



Moreland
City Council



Annual Report

2020-21

Welcome

This report will tell you about our achievements during the 2020-21 financial year. We want to show how we have tackled the challenges our community has faced.

The State Government requires all local councils report on their performance every year. This document is our full statutory annual report.

We will also write a simple, summary annual report. This will be on our website from December 2021 at www.moreland.vic.gov.au/annualreport

Council plan

Our Council Plan 2017-21 is the guiding document for this annual report. This plan sets out our strategic objectives in 3 key areas.

If you would like to view our council plan, you can:

- visit www.moreland.vic.gov.au
- call us on 9240 1111
- visit one of our customer service centres or libraries*.

Over the coming months we will be sharing our new council plan for 2021-25. We have developed it with our community. Look out for more in our *Inside Moreland* magazine, on our website or sign up to our e-newsletter at www.moreland.vic.gov.au/subscribe.

We also welcome your feedback on this annual report. You can:

- call us on 9240 1111
- TTY on 133 677
- email us at info@moreland.vic.gov.au
- Voice Relay on 1300 555 727 and ask for (03) 9240 1111
- send us a direct message on Facebook [@morelandcitycouncil](https://www.facebook.com/morelandcitycouncil)
- write to us at Locked Bag 10, Moreland, Victoria 3058.

Our customer service centres are open from 8.30am to 5pm, Monday to Friday*.

- Coburg Civic Centre 90 Bell Street, Coburg
- Brunswick Customer Service Centre 233 Sydney Road, Brunswick
- Glenroy Customer Service Centre 796N Pascoe Vale Road, Glenroy

You can also follow us on social media:

- Like us on Facebook [@morelandcitycouncil](https://www.facebook.com/morelandcitycouncil)
- Follow us on Instagram [@morelandcouncil](https://www.instagram.com/morelandcouncil)
- Follow us on Twitter [@morelandcouncil](https://twitter.com/morelandcouncil)
- Browse or subscribe to our [Moreland City Council YouTube channel](https://www.youtube.com/channel/UC...)

* May be closed due to public health restrictions. Please visit www.moreland.vic.gov.au for updated information.

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Mayor's message

The past year has challenged us all. We have faced hardship, uncertainty and isolation. But Moreland has come together. To care for each other and help build a stronger community.

On behalf of my fellow councillors, I want to thank all of you for how you have supported each other over the past year. We have worked our hardest to help you. And have been heartened by the many, many ways you have helped each other.

Elections in October 2020 brought a new Council. Five new Councillors joined us and together the 2020-21 year has been one of great focus.

Part of this focus has been on making a path out of the pandemic. We have been working with our community, local businesses and stakeholders to set our priorities for the future. From January to June 2021, we heard what their vision is for our future through our Imagine Moreland engagement program.

Through Imagine Moreland we held pop-up events, workshops and digital engagement to collect your ideas. This was followed by a community panel to develop our community vision and inform our key plans. I am very proud of the work we have done together to create this future vision and look forward to implementing it with you.

Living under Covid-19

Lockdowns and restrictions have dominated the past 12 months. Our community has repeatedly faced not being able to see family or work. But we can see hope with vaccinations rising. Thank you to everyone who has stepped up and been vaccinated.

We kept up a range of Covid-19 relief and recovery actions during 2020-21. We focused on helping our older residents maintain social networks. Our libraries have been a lifeline for many. Plus, we delivered food aid, mental health services and anti-racism measures. We also introduced a Financial Hardship Policy for ratepayers.

Our Thrive Community Grants supported 21 local community groups with grants of up to \$5,000 each. We refunded council fees for cancelled events. And we waived fees for sporting clubs and gave rent relief to tenants in council buildings.

We also helped local businesses. Our specialist hotline, the Love Moreland Buy Local campaign and a grants program were all important supports. We waived food registration renewal fees for hospitality businesses.

Building a better future

This year sees the end of our Council Plan 2017-21. During the past year, and over the term of this plan, we have been working to build a better Moreland for future generations.

A key example has been our work on the Level Crossing Removal Project, led by the State Government. This is Moreland's single largest civic infrastructure project. Our strong and ongoing advocacy achieved better outcomes for this project. Our focus on involving the community saw the creation of new open space equal to 2 MCGs in area. Our community also now has new walking and bike paths, and playgrounds. This is on top of the removal of 4 level crossings and new stations at Coburg, Moreland and Glenroy.

Other recent infrastructure projects for the community include the start of construction of the Glenroy Community Hub. The hub is due to open in early 2022. It will be home to a new library, kindergarten and other vital community infrastructure.

Our Zero Carbon Moreland – Climate Emergency Action Plan has seen key milestones achieved. We signed new contracts to support residents and businesses to get solar panels and energy efficiency

upgrades. We are protecting our city from increasing heat due to climate change with our Urban Heat Island Effect Action Plan.

Our community has embraced our food and green organics collection service. Around 75% of households now access the service (they may be sharing a bin). Together they saved over 13,060 tonnes of food and garden waste from landfill in 2020-21 – a 10% increase.

We continued to encourage active and sustainable travel. With Covid-19 changing how we get around, we started a trial of 3 separated bicycle lanes in Brunswick and Pascoe Vale.

A Moreland for all

Our A Park Close to Home project continued in 2020-21. Our community now has access to 2 new parks after we opened Garrong and Bulleke-bek parks. We also engaged the community on the design of the new park at Frith Street, Brunswick. And we consulted on a draft concept plan for a new park at Cardinal Road, Glenroy.

We also made investments in our leisure facilities during the year. Highlights include:

- an upgrade at the Coburg Leisure Centre
- installation of female-friendly changerooms at Cole Reserve
- works to begin the installation of female-friendly changerooms at Martin Reserve
- conversations with the community about an upgrade to Fawkner Leisure Centre.

With our new Council, we are ready to tackle the challenges ahead and help our residents and businesses fulfil their potential. I hope you will join us in Moreland's recovery. We all need each other more than ever.

Mayor Cr Annalivia Carli Hannan

Chief Executive Officer's message

We felt the ongoing impact of the Covid-19 pandemic throughout 2020-21, in every part of our community and our organisation. During these tough times, it has been our priority to keep everyone safe and connected. We focused on trying to ensure no one is left behind.

We have worked to minimise the many impacts of the pandemic: social, health and economic. We have diverted resources to help those most affected. We have done this while working within our strategic objectives of:

- strengthening our community
- supporting a progressive city
- governing responsibly.

This annual report covers the year to 30 June 2021. As with the year before, our response to Covid-19 had an impact on the goals set before the pandemic. Our performance for 2020-21 was 72% completion of all 58 council plan actions. This was a strong result, despite 21% of actions being assessed as having had a moderate or high impact from the Covid-19 pandemic.

Supporting our community

Moreland was a key site when the second wave hit Victoria in 2020. We stepped up and supported the State Government in its emergency response and relief activities.

Our staff helped with incident management and supported urgent community outreach. We found sites for initial testing operations. We worked in collaboration with a range of local agencies to do what we could for our community.

As well as tailoring our services to the restrictions, we also looked forward, planning how we could support our community to recover from the pandemic. In September 2020, we surveyed community members to learn more about the impact of the pandemic. We already knew that 95% of local businesses had reported adverse impacts on their operations.

Moreland Councillors endorsed our draft Covid-19 recovery plan in May 2021. This plan outlines priority areas and recommendations to help our community 'build back better'. Our plan focused on:

- households in financial distress
- the toll on the mental health of the Moreland community
- the impact of technological barriers
- isolation, discrimination and family violence
- the significant impacts on local businesses and the economy.

We wrapped up our participation in the State Government-funded Working for Victoria program in April 2021. By the end of the program, we had employed approximately 300 people this way. We accomplished important work in Covid-19 communications and support, and caring for important community facilities and assets.

Tackling future challenges

We have not lost our focus on the long-term work we must deliver for our community. During 2020-21, we began development on our:

- community vision
- 4-year council plan
- 4-year council budget
- 10-year asset plan
- 10-year financial plan.

This focus on good governance was supported by our implementation of the requirements of the new *Local Government Act 2020* (the 'Act'). We updated our policies and approach to reflect the Act's new principles. We delivered our Imagine Moreland engagement program to advise on our new council plan. For the first time, we established a deliberative community panel to put together a community vision for the future of Moreland.

We continued to pursue our critical climate change goals within the Zero Carbon Moreland program. One key step forward was the establishment and implementation of our Environmental Management System. We will use this to measure the environmental impact of our operations. It will also direct how we mitigate these impacts and decrease our carbon footprint.

We consulted widely on changes to our kerbside waste service. This will help us put in place the 4-bin waste and recycling service mandated by the State Government. These changes will help reduce waste sent to landfill and improve the quality of our recycling.

Listening to our community

Council adopted a revised Community Engagement Policy in 2020. This has continued our improvements to the way we consult, engage and listen. We have also implemented a Community at the Heart program to improve community experiences of our customer service, which includes many projects. To support this improved customer service, we launched a new website in June 2021.

During the year we increased our community satisfaction score across many service areas, often by a small amount. There is more work to do, but this was pleasing to see.

This has been a challenging year. Thank you to our Councillors, residents and businesses for everything you do for Moreland.

Cathy Henderson Chief Executive Officer

Covid-19: how we were affected

The Covid-19 pandemic had an impact on every part of our work during 2020-21.

Crisis support

When the second wave of Covid-19 cases hit Victoria in 2020, our community was significantly affected. Moreland had the seventh highest number of cases in the state, by local government area. We had 3 of the 10 Victorian 'priority' postcodes.

But we were a key part of the multi-agency effort to help get the virus under control.

We supported the lead agency in the emergency response and relief activities. This was the then Department of Health and Human Services.

We provided an incident management team and sites for initial testing blitz operations. We helped transform CB Smith Reserve into a drive-through testing site and incident control centre. This site was used for a mobile testing blitz early in the second wave.

We provided other facilities and resources to support the State Government's response as the year went on. This included:

- 21 council facilities for testing, rapid community engagement and other emergency coordination operations
- around 45 officers to assist with the emergency response operations
- assets to support State Government messaging.

We established a local Covid-19 coordination group of Moreland's Municipal Emergency Management Planning Committee.

Members of our senior management team performed Municipal Recovery Manager duties throughout 2020-21. They worked in partnership with the State Government and local authorities.

We worked in collaboration with:

- Merri Health
- Northern Health
- Victoria Police
- Ambulance Victoria
- Australian Defence Force
- Victoria State Emergency Service.

Our services

During 2020-21 we built on the service changes we implemented at the start of the pandemic. We faced many challenges in providing services for the community. This was because of the ongoing changes in restrictions and several lockdowns.

Most of our core services continued. We kept providing essential support for older or vulnerable residents. We increased services such as providing meals and food relief.

Other essential services continued to be a priority. These included:

- waste collection
- maintaining roads

- open space maintenance.

People used our parks and open spaces more during the pandemic. As a result, we increased the frequency of bin collections there. We also adjusted our maintenance programs, including mowing and cleaning. This was possible due to the gardeners and street cleaners we employed through the Working for Victoria scheme (see below).

We put measures in place to ensure we delivered services in a Covid-safe way. We ensured we acted in line with State Government directions.

We adapted many services to meet the changing needs of the community. We spoke to residents about the impact of the pandemic on them. This telephone and online survey provided valuable information. We also completed a secondary impact assessment. Then we developed a Covid-19 Recovery Plan. This covers a broad range of actions we will take to support the community during and after the pandemic.

