020.

Governance and Management Items	Assessment
15. Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged: May 2019
16. Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Framework Date of operation: 25 June 2020
17. Council Plan reporting (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)	Report Date of reports: 28 July 2020 23 February 2021 15 December 2020 27 April 2021
18. Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Reports Date of reports: Quarter ended 30 June 2020 reported on 28 July 2020 (interim report) Quarter ended 30 September 2020 reported on 15 December 2020 Quarter ended 31 December 2020 reported on 27 January 2021 Quarter ended 31 March 2021 reported on 27 April 2021
19. Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports Date of reports: 25 August 2020 23 March 2021 7 January 2021
20. Performance reporting six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports Date of reports: 9 August 2020 25 February 2021
21. Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)	Report presented: 15 September 2020
22. Councillor Code of Conduct (code under section 139 of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Code of Conduct reviewed and adopted: 27 January 2021
23. Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed and adopted: Instrument of Delegation to the Chief Executive Officer – 25 August 2020 Instrument of Delegation to Members of Council Staff – 25 May 2021
24. Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	Local law adopted: 27 June 2017 Governance Rule – Meeting Procedure adopted 25 August 2020

Certification of Governance and Management Checklist

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



Cr Peter Perkins
Mayor



Carl Cowie
Chief Executive Officer

Statutory information

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

Documents available for public inspection

Council's Governance – Public Transparency Policy, adopted by Council on 25 August 2020, outlines the information that Council will make publically available in addition to any other legislative requirement.

The information includes but is not limited to:

Documents such as:

- Plans and reports adopted by Council
- Policies
- Project and service plans
- Grant application, tenders and tender evaluation material
- Service agreements, contracts, leases and licences
- Council leases, permits and notices of building and occupancy
- Relevant technical reports and / or research that informs decision making.

Process information such as:

- Practice notes and operating procedures
- Application processes for approvals, permits, grants, access to Council services
- Decision making processes
- Guidelines and manuals
- Community engagement processes
- Complaints handling processes.

Council records will, at a minimum, be available on Council's website:

- Council meeting agendas
- Reporting to Council
- Minutes of Council meetings
- Reporting from Advisory Committees to Council through reporting to Council
- Audit and Risk Committee Performance Reporting
- Terms of reference or charters for Advisory Committees
- Registers of gifts, benefits and hospitality offered to Councillors or Council Staff
- Registers of travel undertaken by Councillors or Council Staff
- Registers of Conflicts of Interest disclosed by Councillors or Council Staff
- Submissions made by Council
- Registers of donations and grants made by Council
- Registers of leases entered into by Council, as lessor and lessee
- Register of Delegations
- Register of Authorised officers
- Register of Election campaign donations
- Summary of Personal Interests
- Any other Registers or Records required by legislation or determined to be in the public interest
- Summary of Personal Interests
- Submissions received under section 223 of the *Local Government Act 1989* until its repeal or received through a community engagement process undertaken by Council.

Best value

The *Local Government Act 1989* requires all councils to make sure their services are planned, managed and delivered in accordance with a set of Best Value principles. These aim to ensure that Council's services are appropriate, responsive and accessible to the community.

Council continues to ensure it delivers best value in its services in a number of ways, including:

- through the implementation of the four-year Council Plan, which highlights planning for the community's future needs for services and infrastructure, and ensuring seamless service delivery and an open and responsive approach to our customers. This Annual Report (on pages 39-45), as well as the publishing of quarterly performance reports via Council Meetings, sets out how Council has made progress towards the delivery of the Council Plan, and more specifically the Annual Action Plan derived from the Council Plan.
- monitoring and benchmarking of its service performance against the Local Government Performance Reporting Framework (LGPRF) and Annual Community Survey. Council's performance against these is shown in this Annual Report on pages 33-37 and page 70.
- through annual department business plans, key performance indicators (KPIs) are designed and monitored for improving key result areas (KRAs) which are broadly based on a balanced scorecard approach. These KRAs include customer experience, business transformation, people performance and community value.
- a program of service reviews, most of which are informed by priority areas of the Council Plan. These include consideration of the service's activities against the objectives of the Council Plan, and how the service can better meet the needs of the community and service users.
- the business transformation program.

Business transformation program

Transformation@Nillumbik, or 'T@N', is Council's business transformation program. Launched to staff in October 2019, T@N is a multi-faceted program covering a three pillar approach – our people (customers and staff), our processes and our systems (digital), in order to optimise results.

The 'our people' pillar of T@N is underpinned by the delivery of the Nillumbik Customer First Strategy, and aiming to be an 'employer of choice' through focussing on culture and the employee experience through the entire employee lifecycle (see page 91-92). Initiatives to support the employee experience include staff leadership, ongoing development, challenging opportunities and open communication.

The 'our processes' pillar is driven by a continuous improvement approach supported by Promapp, a business process mapping tool, which was launched in June 2019. Promapp enables Council processes to be more effective by driving process consistency, identifying errors and reducing risks. The outcomes are to ultimately enhance the customer experience, reduce staff frustration and promote effective ways of working. This year, as part of the 'establishment' phase, 292 new processes were mapped in Promapp, with around one third of the total 925 processes in Promapp reviewed and or amended.

The 'our systems' pillar enables Council to deliver core functions more efficiently through leveraging new technology to improve services for Council and continue to meet community expectations into the future.

A strategic review of Council's IT landscape was conducted in early 2019. The review highlighted that Council's IT software landscape was not current and several major operating systems were no longer supported and difficult to use. This impacts on our responsiveness to all queries and requests, access to data, compliance with legislation and impedes a seamless customer experience.

As a result, core systems were identified which required upgrade or an entirely new system to be procured.

Highlights in addressing this throughout 2020-2021 included.

Project	Status	Benefit
Electronic Document Records Management System (EDRMS)	Completed (new system went live in February 2021)	<ul style="list-style-type: none"> Enables Council to be compliant with statutory requirements, with a central repository of all records A critical foundational project for our digital business transformation that enables records to be integrated to other core business systems.
Intranet replacement	Completed (new system went live in February 2021)	<ul style="list-style-type: none"> Enhanced engagement with the organisation and provides an internal news portal A foundation project that replaces previous systems and aligns with (and is a dependency of) the delivery of the EDRMS.
Geographic Information System (GIS) replacement	Completed (new platform in May 2021)	<ul style="list-style-type: none"> Customer service staff can provide the information and status of requests to the community at the time of request Field staff can capture information and close off service requests on site Provides a platform for community to explore Council information via online maps
Website upgrade	In progress	<ul style="list-style-type: none"> Enhanced engagement with our customers and community through providing services on demand Enables Council to understand the community's "wants and needs" regarding services / information being requested / sought.
Consolidated asset management system (includes project management solution)	Underway	<ul style="list-style-type: none"> Customer service staff can log customer requests through this system live Community will be able to monitor progress of Council works when data is updated to the GIS system Improved works planning, scheduling and management through single data source Consolidation and simplification of asset management systems to eliminate double handling of data and allows for enhanced forward planning of required works Visibility of project pipeline and delivery for short and long term.
Customer Relationship Management (CRM) system uplift	Underway	<ul style="list-style-type: none"> Improve connection to the community by lodgement of planning and building applications online at their convenience Reduces margin of error as data can be pre-populated for the community through simplifying processes on a digital platform Facilitates 'single view' of our customer.

Carers recognition

The *Carers Recognition Act 2012* formally recognises and values the role of carers and the importance of care relationships in the Victorian community. The Act formally acknowledges the important contribution that people in care relationships make to our community and the unique knowledge that carers hold about the person in their care.

The Act is taken into consideration when developing and reviewing relevant policies, procedures and supports within Council. Its spirit and intent is reflected in Council's:

- Nillumbik Health and Wellbeing Plan 2017-2021
- Disability Action Plan 2020-2024
- Ageing Well in Nillumbik Action Plan 2019-2022
- Transition to Retirement Procedure
- Flexible Working Policy
- Employee Experience: lifecycle from hire to retire.

Charter of human rights

The Victorian *Charter of Human Rights and Responsibilities Act 2006* protects the human rights of all people in Victoria. All public authorities and their employees are obliged to act in accordance with the Charter.

The Charter seeks to increase transparency in decision making affecting people's rights and assure the public that their rights are being taken into account. It protects civil and political rights and some cultural rights into Victorian law while promoting and protecting principles of freedom, respect, equality and dignity. At Council, we consider the 20 human rights established by the Charter when delivering our services, developing our policies or implementing our plans.

No human rights complaints were received by Council during 2020-2021.

Contracts

The *Local Government Act 1989* requires Council to prepare and approve a procurement policy and review, revise and amend as necessary each financial year. The Act defines procurement policy to mean the principles, processes and procedures that apply to the purchases of goods, services and works by Council. Council reviewed and adopted its Procurement Policy and associated guidelines on 28 July 2020 in accordance with the Act. The policy applies to all procurement and contracting activities of Council and is binding on Council officers, outsourced contractors and consultants while engaged by, and / or representing Council.

In 2020-2021:

- Council did not enter into any contract valued at \$150,000 or more for services or \$200,000 or more for works or works of a kind specified in section 186(5)(a) of the Act
- Council 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 first engaging in a competitive public tender process.

Council memberships

Council is a member of a number of groups and organisations, including the following key memberships:

- Australian Local Government Women's Association
- Metropolitan Transport Forum
- Municipal Association of Victoria
- Northern Alliance for Greenhouse Action
- Northern Council Alliance
- Victorian Local Governance Association.

Disability action plan

Disability Action Plan 2020-2024 development and endorsement

In accordance with section 38 of the *Disability Act 2006*, ongoing actions as part of Council's Disability Action Plan 2020-2024 provides the framework for Council to address disability and other access issues across all areas of the organisation's planning and operations, ensuring Council meets its requirements under federal, state and local government legislation.

The Disability Action Plan has four priorities for action:

- reducing barriers to people with a disability accessing Council goods, services and facilities
- reducing barriers to people with a disability in the area of employment
- promoting inclusion and participation in the community
- achieving tangible changes in attitude and practices that discriminate against people with a disability.

The Disability Action Plan reflects the critical need for all areas of Council to work together in a coordinated manner to improve access and promote inclusion. Following Council endorsement of the Disability Action Plan in May 2020, it was also produced in Easy English format, to make it more accessible to people with intellectual disability or low literacy.

A community campaign raised awareness about the Disability Action Plan and in turn, Council's commitment: <https://www.youtube.com/watch?v=mQumiQDL4zA>

Highlights from 2020-2021 included:

Disability Network and COVID-19

'Better Together' is the monthly Disability Inclusion Network e-newsletter which highlights local events, programs and opportunities for people in Nillumbik with disability, their carers and supports.

As part of the COVID-19 response, the newsletter and network emails continue to provide up to date and disability-specific information about COVID-19 and the vaccination rollout.



Inclusion Network membership increased from 254 to 304 from April 2020 - March 2021, with a number of community members contacting the inclusion team in response to the disability specific, local information around COVID-19.

Network members include:

- Local High Schools, Melbourne Polytechnic, and childcare centres
- Aged care centres
- Disability support groups
- Disability services in Nillumbik and regionally
- The NDIS Local Area Coordination team locally and regionally
- Community members with disability
- Carers of all ages
- Disability advocates
- Disability Inclusion teams at neighbouring Councils.

Mailchimp data shows that Disability Inclusion e-newsletters are forwarded throughout services often 50 times or more, indicating that the newsletter has a wide reach.

Domestic animal management plan

In accordance with the *Domestic Animals Act 1994*, Council must develop and adopt a Domestic Animal Management Plan (DAMP) every four years. Council is required to review the Plan annually and report achievements to the community through the annual report.

Nillumbik adopted the DAMP 2017-2021 in October 2017. The DAMP promotes responsible pet ownership in the community. In the final year of the DAMP, key achievements included:

- A steady increase of pet registration
- Officer training provided throughout the four years to maintain industry standard skills and knowledge

• Due to the COVID-19 pandemic, the annual Pet Expo was cancelled in 2020, and will again be in 2021

- Implementation of a Lost and Found webpage
- Legislative agreements (under section 84Y of the *Domestic Animals Act 1994*), have been put in place with Yarrambat Veterinary Hospital, Save-A-Dog-Scheme and Cat Protection Society
- In conjunction with Animal Welfare Victoria, Responsible Pet Ownership material has been provided to owners first registering their pets

- Established a new three year contract with Banyule City Council to provide a pound service
- Transport of un-microchipped pets to Yarrambat Veterinary Hospital for microchipping to enable registration before release as legislatively required
- An increase of patrols of reserves and parks have been well received by the community
- Expected completion by the end of 2021 of a new dog park located at Eltham North.

Food Act Ministerial directions

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

No such ministerial directions were received by Council during the 2020-2021 financial year.

Freedom of information

The *Freedom of Information Act 1982* (FOI Act) provides the community with a general right of access to information held by Council. Access may be limited by exceptions and exemptions that have been prescribed to protect public interests and the private and business affairs of people about whom Council holds information.

Requests for access to information under the FOI Act should be made in writing, specifying the particular document(s) being sought, to the Freedom of Information Officer and accompanied by the appropriate fee.

Part II of the FOI Act requires Council to publish a range of information about our functions and procedures, the type of documents we keep, reports and publications, and Freedom of Information arrangements. This information is set out on Council's website.

The Information Commissioner plays an important role in promoting the operation of the FOI Act. A request can be made to the Information Commissioner to have a decision reviewed if an applicant is refused access to documents or is not satisfied with the action or decision taken by Council in relation to their request.

As of 1 July 2018, the Information Commissioner publishes decisions made under section 49P of the FOI Act (Review on Decision) on the Office of the Victorian Information Commissioner (OVIC) website and the Australasian Legal Information Institute (AustLII) website.

For further information or to access Council's Part II Statement, visit Council's website

[nillumbik.vic.gov.au/Council/Council-publications/Freedom-of-information](https://www.nillumbik.vic.gov.au/Council/Council-publications/Freedom-of-information).

Freedom of Information	2020-2021	2019-2020	2018-2019	2017-2018	2016-2017
Access granted in full	5	3	1	1	16
Access granted in part	5	7	8	8	3
No documents available	0	0	1	1	1
Documents provided outside of FOI	3	1	1	-	-
Access denied in full	1	0	0	0	2
Requests withdrawn or not proceeded with	9	6	1	0	1
Requests in progress at end of financial year	0	1	11	2	1
Total application fees collected	\$325.60*	\$266.40	\$545.60	\$335.10	\$666.10
Total other charges collected	\$112.80	\$247.77	\$723.60	\$255.30	-

* Payment for four requests was received, however these requests were not formalised or required processing under the Act.

Information privacy and health records

Council believes the responsible handling of personal information is a key aspect of democratic governance and is strongly committed to protecting an individual's right to privacy.

Accordingly, Council is committed to full compliance with its obligations under the *Privacy and Data Protection Act 2014* and the *Health Records Act 2001*.

Council has implemented policies and procedures to ensure responsible collection, handling and disposal of all personal and health information. Copies of Council's Information Privacy Policy are available from the Civic Centre and Council's website.