Covid-19 has highlighted inequalities. It has exacerbated existing barriers some in our community face. These include:

- food security
- access to employment and housing
- financial security
- social isolation
- racism
- gender inequality
- discrimination
- social cohesion
- digital inclusion.

It has also highlighted the strength of our local community. Community groups have been at the forefront of providing support to those in need. They have shown the resilience of the local service sector and our community. We established a grants stream to support community-led initiatives and groups involved in response and recovery efforts. These Thrive Community Grants gave a total of more than \$96,000 to 21 Moreland community groups.

We worked with these groups to coordinate the local emergency relief program. We provided direct food and material aid, and personal support to over 400 recipients. This included distributing thousands of masks to our most vulnerable community members.

This aid was distributed through the Community and Social Isolation Initiative. It was funded by the former Department of Health and Human Services, now the Department of Families, Fairness and Housing.

We also established the Moreland Food and Material Aid Network to coordinate local emergency relief.

We gave a \$10,000 grant to the Salvation Army and supported Community Information Services Moreland (\$40,000). The Northern Community Legal Service was also provided with resources (\$30,000) to establish a legal clinic for international students. We supported an anti-racism campaign and provided internal resources to support relief programs. This included council facilities, staff and technology.

Libraries

Four of our 5 libraries were closed or operated reduced hours for extended periods during 2020-21. These forced closures and restrictions led to a 67% decrease in library attendance.

But we continued our delivery and click and collect services, with:

- 13,461 items supplied by contactless home delivery in our Books to Your Door service
- 1,706 items supplied by a contactless click and collect service
- 36,886 items delivered to the homes of older or housebound residents.

Our Home Library Service for older or homebound members of the community continued whenever restrictions would allow.

We continued to help residents improve their digital literacy. We held 219 one-on-one telephone sessions during the year. In May 2021 we held 32 in-person sessions.

Our iPad lending scheme continued. Sixteen community members were able to stay connected and increase their digital capabilities through free iPad loans.

We continued holding a range of events and storytimes online using Facebook and YouTube. Our social groups continued using Microsoft Teams.

Leisure and aquatic centres

Covid-19 restrictions again had a significant impact on attendances and memberships at our Active Moreland venues. Our centres had to close on several occasions. When they opened they often had ongoing capacity restrictions.

We automatically suspended memberships during closures. We also froze membership fees for 2020-21. We also provided online workouts for members and the community to help them keep active.

Young people, older people and families

We continued our modified Maternal and Child Health service for families during 2020-21. We provided a mix of short face-to-face consultations and telehealth, online support groups and breastfeeding support during this time. Our immunisation services kept running with extra health and hygiene measures in place.

Our Oxygen Youth Space had to close during the lockdowns. Our team provided direct support to Moreland's young people in different ways. These included phone and video calls, and text messages. We continued programs online.

Social isolation in our older residents was also a focus. We maintained essential services including:

- direct support for people at home
- delivery of meals
- transport.

We conducted all these services using Covid-safe practices. We adapted our service delivery to meet the restrictions at any given time. We implemented a range of initiatives, including:

- online programs
- phone based social support
- small group programs.

Community engagement

The Covid-19 pandemic presented challenges for how we connect with our community. But we are committed to delivering high-quality engagement to our community about the decisions that affect them.

Residents, workers and visitors are focused on their health and wellbeing. Many are also experiencing economic stress. In response, we changed how we engage. We did this to maximise access to information. We provided a variety of ways to hear from people. And enable them to have conversations about local issues in person and online.

It is important to Moreland's recovery that we stay connected with our community and keep talking about local issues. The number of people engaging with Conversations Moreland has continued to grow. Conversations Moreland is our online community and digital engagement site. In the 6 months to 30 June 2021, 35,761 people visited Conversations Moreland and 2,540 people followed at least one project. This was up from 5,211 visitors and 345 total followers at 30 June 2020.

How we engaged differently

We hosted Covid-safe engagement opportunities when it was possible to meet in person. We provided QR check-ins, masks and sanitiser stations. We also met social distancing signage and requirements.

During lockdowns, when it was not possible to meet with our community in person, we provided:

- interactive online workshops and forums
- digital engagement opportunities
- dedicated times when our community could call and talk with us about local issues.

All our projects had a council officer assigned. Community members could contact this person at any time for information or to have their questions answered.

Major projects delivered in the past 12 months

We delivered the following during the pandemic:

- over 10 Covid-safe pop-up events
- over 150 telephone interviews
- over 20 online workshops
- postcard drawing activities
- 5 community forums
- digital engagement activities.

We also appointed Moreland's first ever community panel. Forty-four randomly selected local residents provided in-depth feedback on our 10-year community vision and 4-year council plan.

They also contributed to the development of key plans including our:

- 4-year budget
- 10-year asset plan
- 10-year financial plan.

They participated in 3 full-day, in-person Covid-safe deliberative workshops. They also did 8 shorter online workshops.

Other notable projects we engaged our community about in the last 12 months include:

- the impacts of Covid-19 to help us develop a recovery plan
- kerbside waste projects
- Moreland Nature Plan
- Fawkner Leisure Centre upgrade

- various streetscape and local park improvement projects.

Being kind

We created our Be Kind campaign in 2019-20 to support community morale and make sure locals did not feel alone or isolated. We continued this work during the first half of 2020-21. As the second wave continued, we increased our communications to this audience.

We promoted health information, as well as information about relief and support services. We shared our targeted messages in our usual ways. This included our:

- website
- social media
- an extra edition of our *Inside Moreland* magazine.

We also used other methods of reaching vulnerable groups. This included mail outs and information for local service providers and networks.

We continued our Moreland Connectors program. We used this to engage with people from established and newly-arrived migrant communities. We engaged 7 residents with strong networks in their communities. They shared essential health, restriction and service information in their language to over 7,000 community members. These were people who would otherwise not likely be engaged by our communications. These messages were shared through closed forums including:

- Facebook groups
- WhatsApp
- Viber
- WeChat.

We also provided updates to local service providers and community organisations. They could sign up to receive our Covid-19 community support newsletter.

Support for businesses

Continued lockdowns were very hard on our local businesses. In response, we implemented our Boost for Business programs and activities throughout 2020-21. We supported over 3,400 businesses through this difficult time.

We awarded 2 rounds of Covid-19 Community and Business Development Grants. In total, we awarded 257 grants worth \$550,000. These went to a range of local businesses, from hospitality, retail and the arts to the manufacturing and services sectors.

Our Love Moreland Buy Local campaign continued. This encouraged the community to buy their goods and services locally. The campaign's online interactive map showed the location and details of Moreland businesses. As at 30 June 2021, over 700 businesses were featured. In the 2020-21 year, the site received 34,050 page views.

Our other programs to support businesses included:

- a food business compliance initiative supporting hospitality businesses to be Covid safe
- online digital training
- a shopfront improvement program
- the MoreSpace vacant shop initiative, which was replicated by other local governments.

We also worked intensively with hospitality businesses to enable safe and accessible outdoor dining opportunities. From October 2020 to June 2021, our Love Moreland Dine Local program:

- issued 299 footway trading permits to hospitality businesses
- provided 34 businesses with temporary and short-term parklets in Brunswick, Coburg, Pascoe Vale and Hadfield
- enabled 5 road closure permits, all in Brunswick
- issued permits for 7 additional temporary food truck locations across Moreland.

Our surveys revealed significant community and business support for the Love Moreland Dine Local program. We have extended it for 2021-22. This will allow hospitality businesses to apply for extended outdoor dining opportunities.

We also continued to support businesses to access accurate, relevant and up-to-date information. We shared frequent email newsletters and social media posts. We provided direct help through our business support hotline.

Our other initiatives included business and health and wellbeing webinars. We also offered online networking opportunities.

We are developing recovery programs to help create jobs in Moreland. We are directing more of our spending to local businesses and social enterprises. We have a program to develop and grow micro-businesses that employ fewer than 5 employees. These businesses make up more than 80% of Moreland's total businesses.

We supported registered food businesses and over 200 other businesses by waiving registration fees in 2020-21. We also reduced assessments due to lock downs and other restrictions facing businesses.

Support for the arts

We took a variety of actions to respond to the impact of Covid-19 on our arts and culture sector in 2020-21.

We developed an arts recovery grants program called Flourish. We provided over \$200,000 to 30 projects by local artists and arts organisations.

We produced a range of festivals and events to support and encourage the community. This included the Brunswick Music Festival which sold out in record time. Festival events were free or low cost. It supported hundreds of musicians and local music venues.

We delivered the Community Creator program. This helped artists, businesses and community organisations by providing paid employment opportunities. We matched 5 local artists with 5 local businesses and community organisations.

Our Making Space residency program connected local creatives with temporary spaces. We delivered Making Space with RMIT and the Brunswick Design District. It offered up to 20 short-term creative residencies in 2021. Each residency included the use of a space for up to 4 weeks and cash to support the residency and the development of projects.

Workforce impacts

Our workplace pandemic planning continued to inform our response to Covid-19.

We continued delivering our services in different ways in 2020-21. We maintained our focus on safety to keep staff and customers in our front-facing services protected.

Many staff continued to be redeployed from services that were unable to function as usual. This involved staff retraining or taking on new duties. These duties supported:

- adjusted service delivery
- business continuity
- relief and recovery.

We maintained our safety net for leave during the pandemic, including wage guarantees for casual and part-time staff.

At the end of the Working for Victoria initiative in April 2021, we had employed approximately 308 people. This initiative was funded by the State Government. It helped Victorians who had lost their jobs during the Covid-19 recession find work. It helped us support the Moreland community through:

- maintenance and renewal to our parks and open spaces, sports and recreation facilities, libraries, maternal and child health centres, seniors centre and other community venues
- cleaning of our assets, including graffiti removal
- food and meal delivery services to support vulnerable people
- waste management and signage work
- communications to support engagement and outreach to the community. These included culturally and linguistically diverse engagement roles
- local business and community advisory and recovery services
- public health and wellbeing compliance officers
- environmental, waterways and heritage sites community education and outreach work
- supervisory and human resources expertise to manage onboarding and delivery of Working for Victoria programs.

We offered some further temporary and ongoing roles to our Working for Victoria staff at the end of the scheme.

Challenges and the future

Here we talk about the City of Moreland, how we are meeting the challenges we face and our focus for the future.

Moreland is a diverse and vibrant municipality located between 4km and 14km north of central Melbourne.

Moreland covers the suburbs of:

- Brunswick
- Brunswick East
- Brunswick West
- Pascoe Vale
- Pascoe Vale South
- Coburg
- Coburg North
- Hadfield
- Fawkner
- Glenroy
- Oak Park
- Gowanbrae
- small sections of Fitzroy North and Tullamarine.

Moreland is bordered by Merri Creek to the east, Moonee Ponds Creek to the west, Park Street to the south and the Western Ring Road to the north.

Population, growth and the impacts

In recent years, Greater Melbourne has grown rapidly. Moreland is one of the fastest growing municipalities outside of Melbourne's growth areas.

In the last 15 years, Moreland's population has grown by a third (34%). It has increased from 140,872 in 2006 to an estimated 188,762 in 2020¹.

The reasons for this growing population in Greater Melbourne and Moreland are:

- migration from overseas
- increased life expectancy
- a growth in births.

Looking forward, as Greater Melbourne is forecast to grow, so is Moreland. Before Covid-19, our forecasts suggested our population will grow by another 23% by 2036². This will see our population increase to 228,425. That's an extra 42,658 future residents. We do not know yet what level of impact the Covid-19 pandemic will have on our population growth.

We are continuing to plan for the services needed to support new residents and the greater pressure on infrastructure. We have strategies on the key challenges facing Moreland:

- transport and how we move around our city
- maintaining and increasing parks and open spaces

- reaching our zero carbon targets by 2040
- housing accessibility and affordability.

We are working for the best possible planning outcomes for our community. We are focusing on:

- higher quality building design
- increased planting of canopy trees
- redevelopment that maintains or increases local employment opportunities
- protecting our valued heritage places
- environmental sustainability
- fully accessible housing.

The Moreland Design Excellence Scorecard is one way we are encouraging better quality development. Our scorecard goes beyond the acceptable standards of the planning scheme to deliver additional community benefits.

Diversity

Moreland has a long history of welcoming new residents from all over the world.

In the post-war period, migrants from Italy and Greece made up most of the city's new residents. Today, the largest groups of new arrivals are from India, Pakistan and China³.

These changing migration patterns contribute to a vibrant community of residents and businesses. Today over 1 in 3 residents in Moreland were born overseas, in more than 100 countries around the world³. At home, residents are most likely to speak Italian, Arabic, Greek or Urdu if not speaking English. As many as 140 different languages can be heard across the community³.

People of all ages live in Moreland. But we have a slightly younger median age (34 years) when compared with Greater Melbourne³.

The largest age group in Moreland is 25 to 34-year-olds. They make up 25% of our total population. The city is also home to approximately 36,000 young people under 18 years and over 23,000 people 65 years and older⁴.

Housing

Families make up the largest proportion of households in the city (37%). Many Moreland residents choose to live in homes with friends and housemates³. The proportion of these group households is higher than the metropolitan average (9% compared with 5% in Greater Melbourne).

One in 4 homes in Moreland are people living alone³. Pre-Covid 19 population forecasts suggest this will increase to 28% of all homes by 2036. This will make single households the largest household type in Moreland.

Over half of all households in Moreland are owner occupied or in the process of being purchased. But a growing number of households rent. In 2016, over 1 in 3 Moreland homes were rented. This is higher than the Greater Melbourne average (33% compared with 26%)³.

Renting is not only common among young people. An increasing number of families are living in rental accommodation. Between 2006 and 2016 there was a rise in the proportion of renters across nearly all age groups⁴.

Moreland has also seen a large rise in townhouse and apartment living in recent years (in 2016, 44% of all homes). Increasingly, all types of households are living in these homes, including families⁶.

Business and economy

Moreland is home to a vibrant community of local businesses and employment opportunities.

Moreland was an early industrial centre, but its economy has changed over the years. Residents were historically much more likely to work in manufacturing. Today, the health and service sectors are our largest employers⁷.

Moreland is also the proud home to a vibrant creative sector, supporting a wide range of arts and cultural activities⁸.

Most working Moreland residents work outside of the municipality. Only 15% of employed people in Moreland live and work in the same local area. This is very low compared to other Australian municipalities⁵.

The unemployment rate in Moreland rose over the last year as we faced the Covid-19 pandemic. Unemployment rose from 5.4% in March 2020 to 8.1% in March 2021⁹.

Transport

Population growth has the potential to adversely affect the liveability of Moreland. This is through worsening congestion, pedestrian safety and amenity. Transport also accounts for more than one quarter of carbon emissions in Moreland^{10, 11}.

Before the Covid-19 pandemic, our community travelled to and from work, and around the city, in a variety of ways:

- Over half of workers travel to work by private vehicle, as either a driver or a passenger.
- Just over 1 in 3 residents use public transport (train, tram or bus) for their trip to work.
- Another 10% of people either use a bike (7%) or walk (3%)¹⁰.

Approximately three quarters of homes in Moreland are within 400m of public transport⁵. This is approximately a 5-minute walk.

Getting people where they need to be for work, education or leisure as sustainably as possible is a key challenge for Moreland.

Open space

Moreland's major public open spaces include Merri Creek Linear Park, Coburg Lake Reserve and CB Smith Reserve.

But we have one of the lowest rates of open space per person (28.3m²) in the Metropolitan area¹². There are parts of Moreland where residents do not have access to public open space that they can walk to.

Forecast population growth will continue to put pressure on access to open space. Our A Park Close to Home initiative is helping ensure all residents have access to quality open space close to where they work, live and play.

Health and wellbeing

Many factors shape the health and wellbeing of Moreland residents. Overall, the health of Moreland residents is good. It is consistent with the rest of Victoria.

Over half of adults in Moreland live with chronic conditions¹³. Heart disease and osteoporosis are more common in Moreland than across Victoria. As many as 20,000 people in Moreland live with a broad range of disabilities¹⁴.

One in 4 adults in Moreland live with anxiety or depression¹³. People have reported higher rates of anxiety and depression since the start of the Covid-19 pandemic¹⁵.

Physical and mental health outcomes are not the same for everyone in Moreland. Income, education, employment and social support contribute to health inequalities. The Covid-19 pandemic has also affected the ability of people to access health care and lead healthy lives.

Climate emergency

Climate change is a dangerous threat to life. We are already experiencing hotter summer days, more frequent floods and droughts. Climate change is a risk to our health and wellbeing, and the economy, not just the environment.

Moreland is proud to be a leader in taking action against, and responding to, climate change. Our Zero Carbon Moreland 2040 Framework sets the vision and pathway for zero carbon emissions across our community by 2040¹⁶.

Moreland is particularly susceptible to heat building up in our urban areas due to climate change. This is due to:

- the number of solid surfaces in places like our shopping strips
- low levels of tree and vegetation cover
- rapid urban densification that has occurred over the last 15 years.

This type of urban heat places significant stress on vulnerable members of our community. We have implemented an Urban Heat Island Effect Action Plan to tackle this issue. This plan covers water sensitive urban design, stormwater harvesting and tree planting. By creating new parks – our A Park Close to Home project – we are reducing the urban heat island effect. These parks add canopy trees and passive irrigation, and create greener public spaces.

Green cover, including tree and shrub cover, in Moreland is one of the lowest in the metropolitan area. We have 15% green cover compared to 25% in neighbouring Darebin and 16% in Moonee Valley¹⁷. There has been a decline in trees on private land in recent years. This is largely from the high rates of housing development. We are working to increase canopy cover in public areas through our Urban Forest Strategy 2017-27.

Our amendment C189 on canopy trees seeks to provide better quality space for canopy planting in new developments. It is currently with the Minister for Planning for approval. We also adopted the Moreland Nature Plan and the Integrated Water Management Strategy 2040 and associated action plan in August 2020.

Burning fossil fuels for energy is the largest source of carbon emissions for the Moreland community. Moreland's emissions come from:

- electricity (59%)
- gas (21%)
- transport (17%)
- waste (3%).

It is up to all of us to work together to be part of the solution to climate change. This includes demanding state and federal governments put in place policies to enable Australia to transition to a zero-carbon future.

Covid-19 and other financial impacts

We have already outlined the impact of Covid-19 on our services in the section 'Covid-19: how we were affected' from page 12. The pandemic has also had an impact on our financial position. This is because

of its impact on our revenue and the economy. As a provider of front-line community support, we respond to those in need, which is challenging to fund.

The State Government's rate cap has continued to put financial pressure on our budget. Our total revenue from rates was capped at a 2% increase for the 2020-21 financial year. The rate cap poses financial challenges as costs often increase at a higher rate than the cap. But we are committed to delivering council services within these constraints.

Kerbside waste service reform

In February 2020, the State Government outlined that a new 4-stream waste and recycling system will be rolled out in partnership with Victorian councils. This is to:

- improve the quality of material collected at the kerbside
- reduce waste being sent to landfill.

Councils have until 2027 to introduce the new glass service (purple bin lid). They have until 2030 to introduce a food and garden organics (FOGO) service (light green bin lid).

We have been consulting with the community about changing our service. This includes making the FOGO and glass collection available to all households. We continue to encourage households not already using the FOGO service to opt in.

We are working towards implementing the kerbside service changes in 2022-23. This will start with a proposed move to a booked hard waste service in the second half of 2022.

Aged care

Older people have been disproportionately affected by the pandemic. We are committed to supporting our older residents to live and age well. And to remain living independently at home for as long as possible.

We are focused on supporting older residents to be connected to their community. This is part of the implementation of our Living and Ageing Well Framework. We have engaged our community and started implementing the Our Place Moreland program. This program aims to support all older people of Moreland.

The findings from the Royal Commission into Aged Care Quality and Safety and the Commonwealth Government response continue to have an impact on aged care services. We have been granted funding until June 2022 for services and aged care assessments. This was an extension to previous arrangements.

New local government act

The State Government has described the *Local Government Act 2020* (the 'Act') as the most ambitious and comprehensive reform of local government in Victoria for 30 years. The new Act came into operation in March 2020. It is being implemented in 4 key stages.

The new Act has a new set of overarching governance principles and 5 sets of supporting principles. These are principles that all councils must follow to build accountability and transparency.

The new Act affects many different areas of our work. We have already adopted governance policies and an updated Community Engagement Policy. This new policy outlines our commitment to genuinely involving our community in decision making. This is so we can deliver better outcomes. New governance policies include a new code of conduct for Councillors, Governance Rules and gift and expenses policies.

Please read more in the 'Statutory Information' section of this report from page 128.

Sources

- 1 *Estimated Resident Population (ERP) City of Moreland*, ID Consulting 2020, <http://profile.id.com/moreland/population-estimate>
- 2 *Population projections for Moreland*, ID Consulting 2017, (available upon request)
- 3 *2016 Census of Population and Housing*, Australian Bureau of Statistics
- 4 *Estimated Resident Population (ERP)*, Australian Bureau of Statistics 2019
- 5 *Australian Urban Observatory* 2018, <https://auo.org.au/>
- 6 *A Home in Moreland Report*, ID Consulting 2018
- 7 *City of Moreland Thematic History*, Historica 2010, <https://www.moreland.vic.gov.au/globalassets/areas/strategic-planning/moreland-thematic-history.pdf>
- 8 *6 2017-2022 Arts and Culture Strategy*, Moreland City Council 2017
- 9 *Small Area Labour Markets (SALM)* publication, Department of Education, Skills and Employment, Australian Government 2021, <http://dese.gov.au/>
- 10 *Moreland Integrated Transport Strategy* 2019, GTA Consultants 2019
- 11 *Zero Carbon Moreland Framework 2040*, Moreland City Council 2019
- 12 *VPA (2017) Metropolitan Open Space Network*; Moreland City Council (2021)
- 13 *Victorian Population Health Survey* 2017
- 14 *Propensity for disability based on ABS Population Census 2016 and ABS Survey of Disability, Ageing, and Carers*
- 15 *Moreland City Council* 2020, *Understanding the community during a pandemic report*
- 16 *Urban Forest Strategy 2017-2027*, Moreland City Council 2017
- 17 *Moreland's 2020 Canopy report* by Player Piano Data Analytics

Achievements in 2020-21

Here we give a summary of our achievements for the past year. This is presented under our 3 strategic objectives. These objectives come from our Council Plan 2017-21.