Access to personal information held by Council may be made by applying in writing with proof of identity to Council's Privacy Officer.

Any person who feels aggrieved by Council's handling of their personal information may make a complaint to Council's Privacy Officer at privacy@nillumbik.vic.gov.au, or phone enquiries to 9433 3271.

The Privacy and Data Protection Deputy Commissioner may receive complaints about possible breaches of the Information Privacy Principles; however, the Deputy Commissioner may decline to

hear the complaint if you have not first made a complaint to Council.

There were two complaints received in 2020-2021. These complaints were resolved by Council and were not referred by the complainants to the Office of the Victorian Information Commissioner.

Council is facilitating regular privacy training for new and existing employees. Further information on Council's Privacy policy is available on the Council's website nillumbik.vic.gov.au/PrivacyStatement.

Legislation impacting Council

Council undertakes a broad range of activities and services and conducts its activities under a highly regulated environment.

In Victoria, councils have responsibilities under more than 120 different Victorian pieces of legislation, as well as responsibilities under Commonwealth legislation.

Many acts and regulations, including those below, have a direct impact on Council and require significant compliance, contain specific provisions relevant to Council, have some form of indirect influence, or require specific knowledge by staff carrying out their duties.

- Australian Citizenship Act 2007 (Cth)
- Building Act 1993
- Charter of Human Rights and Responsibilities Act 2006
- Competition and Consumer Act 2010 (Cth)
- Country Fire Authority Act 1958
- Disability Discrimination Act 1992 (Cth)
- Disability Act 2006
- Domestic Animals Act 1994
- Emergency Management Act 2013
- Environment Protection Act 1970
- Equal Opportunity Act 2010
- Food Act 1984
- Freedom of Information Act 1982
- Gender Equality Act 2020
- Geographic Place Names Act 1998
- Graffiti Prevention Act 2007
- Housing Act 1983
- Impounding of Livestock Act 1994
- Land Act 1958
- Local Government Act 1989
- Local Government Act 2020
- Metropolitan Fire Brigades Act 1958
- Occupational Health and Safety Act 2004
- Planning and Environment Act 1987
- Privacy and Data Protection Act 2014
- Public Interest Disclosures Act 2012
- Public Health and Wellbeing Act 2008
- Public Records Act 1973
- Residential Tenancies Act 1997
- Road Management Act 2004
- Road Safety Act 1986
- Sex Work Act 1994
- Summary Offences Act 1966
- Subdivision Act 1988
- Tobacco Act 1987
- Valuation of Land Act 1960

Infrastructure and development contributions

Table 1 – Total DCP levies received in 2020-2021

DCP name and year approved	Levies received in 2020-2021 financial year (\$)
DCP01 - Development Contributions Plan for Area A DPO 1, August 2003	\$0 (Infrastructure) \$0 (Open Space)
DCP02 - Area B: Diamond Creek North Development Contributions Plan – Area 2, February 2012	%0 (Infrastructure) \$338,863.60 (Open Space)
DCP04 - Area 4: Plenty Low Density Area Development Contributions Plan December 2012 (Infrastructure)	\$0 (Infrastructure) \$137,513.70 (Open Space)
Total	\$476,377.3

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

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
DCP02 – Area B: Diamond Creek North	R009, R012, PG015, S013	Collard Dr upgrade, Road frontage to public open space (POS), POS Improvements, Shared Pathways within Area B	Part of road construction works, improved access and amenity of area.	\$200,139
Total				\$200,139

Table 3 – Total DCP contributions received and expended to date (for DCPs approved after 1 June 2016)

DCP name and year approved	Total levies received (\$)	Total levies expended (\$)	Total works-in-kind accepted (\$)	Total DCP contributions received (levies and works-in-kind) (\$)
Total	N/A	N/A	N/A	N/A

Infrastructure and development contributions

Table 4 – Land, works, services or facilities delivered in 2020-2021 from DCP levies collected

Project description	Project ID	DCP name and year approved	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contributions (\$)	Other contributions (\$)	Total project expenditure (\$)	% of item delivered
Herberts Lane Upgrade	R008	DCP02 - Area B:- Area 2, February 2012	\$95,751	\$0	\$0	\$0	\$98,751 (2020-2021) \$1,451,863 (Total)	95%
Collard Dr upgrade	R009	DCP02 - Area B:- Area 2, February 2012	\$0	\$50,035	\$0	\$0	\$50,035 (2020-2021) \$2,366,588 (Total)	98%
POS improvements	PG015	DCP02 - Area B:- Area 2, February 2012	\$0	\$86,059	\$0	\$0	\$86,059 (2020-2021) (Total)	19%
Shared Pathways	S013	DCP02 - Area B:- Area 2, February 2012	\$0	\$18,013	\$0	\$0	\$18,013 (2020-2021) (Total)	4%
Road frontage to POS	R012	DCP02 - Area B:- Area 2, February 2012	\$0	\$46,032	\$0	\$0	\$46,032 (2020-2021) (Total)	4%
Shared Pathways	R007	DCP04 - Area 4: December, 2012	\$37,751	\$0	\$0	\$0	\$37,751 (2020-2021) \$182,098 (Total)	16%
Total			\$133,502	\$200,139	\$0	\$0	\$333,641 (2020-2021)	N/A

Local laws

Council currently has four local laws in place.

1) Amenity Local

The purpose of this local law is to provide for the:

- safe and fair use and enjoyment of public places
- safe and fair use of roads
- regulation of street activities
- keeping and control of animals
- fair and reasonable use and enjoyment of private land
- uniform and fair administration of this Local Law
- peace, order and good government of the municipality.

2) Infrastructure Assets Local Law

The purpose of this local law is to:

- provide for the peace, order and good government of the municipal district
- protect public assets vested in council from damage, accelerated deterioration or abuse during the building works process
- provide a physical environment which aims to minimise hazards to the health and safety of persons attending building sites and those adjacent, opposite or passing building sites
- prohibit, regulate and control the presence and disposal of refuse, rubbish and soil on and from building sites within the municipal district to reduce hazards to the environment and promote an environment where residents can enjoy a quality of life that meets the general expectation of the community
- define the standards to which persons engaged in building works should adhere to
- educate and induce persons involved in building works to act responsibly to reduce the extent and cost of infrastructure damage for the benefit of the wider community.

The Amenity Local Law and the Infrastructure Assets Local Law both commenced operation on 6 December 2013. No changes have been made to these documents since their adoption in 2013.

3) Meeting Procedure Local Law

The purpose of this local law is to:

- regulate proceedings at Council Meetings, Special Committee Meetings and other meetings conducted by or on behalf of Council where Council has resolved that the provisions of this local law are to apply
- regulate proceedings for the election of the Mayor, Deputy Mayor and Chairpersons
- facilitate community engagement by providing opportunities at meetings for community members to express their views
- ensure the efficient and orderly conduct of meetings
- regulate the use and keeping of the common seal
- ensure the peace, order and good government of the municipal district.

The Meeting Procedure Local Law was reviewed and adopted by Council on 27 June 2017 and commenced operation on 7 July 2017. On adoption of the new Governance Rules on 25 August 2020, sections of the Meeting Procedure Local Law 2017, namely sections 2 to 13 (inclusive), and section 14 that relates to the election of the Mayor and Deputy Mayor, ceased to apply.

Section 15 that relates specifically to the use of Council's Common Seal and section 16 that relates to Offences and Penalties for certain matters and behaviour by meeting attendees together with the introductory section, section 1, remain operative.

4) Prohibition of Fireworks Local Law

The purpose of this local law is to:

- to restrict activities in a bushfire prone rural environment that can impact on the health and wellbeing of residents, specifically those who have experienced catastrophic bushfires;
- to reduce the risk of danger and injury to animals and wildlife arising from the discharge of fireworks;
- to address nuisance, amenity and environmental impacts of fireworks activities;
- apply standards that address safety matters directed at reducing risk to the community.

The Prohibition of Fireworks Local Law was passed by Council resolution on 24 September 2019 and commenced operation on 17 October 2019.

Council is currently undertaking a statutory review of the Amenity Local Law, Infrastructure Assets Local Law and the Meeting Procedure Local Law.

Further information on local laws can be found on Council's website – www.nillumbik.vic.gov.au

National competition policy

Council has in place the necessary procurement processes and controls to ensure that Council's commercial dealings are honest and comply with the requirements of the *Competition and Consumer Act 2010*. Councillors and Council officers are also covered by a Councillors and Officers Liability Policy.

Public interest disclosures

Council supports the *Public Interest Disclosures Act 2012* (PID) and encourages employees, contractors and members of the public to report known or suspected instances of corrupt or improper conduct.

The PID facilitates disclosures of improper conduct by the Council or its employees and provides protection for people who make disclosures. Council encourages the disclosure of wrongdoing within the organisation and where a potential disclosure under the PID is identified, ensures effective action is taken, including investigation by the appropriate entities.

The procedures adopted by Council establish a system for reporting disclosures of improper conduct or detrimental action by Council, its employees or Councillors. These procedures enable disclosure relating to Council or its employees may be made to either Council's Protected Disclosure Coordinator or directly to the Independent Broad-based Anti-corruption Commission (IBAC), the Victorian Ombudsman.

A disclosure about a Councillor must be made to IBAC or the Ombudsman. Disclosures may be made by Council employees, Councillors, councils or the public.

Council is committed to the PID's aims and objectives. Accordingly, Council:

- does not tolerate improper or corrupt conduct by its employees, officers or Councillors
- supports disclosures being made that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources, and conduct involving a substantial risk to public health and safety or the environment
- will protect people who make disclosures from reprisals and give natural justice to the person who is the subject of the disclosure.

During 2020-2021, there was one disclosure made to Council that was required to be reported to Independent Broad-based Anti-corruption Commission (IBAC), pursuant to the provisions of the *Public Interest Disclosures Act 2012*. The details of the disclosure are unable to be reported due to its confidential nature.

Road Management Act ministerial directions

Council is responsible for the management of approximately 775 kilometres of road (of which 310 kilometres are unsealed), 397 kilometres of underground drainage, approximately 19,000 stormwater pits and 343 kilometres of footpaths.

The Road Management Plan forms the basis of Council's management of its road and road related assets and provides details of how Council will inspect, maintain and respond to road and road related assets.

The Road Management Plan was reviewed and amended in June 2017, in accordance with the *Road Management Act 2004*.

Council, as a road authority, is required under section 22 of the Act to publish a copy or summary of any direction received from the Minister in its annual report. No directions were received from the Minister in 2020-2021.

Infrastructure and development contributions

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

For the 2020-2021 financial year, information about infrastructure and development contributions is disclosed on pages 172-173.

In order to assist with public safety and the social distancing direction from the Victorian Government and Department of Health and Human Services,

Nillumbik Shire Council
advises that **ALL**
playgrounds, skate parks
and outdoor gyms are
now closed to the public
until further notice.

Please continue to follow advice from the Victorian Government in relation to the COVID-19 pandemic.



COVID-19 signage
in a local playground

Our financials

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Annual financial report

for the year ended 30 June 2021

Introduction to the financial statements

This guide provides an overview of each of the statements including the 2020-2021 financial statements for Council and the key financial results.

The guide is best read in conjunction with the financial overview.

Financial statements

The financial statements provide a report on how Council performed financially during the year and the overall financial position at the end of the year.

The financial statements include five main statements:

- Comprehensive income statement
- Balance sheet
- Statement of changes in equity
- Statement of cash flows
- Statement of capital works

The financial statements are explained through a series of 10 notes which detail accounting policies and expand line item amounts listed in each of the five main statements.

Comprehensive income statement

The comprehensive income statement captures the financial performance of Council for the year ended 30 June 2021. The performance is measured through capturing the value of all revenues (moneys earned or awarded through grants) and the value of all expenses (moneys spent in delivery of services or routine maintenance). The expenses captured do not include any costs associated with the purchase, renewal, upgrade or expansion of Council assets.

All revenue and expenses which are pertinent to the operations of the year are captured in the statement which include revenue yet to be received or expenses yet to be paid. This approach is referred to as accrual based accounting and is in compliance with statutory accounting standards. Under the accrual based accounting non-cash transaction may influence the overall performance of Council for the year.

The overall intent of the statement is to calculate if Council achieved a surplus or deficit for the year. This performance figure is calculated by deducting the total expenses from total revenues. While Council is a 'not-for-profit' organisation, the budget is established at the start of the year with a view of achieving a surplus to ensure future financial sustainability. For the 2020-21 year, a surplus of \$13.74 million was recorded. The surplus was influenced by non-cash items, including an increase in grant funding received for capital works programs, which due to the change in accounting standards, was recognised as unearned income in the balance sheet last year.

Balance sheet

The balance sheet provides a snapshot of the financial position of Council at the end of the year. The overall intent is to capture the net worth of Council. The balance sheet comprises of the three sections assets (what Council owns or is owed), liabilities (what Council owes) and equity (what Council is worth which has built up over years).

The assets and liabilities are separated into current and non-current. Current refers to items falling due in the next 12 months, non-current refers to items held for a longer term than 12 months. The net current assets, is an important measure of Council's ability to meet its debts as and when they fall due.

The equity section of the balance sheet captures Council's reserves and surpluses accumulated from prior years. The total equity represents the net financial worth of Council.

At 30 June 2021, the balance sheet shows Council to be in a healthy financial position, with \$48.47 million in cash and financial assets and a net worth of \$960.2 million. Being considered a not-for-profit, a critical measure to assess Council's financial sustainability is the liquidity ratio. The result for the year is 145.09%. This infers that for every \$1 of current liabilities, Council has \$1.45 of current assets to service these liabilities. This demonstrates that Council has sufficient funds to pay liabilities as they fall due.

Statement of changes in equity

The statement of changes in equity provides a detailed breakdown of the amounts shown in the equity section of the balance sheet. The drivers for the movement in the amounts shown include:

- A surplus or deficit recorded in the comprehensive income statement
- The use of monies from reserves
- An increase in the value of non-current assets resulting from the revaluation of those assets.

At 30 June 2021, the statement shows an increase in equity of \$17 million which has been influenced by the net asset revaluation increment of \$2.56 million and the net surplus for 2020-2021 of \$13.74 million.

Cash flow statement

The cash flow statement captures all cash amounts received and payments made during the year. This statement verifies the bank balance stated in the balance sheet through capturing all cash transactions under three types of activities:

- Cash flows from operating activities arising from delivering the various services of Council. The net result shows the ability to generate a cash surplus which can be directed to be used to fund the purchase of assets
- Cash flows from investing activities arising from the purchase and sale of Council's non-current assets
- Cash flows from financing activities arising from the raising of new borrowings and the respective repayment.

The cash flow statement shows Council generated \$29.49 million from operating activities, had \$52.19 million of cash outflows from investing activities and \$1.47 million of inflows from financing activities. Total cash balances recorded in the cash flow statement decreased by \$21.19 million during the year, this decrease is largely attributable to investments held in longer term cash deposits in order to maximise interest rates on cash held.