Strategic objective 1: Connected community

Key priorities

1. Achieve higher levels of social cohesion for our multicultural, established and newly arrived community, by fostering opportunities for shared learning and celebration.
2. Set a clear vision and strategy for aquatics, leisure and sporting facilities to meet ongoing community needs.
3. Determine the best way for Moreland to continue supporting our community throughout and after aged care and National Disability Insurance Scheme reforms.
4. Enhance family and children's services to meet the needs of Moreland's growing population and increasing birth rate.
5. Better equip our young people for employment and provide opportunities to actively participate in civic life.
6. Help people feel safer in our neighbourhoods.

Achievements

- We provided Covid-19 relief and recovery support during 2020-21. This included:
 - food aid
 - mental health services
 - anti-racism measures.
- Our Thrive Community Grants gave over \$96,000 to local community-led activities. We gave grants of up to \$5,000 to 21 Moreland community groups.
- To support local businesses, we ran a specialist hotline and a buy-local campaign. We also awarded 34 grants in our Love Your Shop Front program. This was for new signage, branding and improvements to support local businesses.
- We maintained innovative programs to support our older residents during the Covid-19 pandemic. We focused on increasing opportunities for social connection.
- With library closures and reduced operating hours, we continued our delivery and click and collect services. Over 50,000 items were loaned these ways.
- We stopped charging fines for overdue items at our libraries.
- Our \$1.4 million upgrade at the Coburg Leisure Centre saw changes to the pool, plant and filtration. Updates to the changeroom facilities and the spa/sauna area are underway.
- We started talking to the community about the upgrade of Fawkner Leisure Centre.
- We started upgrades to the heritage-listed pavilion and grandstand at Coburg City Oval. We are improving the facility's accessibility through a new lift and updates to amenities.
- We completed the delayed upgrade to facilities at Gillon Oval in Brunswick.
- The Bush Reserve Tennis and Bowls Club pavilions in Coburg were upgraded during the year. Both pavilions are now more accessible.
- We upgraded the tennis, cricket and football pavilion area at ATC Cook Reserve, Glenroy. This includes improvements to the amenities for women and girls.
- We constructed female-friendly changerooms at Cole Reserve in Pascoe Vale. Construction of female-friendly changerooms at Martin Reserve in Hadfield is in progress.

- We partnered with Guide Dogs Victoria to install new navigation technology at our sports and leisure centres. Our centres are now more accessible to people with low vision or blindness.
- We developed a new 4-year capital works program to improve the accessibility of activity centres. During 2020-21, we spent \$45,000 on improving the accessibility of bus shelters. And \$80,000 on accessibility upgrades of our pedestrian network.
- We expanded our Maternal and Child Health services. This followed feedback from the community. We now offer appointments on Saturdays once a month. And we launched a new breastfeeding drop-in service.
- **Looking ahead:** We worked with the community to refresh our masterplan for Hosken Reserve. This involved a detailed consultation using our new engagement processes. We will work on implementing the masterplan from 2021-22.

Strategic objective 2: Progressive city

Key priorities

1. Enhance liveability, affordability and sustainability by guiding growth and excellence in urban design and development.
2. Facilitate a demonstrable shift to more sustainable modes of transport that also targets a long-term reduction in car use.
3. Support the local economy and trading environments to enhance economic activity and promote local jobs.
4. Increase tree canopy cover, enhance existing open space and create at least 2 new parks, in areas with the lowest access to open space.
5. Move to a proactive approach to managing construction impacts resulting from population growth in our city.
6. Develop a clear and funded approach to achieve zero carbon emissions by 2040.
7. Invest in the revitalisation of shopping and trading precincts.
8. Strengthen and invest in the significant creative sector in Moreland and enhance its standing as a destination for the arts.
9. Enhance the environmental outcomes of council waste services and increase community awareness and participation in environmental initiatives to reduce waste to landfill.

Achievements

- We completed more actions in our Zero Carbon Moreland – Climate Emergency Action Plan. We brought more staff on board to deliver projects. Completed actions included:
 - a new public charging hub for electric vehicles in Brunswick
 - a new Zero Carbon Moreland website at morelandzerocarbon.org.au
 - new contracts to provide advice and support. They will help residents and businesses get solar panels and energy efficiency upgrades.
- We established and implemented an Environmental Management System. This maps out the environmental impacts of our operations. It highlights how we can mitigate them and decrease our carbon footprint.
- Around 75% of households now access our food and garden organics collection service (they may be sharing a bin). They saved over 13,060 tonnes of food and garden waste from landfill in 2020-21. This is a 10% increase from the year before. This waste is turned into compost used by community gardens and Victorian farmers.
- We ran a Plastic Free Sydney Road trial with the Boomerang Alliance. Twenty-seven food businesses joined the trial. The aim was to reduce and eliminate single-use plastic items from their businesses.
- We prepared a new draft local Environmentally Sustainable Design policy.

- We signed a memorandum of understanding with 28 councils to investigate a Zero Carbon Planning Scheme Policy. This also involved the Council Alliance for a Sustainable Built Environment.
- We completed and endorsed our Integrated Water Management Strategy 2040 and 5-year action plan. This will help Moreland continue its journey to becoming a water sensitive city. It aims to:
 - keep our open spaces resilient to the impact of climate change
 - improve water security, making the most of our precious water resources
 - protect and enhance our urban and natural environments
 - support community health and wellbeing.
- We started construction of Gavin Park wetland. We also began detailed design for the Somerlayton wetland. We started planning Brunswick Parklands.
- We continued our successful advocacy to the State Government in the Level Crossing Removal Project. Outcomes for the community included new:
 - walking and bike paths
 - playgrounds
 - open space equal to 2 MCGs in area.

We also supported local businesses in Glenroy during major works. We ran a mentoring program and a 'Feed the Workforce' initiative. This gave workers vouchers to local food outlets.

- We approved the start of the process to consider transferring a parcel of land in Brunswick to Moreland Affordable Housing Ltd (MAH) for a social and affordable housing demonstration project. The proposed development will support MAH to become self-sustaining.
- Our Flourish Arts Recovery Grants supported the arts sector during the pandemic. We gave over \$200,000 to assist 30 local artists and arts organisations.
- We started a trial of shared zones on streets in Brunswick East and Pascoe Vale. We also made improvements for cyclists on Albion Street, Brunswick to connect routes. These projects make it easier for people to walk and cycle around Moreland as we recover from the pandemic.
- We started a trial of 3 separated bicycle lanes in Brunswick and Pascoe Vale. The lanes separate cyclists from moving cars.
- We delivered a walking and cycling bridge at Ronald Street over Edgars Creek in Coburg North. We also partnered with Darebin City Council to build new walking and cycling bridge over the Merri Creek at Kingfisher Gardens in Brunswick East.
- We successfully trialled the 'Open Streets' concept, a first in Australia. This increased active travel among students at a primary school in Brunswick East. It was a partnership with Bicycle Network.
- We re-launched our SmartArt project. SmartArt allows the community to view art in Moreland using augmented reality on their smartphone.
- We progressed the redevelopment of the Coburg Square site. We started to transform the building into artists' studios, a café and an event space.
- We completed construction of the Gaffney Village streetscape project in Pascoe Vale.
- The Russell Street streetscape upgrades in Coburg were completed in December 2020.
- We completed the design of the Louisa Street streetscape upgrade. We will undertake consultation and further design work in 2021-22.
- We opened 2 new parks – Garrong and Bulleke-bek parks – in our A Park Close to Home project. We engaged the community on the design of a new park at Frith Street, Brunswick. Construction of this park will begin in September 2021. We asked the community about our draft plan for another new park, at Cardinal Road, Glenroy. We plan to start construction of this park in 2021-22.

- We completed upgrades of the playgrounds at Martin Reserve in Hadfield and Balfe Park and Douglas Reserve, both in Brunswick East. Martin Reserve now has more equipment and nature play opportunities and Douglas Reserve has been designed to bring in elements supported by the community.
- **Looking ahead:** We started upgrades of parks in Hadfield, Brunswick East and Brunswick West. We will create a new open space at Service Street in Coburg and a park at 260 Sydney Road in Brunswick.

Strategic objective 3: Responsible council

Key priorities

1. Improve resident satisfaction to 90% with Council's performance in customer service.
2. Reach the top 25% of all councils for improved community satisfaction with Council's engagement practices.
3. Maintain and match our infrastructure to community needs and population growth.
4. Provide transparent and effective governance of Council's operations.
5. Operate without seeking an exemption from the rate cap through efficient use of Council's skills and financial resources.
6. Enable Council's workforce to be mobile and accessible, supported by smart and efficient technologies.

Achievements

- Our overall community satisfaction increased by 12% since the previous year. This represents further improvements in the way we provide our services. Satisfaction went from 60% in 2020 to 67% in 2021. These results are based on residents who requested a service from us. They are measured independently by Customer Service Benchmarking Australia.
- We started construction of the Glenroy Community Hub. The hub is due to open in early 2022. The building will be home to a new:
 - library
 - council customer service centre
 - maternal and child health services
 - community health centre
 - kindergarten
 - neighbourhood learning and childcare services.
- We provided input to the State Government review of the Local Government Act.
- We updated our Community Engagement Policy. This now meets the requirements of the new *Local Government Act 2020*. This policy came to life in the roll out of our Imagine Moreland engagement program.
- We launched Imagine Moreland to find out the community's vision for the future of the area. The program included pop-up events, workshops, and digital engagement to collect ideas. This was followed by a community panel to develop our community vision and inform our key plans.
- We delivered the State Government-funded Working for Victoria initiative. We provided temporary employment opportunities to those affected by the Covid-19 pandemic. We employed approximately 308 people in fixed-term 6-month roles funded with the \$16.18 million grant.
- We adopted the Moreland Promise, our charter to improve accountability and customer service.
- We launched a new website in June 2021. The new site helps the community access council services and information with ease. It also now meets international accessibility standards.

- We supported the employment and economic participation of people with disability. This included a 12-month inclusive traineeship program for 5 people with disability. We also delivered a 3-month work experience program for people with disability.
- We completed work on the revitalised grandstand at Fleming Park in Brunswick East. It is now open and accessible to the community. This was the start of a larger project to improve the park following community feedback. Construction will continue later in 2021-22 to add new amenities, sporting facilities and upgrade the park.
- Our Smart Cities Internet of Things infrastructure was installed. Sensors across Moreland are collecting data. We are developing reports that may be relevant to the community, starting with air quality data.
- **Looking ahead:** We selected a design team for the Saxon Street Hub. We are transforming the site into a state-of-the-art community and creative facility. We want it to support our creative industries and have a space that can be enjoyed by everyone.

Financial overview

The 'Financial Report' section in this report includes the comprehensive financial statements. These were prepared in accordance with relevant accounting standards and legislative requirements.

These statements are detailed. As such, some stakeholders and community members may find them difficult to interpret. This overview aims to simplify the key information about our financial performance for the year.

Strategic resource plan

We are guided by the principles of our Strategic Resource Plan 2020-2025. This plan is not intended to be static. It is reviewed each year as part of our planning process and updated to reflect changing circumstances.

The aim of the strategic resource plan is to ensure we can:

- undertake our strategic and governance role
- maintain and repair our infrastructure assets at the level expected by the community
- deliver essential services.

Operating income

Our total income for the year was \$238.374 million.