Statement of capital works

The statement of capital works details amounts incurred on capital works by class and type of asset. This statement captures the entire asset portfolio which Council owns and oversees for the safe enjoyment of the community. The statement of capital works shows that in 2020-21, \$46.76 million was expended on capital works

Notes to the financial statements

The financial statements contain ten notes which provide the detail breakdown of the numbers and technical information regarding the composition of the statements. The notes enable the reader to understand the basis on which the values shown in the statements are formed. It is important to read the notes at the same time as the statements, this will assist readers in giving context to the numbers published in the statements.

Performance statement

The Victorian Government developed the Local Government Performance Reporting Framework to ensure that all councils across Victoria measure and report their performance in a consistent way and are ultimately accountable to the community.

The primary purpose is to track performance to the community showing both historical and forecast results.

Certification and independent audit reports

The certification of the Principal Accounting Officer is made by the person responsible for the financial management of Council and is made separately in respect of each Statement. The person must state whether in their opinion the Statements have met all the statutory and professional reporting requirements.

The certification of Councillors is made by two Councillors on behalf of Council and the CEO and is made separately in respect of each Statement. The Councillors and the CEO must state that in their opinion the Statements are fair and not misleading or inaccurate.

The Independent Audit Report is the external and independent opinion of the Victorian Auditor-General's Office and provides the reader with an independent view about Council's compliance with the statutory and professional requirements and the fairness aspects of the Statements.

The Victorian Auditor-General issues two Audit Reports – a combined Report on the Financial Statements and a separate Report on the Performance Statement.

Annual financial report for the year ended 30 June 2021

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Comprehensive income statement for the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Income			
Rates and charges	3.1	67,366	66,540
Statutory fees and fines	3.2	1,843	1,514
User fees	3.3	10,808	11,582
Grants – operating	3.4(a)	7,106	7,740
Grants – capital	3.4(b)	19,326	2,898
Contributions – monetary	3.5	2,006	3,234
Contributions – non-monetary	3.5	35	2,791
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	3.6	(3,717)	(599)
Share of net profits/(losses) of associate	6.3	199	139
Other income	3.7	1,556	2,277
Total income		106,528	98,116
Expenses			
Employee costs	4.1	35,661	36,373
Materials and services	4.2	37,780	55,966
Depreciation	4.3	11,912	12,164
Amortisation – right of use assets	4.4	420	513
Bad and doubtful debts	4.5	47	184
Borrowing costs	4.6	601	709
Finance costs – leases	4.7	21	37
Contributions to associates	6.3	2,888	2,742
Other expenses	4.8	3,457	4,340
Total expenses		92,787	113,028
Surplus / (deficit) for the year		13,741	(14,912)
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	2,558	(5,009)
Total comprehensive result		16,299	(19,921)

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

Balance sheet for the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
ASSETS			
Current assets			
Cash and cash equivalents	5.1(a)	22,153	43,345
Trade and other receivables	5.1(c)	11,166	11,416
Other financial assets	5.1(b)	26,325	9,000
Inventories	5.2(a)	18	18
Non-current assets classified as held for sale	6.1	3,080	3,080
Other assets	5.2(b)	1,868	1,938
Total current assets		64,610	68,797
Non-current assets			
Trade and other receivables	5.1(c)	538	580
Other financial assets	5.1(b)	5	5
Investments in associates	6.3	1,671	1,471
Property, infrastructure, plant and equipment	6.2	964,206	942,431
Right-of-use assets	5.8	881	1,301
Total non-current assets		967,301	945,788
Total assets		1,031,911	1,014,585
LIABILITIES			
Current liabilities			
Trade and other payables	5.3(a)	8,909	8,316
Trust funds and deposits	5.3(b)	1,994	1,925
Unearned grants and contract liabilities	5.3(c)	14,775	12,456
Provisions	5.5(c)	13,493	13,483
Interest-bearing liabilities	5.4	4,942	2,171
Lease liabilities	5.8	417	507
Total current liabilities		44,530	38,858
Non-current liabilities			
Provisions	5.5(c)	18,305	22,388
Interest-bearing liabilities	5.4	8,445	8,605
Lease liabilities	5.8	424	826
Total non-current liabilities		27,174	31,819
Total liabilities		71,704	70,677
Net assets		960,207	943,908
EQUITY			
Accumulated surplus		404,443	385,673
Reserves	9.1	555,764	558,235
Total equity		960,207	943,908

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

Statement of changes in equity for the year ended 30 June 2021

	Note	Total	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves
		\$'000	\$'000	\$'000	\$'000
2021					
Balance at beginning of the financial year		943,908	385,673	523,226	35,009
Surplus / (deficit) for the year		13,741	13,741	-	-
Net asset revaluation increment/(decrement)	6.2	2,558	-	2,558	-
Transfers to other reserves	9.1(b)	-	(12,893)	-	12,893
Transfers from other reserves	9.1(b)	-	17,922	-	(17,922)
Balance at end of the financial year		960,207	404,443	525,784	29,980
2020					
Balance at beginning of the financial year		965,401	397,099	528,235	40,067
Impact of change in accounting policy - AASB 1058 Income of Not-for-Profit Entities		(1,572)	(1,572)	-	-
Adjusted opening balance		963,829	395,527	528,235	40,067
Surplus / (deficit) for the year		(14,912)	(14,912)	-	-
Net asset revaluation increment/(decrement)	6.2	5,009	-	(5,009)	-
Transfers to other reserves	9.1(b)	-	(18,102)	-	18,102
Transfers from other reserves	9.1(b)	-	23,160	-	(23,160)
Balance at end of the financial year		943,908	385,673	523,226	35,009

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

Statement of cash flows for the year ended 30 June 2021

	Note	2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		68,473	69,540
Statutory fees and fines		1,843	1,514
User fees		10,942	11,488
Grants – operating		7,861	9,358
Grants – capital		21,252	14,290
Contributions – monetary		2,187	3,511
Interest received		256	602
Trust funds and deposits taken		399	330
Other receipts		969	1,343
Net GST refund/(payment)		6,000	3,820
Employee costs		(36,290)	(34,286)
Materials and services		(46,415)	(43,101)
Short-term, low value and variable lease payments		(190)	(571)
Trust funds and deposits repaid		(171)	(171)
Other payments		(7,618)	(7,952)
Net cash provided by/(used in) operating activities		29,499	29,714
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(34,984)	(21,211)
Proceeds from sale of property, infrastructure, plant and equipment		121	1,131
Payments for investments		(17,325)	(8,000)
Proceeds from investments		-	-
Net cash provided by/(used in) investing activities		(52,188)	(28,080)
Cash flows from financing activities			
Finance costs		(601)	(709)
Proceeds from borrowings		3,303	-
Repayment of borrowings		(692)	(1,316)
Interest paid - lease liability		(21)	(37)
Repayment of lease liabilities		(492)	(481)
Net cash provided by/(used in) financing activities		1,497	(2,543)
Net increase/(decrease) in cash and cash equivalents		(21,192)	(909)
Cash and cash equivalents at the beginning of the financial year		43,345	44,254
Cash and cash equivalents at the end of the financial year	5.1(a)	22,153	43,345
Financing arrangements	5.6		
Restrictions on cash assets	5.1		
<i>*GST Inclusive</i>			

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

Statement of capital works for the year ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Property			
Land		1,057	-
Land improvements		218	-
Total land		1,275	-
Buildings		2,327	1,669
Total buildings		2,327	1,669
Total property		3,602	1,669
Plant and equipment			
Plant, machinery and equipment		605	922
Furniture, equipment and computers		180	-
Artwork		39	30
Total plant and equipment		824	952
Infrastructure			
Roads		3,611	1,635
Bridges		48	53
Footpaths and cycleways		6,196	670
Drainage		471	538
Recreational, leisure and community facilities		27,421	11,645
Kerb and channel		329	-
Waste management		-	168
Parks, open space and streetscapes		3,632	2,480
Other infrastructure		628	419
Total infrastructure		42,336	17,608
Total capital works expenditure		46,762	20,229
Represented by:			
New asset expenditure		13,862	7,372
Asset renewal expenditure		4,199	4,798
Asset expansion expenditure		1,735	653
Asset upgrade expenditure		26,966	7,406
Total capital works expenditure		46,762	20,229

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

Overview

Introduction

Nillumbik Shire Council (Council) was established by an Order of the Governor in Council on 15 December 1994 and is a body corporate. Council's main office is located at Civic Drive, Greensborough, Victoria.

Statement of compliance

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

Significant accounting policies

(a) Basis of accounting

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

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

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

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 6.2)
- the determination of employee provisions (refer to note 5.5(a))
- the determination of landfill provisions (refer to note 5.5(b))
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the *scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not *AASB 1059 Service Concession Arrangements: Grantors* is applicable (refer to Note 8.2)
- other areas requiring judgements

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

(b) Impacts of the coronavirus pandemic event

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

Council is charged with the ongoing delivery of community services and upkeep of public infrastructure. The ongoing pandemic event and staged restrictions have presented unprecedented challenges which Council is navigating and maintaining service levels. Council is not eligible for any labour-force related assistance (JobKeeper) but was successful in recruiting seventeen positions under the Working for Victoria program.

During periods of lockdown, Council maintained the existing workforce, redeploying staff where remote working was not possible, or standing down staff with pay. All employees have access to the Employee Assistance Program, whereby counselling services and independent support can be obtained at no charge. Council continues to support employees through staged restrictions and the current declaration of a state of emergency and state of disaster.

In immediate response to the pandemic event council implemented a COVID-19 Financial Hardship Policy, suspending penalty interest and enabling the option of deferment of payment deferment. Council suspended all debt management activities on 19 March 2020 (Note 5.1(c)) for a period of twelve months. The substantive Financial Hardship Policy has been reinstated, effective 29 June 2021. This policy continues to ensure that all ratepayers, regardless of their circumstances, will face no judgement, and will be treated with understanding, dignity and respect.

Council has provided rent relief to tenants of Council-owned properties experiencing financial difficulty, which is reflective of the guidance through State Government.

Assistance grants were developed by Council for local businesses impacted by ongoing restrictions and pandemic related closures. Council has prepared a Pandemic Recovery Plan to be implemented in 2021, which includes a variety of grants available to facilitate recovery operations and programs.

Council has maintained cash balances during this time. Collections of quarterly rates instalments have remained in line with prior years. Cash balances are maintained within financial sustainability principals. Council has reviewed the provision for doubtful debts, recognising that some impairment exists across the sundry debtor portfolio as a result of the pandemic (Note 5.1(c) and (e)).

Suppliers continue to be paid within Council terms, with weekly accounts payable payment runs undertaken to ensure terms are met. There has been no alteration to the frequency of the payment runs or payment terms during this period (Note 5.3(a)).

The value of Council's land and building assets have been assessed by an independent valuer. At the time of review, available market data, including any impact of the pandemic event, were considered (Note 6.2). No significant, material movement has been identified.

Infrastructure assets continue to be valued at replacement cost based fair value, as this best reflects the nature of these community-use assets (Note 6.2).

Management has reviewed budgets, cash-flows and forecasts in-line with expectations about the future and believes the going concern assumption remains appropriate.

Council has not identified any subsequent events that may impact the organisations ability to continue as a going concern and has determined that the going concern assumption remains the appropriate basis to prepare Council's financial report.

**Notes to the financial report
for the year ended 30 June 2021**

Note 1 Performance against budget

The performance against budget notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of 5 percent 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 30 June 2020. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

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

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance %	Ref
1.1 Income and expenditure					
Income					
Rates and charges	67,537	67,366	(171)	-0.3%	1
Statutory fees and fines	1,723	1,843	120	7.0%	2
User fees	15,531	10,808	(4,723)	-30.4%	3
Grants – operating	5,031	7,106	2,075	41.2%	4
Grants – capital	16,508	19,326	2,818	17.1%	5
Contributions – monetary	811	2,006	1,195	147.3%	6
Contributions – non monetary	–	35	35	100.0%	7
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	–	(3,717)	(3,717)	100.0%	8
Share of net profits/(losses) of associates	–	199	199	100.0%	9
Other income	1,360	1,556	196	14.4%	10
Total income	108,501	106,528	(1,973)	-1.8%	
Expenses					
Employee costs	36,890	35,661	(1,229)	-3.3%	
Materials and services	36,091	37,780	1,689	4.7%	11
Bad and doubtful debts	–	47	47	100.0%	12
Depreciation	11,739	11,912	173	1.5%	
Amortisation – right of use assets	496	420	(76)	-15.3%	13
Borrowing costs	587	601	14	2.4%	
Finance costs – leases	43	21	(22)	-51.2%	14
Contributions to associates	2,882	2,888	6	0.2%	
Other expenses	2,610	3,457	847	32.5%	15
Total expenses	91,338	92,787	1,449	1.6%	
Surplus / (deficit) for the year	17,163	13,741	(3,422)	-19.9%	

Notes to the financial report for the year ended 30 June 2021

Note 1 Performance against budget (cont.)

1.1 Income and expenditure (cont.)

(i) Explanation of material variances

Ref Explanation

- 1 **Rates and charges**, reduction reflective of penalty interest not charged for the 2020-2021 financial year (\$343,000), offset by supplementary rates raised.
- 2 **Statutory fees and fines**, new income resulting from swimming pool registrations (\$246,000), increase in planning application fees (\$145,000), offset by decrease in fines and penalties served due to the pandemic and staged restrictions (\$316,000).
- 3 **User fees**, reductions across leisure centre and facility income attributable to the pandemic and staged restrictions (\$3.96 million, offset by corresponding expenditure), hall and non-residential rental income (\$324,000), sports ground rentals (\$130,000) and Living & Learning Nillumbik fees (\$168,000), Edendale income (\$89,000) and pound fees (\$66,000).
- 4 **Grants - operating**, additional non-recurrent grants not budgeted for were received during the financial year (\$2.1 million).
- 5 **Grants - capital**, additional grants received during the financial year, not budgeted for included Diamond Creek Netball Court surface upgrade (\$589,000), sports lighting upgrade (\$541,000), Hurstbridge multi-use facility (\$532,000), Shaws Road sealing (\$497,000), Getting to School Safely (\$297,000) and Eltham North Synthetic Soccer Pitch (\$295,000).
- 6 **Contributions - monetary**, variance due to developer and capital works contributions received during the year.
- 7 **Contributions - non-monetary**, comprises of infrastructure assets, in particular footpath and kerb and channel assets, that were transferred to Council during the period. Council does not budget for the receipt of non-monetary contributions.
- 8 **Net gain on disposal of property**, losses on disposal of plant, infrastructure and equipment, which are not budgeted for.
- 9 **Share of net profits/(losses) of associates**, Council does not budget for share of net profit/(losses) of associates.
- 10 **Other income**, Council received Insurance refunds received for Civic Drive flooding (\$97,000), WorkCover refunds (\$46,000) and VicRoads income (\$45,000) which were not budgeted for.
- 11 **Materials and services**, a reduction in leisure facility contract expenditure (\$3.59 million, counteracted by corresponding reduction in income), was offset by increases in anticipated rehabilitation and aftercare costs of the Plenty and Kangaroo Ground Landfill sites (\$4.73 million) and in waste services costs (\$1.41 million).
- 12 **Bad and doubtful debts**, Council does not budget for bad and doubtful debts.
- 13 **Amortisation of right-of-use assets**, variance is due to the implementation of AASB 16 Leases.
- 14 **Finance costs - leases**, variance is due to the implementation of AASB 16 Leases.
- 15 **Other expenses**, variation largely driven by to AASB 16 Leases (\$571,000), recognised through amortisation of right-of-use assets but budgeted for as other expenses. Additional costs included waste vehicle lease payout (\$189,000), planning scheme amendments (\$39,000) and bank fees (\$29,000).

Notes to the financial report for the year ended 30 June 2021

Note 1 Performance against budget (cont.)

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance %	Ref
1.2 Capital works					
Property					
Land	900	1,057	157	17.4%	1
Land improvements	165	218	53	32.1%	2
Total land	1,065	1,275	210	19.7%	
Buildings	3,242	2,327	(915)	-28.2%	3
Total buildings	3,242	2,327	915	-28.2%	
Total property	4,307	3,602	(705)	-16.4%	
Plant and equipment					
Plant, machinery and equipment	2,272	605	(1,667)	-73.4%	4
Fixtures, fittings and furniture	-	180	180	100.0%	5
Artwork	-	39	39	100.0%	6
Total plant and equipment	2,272	824	(1,448)	-63.7%	
Infrastructure					
Roads	2,799	3,611	812	29.0%	7
Bridges	166	48	(118)	-71.1%	8
Footpaths, trails and cycleways	7,918	6,196	(1,722)	-21.7%	9
Drainage	593	471	(122)	-20.6%	10
Recreational, leisure and community facilities	13,119	27,421	14,302	109.0%	11
Kerb and channel	-	329	-	100.0%	12
Waste management	3,600	-	(3,600)	-100.0%	13
Parks, open space and streetscapes	465	3,632	3,167	681.1%	14
Other infrastructure	524	628	104	19.8%	15
Total infrastructure	29,184	42,336	13,152	45.1%	
Total capital works expenditure	35,763	46,762	10,999	30.8%	
Represented by:					
New asset expenditure	505	13,862	13,357	2645.0%	
Asset renewal expenditure	6,553	4,199	(2,354)	-35.9%	
Asset expansion expenditure	9,411	1,735	(7,676)	-81.6%	
Asset upgrade expenditure	19,294	26,966	7,672	39.8%	
Total capital works expenditure	35,763	46,762	10,999	30.8%	

Notes to the financial report for the year ended 30 June 2021

Note 1 Performance against budget (cont.)

1.2 Capital Works (cont.)

(i) Explanation of material variances

Ref Explanation

- 1 **Land**, land acquisitions for Diamond Creek Trail, which is a multi-year project.
- 2 **Land improvements**, a proportion of renewal works were unable to be capitalised under AASB 116 due to being operational in nature.
- 3 **Buildings**, building renewal (\$700,000) and buildings upgrade (\$112,000) delays resulting from pandemic restrictions.
- 4 **Plant, machinery and equipment**, Transformation at Nillumbik Works budgeted as capital works, which are classified as operational expenditure for accounting purposes (\$1.00 million), and underspends on Plant and Equipment (\$547,000).
- 5 **Fixtures, fittings and furniture**, purchases of equipment across the organisation (\$180,000).
- 6 **Artwork**, purchases of artwork are funded through an arts reserve.
- 7 **Roads**, new grant funded project Shaws Road Sealing (\$497,000), works in relation to the 2019-2020 Urban Congestion Funds (\$207,000), Research Park Car Park Works (\$107,000).
- 8 **Bridges**, renewal works (\$117,000), including Laurel Hill Pedestrian Bridge have been carried forward into 2021-2022.
- 9 **Footpaths, trails and cycleways**, works to be carried-out in 2021-2022 include DCP2 - shared pathways Area B (\$893,000), footpath renewal (\$223,000), missing trail links (\$90,000), trails renewal (\$67,000), Maroondah aqueduct trail (\$50,000). The Diamond Creek Trail construction is a multi-year project, with works carried forward into next year.
- 10 **Drainage**, Kerb and channel works are budgeted for under Drainage, Proactive drainage works carried forward into the 2021-2022 financial year.
- 11 **Recreational, leisure and community facilities**, works budgeted for in 2019-2020, including Eltham North Pavilion (\$4.34 million), Central Oval Pavilion Upgrade (3.4 million), Diamond Creek Netball Pavilion (\$2.08 million), Greensborough Hockey Pavilion (\$1.34 million). Grants were received to commence projects at Diamond Creek Netball Surface Upgrade (\$589,000), SRV Sports lighting upgrades (\$541,000), Eltham North Soccer Synthetic Soccer Pitch Renewal (\$502,000). Additional grant funding was also received to extend project scope on the Hurstbridge Multi-use Facility (\$382,000). Additional works were also completed on Diamond Valley Sports and Fitness Centre (\$1.32 million), being a multi year project and Eltham Central Oval (\$311,000).
- 12 **Kerb and channel**, kerb and channel is budgeted for under drainage.
- 13 **Waste management**, Landfill rehabilitation costs have been recognised via the Provision for Landfill Rehabilitation and have been expensed accordingly.
- 14 **Parks, open space and streetscapes**, Works capitalised in 2020-2021 budgeted for in prior years including Diamond Creek Regional play space (\$2.7 million), Eltham South Preschool Playground (\$154,000) and Diamond Creek Memorial Kind Playground (\$151,000).
- 15 **Other infrastructure**, higher than expected spend on other infrastructure projects.

Notes to the financial report for the year ended 30 June 2021

Note 2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.1 (a) Communities

Communities provides high quality community focused programs and service delivery to residents. Service areas include community support and partnerships, early years and education programs, volunteering, maternal child health services and arts and cultural development.

Corporate Services

Corporate Services provides efficient, effective and proactive support services across Council to enable the delivery of policy commitments, Council's vision and mission. The provision of these services includes human resources, information and technology, procurement, business transformation and performance and finance services.

Governance and Legal

Governance and Legal services provides effective governance oversight of the organisation and provides support to the organisation and ensures Council's customer focus includes communication and community engagement processes. Service areas include governance, information services, communications and engagement, emergency management and legal services. Executive Services, the provision of support services to the CEO and Councillors, has been included in Governance and Legal.

Planning and Community Safety

Planning and Community Safety delivers regulatory and amenity services to residents and visitors across the Shire and partners with the business community to develop economic and tourism opportunities. Planning and Community Safety is comprised of planning services, community safety and amenity, strategic planning and economic development and tourism.

Operations and Infrastructure

Operations and Infrastructure is responsible for constructing new infrastructure and maintaining existing infrastructure across a very diverse range of assets that underpin the wellbeing of the community. Operations and Infrastructure is comprised of infrastructure, capital works, environment and waste, recreation and leisure and assets and property.

2.1 (b) Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total capital expenditure	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2021						
Communities	2,485	11,100	(8,615)	2,037	-	1,671
Corporate Services	68,323	12,539	55,784	2,538	180	62,832
Governance and Legal	222	4,052	(3,830)	191	-	-
Planning and Community Safety	3,806	9,829	(6,023)	692	-	82
Operations and Infrastructure	31,660	55,267	(23,607)	20,974	46,582	967,326
	106,496	92,787	13,709	26,432	46,762	1,031,911
2020						
Communities	3,408	12,166	(8,758)	2,686	-	1,471
Corporate Services	76,089	14,790	69,221	3,610	47	66,993
Governance and Legal	91	3,645	(3,554)	80	-	-
Planning and Community Safety	3,023	8,647	(5,624)	295	-	124
Operations and Infrastructure	15,505	73,780	(66,197)	3,967	20,112	945,997
	98,116	113,028	(14,912)	10,638	20,159	1,014,585

*Total assets – property, infrastructure, plant and equipment

Notes to the financial report for the year ended 30 June 2021

Note 3 Funding for the delivery of our services

3.1 Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The Capital Improved Value of a property is the market value of land and all improvements at a given point in time. The valuation base used to calculate general rates for 2020-2021 was \$21.21 billion (2019-2020 \$20.62 billion).

	2021 \$'000	2020 \$'000
General rates	57,563	57,152
Waste management charge	9,393	8,621
Special rates and charges	278	278
Supplementary rates and rate adjustments	114	150
Interest on rates and charges	18	339
Total rates and charges	67,366	66,540

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2020, and the valuation will be first applied in the rating year commencing 1 July 2020. Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

Infringements and costs	211	333
Court recoveries	20	-
Town planning fees	995	762
Land information certificates	48	47
Animal infringements	28	38
Permits	268	191
Pool registration and compliance	273	143
Total statutory fees and fines	1,843	1,514

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

3.3 User fees

Aged and health services	21	201
Leisure centre and recreation	7,833	8,162
Child care/children's programs	284	251
Registration and other permits	853	781
Building services	175	101
Waste management services	509	502
Subdivision supervision	229	241
Pound release	12	29
Adult education	147	235
Edendale farm	237	252
Environmental health	239	236
Hall and sport ground hire	94	398
Other fees and charges	175	193
Total user fees	10,808	11,582
User fees by timing of revenue recognition		
User fees recognised at a point in time	10,808	11,582
Total user fees	10,808	11,582

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

Notes to the financial report for the year ended 30 June 2021

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

	2021 \$'000	2020 \$'000
3.4 Funding from other levels of government		
Grants were received in respect of the following:		
Summary of grants		
Commonwealth funded grants	5,295	5,739
State funded grants	21,137	4,899
Total grants received	26,432	10,638

(a) Operating Grants

Recurrent – Commonwealth Government

Aged and health services	223	1,240
Family and children	311	234
Commonwealth Financial Assistance Grants	2,877	3,420
Other	21	-

Recurrent – State Government

Adult education	347	413
Arts	2	-
Community health	50	60
Disability support	121	368
Environment	17	113
Family and children	750	765
Metro access	-	73
School crossing supervisors	272	278
Other	7	-

Total recurrent operating grants	4,998	6,964
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Non-recurrent – Commonwealth Government

Environment	87	23
Adult education	10	-

Non-recurrent – State Government

Adult education	-	9
Emergency management	191	107
Environment	473	508
Family and children	152	109
Pandemic response	1,125	-
Planning	-	-
Recreation	2	-
Transport	47	20
Waste	-	-
Other	21	-

Total non-recurrent operating grants	2,108	776
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Total operating grants	7,106	7,740
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Notes to the financial report for the year ended 30 June 2021

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

Funding received for the L2P Program of \$120,526 has been received from the Victorian State Government and is included in the non-recurrent grants received, Family and children. Expenditure relating to this grant of \$104,291 has been recognised across wages and salaries, materials and services and other expenditure.

3.4 Funding from other levels of government (cont.)

	2021 \$'000	2020 \$'000
(b) Capital Grants		
Non-recurrent – Commonwealth Government		
Family and children	-	79
Playgrounds	-	15
Recreation	295	-
Bridges	-	-
Roads	777	91
Roads to recovery	694	637
Non-recurrent – State Government		
Community facilities	-	2
Environment	270	-
Family and children	302	108
Libraries	498	-
Playgrounds	65	93
Recreation	15,612	1,488
Roads	313	385
Total non-recurrent capital grants	19,326	2,898
Total capital grants	19,326	2,898

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

Operating		
Balance at start of year	1,341	874
Received during the financial year and remained unspent at balance date	1,353	1,297
Received in prior years and spent during the financial year	(779)	(830)
		1,341
Balance at year end	1,915	1,341
Capital		
Balance at start of year	11,115	698
Received during the financial year and remained unspent at balance date	9,069	11,001
Received in prior years and spent during the financial year	(7,324)	(584)
Balance at year end	12,860	11,115

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

Notes to the financial report for the year ended 30 June 2021

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

	2021 \$'000	2020 \$'000
3.5 Contributions		
Monetary	2,006	3,234
Non-monetary	35	2,791
Total contributions	2,041	6,025

Contributions of non-monetary assets were received in relation to the following asset classes:

Buildings	-	-
Infrastructure	35	2,791
Other	-	-
Total non-monetary contributions	35	2,791

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

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

Proceeds of sale	122	1,132
Written down value of assets disposed	(3,839)	(1,731)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(3,717)	(599)

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

3.7 Other income

Interest	256	602
Other rent	238	320
Reimbursements	367	729
Sale of valuations	21	31
WorkCover insurance recoveries	196	254
Planning	2	16
Other	476	325
Total other income	1,556	2,277

Interest is recognised as it is earned.

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

Notes to the financial report for the year ended 30 June 2021

Note 4 The cost of delivering services

	2021 \$'000	2020 \$'000
4.1 Employee costs		
Wages and salaries	32,008	31,695
WorkCover	675	518
Superannuation	2,968	2,797
Fringe benefits tax	(7)	37
Other	17	1,326
Total employee costs	35,661	36,373

(a) Superannuation

Council made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	82	97
Employer contributions – other funds	-	-

	82	97
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Employer contributions payable at reporting date.	-	-
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Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,538	1,512
Employer contributions – other funds	1,348	1,188

	2,886	2,700
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Employer contributions payable at reporting date	182	170
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Refer to note 9.3 for further information relating to Council's superannuation obligations.

Employee benefits disclosed in the comprehensive income statement are marginally lower than those disclosed within the cash flow statement, reflecting the movement in the employee benefits provision during the financial year.

4.2 Materials and services

Contract payments – leisure and recreation	7,917	9,609
Contract payments – agency and temporary staffing	536	1,547
Contract payments – home and community care services	211	1,160
Contract payments – waste	8,205	22,418
Contract payments – other	32	80
Building maintenance	350	413
Materials, maintenance and equipment	10,738	9,658
Utilities	1,004	1,139
Office administration	898	809
Information technology and telephone	1,988	1,920
Insurance premiums	1,215	1,115
Consultants	1,692	2,134
Emergency management	243	287
Waste management	1,361	1,496
Other	1,390	2,181
Total materials and services	37,780	55,966

Notes to the financial report for the year ended 30 June 2021

Note 4 The cost of delivering services (cont.)

	2021 \$'000	2020 \$'000
4.3 Depreciation		
Property	126	123
Buildings	1,368	1,394
Plant and equipment	871	832
Infrastructure	9,547	9,815
Total depreciation	11,912	12,164

Refer to note 6.2 for a detailed breakdown of depreciation charges and accounting policy.

4.4 Amortisation – right-of-use assets

Plant and equipment	420	513
Total amortisation – right-of-use assets	420	513

4.5 Bad and doubtful debts

Parking fine debtors*	62	67
Bad debts	(15)	117
Total bad and doubtful debts	47	184

* Bad and doubtful debts for parking debtors relate to provisions raised regarding amounts in excess of 12 months old which have been referred to Infringements Court for collection plus associated costs.

Movement in provisions for doubtful debts

Balance at the beginning of the year	558	441
New provisions recognised during the year	59	117
Amounts provided for but recovered during the year	(11)	-
Balance at end of year	606	558

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

4.6 Borrowing costs

Interest on borrowings	601	709
Total borrowing costs	601	709

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.