There was an increase in income of \$17.965 million (or 8.2%) compared to 2019-20. This was largely due to an increase in grant funding, relating to the Working for Victoria program. Our major source of income, rates and charges generated \$163.998 million (or 68.8% of total income).

Other major sources of income include:

- government grants of \$38.218 million (or 16.0% of total income)
- user fees and statutory fees and fines of \$16.695 million (or 7.0% of total income).

Operating expenses

Our total operating expenses for the year were \$208.982 million.

The majority of this was employee costs. This was \$104.255 million (49.9% of total expenses). The employee costs for 2020-21 include \$13.632 million of staffing costs related to the State Government-funded Working for Victoria program.

The next biggest cost was material and services of \$63.925 million (30.6% of total expenses).

We are reporting an accounting surplus of \$29.392 million for the financial year. It is important to note this accounting surplus is not spare funds which build up in the bank. This is surplus funds which are on our balance sheet. They include our capital works program and loan repayments.

Other funds are directed to reserves. Reserves are already committed to future capital works expenditure or other important items that are one-off.

Operating expenditure profile for 2020-21

Operating category	Percentage
Administration	19.8%
Asset depreciation	13.7%
Planning and economic development	8.4%
Aged, disability and social services	7.8%
Waste collection and recycling	7.4%
Parks and street trees	6.9%
Local laws and regulations	5.1%
Arts, culture and libraries	4.0%
Systems and communications	3.7%
Recreation and leisure	3.3%
Health and immunisation	2.9%
Roads and footpaths	2.9%
Customer service	2.8%
Street cleansing	2.3%
Youth and children's services	2.3%
Asset maintenance	1.8%
Governance	1.6%
Transport	1.5%
Capital works	0.9%
Property services	0.5%
Asset management	0.4%
Total	100.0%

Covid-19 pandemic

There were several financial impacts to Moreland Council in the year to 30 June 2021 due to the Covid-19 pandemic. Some of these impacts were allowed for in the budget, including:

- deferral of rates revenue/interest-free period of \$1.0 million
- infringements loss of \$1.5 million
- waiver of 6 months of health registration fees for food businesses of \$0.5 million
- parking income loss of \$0.1 million.

When restrictions were extended beyond September 2020, there were further financial impacts not budgeted for. These included:

- increased costs of \$1.8 million for the closure of leisure centres
- further infringement loss of \$1.5 million
- waiver of the remaining 6 months of health registration fees for food businesses of \$0.5 million
- venue hire income \$0.2 million loss

- \$0.1 million decrease in revenue due to the waiver of sporting fees
- further parking income loss of \$0.1 million.

We also waived \$65,726 of rental income from sporting, retail and commercial tenants in our buildings. We waived this income in recognition of how they were being affected by the pandemic.

Capital expenses

Our total completed capital expenditure for the year was \$38.811 million. We spent another \$29.868 million on works in progress.

We continue to address our capital works program across a wide range of projects. Our total completed capital work spend was \$11.531 million above the depreciation for the year.

Capital works by category delivered in 2020-21

Asset class	Amount
Buildings	\$14.247m
Roads	\$6.771m
Footpaths and cycleways	\$5.388m
Drainage	\$3.477m
Bridges	\$2.473m
Other infrastructure	\$2.356m
Plant, machinery and equipment	\$1.853m
Library collection	\$1.000m
Land	\$0.659m
Computers and telecommunications	\$0.438m
Fixtures, fittings and furniture	\$0.151m

Delivering services to you

We provide more than 150 services to our community every year.

In 2020-21, the Covid-19 pandemic affected a lot of what we did. Restrictions and lockdowns had an impact on our services on and off during the year. We have written more about this below.

Here we give key figures about the services we provided to our community. These services include:

- waste management
- delivering meals
- parks and open spaces
- supporting local businesses
- regulating traffic
- supporting older people in their homes.

Our staff oversee the planning permit process and animal registrations. We also clean the streets and provide services to local families and children.

These services, and our community infrastructure, support the wellbeing and prosperity of our community.

We also plan for development and ensure we are accountable for the money we spend.

For more on our achievements, read the 'Our performance' section of this report from page 52. There we talk about how we have delivered our services and the challenges we faced.

Snapshot of key services in 2020-21

- 1,302 planning permit applications received
- 71,173 meals delivered
- 36,228 kilometres of streets swept
- 2,885 trees planted*
- 162,817 visitors to our libraries as Covid-19 restrictions lead to only 10 weeks of normal operation all year**
- 1,001,534 library loans including 369,379 e-resources and 632,155 physical items, with a 41% increase in loans of e-resources.
- We continued our library delivery and click and collect services, with:
 - 13,461 items supplied via contactless home delivery
 - 1,706 items supplied via a contactless click and collect service
 - 36,886 items delivered to the homes of older or housebound residents
- From July 2020 to February 2021, children's programs at our libraries were offered online. This saw:
 - 138 online children's programs offered with 17,629 total views
 - 14 online storytime sessions offered in Italian, Greek, Spanish, Arabic, French and Turkish
- From March to May 2021, children's programs at our libraries were conducted in a Covid safe way with limited audience numbers:
 - 122 programs were attended by 2,152 children and carers
 - in person Greek and Italian storytime sessions returned in May

- 435,756 total attendance at Active Moreland facilities***
- 300,582 visits to year-round aquatic and leisure facilities
- 46,087 attendees at Active Moreland water safety and learn-to-swim programs
- 135,174 visits to outdoor aquatic facilities (including Oak Park)
- 98,921 visits to outdoor aquatic facilities (including Oak Park) – just swim
- 5,735 Active Moreland members at 30 June 2021
- 17,124 dogs and cats registered
- 16,104 tonnes of co-mingled recycling collected
- 13,070 tonnes of food and garden waste collected
- 3,968 tonnes of hard waste collected
- 29,871 tonnes of garbage collected
- Total number of people immunised:
 - 2,846 under 5s
 - 3,191 high school students
 - 972 adults.

* Tree planting declined compared with previous years. This was because of Covid-19 lockdowns and restrictions imposed in 2020. Tree planting was not a permitted activity. This hampered tree planting, usually carried out between March and August.

** Due to Covid-19 restrictions, 4 of our 5 libraries were closed or operated reduced hours for extended periods during 2020-21. The Campbell Turnbull Library in West Brunswick was only open for 5 weeks during the year. These forced closures and restrictions led to a 67% decrease in library attendance during the 2020-21 financial year.

*** Covid-19 continued to have a significant impact on attendances and memberships at our Active Moreland venues. This was due to repeated closures of the venues and ongoing capacity restrictions.

Community satisfaction

Every year we ask our community how they feel about our services. This is our Community Satisfaction Survey.

The survey asks questions about services including:

- waste management
- parking, roads and footpaths
- public spaces
- planning and decision making
- consultation and communication
- support services, libraries and lobbying
- customer service.

In 2021, there was an increase in the community satisfaction score across most service areas. Overall, we achieved an index score of 64 out of 100. This was 3 points higher than the previous year (2020).

A higher score (closer to 100) is better than a lower one.

When asked about the direction of our performance:

- 18% of survey respondents said our performance had got better

- 67% said our performance had stayed the same
- 10% said our performance had got worse
- 5% did not provide an answer (can't say).

The community rated a variety of our services highly. These included:

- library services (77)
- supporting the diversity of the Moreland community (73)
- customer service (71)
- recreational facilities (70).

Library services and supporting diversity have been our top-performing service areas over the past 3 years.

Most areas saw better scores compared to the year before. Those with the greatest increases in scores were:

- traffic management (58 in 2021, up from 49 in 2020)
- parking facilities (52 in 2021, up from 45 in 2020)
- planning for population growth (52 in 2021, up from 45 in 2020).

In 2021, we asked our community to score the importance of different service areas. The service areas receiving the highest importance scores were:

- waste management (84 out of 100)
- decisions made in the interest of the community (82)
- support services for older people (81)
- condition of sealed local roads (78).

Awards and citations

During the year, the work of Moreland Council was recognised in the following awards.

2020 IoT Awards Smart Cities Award – Northern Melbourne Smart Cities Network project

2020 Parks and Leisure Australia Awards of Excellence (Victoria/Tasmania) high commendation – Oak Park Sports and Aquatic Centre

2020 Singapore Institute of Architects Architectural Design Awards, Institutional Projects – Pascoe Vale Community Centre

2020 Victorian Premier's Design Awards finalist in the Communication Design category – Russell Street Coburg Community Art Project

2021 LGPro Awards for Excellence Community Partnerships Initiatives – Count Me in Too in partnership with Merri Health

2021 LGPro Awards for Excellence finalist in the Diversity and Inclusion category – Moreland Community Connectors

Australian Institute of Landscape Architects 2020 National Landscape Architecture Awards Civic Landscape Award of Excellence – Brunswick Town Hall precinct streetscape upgrade

Australasian Fleet Management Association Fleet Environment Award 2020

Australasian Reporting Awards finalist in the Online Reporting Public Sector category – 2019-20
Moreland Council Annual Report microsite

Municipal Association of Victoria Technology Awards for Excellence, Smart City Achievement of the Year
– Northern Melbourne Smart Cities Network project, a collaboration between Moreland City Council, City of Whittlesea, Banyule City Council, Mitchell Shire Council and Nillumbik Shire Council. This project was also highly commended in the Collaboration or Partnership of the Year and Victorian Achievement of the Year categories.

Stormwater Australia 2021 Awards for Excellence in Strategic and Master Planning – Chain of Ponds
Collaboration, including Moreland City Council, Transforming the Moonee Ponds Creek Through Collective Action

Urban Developer 2020 Award for Excellence in Community Engagement – Virtual Moreland

Our council

On 24 October 2020, our community elected 11 councillors to represent them. These councillors are elected from 3 wards across our municipality: North-West Ward, North-East Ward and South Ward.

Councillors

Every 4 years, Moreland residents and ratepayers elect our councillors. Together our councillors make decisions in the interests of the whole municipality. The next election is in 2024.

Council elects the Mayor and a Deputy Mayor each year. In November 2020, Council elected Cr Annalivia Carli Hannan as Mayor and Cr Mark Riley as Deputy Mayor. They hold these offices until November 2021.

An essential representative role councillors play is participating in a range of committees or groups. These include:

- committees established by Council (advisory committees)
- peak bodies or sector associations
- local and regional forums.

Some councillors are appointed by Council to take the lead in areas of interest, as the 'councillor responsible for'. They make sure key information is available to Council when decisions are made in these areas.

Our councillors for the 2020-21 year were:

North-East Ward

- Councillor Sue Bolton
- Councillor Annalivia Carli Hannan
- Councillor Helen Pavlidis-Mihalakos
- Councillor Adam Pulford

North-West Ward

- Councillor Helen Davidson
- Councillor Milad EL-Halabi JP
- Councillor Angelica Panopoulos
- Councillor Oscar Yildiz JP

South Ward

- Councillor James Conlan
- Councillor Mark Riley
- Councillor Lambros Tapinos

Five other councillors represented Moreland during part of the 2020-21 year, before local elections on 24 October 2020. They were:

- Natalie Abboud
- Jess Dorney

- Ali Irfanli
- John Kavanagh
- Dale Martin

We thank them for their valued contributions during the previous term of Council.