4.7 Finance costs – leases

Interest – lease liabilities	21	37
Total finance costs	21	37

4.8 Other expenses

Auditors' remuneration – VAGO – audit of the financial statements, performance statement	65	69
Auditors' remuneration – internal and grant acquittals	124	134
Councillors' allowances	239	260
Operating lease rentals	258	1,033
Assets written off/ impaired	-	-
Other	2,771	2,844
Total other expenses	3,457	4,340

Notes to the financial report for the year ended 30 June 2021

Note 5 Our financial position

5.1 Financial assets	2021	2020
(a) Cash and cash equivalents	\$'000	\$'000
Cash on hand	4	5
Cash at bank	9,483	7,239
Term deposits	12,666	36,101
Total cash and cash equivalents	22,153	43,345

(b) Other financial assets

Current		
Term deposits	26,325	9,000
Non-current		
Investment – MAPS	5	5

Total other financial assets	26,330	9,005
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Total financial assets	48,483	52,350
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Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use, these include:

Trust funds and deposits (note 5.3(b))	1,994	1,925
Net increase in restricted assets resulting from grant revenues	1,915	1,341
Statutory cash backed and capital works reserves	11,471	12,195

Total restricted funds	15,380	15,461
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Total unrestricted cash and cash equivalents	6,773	27,884
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Intended allocations

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

Cash held to fund long service leave (cash at bank)	5,000	5,000
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Total funds subject to intended allocations	5,000	5,000
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Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of ninety days/three months or less, net of outstanding bank overdrafts.

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

Investments in MAPS and the Local Government Health Plan are valued at cost. Any dividends paid are taken up as revenue.

Notes to the financial report for the year ended 30 June 2021

Note 5 Our financial position (cont.)

5.1 Financial assets (cont.)	2020	2019
(c) Trade and other receivables	\$'000	\$'000

Current

<i>Statutory receivables</i>		
Rates debtors	8,438	8,462
Special charge scheme debtors	819	680
Parking infringement debtors	585	565
Provision for doubtful debts – parking fines	(503)	(441)
Net GST receivable	885	339
<i>Non-statutory receivables</i>		
Other debtors	1,045	1,928
Provision for doubtful debts – other debtors	(103)	(117)

Total current trade and other receivables	11,166	11,416
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Non-current

<i>Statutory receivables</i>		
Special rate scheme	538	580

Total non-current trade and other receivables	538	580
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Total trade and other receivables	11,704	11,996
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Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables

The ageing of the Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	443	1,823
Past due by up to 30 days	5	-
Past due between 31 and 180 days	400	8
Past due between 181 and 365 days	-	63
Past due by more than 1 year	197	34

Total trade and other receivables	1,045	1,928
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(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$103,725 (2020: \$117,303) were impaired. The amount of the provision raised against these debtors was \$103,725 (2020: \$117,303). They individually have been impaired as a result of their doubtful collection.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	55
Past due by up to 30 days	-	-
Past due between 31 and 180 days	24	6
Past due between 181 and 365 days	4	5
Past due by more than 1 year	75	51

Total trade and other receivables	103	117
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Notes to the financial report for the year ended 30 June 2021

Note 5 Our financial position (cont.)

5.2 Non-financial assets	2021	2020
(a) Inventories	\$'000	\$'000
Fuel	18	18
Total inventories	18	18

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.

(b) Other assets

Prepaid expenses	1,338	1,139
Accrued income	530	799
Total current other assets	1,868	1,938

5.3 Payables

(a) Trade and other payables

Trade payables	4,644	3,317
Accrued expenses	4,220	4,939
Prepaid income	45	60
Total trade and other payables	8,909	8,316

(b) Trust funds and deposits

Refundable deposits	389	297
Retention amounts	842	861
Other refundable deposits	763	767
Total trust funds and deposits	1,994	1,925

(c) Unearned income

Deferred operating grants	680	713
Deferred capital grants	12,860	11,115
Other	1,235	628
Total unearned income	14,775	12,456

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

Notes to the financial report for the year ended 30 June 2021

Note 5 Our financial position (cont.)

5.3 Payables (cont.)

Purpose and nature of items

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

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis, after each instalment date. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

	2021	2020
	\$'000	\$'000
5.4 Interest-bearing liabilities		
Current		
Borrowings – secured	4,942	2,171
Total	4,942	2,171
Non-current		
Borrowings – secured	8,445	8,605
Total	8,445	8,605
Total	13,387	10,776

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

Not later than one year	4,942	2,171
Later than one year and not later than five years	4,081	5,139
Later than five years	4,364	3,466
Total	13,387	10,776

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.

All borrowings taken out by Council can be secured through two avenues, against Council's fixed asset portfolio or the rates levied by Council. The overall balance of secured borrowings accounts for 1.39 percent of the total fixed asset portfolio, or 23 percent of general rates and municipal charge levied in the 2020-2021 financial year.

Notes to the financial report for the year ended 30 June 2021

Note 5 Our financial position (cont.)

5.5 Provisions

	Employee \$'000	Landfill \$'000	Total \$'000
2021			
Balance at beginning of the financial year	8,835	27,036	35,871
Additional provisions	3,643	1,283	4,926
Amounts used	(4,272)	(4,591)	(8,863)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	(136)	(136)
Balance at the end of the financial year	8,206	23,592	31,798
2020			
Balance at beginning of the financial year	6,748	7,947	14,695
Additional provisions	4,619	18,018	22,637
Amounts used	(2,532)	(958)	(3,490)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	-	2,029	2,029
Balance at the end of the financial year	8,835	27,036	35,871
		2021	2020
(a) Employee provisions		\$'000	\$'000
Current provisions expected to be wholly settled within 12 months			
Redundancies		-	1,131
Annual leave		1,118	921
Long service leave		866	868
		1,985	2,920
Current provisions expected to be wholly settled after 12 months			
Annual leave		2,271	1,869
Long service leave		3,466	3,474
		5,736	5,343
Total current provisions		7,721	8,263
Non-current employee provisions			
Long service leave		485	572
Total non-current provisions		485	572
Aggregate carrying amount of employee provisions			
Current		7,721	8,263
Non-current		485	572
Total aggregate carrying amount of employee provisions		8,206	8,835

Notes to the financial report for the year ended 30 June 2021

Note 5 Our financial position (cont.)

5.5 Provisions (cont.)

(a) Employee provisions (continued)

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

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

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

Long service leave

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

	2021 \$'000	2020 \$'000
Key assumptions:		
- Discount rates	0.46%	0.39%
- Index rate	1.80%	1.80%

(b) Land fill restoration

Current	5,772	5,220
Non-current	17,820	21,816

Total land fill restoration	23,592	27,036
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Council is obligated to restore the former landfill sites at Plenty and Kangaroo Ground to a particular standard. The provision for landfill restoration has been calculated based on the present value of expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to a suitable standard as reviewed by the Environmental Protection Agency (EPA). Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Key assumptions:

- Discount rate	0.01%	0.26%
- Index rate	2.00%	2.00%
- Estimated remaining costs to rehabilitate	22,012	20,520

The estimated cost to rehabilitate both landfill sites reflects the contracted rehabilitation cost of the Plenty Landfill site plus additional compliance expenditure, with the same costing assumed for Kangaroo Ground based on all known rehabilitation requirements. Rehabilitation of both landfill sites is underpinned by EPA requirements which are reflected in rehabilitation contract.

(c) Aggregate carrying amount of provisions

Current	13,493	13,483
Non-current	13,305	22,388

Total	31,798	35,871
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Notes to the financial report for the year ended 30 June 2021

Note 5 Our financial position (cont.)

5.6 Financing arrangements

Council has the following funding arrangements in place as at 30 June 2021.

	2021 \$'000	2020 \$'000
Credit card facilities	153	153
Total facilities	153	153
Used facilities	44	38
Unused facilities	109	115
Total	153	153

5.7 Commitments

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

	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
2021					
Operating					
Arts and culture	30	-	-	-	30
Community	222	222	693	-	1,137
Fleet	349	83	-	-	432
Infrastructure	29	-	-	-	29
Infrastructure maintenance	835	545	39	-	1,419
Open space	1,430	434	1,090	-	2,954
Organisational support	1,610	1,091	750	-	3,451
Strategic planning	200	190	93	-	483
Waste	6,278	4,366	12,892	-	28,098
Total	10,983	6,931	15,557	4,562	38,033
Capital					
Land	71	-	-	-	71
Buildings	5,073	-	-	-	5,073
Infrastructure	7,368	524	47	-	8,002
Total	12,512	524	47	-	13,146

Notes to the financial report for the year ended 30 June 2021

Note 5 Our financial position (cont.)

5.7 Commitments (cont.)

	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
2020					
Operating					
Arts and culture	9	11	-	-	20
Community	638	5	-	-	643
Community safety	10	-	-	-	10
Fleet	575	106	105	-	786
Infrastructure	29	-	-	-	29
Infrastructure maintenance	462	337	337	-	1,136
Integrated strategy	42	-	-	-	42
Open space	1,032	-	-	-	1,032
Organisational support	2,558	645	855	-	4,058
Transport and traffic	208	-	-	-	208
Waste	4,730	7,076	4,000	-	18,309
Total	10,293	8,180	5,297	-	26,273
Capital					
Land	312	43	-	-	355
Buildings	237	9	17	-	263
Infrastructure	32,199	-	-	-	32,199
Total	32,748	52	17	-	32,817

5.8 Leases

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

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

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

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

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

Notes to the financial report for the year ended 30 June 2021

Note 5 Our financial position (cont.)

5.8 Leases (cont.)

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

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

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

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

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

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

Notes to the financial report for the year ended 30 June 2021

Note 5 Our financial position (cont.)

5.8 Leases (cont.)

<i>Right-of-Use Assets</i>	Plant and equipment \$'000	Total \$'000
Balance at 1 July 2020	1,301	1,301
Additions	-	-
Amortisation charge	420	420
Balance at 30 June 2021	881	881

	2021 \$'000	2020 \$'000
Lease Liabilities		
Lease Liabilities		
Maturity analysis – contractual discounted cash flows		
Less than one year	417	521
One to five years	333	665
More than five years	91	200
Total undiscounted lease liabilities as at 30 June	841	1,386

Lease liabilities included in the Balance Sheet at 30 June:

Current	417	507
Non-current	424	826
Total lease liabilities	841	1,333

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2021 \$'000	2020 \$'000
Expenses relating to:		
Short-term leases	188	570
Leases of low value assets	2	1
Total	190	571

Variable lease payments (not included in measurement of lease liabilities)	68	462
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Non-cancellable lease commitments – short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:		
Within one year	2	198
Later than one year but not later than five years	1	3
Total lease commitments	3	201

Notes to the financial report for the year ended 30 June 2021

Note 6 Assets we manage

6.1 Non-current assets classified as held for sale

Cost of acquisition	3,080	3,080
Capitalised development costs	-	-
Borrowing costs capitalised during development	-	-
Total non-current assets classified as held for resale	3,080	3,080
Capitalisation rate used in the allocation of borrowing costs	0%	0%

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

Notes to the financial report for the year ended 30 June 2021

Note 6 Assets we manage (cont.)

6.2 Property, infrastructure, plant and equipment Summary of property, infrastructure, plant and equipment

	At fair value 30 June 2020 \$'000	Acquisitions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Transfers \$'000	At fair value 30 June 2021 \$'000
Land	416,712	188	-	2,588	(126)	-	-	419,332
Buildings	42,622	2,327	-	-	(1,368)	(173)	357	43,765
Plant and equipment	5,390	824	-	-	(871)	(82)	-	5,261
Infrastructure	458,130	26,637	35	-	(9,547)	(3,475)	(364)	471,416
Work in progress	19,577	16,786	-	-	-	(38)	(11,893)	24,432
Total	942,431	46,762	35	2,558	(11,912)	(3,768)	(11,900)	964,206

Summary of work in progress

	Opening WIP \$'000	Additions \$'000	Write Offs \$'000	Transfers \$'000	Closing WIP \$'000
Land	4,467	1,087	(24)	-	5,530
Buildings	10,474	11,669	(11)	(9,068)	13,064
Infrastructure	4,636	4,030	(3)	(2,825)	5,838
Total	19,577	16,786	(38)	(11,893)	24,432

In 2020-2021, new data became available allowing the calculation of Council's Land Under Roads assets to include the full road and footpath reserve. As these measurements better reflect the definitions established in AASB 1051 Land Under Roads, the asset class was revalued and includes the additional Land resulting from the updated measurements. The revaluation of Land Under Roads is not deemed material and has been recognised directly through the asset revaluation reserve.

Notes to the financial report for the year ended 30 June 2021

Note 6 Assets we manage (cont.)

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

a) Property

	Land - specialised	Land - non specialised	Land improvements	Total land	Buildings - heritage	Buildings - specialised	Buildings - non specialised	Building improvements	Total buildings	Work in progress	Total property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land and buildings	1,796	409,622	5,294	416,712	6,648	34,611	1,363	-	42,622	14,941	474,275
At fair value 1 July 2020	1,796	409,622	6,306	417,724	11,039	69,264	1,693	-	81,996	14,941	514,661
At anticipated restoration cost 1 July 2020	11,401	-	-	11,401	-	-	-	-	-	-	11,401
Accumulated depreciation at 1 July 2020	(11,401)	-	(1,012)	(12,413)	(4,391)	(34,653)	(330)	-	(39,374)	-	(51,787)
Movements in fair value											
Acquisition of assets at fair value	-	-	188	188	-	1,096	1,231	-	2,327	12,756	15,271
Contributed assets	-	-	-	-	-	-	-	-	-	-	-
Revaluation increments/(decrements)	2,558	-	-	2,558	-	-	-	-	-	-	2,558
Fair value of assets disposed	-	-	-	-	-	(494)	(312)	-	(806)	(35)	(841)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	(69)	2,874	(2,441)	-	364	(9,068)	(8,704)
	2,558	-	188	2,746	(69)	3,476	(1,522)	-	1,885	3,653	8,284
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	(126)	(126)	(102)	(1,251)	(15)	-	(1,368)	-	(1,494)
Revaluation increments (decrements)	-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation of disposals	-	-	-	-	-	360	273	-	633	-	633
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	22	(53)	24	-	(7)	-	(7)
	-	-	(126)	(126)	(80)	(944)	282	-	(742)	-	(868)
At fair value 30 June 2021	4,354	409,622	6,494	420,470	10,970	72,740	171	-	83,881	18,594	522,945
At anticipated restoration cost 30 June 2021	11,401	-	-	11,401	-	-	-	-	-	-	11,401
Accumulated depreciation at 30 June 2021	(11,401)	-	(1,138)	(12,539)	(4,471)	(35,597)	(48)	-	(40,116)	-	(52,655)
	4,354	409,622	5,356	419,332	6,699	37,143	123	-	43,765	18,594	481,691

Notes to the financial report for the year ended 30 June 2021

Note 6 Assets we manage (cont.)

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

b) Plant and equipment

	Plant machinery, equipment and motor vehicles	Fixtures, fittings and furniture	Computers and telecomms	Artwork	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	9,032	2,276	1,076	2,505	14,889
Accumulated depreciation at 1 July 2020	(6,679)	(2,188)	(632)	-	(9,499)
	2,353	88	444	2,505	5,390
Movements in fair value					
Acquisition of assets at fair value	605	-	180	39	824
Contributed assets	-	-	-	-	-
Revaluation increments (decrements)	-	-	-	-	-
Fair value of assets disposed	(284)	-	-	-	(284)
Impairment losses recognised in operating result	-	-	-	-	-
Transfers	-	-	-	-	-
	321	-	180	39	540
Movements in accumulated depreciation					
Depreciation and amortisation	(755)	(30)	(86)	-	(871)
Revaluation increments (decrements)	-	-	-	-	-
Accumulated depreciation of disposals	202	-	-	-	202
Impairment losses recognised in operating result	-	-	-	-	-
Transfers	-	-	-	-	-
	(553)	(30)	(86)	-	(669)
At fair value 30 June 2021	9,353	2,276	1,256	2,544	15,429
Accumulated depreciation at 30 June 2021	(7,232)	(2,218)	(718)	-	(10,168)
	2,121	58	538	2,544	5,261

Notes to the financial report for the year ended 30 June 2021

Note 6 Assets we manage (cont.)

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

c) Infrastructure

	Roads	Bridges	Footpaths, trails and cycleways	Drainage	Recreational, leisure and community	Kerb and channel	Waste management	Parks, open spaces and streetscapes	Other infrastructure	Work in progress	Total infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	284,735	16,194	39,890	141,847	101,931	27,351	1,287	14,731	12,075	4,636	644,677
Accumulated depreciation at 1 July 2020	(50,789)	(5,817)	(17,895)	(50,139)	(32,862)	(10,793)	(1,287)	(4,299)	(8,030)	-	(181,911)
	233,946	10,377	21,995	91,708	69,069	16,558	-	10,432	4,045	4,636	462,766
Movements in fair value											
Acquisition of assets at fair value	2,592	18	4,137	471	15,752	329	-	3,259	79	4,030	30,667
Contributed assets	-	-	18	-	-	17	-	-	-	-	35
Revaluation increments (decrements)	-	-	-	-	-	-	-	-	-	-	-
Fair value of assets disposed	(882)	(42)	(7)	-	(12,879)	-	-	-	-	(3)	(13,813)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	(364)	-	-	-	-	(2,825)	(3,189)
	1,710	(24)	4,148	471	2,509	346	-	3,259	79	1,202	13,700
Movements in accumulated depreciation											
Depreciation and amortisation	(3,236)	(163)	(1,260)	(1,652)	(1,709)	(564)	-	(496)	(467)	-	(9,547)
Revaluation increments (decrements)	-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation of disposals	102	42	179	-	10,012	-	-	-	-	-	10,335
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	7	-	-	-	-	-	7
	(3,134)	(121)	(1,081)	(1,652)	8,310	(564)	-	(496)	(467)	-	795
At fair value 30 June 2021	286,445	16,170	44,038	142,318	104,440	27,697	1,287	17,990	12,154	5,838	658,377
Accumulated depreciation at 30 June 2021	(53,923)	(5,938)	(18,976)	(51,791)	(24,552)	(11,357)	(1,287)	(4,795)	(8,497)	-	(181,116)
	232,522	10,232	25,062	90,527	79,888	16,340	-	13,195	3,657	5,838	477,261

Notes to the financial report for the year ended 30 June 2021

Note 6 Assets we manage (cont.)

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

Acquisition

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

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

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

Asset recognition thresholds and depreciation periods

Property	Useful life Years	Threshold \$
Property		
Land	Indefinite	Nil
Playgrounds	10-15	1,000
Land improvements	50	5,000
Buildings		
Plant and Equipment		
Plant and machinery	50-100	5,000
Motor vehicles	6-7	1,000
Furniture, fittings and computers	6-7	1,000
Artwork	Indefinite	500
Infrastructure		
Road surface	12-30	5,000
Road pavement	50-80	5,000
Road formation and earthworks	-	5,000
Road kerb, channel and minor culverts	50	5,000
Traffic treatments calming	5-50	5,000
Major bridge culverts	50-100	5,000
Bridges – concrete steel	100	5,000
Bridges – timber	50	5,000
Footpaths, trails and cycleways	10-50	5,000
Drainage	50-100	5,000
Waste management	5-15	1,000
Guard fence	10	1,000
Fire hydrants	50	1,000
Bus shelters	20	1,000
Reserves furniture	17	1,000
Water treatment devices	15-20	5,000

Land under roads

Council recognises land under roads it controls at fair value.

Notes to the financial report for the year ended 30 June 2021

Note 6 Assets we manage (cont.)

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

Depreciation and amortisation

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

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Artworks are not depreciated.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

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.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a qualified independent valuer, Ms B Stephen of Matheson Stephen Valuations, valuer registration no. 63034. 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. At the time of valuation, available market data, including any impact of the pandemic event, were considered. 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 englobed undeveloped and/or unserviced characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets. These unobservable inputs are not significant to the entire measurement.

The date of the current valuation is detailed in the following table.

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

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	DoV \$'000
Land – specialised	-	-	4,354	Jun 2020
Land – non-specialised	-	-	409,622	Jun 2020
Land improvements	-	-	5,356	Jun 2020
Buildings – heritage	-	-	6,499	Jun 2020
Buildings – specialised	-	-	37,143	Jun 2020
Buildings – non-specialised	-	-	123	Jun 2020
Total	-	-	463,097	

Notes to the financial report for the year ended 30 June 2021

Note 6 Assets we manage (cont.)

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

Valuation of infrastructure

Valuation of infrastructure assets has been determined in accordance with a valuation undertaken by Council's Director Operations and Infrastructure Mr Hjalmar Philipp, Bachelor of Engineering (Civil), Graduate Diploma in Municipal Engineering, and MBA (Technology Management).

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation. Infrastructure assets continue to be valued at replacement cost based fair value in the current pandemic environment, as this best reflects the nature of these community-use assets. The date of the current valuation is detailed in the following table.

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

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	DoV \$'000
Roads	-	-	232,522	Jun 2020
Bridges	-	-	10,232	Jun 2020
Footpaths and cycleways	-	-	25,062	Jun 2020
Drainage	-	-	90,527	Jun 2020
Recreational, leisure and community	-	-	79,888	Jun 2020
Kerb and channel	-	-	16,340	Jun 2020
Waste management	-	-	-	Jun 2020
Parks, open spaces and streetscapes	-	-	13,195	Jun 2020
Other infrastructure	-	-	3,657	Jun 2020
Total	-	-	471,423	

Description of significant unobservable inputs into level 3 valuations.

Land under roads acquired after 30 June 2008 is brought to account using the deemed

cost basis. Council does not recognise land under roads that it controlled prior to 30 June 2008 in its financial report.

Land held at anticipated restoration cost, being the Plenty and Kangaroo Ground landfill sites, is recognised at cost to restore the site to the standard set out by the EPA and all applicable regulations.

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 \$230 to \$3,500 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 50 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost.

Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 1 year 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 assets are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

2020
\$'000 \$'000

Reconciliation of specialised land

Land under roads 4,354 1,888
Land held at anticipated restoration cost (Plenty / Kangaroo Ground Landfill Closure) 11,401 11,401
Less: accumulated depreciation (11,401) (11,401)

Total specialised land 4,354 1,888

Notes to the financial report for the year ended 30 June 2021

Note 6 Assets we manage (cont.)

6.3 Investment in associates

	2021 \$'000	2020 \$'000
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Investments in associate accounted for by the equity method is:		
- Yarra Plenty Regional Library Service	1,671	1,471

Yarra Plenty Regional Library Service

Background

The Yarra Plenty Regional Library Service consists of nine locations and a mobile library service. Responsibility for the provision and management of the Library Service rests with the Regional Library Board, which comprises of two representatives from each of the three member councils. The Regional Library service operates as an independent legal entity and is audited annually by the Auditor General.

Council's investment in the Yarra Plenty Regional Library Service was increased by \$167,784 (increase of \$139,815 in 2019-2020) due to an increase in the net assets position of the Corporation (audited at 30 June 2021). Council's equity interest based on contributions is 21.29 per cent.

Fair value of Council's investment in Yarra Plenty Regional Library Service	1,639	1,471
Council's share of accumulated surplus / (deficit)		
Council's share of accumulated surplus / (deficit) at start of year	671	532
Share of net profits/(losses) of associate	167	139
Council's share of accumulated surplus / (deficit) at end of year	838	671
Movement in carrying value of specific investment		
Carrying value of investment at start of year	1,471	1,331
Share of surplus / (deficit) for year	167	139
Carrying value of investment at end of year	1,639	1,471
Council's share of expenditure commitments		
Operating commitments	1,356	1,356
Capital commitments	242	242
Council's share of expenditure commitments	1,598	1,598
Yarra Plenty Regional Library Service contributions		
Contributions to associate	2,888	2,742

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

Council is not involved in any joint arrangements at balance date.

Notes to the financial report for the year ended 30 June 2021

Note 7 People and relationships

7.1 Council and key management remuneration

	2021 No.	2020 No.
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(a) Related parties

Parent entity

Nillumbik Shire Council is the parent entity

Subsidiaries and associates

Interests in subsidiaries and associates are detailed in note 6.3.

(b) Key management personnel

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

Councillors

<i>Cr Jane Ashton</i>	(01/07/2019 - 24/10/2020)
<i>Cr Grant Brooker</i>	(01/07/2019 - 24/10/2020)
<i>Cr Peter Clarke</i>	(01/07/2019 - 24/10/2020)
<i>Cr John Dumaresq</i>	(01/07/2019 - 24/10/2020)
<i>Cr Karen Egan</i>	(01/07/2020 - 30/06/2021), (Mayor 01/07/2020 - 24/10/2020)
<i>Cr Peter Perkins</i>	(01/07/2020 - 30/06/2021), (Mayor 24/11/2020 - 30/06/2021)
<i>Cr Bruce Ranken</i>	(01/07/2019 - 24/10/2020)
<i>Cr Frances Eyre</i>	(17/11/2020 - 30/06/2021)
<i>Cr Natalie Duffy</i>	(17/11/2020 - 30/06/2021)
<i>Cr Geoff Paine</i>	(17/11/2020 - 30/06/2021)
<i>Cr Ben Ramcharan</i>	(17/11/2020 - 30/06/2021)
<i>Cr Richard Stockman</i>	(17/11/2020 - 30/06/2021)

Chief Executive Officer

<i>Mr Carl Cowie</i>	(01/07/2020 - 30/06/2021)
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Key Management Personnel reporting directly to the CEO

<i>Mr Hjalmar Philipp</i> , Director Sustainability and Place	(01/07/2020 - 30/06/2021)
<i>Mr Vincenzo Lombardi</i> , Chief Financial Officer	(01/07/2020 - 30/06/2021)
<i>Ms Blaga Naumoski</i> , Executive Manager Governance and Legal	(01/07/2020 - 30/06/2021)
<i>Mr Jeremy Livingston</i> , Executive Manager Transformation and Performance	(01/07/2020 - 30/06/2021)
<i>Ms Corrienne Nichols</i> , Executive Manager Communities	(01/07/2020 - 30/06/2021)
<i>Ms Rosalia Zouzoulas</i> , Executive Manager Planning and Community Safety	(01/07/2020 - 30/06/2021)

	2021 No.	2020 No.
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Total number of Councillors	12	7
Chief Executive Officer and other key management personnel	7	9

Total key management personnel	19	16
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Notes to the financial report for the year ended 30 June 2021

Note 7 People and relationships (cont.)

7.1 Council and key management remuneration (cont.)

(c) Remuneration of key management personnel

	2021	2020
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	2,128	2,154
Long-term benefits	-	22
Termination benefits	-	61
Total	2,128	2,237

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

	2021	2020
	No.	No.
\$20,000 - \$29,999	5	5
\$60,000 - \$69,000	1	1
\$80,000 - \$89,999	1	1
\$190,000 - \$199,999	1	1
\$210,000 - \$219,999	2	2
\$220,000 - \$229,999	1	1
\$260,000 - \$269,999	1	1
\$290,000 - \$299,999	1	1
\$390,000 - \$399,999	1	1
Total	14	14

Notes to the financial report for the year ended 30 June 2021

Note 7 People and relationships (cont.)

7.1 Council and key management remuneration (cont.)

(d) Senior officer remuneration

A senior officer is an officer of Council, other than key management personnel, who:

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

The number of senior officers are shown below in their relevant income bands:	2021	2020
	No.	No.
\$100,000 - \$109,999	1	-
\$130,000 - \$139,999	1	1
\$140,000 - \$149,999	2	1
\$150,000 - \$159,000	1	4
\$160,000 - \$169,999	4	2
\$170,000 - \$179,999	2	3
\$180,000 - \$189,999	4	2
Total	15	13

*Figures include long term and termination benefits paid

Total Remuneration for the reporting year for senior officers included above, amounted to:	2021	2020
	\$'000	\$'000
Total	2,458	2,134

7.2 Related party disclosure

(a) Transactions with related parties

There were no transactions with related parties during the reporting period.

(b) Outstanding balances with related parties

There were no outstanding balances at the end of the reporting period in relation to transactions with related parties.

(c) Loans to/from related parties

There were no loans made, guaranteed or secured by Council to a related party during the reporting period and no loans to or from related parties outstanding as at the end of the reporting period.

(d) Commitments to/from related parties

There were no commitments in existence at balance date that were made, guaranteed or secured by Council.

Notes to the financial report for the year ended 30 June 2021

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

(a) Contingent assets

Contributions

From time to time Council receives gifted infrastructure assets from property developers. The nature and timing of these assets is conditional upon subdivisional requirements being completed. Once received by Council ongoing maintenance costs become the responsibility of the Council.

(b) Contingent liabilities

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

The following are potential contingencies are to be considered by Council.

Superannuation

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

Future superannuation contributions

Council has paid no unfunded liability payments to Vision Super. There were contributions outstanding totalling \$181,533 (\$169,740 as at 30 June 2020) and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 is \$0.08 million (\$0.09 million as at 30 June 2020).

Legal matters

Council is currently reviewing two public liabilities claims, one professional indemnity claim and one work cover claim. Council's exposure is limited to insurance excess for the public liability and professional indemnity claims only, totalling \$20,000.

No allowance has been made in the financial report for contingencies of a legal nature.

Building cladding

Council has not identified any potential contingent liability that exists in relation to rectification works or other matters associated with building cladding that may have the potential to adversely impact on Council.

Liability Mutual Insurance

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

(c) Guarantees for loans to other entities

	2021	2020
	\$'000	\$'000

Total guarantees for loans to other entities	1,459	1,459
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The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

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

Notes to the financial report for the year ended 30 June 2021

Note 8 Managing uncertainties (cont.)

8.2 Change in accounting standards

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

8.3 Financial instruments

(a) Objectives and policies

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

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our 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.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us 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 rate.

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

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

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

Interest rate movements have been sufficiently significant during the year to have a marginal impact on the Council's year end result and Council will continue to monitor market activity to maximise Council's return.