Councillors, committees and responsibilities

All councillors are members of the Chief Executive Officer Employment Matters Advisory Committee and the Communications and Engagement Councillor Group.

Mayor Annalivia Carli Hannan

Elected to Council in 2016 and 2020 and elected Mayor in 2020

Advisory committees: Audit and Risk Management Committee, Community Planning Councillor Reference Group, Coburg Advisory Group, Coburg Square Oversight Committee, Family and Children's Services Advisory Committee and Friends of Aileu Community Committee

External committees: Metropolitan Local Government Waste Forum, Northern Councils Alliance

Councillor responsible for: Early years

M 0418 263 525

E acarlihannan@moreland.vic.gov.au

Cr Mark Riley

Elected to Council in 2016 and 2020 and elected Deputy Mayor in 2018, 2020

Advisory committees: Audit and Risk Management Committee, Brunswick Advisory Group, Merri Creek Management Committee, Moreland Arts Advisory Committee, Moreland Community Recognition Committee, Saxon Street Oversight Committee, Sustainable Moreland Advisory Group

External committees: Northern Alliance for Greenhouse Action Executive

Councillor responsible for: Climate and nature

M 0499 807 044

E mriley@moreland.vic.gov.au

Cr Sue Bolton

Elected to Council in 2012, 2016 and 2020

Advisory committees: Bell to Moreland Level Crossing Removal Community Advocacy Reference Group, Coburg Advisory Group, Disability Working Group, Human Rights and Inclusion Committee, Moreland Housing Advisory Committee, Reconciliation Working Group

Councillor responsible for: Human rights

M 0417 583 664

E sbolton@moreland.vic.gov.au

Cr James Conlan

Elected to Council in 2020

Advisory committees: Community Planning Councillor Reference Group, Brunswick Advisory Group, Moreland Transport Advisory Committee, Reconciliation Working Group

External committees: Metropolitan Transport Forum

Councillor responsible for: Urban planning, and transport and getting around

M 0409 279 335

E jconlan@moreland.vic.gov.au

Cr Helen Davidson

Elected to Council in 2012, 2016 and 2020 and elected Mayor in 2016

Advisory committees: Community Planning Councillor Reference Group, Bell to Moreland Level Crossing Removal Community Advocacy Reference Group, Glenroy Advisory Group, Moreland Community Recognition Committee

External committees: Municipal Association of Victoria (substitute)

Councillor responsible for: Sport and recreation, and women

M 0403 709 948

E hdavidson@moreland.vic.gov.au

Cr Milad El-Halabi JP

Elected to Council in 2020

Advisory committees: Glenroy Advisory Group, Moreland Community Recognition Committee, Moreland Transport Advisory Committee, Reconciliation Working Group

Councillor responsible for: Multiculturalism, and transport and getting around

M 0457 555 555

E melhalabi@moreland.vic.gov.au

Cr Angelica Panopoulos

Elected to Council in 2020

Advisory committees: Community Planning Councillor Reference Group, Glenroy Advisory Group, Moreland Libraries Advisory Committee, Youth Facility and Services Steering Committee

Councillor responsible for: Young people, economic development, and multiculturalism

M 0417 854 518

E apanopoulos@moreland.vic.gov.au

Cr Helen Pavlidis-Mihalakos

Elected to Council in 2020

Advisory committees: Coburg Advisory Group, Coburg Square Oversight Committee, Greek Independence Councillor Reference Group, Moreland Community Recognition Committee

Councillor responsible for: Older persons and women

M 0409 200 418

E hpavlidism@moreland.vic.gov.au

Cr Adam Pulford

Elected to Council in 2020

Advisory committees: Community Planning Councillor Reference Group, Bell to Moreland Level Crossing Removal Community Advocacy Reference Group, Coburg Advisory Group, Coburg Square Oversight Committee, Moreland Arts Advisory Committee, Moreland Housing Advisory Committee

Councillor responsible for: Arts and culture

M 0417 835 793

E apulford@moreland.vic.gov.au

Cr Lambros Tapinos

Elected to Council in 2008, 2012, 2016 and 2020 and elected Mayor in 2008, 2013 and 2019

Advisory committees: Audit and Risk Management Committee, Community Planning Councillor Reference Group, Brunswick Advisory Group, Greek Independence Councillor Reference Group, Human Rights and Inclusion Committee, Moreland Community Recognition Committee, Saxon Street Oversight Committee

External committees: CERES (Board)

Councillor responsible for: Urban planning and economic development

M 0433 419 075

E Ltapinos@moreland.vic.gov.au

Cr Oscar Yildiz JP

Elected to Council in 2008, 2012, 2016 and 2020 and elected Mayor in 2010, 2012 and 2014. Elected Deputy Mayor in 2019

Advisory committees: Glenroy Advisory Group

External committees: Municipal Association of Victoria

Councillor responsible for: Sport and recreation

M 0413 850 357

E oyildiz@moreland.vic.gov.au

Our people

Moreland City Council is led by the chief executive officer and managed by a highly skilled and experienced executive team.

Our executive team

Our staff translate the Council's strategic direction and goals into organisational plans. Our executive team monitors and coordinates our progress against these plans.

Underpinning this work are our values of:

- customer and community first
- respect
- personal accountability
- integrity
- one team.

Chief Executive Officer

Cathy Henderson

The Chief Executive Officer has overall responsibility for managing the day-to-day operations of Moreland Council, under the strategic direction of the elected Council.

Director Business Transformation

Sue Vujcevic

Responsible for the corporate functions of Moreland Council to support the organisation in its work with the community. These functions include finance and procurement, human resources, organisational performance, IT, governance, legal and facilities management. Also responsible for support to the Mayor and Councillors.

Director City Infrastructure

Anita Curnow

Responsible for Moreland Council's infrastructure and fleet assets, including designing, building, expanding, renewing and maintaining and cleansing. Also responsible for local laws and waste collection.

Director City Futures

Kirsten Coster

Responsible for influencing development in the city, including:

- planning and external-facing strategies
- our response to population growth
- environmental change in the city.

Director Community Development

Arden Joseph

Responsible for services relating to infants, children, young people, families and older people. Also leading the achievement of our wellbeing outcomes, including:

- recreation
- health
- education
- cultural vibrancy
- safety
- social cohesion.

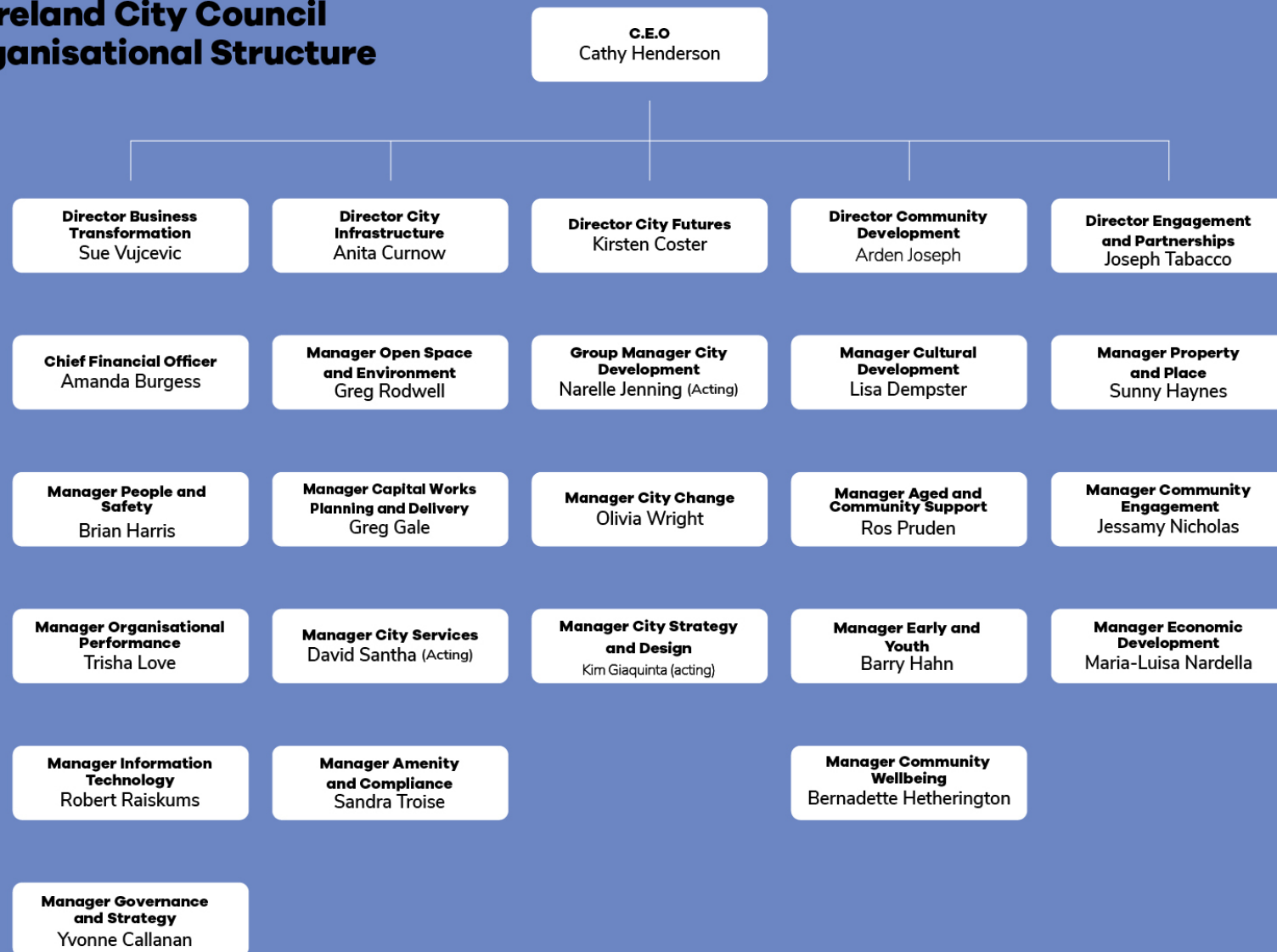
Director Engagement and Partnerships

Joseph Tabacco

Responsible for:

- our external interface with the community, business, government and other partners
- enhancing our organisational capacity for engagement
- major partnership projects
- economic development
- working across the organisation to deliver holistic place outcomes.

Moreland City Council Organisational Structure



As of 30 June 2021

Our staff

A summary of the number of full-time equivalent (FTE) staff categorised by employment classification and gender.

Structure	Band 1	Band 2	Band 3	Band 4	Band 5	Band 6	Band 7	Band 8	SO/SEO/ other	Total
Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Permanent full time – female	0.0	0.0	8.0	48.0	43.6	48.0	26.0	15.0	12.2	200.8
Permanent full time – male	0.0	0.0	35.0	81.0	80.0	37.0	40.0	8.0	19.8	300.8
Permanent part time – female	20.5	55.8	14.0	25.4	22.3	18.6	7.7	30.4	0.0	194.6
Permanent part time – male	6.0	12.1	3.1	3.3	1.8	2.2	2.9	0.0	0.0	31.4
Temporary female	0.2	5.3	1.7	5.1	11.5	23.0	8.3	3.7	14.0	72.7
Temporary male	0.0	0.0	2.5	4.3	4.0	12.8	7.1	3.0	10.0	43.7
Casual	0.0	0.3	0.3	0.3	0.1	0.1	0.0	0.7	0.0	1.7
Total FTE	26.7	73.5	64.6	167.3	163.2	141.6	91.9	60.8	56.1	845.7

A summary of the number of FTE staff categorised by organisational structure, employment type and gender.