Notes to the financial report for the year ended 30 June 2021

Note 8 Managing uncertainties (cont.)

8.3 Financial instruments (cont.)

(c) Credit risk

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

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

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

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

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

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

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or we will not have sufficient funds to settle a transaction when required, we 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:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

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

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at note 5.4.

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

Notes to the financial report for the year ended 30 June 2021

Note 8 Managing uncertainties (cont.)

8.3 Financial Instruments (cont.)

(e) Sensitivity disclosure analysis

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

- A parallel shift of + 1 percent and -1 percent in market interest rates (AUD) from year-end rates of 0.65 percent.

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

8.4 Fair value measurement

Fair value hierarchy

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

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

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

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

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

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

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

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

Notes to the financial report for the year ended 30 June 2021

Note 8 Managing uncertainties (cont.)

8.4 Fair value measurement (cont)

Revaluation

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset.

In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis, currently every second year. The valuation is performed either by experienced council officers or independent experts. A formal revaluation of land, buildings and infrastructure assets was undertaken in 2021.

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

Impairment of assets

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

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Notes to the financial report for the year ended 30 June 2021

Note 9 Other matters

9.1 Reserves

(a) Asset revaluation reserve	Balance at beginning of reporting period	Increment/ (decrement)	Balance at end of reporting period
	\$'000	\$'000	\$'000
2021			
Property			
Land, land improvements and playgrounds	316,521	2,558	319,079
Buildings	22,251	-	22,251
Total property	338,772	2,558	341,330
Plant and Equipment			
Plant, machinery and vehicles	535	-	535
Furniture, equipment and computers	689	-	689
Artwork	1,368	-	1,368
Total plant and equipment	2,592	-	2,592
Infrastructure			
Roads	106,027	-	106,027
Bridges	4,176	-	4,176
Footpaths and cycleways	7,916	-	7,916
Drainage	47,306	-	47,306
Kerb and channel	9,192	-	9,192
Traffic treatments	6,843	-	6,843
Other infrastructure	401	-	401
Total infrastructure	181,862	-	181,862
Total asset revaluation reserves	523,227	2,558	525,785
2020			
Property			
Land, land improvements and playgrounds	322,651	(6,130)	316,521
Buildings	50,347	(28,096)	22,251
Total property	372,998	(34,226)	338,772
Plant and Equipment			
Plant, machinery and vehicles	535	-	535
Furniture, equipment and computers	689	-	689
Artwork	1,368	-	1,368
Total plant and equipment	2,592	-	2,592
Infrastructure			
Roads, earthworks	92,082	13,945	106,027
Bridges	3,315	861	4,176
Footpaths and cycleways	(452)	8,368	7,916
Drainage	42,014	5,292	47,306
Kerb and channel	8,309	883	9,192
Traffic treatments	6,975	(132)	6,843
Other infrastructure	401	-	401
Total infrastructure	152,645	29,217	181,863
Total asset revaluation reserves	528,235	(5,009)	523,227

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

Notes to the financial report for the year ended 30 June 2021

Note 9 Other matters (cont.)

9.1 Reserves (cont.)

(b) Other reserves

Statutory reserves are those for which Council is required to separately account for by statute. Funds are held for specific purposes as described in the reserve account name.

Discretionary Reserves are those for which Council does have discretion over the manner in which funds are expended. Funds held in these reserve accounts are held for the purposes describe in the reserve account name.

	Balance at beginning of reporting period \$'000	Net of transfer to / (from) accum. surplus \$'000	Balance at end of reporting period \$'000
2021			
Statutory cash backed reserves			
Car parks	97	-	97
Development planning overlays: infrastructure	2,934	(120)	2,814
Development contribution plans: open space	3,408	492	3,900
Development contribution construction	198	(18)	180
Native vegetation	234	185	419
Open space	2,454	836	3,290
Street light contributions	28	-	28
Street trees	79	-	79
Yarrambat drainage scheme	455	2	457
Yarrambat drainage extension area	163	-	163
Total cash backed statutory reserves	10,050	1,377	11,427
Discretionary reserves			
Bridgeford Estate	47	(3)	44
Carried forward projects	13,245	(2,229)	11,016
Cricket pitch renewal	15	-	15
Defined benefit superannuation potential future calls	-	-	-
Information technology	3,165	(994)	2,171
Leisure facility improvements	375	(158)	217
MAV bond repayment	3,855	-	3,855
Major projects	-	-	-
Plant replacement	1,945	(886)	1,059
Plenty and Kangaroo Ground landfill restoration	2,099	(2,099)	-
Public art program	215	(39)	176
Total discretionary reserves	24,959	(6,406)	18,553
Total other reserves	35,009	(5,029)	29,980

Notes to the financial report for the year ended 30 June 2021

Note 9 Other matters (cont.)

9.1 Reserves (cont.)

(b) Other reserves (cont.)

	Balance at beginning of reporting period \$'000	Net of transfer to / (from) accum. surplus \$'000	Balance at end of reporting period \$'000
2020			
Statutory cash backed reserves			
Car parks	97	-	97
Development planning overlays: infrastructure	2,690	244	2,934
Development contribution plans: open space	2,356	1,052	3,408
Development contribution construction	196	2	198
Native vegetation	247	(13)	234
Open space	1,981	473	2,454
Street light contributions	28	-	28
Street trees	76	3	79
Yarrambat drainage scheme	457	(2)	455
Yarrambat drainage extension area	161	2	163
Total cash backed statutory reserves	8,289	1,761	10,050
Discretionary reserves			
Bridgeford Estate	48	(1)	47
Carried forward projects	18,399	(5,154)	13,245
Cricket pitch renewal	8	7	15
Defined benefit superannuation potential future calls	1,455	(1,455)	-
Information technology	987	2,178	3,165
Leisure facility improvements	355	20	375
MAV bond repayment	5,383	(1,528)	3,855
Major projects	124	(124)	-
Plant replacement	2,812	(867)	1,945
Plenty and Kangaroo Ground landfill restoration	2,007	92	2,099
Public art program	200	13	213
Total discretionary reserves	31,778	6,821	24,959
Total other reserves	40,067	5,060	35,009
c) Statutory cash backed and capital works reserves			
		2021	2020
		\$'000	\$'000
Statutory cash backed reserves		11,427	10,050
Discretionary reserves:			
Bridgeford Estate		44	47
Plenty and Kangaroo Ground landfill restoration		-	2,099
Total externally restricted reserves		11,471	12,195

Notes to the financial report for the year ended 30 June 2021

Note 9 Other matters (cont.)

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

	2021 \$'000	2020 \$'000
Surplus / (deficit) for the year	13,741	(14,912)
Depreciation	11,912	12,164
(Profit)/loss on disposal of property, infrastructure, plant and equipment	3,717	599
Share of net (profits)/losses of associate	(199)	(139)
Contributions – non-monetary assets	(35)	(2,791)
Borrowing cost	601	709
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	292	(1,193)
(Increase)/decrease in prepayments	(199)	(121)
(Increase)/decrease in accrued income	269	(4,273)
Increase/(decrease) in trade and other payables	3,404	10,065
(Increase)/decrease in inventories	-	9
Increase/(decrease) in provisions	(4,073)	21,176
Increase/(decrease) in trust funds	69	(125)
Net cash provided by/(used in) operating activities	29,499	29,714

9.3 Superannuation

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

Accumulation

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

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan. There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding Arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The Vested Benefit Index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6 per cent. The financial assumptions used to calculate the VBI were:

Net investment return	5.6% p.a
Salary inflation	2.5% p.a
Price inflation (CPI)	2.0% p.a

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. Vision Super has advised that the estimated VBI at 30 June 2021 was 109.7%

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

Notes to the financial report for the year ended 30 June 2021

Note 9 Other matters (cont.)

9.3 Superannuation (cont.)

Employer contributions

Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019-2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall. Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated. Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2020 interim actuarial investigation surplus amounts

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

	2020 (Triennial) \$'000	2019 (Interim) \$'000
- A VBI surplus	100,000	151,300
- A total service liability surplus	200,000	233,400
- A discounted accrued benefits surplus	217,800	256,700

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020. The total service liability surplus means that the current value of the assets in the Fund's Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2020. The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2020. Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

The 2021 interim actuarial investigation

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

Superannuation contributions

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

Scheme	Type of Scheme	Rate	2021 \$'000	2020 \$'000
Vision super	Defined benefit	9.50%	-	-
Vision super	Accumulation fund	9.50%	-	-
Other	Accumulation fund	9.50%	-	-

In addition to the above contributions, Council has paid no unfunded liability payments to Vision Super (2019-2020 Nil). There were no contributions outstanding and no loans issued from or to the above schemes as at 30 June 2021. The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2021 is \$82,000.

Notes to the financial report for the year ended 30 June 2021

Note 10 Change in accounting policy

a) AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020-2021 for LG Sector)

Council has adopted AASB 1059 Service Concession Arrangements: Grantors, from 1 July 2020. This has not resulted in any changes in accounting policies. No adjustments to the amounts were recognised in the financial statements.

b) AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020-2021 for LG Sector)

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

This has not impacted on the financial statements.

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

Council has adopted AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework from 1 July 2020. This has not impacted on the financial statements.

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

Performance Statement for the year ended 30 June 2021

Description of municipality

The area now comprising the Shire of Nillumbik was inhabited for thousands of years by the Wurundjeri-willam clan of the Woi wurrung speaking people.

Nillumbik is located in Melbourne's north-eastern suburbs, approximately 25km from the Melbourne Central Business District.

Nillumbik has a population of approximately 65,219 people who are at the higher end of the socio-economic gradient in Greater Melbourne, meaning that in many aspects, Nillumbik residents have the ability to enjoy better than average health and wellbeing.

Nillumbik is a collection of suburbs, townships and villages, each with its own unique identity and heritage. Known as "the Green Wedge Shire", the area also offers residents and visitors a unique rural environment of bushland, small farms, rivers and forest.

The Nillumbik Green Wedge covers over 90% of the total area of the shire and is host to a number of state and national parks. Nillumbik's Green Wedge is highly valued locally and regionally because of its biodiversity, natural beauty, visitor experiences, agriculture, grazing land, rural living and open space.

Participation in artistic and cultural activities, volunteering and life-long education create a vibrant community. Additionally, the role of leisure and recreation facilities, community festivals, events and activities, schools and community groups promote strong and lasting connections between residents as well as visitors to the Shire.

COVID-19 (Coronavirus) pandemic event

The impact of the ongoing pandemic event and staged restrictions have been disclosed within the material variation comments where relevant.

Performance statement for the year ended 30 June 2021

Sustainable capacity indicators

Indicator/Measure	2017	2018	2019	2020	2021	Material Variations
Population <i>Expenses per head of municipal population</i> [Total expenses Municipal population]	\$1,231.36	\$1,240.88	\$1,418.26	\$1,813.33	\$1,422.70	The prior year outcome was driven by non-recurrent expenditure items, most significantly an increase to the provision for landfill rehabilitation. The forecast result shows the positive relationship between the minimal growth in population and corresponding growth in expenditure.
Population <i>Infrastructure per head of municipal population</i> [Value of infrastructure Municipal population]	\$7,215.87	\$7,704.20	\$7,928.29	\$8,076.31	\$8,354.53	The continuing increase is reflective of the ongoing investment in renewal and upgrades to Council's infrastructure portfolio, ensuring that the renewal gap continues to be actively managed across asset classes.
Population <i>Population density per length of road</i> [Municipal population/ Kilometres of local roads]	81.81	81.92	84.01	84.54	84.15	The decrease is driven by a minimal increase in the municipal population relative to stable road lengths.
Own-source revenue <i>Own-source revenue per head of municipal population</i> [Own-source revenue/ Municipal population]	\$1,208.79	\$1,203.11	\$1,183.46	\$1,251.31	\$1,196.32	The overall small decrease is reflective of a minimal increase in the municipal population and minimal growth in rateable properties in the Shire
Recurrent grants <i>Recurrent grants per head of municipal population</i> [Recurrent grants/ Municipal population]	\$126.67	\$99.06	\$98.77	\$106.98	\$76.63	The variance is driven by a decrease in the recurrent grants received in the current financial year. Recurrent grants are often driven by service delivery and fluctuate in line with programs scheduled and /or delivered in the financial year.
Disadvantage <i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	10.00	10.00	10.00	10.00	10.00	Council's relative socio-economic disadvantage remains stable and the current result is comparable to the previous year.

Performance statement for the year ended 30 June 2021

Service performance indicators

Indicator/Measure	2017	2018	2019	2020	2021	Material Variations
Aquatic Facilities						
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities/ Municipal population]	0.80	0.94	2.21	8.90	4.11	The decrease in visitation was due to ongoing COVID-19 related closures and restrictions.
Service cost <i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	-	-	-	0.08	-\$3.11	Visits were significantly down on the previous year due to ongoing COVID-19 related closures.
Animal Management						
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	-	-	-	100%	100%	All five prosecutions related to dog attacks, and all prosecutions were successful resulting in a total of \$17,256 in combined penalties, Council costs and victim restitution being paid to Council.
Food Safety						
Health and safety <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	100.00%	95.24%	94.40%	98.68%	90.63%	All except three major non-compliant result was followed up in 2020. The measure can vary depending on timing of the report and follow up at the beginning and end of the calendar year. COVID-19 has also contributed due to reduced operating hours of premises.
Governance						
Satisfaction <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	57.40	63.00	64.50	66.70	63.00	Satisfaction with Council decisions decreased by 3.7 percentage points in 2020-2021, the first decrease since 2016-2017.

Performance statement for the year ended 30 June 2021

Service performance indicators

Indicator/Measure	2017	2018	2019	2020	2021	Material Variations/Comments
Libraries						
Participation <i>Active library members</i> [Number of active library members/Municipal population] x100	25.94%	27.38%	30.17%	28.19%	27.03%	This figure is in decline, largely due to the closure of branches and restrictions in place for the COVID-19 pandemic over the past 18 months. A "Return Yourself to the Library" campaign is planned for 2021-2022.
Maternal and Child Health (MCH)						
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	77.76%	78.76%	79.82%	81.95%	81.65%	The Maternal and Child Health Service continues to provide a connected and responsive program to families with young children in Nillumbik. Despite COVID-19 restrictions affecting service delivery, this demonstrates strong participation in the service.
Participation <i>Participation in the MCH service by First Nations children</i> [Number of First Nations children attend the MCH service at least once (in the year) / Number of First Nations children enrolled in the MCH service] x100	68.29%	78.95%	69.44%	76.32%	85.11%	The overall MCH enrolment of First Nations families and young children demonstrates a connection to and linkages with the MCH service in Nillumbik. An increase in the raw numbers of this client group accounts for what otherwise appears to be a significant percentage increase from the previous year. First Nations engagement has been a focus throughout COVID-19 due to the increased health risks for this group. MCH has held this focus in mind and actively encouraged participation.

Performance statement for the year ended 30 June 2021

Service performance indicators

Indicator/Measure	2017	2018	2019	2020	2021	Material Variations/Comments
Roads						
Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	65.30	64.40	65.00	69.90	63.00	Satisfaction with the majority of council services and programs decreased in 2021 based on Annual Community Survey results. This was due to changes in the survey sample and also COVID-19 impacts on services and programs.
Statutory Planning						
Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100	63.16%	80.00%	61.54%	65.00%	75.00%	A total of 16 decisions were issued by VCAT and 12 of these were Council decisions upheld by VCAT.
Waste Collection						
Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	66.17%	63.66%	59.06%	59.60%	72.80%	Nillumbik residents diverted 18,083 tonnes of kerbside waste from landfill during 2020-2021. The increase in diversion is due to an increase of 2,766 tonnes of green waste and the normalisation of recycling processing. The significant increase in green waste is due to a combination of factors including wetter weather caused by the La Nina weather system, COVID-19 lockdown increasing gardening behaviour and the provision of 240 litre green bins to residents. Nillumbik continues to be well above the State diversion targets.

Performance statement
for the year ended 30 June 2021

Financial performance indicators

Dimension/ Indicator/Measure	Results					Forecasts			Material Variations
	2015	2016	2017	2018	2019	2020	2021		
Efficiency									
Revenue level Average residential rate per residential property assessment [Residential rate revenue/Number of residential property assessments]	\$2,463.03	\$2,569.65	\$2,617.22	\$2,613.97	\$2,681.60	\$2,757.73	\$2,835.98	This increase reflects a budgeted increase in rates and charges and additional rateable properties created during the year throughout the shire.	
Expenditure level Expenses per property assessment [Total expenses/Number of property assessments]	\$3,186.17	\$3,329.18	\$3,240.42	\$3,317.54	\$3,410.29	\$3,476.33	\$3,541.38	This result shows a positive relationship regarding the growth in rateable properties across the shire in line with a growth in expenditure, this trend is projected to remain stable in future years.	
Workforce turnover Resignations and terminations compared to average staff [Number of permanent staff resignations and terminations/Average number of permanent staff for the financial year] x100	5.68%	12.94%	10.31%	6.02%	5.93%	5.93%	5.93%	Due to an organisational restructure, some positions remained vacant for extended periods and resignations/terminations was higher than average.	

Performance statement
for the year ended 30 June 2021

Financial performance indicators

Dimension/ Indicator/Measure	Results					Forecasts			Material Variations
	2015	2016	2017	2018	2019	2020	2021		
Liquidity									
Working capital Current assets compared to current liabilities [Current assets/Current liabilities] x100	265.70%	351.48%	353.27%	236.39%	264.45%	360.72%	273.98%	This result is consistent with the prior year. The main driver behind the result is an increase in cash on hand held which is largely due to an increase in grants received for scheduled capital works.	
Unrestricted cash Unrestricted cash compared to current liabilities Unrestricted cash/Current liabilities] x100	71.82%	62.99%	53.74%	144.12%	151.31%	209.29%	172.91%	This result is reflective of a marginal increase in current liabilities and a larger proportion of cash being restricted for capital works.	

**Performance statement
for the year ended 30 June 2021**

Financial performance indicators

Dimension/ Indicator/Measure	Results					Forecasts			Material Variations
	2015	2016	2017	2018	2019	2020	2021		
Obligations									
Asset renewal <i>Asset renewal compared to depreciation</i> [Asset renewal expense/Asset depreciation] x100	52.09%	74.99%	70.56%	64.94%	65.24%	57.11%	66.64%	The variance is reflective of Council allocating a larger proportion of capital works funding to upgrading facilities as opposed to renewal works.	
Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings/Rate revenue] x100	26.74%	23.76%	21.53%	20.40%	18.88%	16.37%	19.28%	Council continues to reduce the existing loans and is not projecting to take out further loans.	
Loans and borrowings <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings/Rate revenue] x100	4.47%	2.88%	2.76%	2.47%	2.14%	3.04%	1.89%	Council's loan balances are reducing.	

**Performance statement
for the year ended 30 June 2021**

Financial performance indicators

Dimension/ Indicator/Measure	Results					Forecasts			Material Variations
	2015	2016	2017	2018	2019	2020	2021		
Obligations (cont.)									
Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities/Own source revenue] x100	27.86%	34.24%	26.81%	25.47%	22.82%	21.12%	16.61%	The variance is due to a one-off adjustment to Council's asset register of \$13.5 million in the 2015-2016 year. The projections in outer years show a declining result which is reflective of the reduction in debts.	
Operating Position									
Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (deficit)/Adjusted underlying revenue] x100	9.79%	-12.92%	8.46%	4.07%	4.31%	5.15%	6.00%	This result reflects once-off adjustments to Council's asset register of \$13.5 million in 2015-2016 to correct ownership of non-council assets.	

**Performance statement
for the year ended 30 June 2021**

Financial performance indicators

Dimension/ Indicator/Measure	Results					Forecasts		Material Variations and Comments
	2015	2016	2017	2018	2019	2020	2021	
Stability								
Rates concentration Rates compared to adjusted underlying revenue [Rate revenue/Adjusted underlying revenue] x100	66.41%	88.26%	73.59%	74.02%	76.70%	74.29%	73.76%	This result is reflective of the current and projected stability in underlying revenue and the projected increase in rates and charges.
Rates effort Rates compared to property values [Rate revenue/Capital improved value of rateable properties in the municipality] x100	0.41%	0.43%	0.39%	0.39%	0.40%	0.41%	0.42%	The decrease is due to the property revaluation held during the year, even though there was a minor rate increase in accordance with the State Government's cap on rate increases.

**Performance statement
for the year ended 30 June 2021**

Note 1 Basis of preparation

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

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 (eg. Australian Bureau of Statistics).

The performance statement presents the actual results for the current and three preceding years 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. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 23 June 2020 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

Nillumbik Shire Council
Certification of the Performance Statement
For The Year Ended 30 June 2021

In my opinion the accompanying performance statements have been prepared in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.



Melika Sukunda CA
Principal Accounting Officer

Date: 30 September 2021
Greensborough

In our opinion, the accompanying performance statement of Nillumbik Shire Council for the year ended 30 June 2021 presents fairly the results of council's performance in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*.

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.



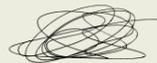
Peter Perkins (Mayor)
Councillor

Date: 30 September 2021
Greensborough



Frances Eyre (Deputy Mayor)
Councillor

Date: 30 September 2021
Greensborough



Carl Cowie
Chief Executive Officer

Date: 30 September 2021
Greensborough

Nillumbik Shire Council
Certification of the Financial Report
For The Year Ended 30 June 2021

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



Melika Sukunda CA
Principal Accounting Officer

Date: 30 September 2021
Greensborough

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

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

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



Peter Perkins (Mayor)
Councillor

Date: 30 September 2021
Greensborough



Frances Eyre (Deputy Mayor)
Councillor

Date: 30 September 2021
Greensborough



Carl Cowie
Chief Executive Officer

Date: 30 September 2021
Greensborough

Independent Auditor's Report

To the Councillors of Nillumbik Shire Council



Victorian Auditor-General's Office

Opinion

I have audited the financial report of Nillumbik Shire Council (the council) which comprises the:

- balance sheet as at 30 June 2021
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including significant accounting policies
- certification of the financial report.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2021 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *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. I further describe my responsibilities under that Act and those standards 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 Victoria. 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, disclosing, as applicable, matters related to 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
6 October 2021

Sanchu Chummar
as delegate for the
Auditor-General of Victoria

Independent Auditor's Report

To the Councillors of Nillumbik Shire Council



Victorian Auditor-General's Office

Opinion

I have audited the accompanying performance statement of Nillumbik Shire Council (the council) which comprises the:

- description of the municipality for the year ended 30 June 2021
- sustainable capacity indicators for the year ended 30 June 2021
- service performance indicators for the year ended 30 June 2021
- financial performance indicators for the year ended 30 June 2021
- other information and
- certification of the performance statement.

In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2021 in accordance with the performance reporting requirements of Part 6 of the *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. I further describe my responsibilities under that Act and those standards 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 Victoria 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 financial report

The Councillors are 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 financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists.

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

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

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

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

MELBOURNE
6 October 2021

Sanchu Chummar
as delegate for the
Auditor-General of Victoria

Glossary of terms

Term	Definition
Advocacy	The act of speaking on the behalf of or in support of another person, place, or thing.
Best value	Best value principles applicable to local government in Victoria are set out in Part 9 of the <i>Local Government Act 1989</i> . The principles relate to quality and cost standards, responsiveness to community needs, accessibility of services, continuous improvement, community consultation, and reporting.
Business continuity	The planning and preparation of an organisation to make sure it overcomes serious incidents or disasters and resumes its normal operations within a reasonably short period.
Business transformation	Business transformation is a change management strategy which can be defined as any shift, realignment or fundamental change in business operations. The aim is to make changes to processes, people or systems (technology) to better align the organisation's business strategy and vision.
Capital works	Building and engineering works that create an asset, as well as constructing or installing facilities and fixtures associated with, and forming an integral part of, those works.
Community engagement	A way of ensuring that community members have access to valued social settings and activities, feel that they are able to contribute meaningfully to those activities, and develop functional capabilities that enable them to participate fully.
Continuous improvement	An ongoing effort to improve products, services, or processes.
Corporate governance	The mechanisms, processes and relations by which a corporate body is controlled and directed.
COVID-19	An infectious disease caused by the SARS-CoV-2 virus (also known as Coronavirus) which has resulted in a world-wide pandemic.
Customer experience	The ongoing interaction between an organisation and a customer over the duration of their relationship.
Financial performance indicators	A prescribed set of indicators and associated measures in the Local Government Performance Reporting Framework that gauge financial management performance, including operating position, liquidity, obligations, stability and efficiency.
Future Nillumbik Committee	A Special Committee made up of all seven Nillumbik Councillors. The committee agenda is structured on the portfolios assigned to individual Councillors, with the relevant portfolio Councillor to chair the section of the meeting for those items which relate to their portfolio. The Future Nillumbik Committee has delegated authority from Council to consider most matters, with some exceptions such as declaring a rate or charge and approving and abandoning planning scheme amendments.
Green Wedge	The non-urban areas of metropolitan Melbourne that sit outside the Urban Growth Boundary and were first identified in the 1960s.
Major initiatives	Significant initiatives that directly contribute to the achievement of the Council Plan during the financial year and have a major focus in the budget.
Mystery shopping	A tool used externally by market research companies, watchdog organisations, or internally by companies themselves to measure quality of service, or compliance with regulation, or to gather specific information about products and services.

Term	Definition
Participate Nillumbik	Council's online community engagement site. This is where you can help inform Council's decision-making by sharing your ideas or feedback on a variety of projects. You can also get updates on projects and hear about how your input has contributed to Council's decisions.
Performance statement	A statement that includes the audited results of a selection of service performance indicators, financial performance indicators and sustainable capacity indicators for the financial year and reported in the annual report.
Planning and Consultation Committee	A Special Committee made up of all seven Nillumbik Councillors. The committee agenda is structured into planning related or consultation items. The Committee has delegated authority from Council to consider most matters, with some exceptions such as declaring a rate or charge and approving and abandoning planning scheme amendments.
Report of operations	A report containing a description of the operations of Council during the financial year and included in the annual report.
Risk management	A process in which organisations identify, assess and treat risks that could potentially affect their operations.
Service performance indicators	As defined in the Local Government Performance Reporting Framework, these are a prescribed set of indicators measuring the effectiveness and efficiency of council services covering appropriateness, quality, cost and service outcomes.
Services	Assistance, support, advice and other actions undertaken by a council for the benefit of the local community.
Social capital	The networks of relationships among people who live and work in a particular society, enabling that society to function effectively.
Strategic indicators	Indicators developed for the purpose of monitoring the achievement of the objectives specified in the council plan.
Strategic objectives	The outcomes a council is seeking to achieve over the next four years and included in the council plan.
Sustainability	Meeting present day needs without compromising the ability of future generations to meet their needs.
Sustainable capacity indicators	A prescribed set of indicators in the Local Government Reporting Framework that measure 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.
Urban Growth Boundary	A regional boundary, set in an attempt to control urban sprawl by mandating that the area inside the boundary be used for urban development and the area outside be preserved in its natural state or used for agriculture.
Wards	Subdivisions of the municipal area into sections with an elected Councillor to represent the different sections.
Youth Council	A formal advisory committee of Council formed in 2021 that consists of 15 young people aged 15-25.

Abbreviations and acronyms

Term	Definition	Term	Definition
AEI	Access, Equity and Inclusion	IAP	Internal Audit Plan
CEO	Chief Executive Officer	IBAC	Independent Broad-based Anti-Corruption Commission
CFO	Chief Financial Officer	IDAHOBIT	International Day Against Homophobia, Biphobia, Intersexism and Transphobia
CI	Continuous Improvement	IHFM	In Home Family Mentoring Program
CIV	Capital Improved Value	KPI	Key Performance Indicators
CSBA	Customer Service Benchmarking Australia	KRA	Key Result Areas
DAMP	Domestic Animal Management Plan	L&LN	Living & Learning Nillumbik
DAP	Disability Action Plan	L2P	Learner to Probationary (Learner Driver Mentor Program)
DDA	Disability Discrimination Act	LGBTIQ+	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning, Asexual and many other terms (such as non-binary and pansexual)
DELWP	Department of Environment, Land, Water and Planning	LGPRF	Local Government Performance Reporting Framework
DJPR	Department of Jobs, Precincts and Regions	MCH	Maternal and Child Health
DVSFC	Diamond Valley Sports and Fitness Centre	OHS	Occupational Health and Safety
ECB	Eltham Copper Butterfly	PDA	Public Disclosures Act
DWMP	Domestic Wastewater Management Plan	PPARS	Planning Permit Activity Reporting System
EDRMS	Electronic Document Records Management System	SEIFA	Socio-Economic Indexes for Areas
EFT	Equivalent Full Time	TQAN	Transformation at Nillumbik
EMT	Executive Management Team	VAGO	Victorian Auditor-General's Office
FIFA	Federation of International Football Association	VCAT	Victorian Civil and Administrative Tribunal
FNC	Future Nillumbik Committee	VRQA	Victorian Registration and Qualifications Authority
FOI	Freedom of Information	YPRL	Yarra Plenty Regional Library
GIS	Geographic Information System		
GSF	Growing Suburbs Fund		
GWMP	Green Wedge Management Plan		

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Horse riding through the wattle trees in Kangaroo Ground

Nillumbik Operations Centre

290-304 Yan Yean Road, Plenty 3090
03 9433 3500

Hurstbridge Hub

50 Graysharps Road, Hurstbridge 3099
03 9719 8400 | hurstbridge.hub@nillumbik.vic.gov.au

Eltham Community and Reception Centre

801 Main Road, Eltham 3095
03 9433 3733 | halls@nillumbik.vic.gov.au

Living & Learning Nillumbik Centres:**Eltham**

739 Main Road, Eltham, 3095,
03 9433 3744

Diamond Creek

119 Cowin Street, Diamond Creek, 3089,
03 9433 3766

Panton Hill

18 Bishops Road, Panton Hill, 3759
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