Structure	Business Transformation	CEO Office	City Futures	City Infrastructure	Community Development	Engagement and Partnerships	Total
Classification	FTE	FTE	FTE	FTE	FTE	FTE	FTE
Permanent full time – female	34.8	1.7	40.8	30.9	70.0	22.6	200.8
Permanent full time – male	33.0	0.0	35.0	201.8	28.0	3.0	300.8
Permanent part time – female	12.1	0.0	10.9	16.3	141.2	14.0	194.6
Permanent part time – male	1.3	0.0	2.1	6.2	19.6	2.2	31.4
Temporary female	13.6	1.0	21.0	4.7	22.9	9.5	72.7
Temporary male	8.5	0.0	10.0	8.7	10.0	6.5	43.7
Casual	0.1	0.0	0.0	0.3	1.4	0.0	1.7
Total FTE	103.4	2.7	119.8	268.9	293.0	57.9	845.7

Inclusive employment

We are proud to support our employees. We facilitate flexible working arrangements to help them fulfil their professional, personal and caring responsibilities. Support for parents returning to work following parental leave is high. Part-time and job-share arrangements are accommodated in different areas of the organisation.

Work experience for secondary students continued in the first half of the year. But with most staff working from home, we had fewer students. We received 95 applications and 24 were successfully placed across the organisation.

We implemented a traineeship program for people with disabilities.

We will soon engage a new Diversity and Inclusion Officer. Over the coming years, this role will support the development of cultural awareness, gender equality and diversity and inclusion actions. Other action items identified in this area as part of our workforce plan include:

- reviewing and strengthening our cultural awareness programs
- developing and/or reviewing relevant HR policies to strengthen gender equality and diversity and inclusion
- reviewing opportunities to deliver programs that support a culture of inclusion for people with disabilities
- preparing our gender equality action plan.

Equal opportunity

We have an equal employment opportunity program. It is designed to end discrimination and promote equal opportunity in employment for women and people in designated groups.

We aim to ensure there is no discrimination relating to the characteristics listed under the *Equal Opportunity Act 2010*. These include:

- age
- race
- sex
- marital status
- parental status or status as a carer
- disability
- political belief or activity
- religious belief or activity
- pregnancy
- gender identity
- sexual orientation.

Further objectives include ensuring the workplace is free from bullying and harassment.

All new employees must do equal opportunity training within 3 months of starting. This covers equal opportunity employment and laws relating to workplace discrimination and harassment. It describes:

- the different personal characteristics protected under state and federal laws
- the effects of workplace discrimination and harassment
- what to do when face with these behaviours in the workplace.

It also advises employees that sexual harassment is against the law.

We are implementing our gender equality audit and action plan. This will inform the setting of completion targets for the coming years. According to our assessment of the program's objectives, there were no breaches of the *Equal Opportunity Act 2010* during 2020-21.

We held equal opportunity awareness sessions for all new employees and managers during the year. This was to ensure they are aware of their responsibilities in maintaining a workplace free of bullying and harassment. We also reviewed and updated our inappropriate workplace behaviour policy. This policy incorporates equal opportunity, bullying, harassment and sexual harassment.

Aboriginal and Torres Strait Islander people

In May 2021, Moreland Council adopted a revised Statement of Commitment to Wurundjeri Woi-wurrung People and Aboriginal and Torres Strait Islander communities of the municipality.

The statement recognises the Wurundjeri Woi-wurrung people as the Traditional Owners of the lands and waterways in the area now known as Moreland. The statement commits us to working in partnership with Aboriginal and Torres Strait Islander peoples.

As part of a 3-year agreement, we funded and supported the Wurundjeri Woi-wurrung Cultural Heritage Aboriginal Corporation Female Narrap Traineeship Program. This involves a team of female trainees caring for country in Moreland. They provide services at Moreland reserves including restoration and revegetation.

In 2021-22, we will work to identify opportunities to increase the number of jobs held by Aboriginal and Torres Strait Islander people. We also need to identify ways to support staff who are Aboriginal and Torres Strait Islander. We need to develop these opportunities in consultation with Traditional Owners and other community representatives and stakeholders.

Service awards

Our service awards acknowledged the significant dedication and contribution many employees make. In 2020-21, we presented service awards to 181 employees. Their employment with us ranged from 5 to 40 years. We recognised 3 employees who achieved a momentous 40-year milestone with us.

Building our organisational capability

We continued working towards our goal of building a constructive culture in 2020-21. We are working towards a highly engaged workforce. We want to create an environment where our employees are delivering positive outcomes for our community and customers.

Our priority continued to be the protection of our people, keeping them safe and well. Our Covid-19 response plan included support for vulnerable employees and employees working from home. We have also supported staff on the frontline supporting our community and customers.

This year we continued our culture and staff engagement improvement work, which included:

- monitoring delivery of actions from our 2020 Covid-19 staff survey
- a staff engagement survey in May 2021, with over 70% of staff responding. We will develop and put in place actions in the 2021-2022 financial year
- a gender equality audit and People Matter survey, which will inform the development of our first gender equality action plan in 2021-22
- 360-degree feedback development programs for leaders including one-to-one coaching
- our talent program to identify and support high performing leaders
- an organisational-wide workforce plan
- a new corporate planning and reporting software tool, which includes a new performance development and review module that we will use in the staff annual review process
- using our competency framework in the selection and development of our leaders in our hiring practices and developing position descriptions aligned to the framework

- weekly senior management team huddles to actively address issues relating to Covid-19 and discuss any arising leadership topics
- extra coaching, mentoring and tailored team enhancement programs for leaders, used to improve leadership across the organisation. This included exploring social justice through a visit to the Melbourne Immigration Museum.

We had programs for new and upcoming leaders. Leaders were also invited to take part in learning and development opportunities including:

- coaching
- Covid-19 return to work
- conversations and managing performance
- virtual facilitation and communication
- change management
- coaching and adaptive leadership
- by-stander training
- legislative requirements including fair process, workplace relations and governance.

We participated in cross-council management programs. These enhance inter-council relationships for current and upcoming leaders. This included participating in LGPro programs.

During 2020-21, we also had a particular focus on active bystander training. This was part of our action plan to address recommendations from the Victorian Auditor-General's Office (VAGO) report on sexual harassment in local government. This report was in response to a sector-wide audit undertaken by VAGO. We ran 7 training sessions, some in person and some online, in May and June 2021. This included a session with our senior management team. By 30 June 2021, 75% of people leaders were trained. We have scheduled follow-up sessions and ongoing training for 2021-22. This training gave our leaders the skills and awareness to be active and address discrimination, bullying, sexual harassment and misconduct. It also set a standard of behaviour for the organisation.

Corporate training

We are committed to investing in our employees through development and training. By building our internal capacity, we contribute to improving the performance of the organisation.

Category	Courses run	Attendees (instances)
Occupational health and safety	10	112
Business and workplace effectiveness	24	278
Compliance (webinar)	2	17
Compliance (online)	13 modules	8,996 courses completed
Self-care programs	10	112
Diversity and inclusion	2	29
Total	61	8,623

Occupational health and safety

We are committed to providing a healthy and safe environment for all:

- employees
- contractors
- visitors
- members of the public.

We recognise that our employees are our most important asset. Our highest priority is ensuring that employees are working safely and in line with procedures.

We are committed to the continuous improvement of our health and safety systems and standards. We work so that, as far as is reasonably practicable, we prevent workplace injuries and illnesses.

Safety management system

We continue to put in place a Safety Management System referred to as MoreSafe. This supports us to meet our obligations in the *Occupational Health and Safety Act 2004*.

We have a Safety and Wellbeing team to support and partner with business unit leaders. This team ensures leaders understand their obligations to employees and Moreland City Council.

We have a Health and Wellbeing program with a focus on mental health support, as well as other health-related activities.

Consultation on incidents and changes to the workplace occurs at all levels of the organisation.

We undertake continuous improvement activities to create efficiencies and maintain compliance to a high standard. These activities include:

- system enhancements
- development and/or updates of processes
- annual audits of our system.
- We have introduced a 3-year Occupational Health and Safety Roadmap for 2020-23.

Key safety initiatives undertaken during 2020-21 include:

- SafetyMAP Initial Level Recertification Audit May 2021. We have maintained SafetyMAP Initial Level certification since 2008
- implementing our online incident reporting system. This removed all paper forms to make it a fully online reporting system
- incident investigations are now completed with the support of the Safety and Wellbeing team. The responsible unit manager uses our online system
- development of a traffic management plan and site procedures for Hadfield Operations Centre
- amalgamation of our emergency management and response procedures into a single document
- introduction of site-specific emergency planning committees and emergency response personnel in April 2021
- an organisation-wide occupational health and safety culture survey in January 2021.

Occupational health and safety training 2020-21

Course	Number completed
Heavy vehicle training and assessment	10
Initial warden training	6
CPR training	10
Occupational violence prevention	35
First aid training	7
Managing outdoor staff and contractors	7
SunSmart UV safety session	19
First aid for mental health	18
Total sessions run	112

Injury management results

Incidents reported (including injuries)	372
Injuries reported	166
Claims	23
Average claim cost	\$84,436
Employees returned to work*	11
Staff who remain unfit	8

**For return-to-work information, only time lost claims have been included*

We acknowledge the importance of early treatment and support for staff when a workplace injury occurs.

It is essential for an injured worker's wellbeing that they receive medical treatment and ongoing support from their manager or supervisor. This aids in their recovery and return to a normal working and home life.

We have an early intervention program which incorporates:

- onsite physiotherapy assessment
- offer of suitable alternative duties
- development of a return-to-work plan to match any restrictions the injured worker may have.

Our health and wellbeing advisor supports and facilitates the return to work and workers' compensation process. They also provide ongoing support. The time an employee is absent from work with a workplace injury significantly impacts their ability to return to their substantive role.

Employee health and wellbeing

In response to the Covid-19 pandemic, we focused on employee mental health. We shifted to online sessions, as well as onsite options for select staff.

Some of the programs we ran in 2020-21 include:

- 'Stress stock take' sessions for work groups. Staff used these to debrief and work together to resolve issues and support each other
- 'Service reopening' sessions facilitated by the CEO. These included a guest speaker about wellbeing and resilience

- 'Returning to a safe workplace' sessions. These were run by our health and wellbeing advisor in 5 different workgroups
- 'Wellbeing session' for staff on the front line. This was for staff who were unable to work from home
- a home-schooling support network. This met online fortnightly to share strategies, challenges and triumphs
- an intranet page on mental health support and services available to staff
- 'Manage your energy and empathy for improved wellbeing' online session
- telehealth appointments with a physiotherapist on ergonomics and wellbeing when working from home
- 'Coaching for Covid-19 return to the office' workplace conversations
- weekly communications to all staff on Covid-19 restrictions, impacts and programs on offer.

Risk management

Risk management planning is organisation wide, incorporating strategic, operational and fraud related risks.

Our Enterprise Risk Management Framework and Risk Management Policy guide our approach. They outline our objectives, responsibilities and timeframes for the review and reporting of risks.

Our risk management practices grew and strengthened throughout 2020-21. The Risk Management Policy was elevated from a CEO endorsed policy to one adopted by Council. Then we relaunched our updated Enterprise Risk Management Framework and policy. These were sent to all staff and made available on our improved risk management intranet page.

We improved ownership and oversight of operational and strategic risks. We did this through regular reviews throughout the year. We also implemented new risk management software. We strengthened the effectiveness of controls and created new controls. We encouraged all staff to complete related online learning modules. This was to increase risk management understanding in the organisation.

We introduced an annual risk attestation process. This required our leadership team confirm and provide assurance that all risks relating to their unit/branch were recorded in our risk register. This is to support improved risk accountability.

The Risk Management Committee continued to meet monthly. This committee reviews, discusses and actions items relating to existing and emerging risks. Meeting minutes are shared with the Executive. This is to ensure detailed and timely insight into the organisation's key risks and controls.

The Audit and Risk Committee is a Council advisory committee. You can see the members of the committee listed on page 121. It plays a key role in overseeing Council's audit governance, accounting control and risk management. The committee met 4 times throughout the year. It provided valuable independent risk management advice.

Our internal audit program undertook audits across the business. These were aimed at providing assurance with legislative and statutory compliance. This included business policies and procedures.

Our Business Continuity Plan is meeting organisational needs. It was activated due to the Covid-19 pandemic. A Business Continuity Coordination Group facilitates the practical needs of the organisation during the pandemic. The Business Continuity Plan and sub-plans were updated.

Environmental Management System

Our Environmental Management System (EMS) was strengthened, with the risk register reviewed. Risks and their controls were broken down by business unit and key risks were identified. Work to mitigate these risks will occur in 2021-22. This will include creating standard operating instructions.

We used monthly bulletins to raise the profile of our EMS to share best practice information. We used our intranet to create a knowledge base and support staff engagement.

We developed a system for assessing environmental legislation and compliance. We held forums to inform and assess any gaps in readiness for responding to the *Environmental Protection Act 2017*. We also updated our occupational health and safety incident reporting platform to report environmental incidents.

Our actions during 2020-21 have strengthened our risk culture. We have ensured that our risk management continues to be:

- integrated
- structured
- updated based on best and current information
- comprehensive.

Our performance

Planning and accountability framework

Our integrated planning framework shows the relationship between our vision, strategies, plans, budgets and programs that drive our service delivery, projects and how we allocate resources.

Moreland Community Vision 2025	Key thematic strategies including municipal health and wellbeing plan, municipal strategic statement, economic development, open space, climate change, transport, structure plans
Council Plan 2017-21 Articulation of the strategic objectives	
Includes	
4-year council implementation plan A roadmap of initiatives and projects to deliver on the strategic objectives in the Council Plan 2017-21	
Strategic resource plan Resources for implementing the action plan including the capital works program	
Annual council action plan Detailed annual action plan to deliver on initiatives and projects in the council roadmap	
Annual budget	Advocacy program

Council plan

Our Council Plan 2017-21 sets the strategic direction for the corresponding 4-year council term. It was informed by extensive consultation with the community, councillors and staff. This consultation took place between January and April 2017.

The plan was also guided by the Moreland 2025 Community Vision. Other existing strategies, research and internal and external policies and plans fed into the plan as well.

Our Council Plan 2017-21 is framed around an overarching vision and 3 strategic objectives.

Vision

Moreland will be known for its proud diversity and for being a connected, progressive and sustainable city in which to live, work and play.

Strategic objectives

1. Connected community
2. Progressive city
3. Responsible council

These strategic objectives provide Moreland Council with guidance and focus. The objectives are supported by key priorities that inform the specific actions we will take for the benefit of the community.

We also produce a strategic resource plan. This spans beyond the life of the council plan. It outlines the resourcing for implementation, including our capital works program.

Each year we develop a council action plan. This plan references the 4-year council plan and strategic resource plan.

Vision	Moreland will be known for its proud diversity and for being a connected, progressive and sustainable city in which to live, work and play					
Values	Customers and community first Respect Personal accountability Integrity One team					
Our role in creating change	Delivering services directly for our community	Partnering with businesses and community organisations	Advocating for Moreland's needs	Building the city for existing and future needs	Fostering community cohesion and active participation in civic life	Leading new ways of doing things
Strategic objectives	1. Connected community		2. Progressive city		3. Responsible council	
Key priorities	1. Achieve higher levels of social cohesion for our multicultural, established and newly arrived community by fostering opportunities for shared learning and celebration. 2. Set a clear vision and strategy for aquatics, leisure and sporting facilities to meet ongoing community needs. 3. Determine the best way for Moreland to continue supporting our community throughout, and after aged care and National Disability Insurance Scheme reforms. 4. Enhance family and children's services to meet the needs of Moreland's growing population and increasing birth rate. 5. Better equip our young people for employment and provide opportunities		1. Enhance liveability, affordability and sustainability by guiding growth and excellence in urban design and development. 2. Facilitate a demonstrable shift to more sustainable modes of transport that also targets a long-term reduction in car use. 3. Support the local economy and trading environments to enhance economic activity and promote local jobs. 4. Increase tree canopy cover, enhance existing open space and create at least 2 new parks in areas with the lowest access to open space. 5. Move to a proactive approach to managing construction impacts resulting from population growth in our city.		1. Improve resident satisfaction to 90% with Council's performance in customer service. 2. Reach the top 25% of all councils for improved community satisfaction with Council's engagement practices. 3. Maintain and match our infrastructure to community needs and population growth. 4. Provide transparent and effective governance of Council's operations. 5. Operate without seeking an exemption from the rate cap through efficient use of Council's skills and financial resources. 6. Enable Council's workforce to be	

	<p>to actively participate in civic life.</p> <p>6. Help people feel safer in our neighbourhoods.</p>	<p>6. Develop a clear and funded approach to achieve zero carbon emissions by 2040.</p> <p>7. Invest in the revitalisation of shopping and trading precincts.</p> <p>8. Strengthen and invest in the significant creative sector in Moreland and enhance its standing as a destination for the arts.</p> <p>9. Enhance the environmental outcomes of Council waste services and increase community awareness/participation in environmental initiatives to reduce waste to landfill.</p>	<p>mobile and accessible, supported by smart and efficient technologies.</p>
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Performance against our objectives

We monitor and report on our performance through monthly, quarterly and annual reports. This ensures we are accountable, transparent and comply with legislation.

Here we have reported our performance against our 3 strategic objectives. It is broken into:

1. **Results of strategic indicators in the council plan.** Strategic indicators are a set of key measures used to determine a council's performance against the council plan key priorities.
2. **Progress of major initiatives supporting the council plan key priorities.** Each year, a council action plan is created that sets out the key activities to be implemented within the financial year. These are activities to achieve the objectives of the council plan. The major initiatives from the 2020-2021 council action plan are referenced in this section of the annual report.
3. **Description of services funded in the 2020-2021 budget,** as aligned to the council plan key priority areas. As well as the actual cost of services in the 2020-2021 financial period and any variances.
4. **Results of prescribed service performance indicators and measures.** These are drawn from the mandatory Local Government Performance Reporting Framework (LGPRF), across 9 council services. This framework ensures that all councils are measuring and reporting on their performance in a consistent way. Not all council services are reported and measured under the LGPRF (referred to on the following pages as Service Performance Indicators).

This is how our 2020-21 budget breaks down across our 3 council-plan strategic objectives:

- 49% Progressive city
- 18% Connected community
- 33% Responsible council

Local Government Performance Reporting Framework

This is what is included in Local Government Performance Reporting Framework (LGPRF) reporting:

- aquatic facilities
- animal management
- food safety
- governance
- libraries
- Maternal and Child Health (MCH)
- roads
- statutory planning
- waste collection

Some of the information below is repeated in the 'Performance Statement' section of this report on page 106. The below includes commentary and figures in addition to the LGPRF requirements met in the Performance Statement, which is auditable by the Victorian Auditor-General's Office.

Strategic objective 1: Connected community

Key priority 1

Achieve higher levels of social cohesion for our multicultural, established and newly arrived community, by fostering opportunities for shared learning and celebration.

Strategic indicator	2020-21 result	Comments
People feel that we support the diversity of the Moreland community	85% satisfaction achieved	According to the Moreland City Council Customer Satisfaction Survey 2021, we were rated at 85% satisfied for our performance in supporting the diversity of the Moreland community. This result is an 11% decrease in comparison to the previous year.
Major initiatives	Progress	
Social Cohesion Plan: Monitor and evaluate outcomes of the Social Cohesion Plan	An evaluation of the Social Cohesion Plan was completed, and Councillors briefed on the outcomes.	
Food System Strategy: Undertake a Community Food Hub Feasibility Study in the north of Moreland	A Community Food Hub Feasibility study in the north of Moreland was completed, and Councillors briefed on the outcomes.	
Library Services Strategy: Pilot revised library opening hours and develop a draft Library Infrastructure Plan	A Library Hours Trial is underway, with an extension approved by Council at the April 2021 meeting. A draft Library Infrastructure Plan was developed.	

The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.

Service: Description	Budgeted revenue	Actual revenue	Variance \$000
	<u>Budgeted Expenditure</u>	<u>Actual expenditure</u>	
	Total \$000	Total \$000	
Library services and resources: This service provides library lending services, programs and extension services, information services and facilities.	(1,258) <u>5,974</u> 4,716	(1,243) <u>5,261</u> 4,017	699 <i>Variance note: Libraries had several ongoing vacancies that were not filled for part or the whole of the year due to Covid-19 related closures.</i>
Community development and social policy: This service aims to enhance community wellbeing through the implementation of social policy, community development and works to assist communities to become empowered to be able to meet their own needs and aspirations, and to navigate issues that impact on their health and wellbeing.	0 <u>1,827</u> 1,827	(15) <u>1,719</u> 1,705	123

Prescribed Service Performance Indicators					
Libraries					
Indicator / Measure	2018	2019	2020	2021	Comments
Utilisation <i>Physical library collection usage</i>	4.27	4.17	4.16	2.83	The result for this measure has decreased by 32% from last year due to reduced services and closures during the Covid-19 pandemic. With libraries either closed or offering reduced hours for 80% of the year,

[Number of physical library collection item loans / Number of physical library collection items]					library members were less able to access and borrow the physical collections. <i>Note: From 2019-20, this indicator measures the performance of physical library item as a subset of the wider library collection.</i>
Resource standard <i>Recently purchased library collection</i> [Number of library collection items purchased in the last five years / Number of library collection items] x 100	75.72%	74.64%	73.61%	71.51%	The result achieved has remained consistent.
Participation <i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	14.85%	13.85%	13.65%	12.01%	The result for this measure has decreased due to reduced services and closures during the Covid-19 pandemic. With libraries either closed or offering reduced hours for 80% of the year, library members were less able to make active use of library collections.
Service cost <i>Cost of library service per population</i> [Direct cost of the library service / Population]	New in 2020	New in 2020	\$26.92	\$24.89	The result for this measure has decreased due to staff vacancies that were not able to be filled during the Covid-19 pandemic. New staff have since been hired. <i>Note: This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits.</i>

Key priority 2

Set a clear vision and strategy for aquatics, leisure and sporting facilities to meet ongoing community needs.

Strategic indicator / measure	2020-21 result	Comments
Set a clear vision and strategy for aquatics, leisure and sporting facilities to meet ongoing community needs.	100% achieved	The Aquatic and Leisure Strategy 2018-2038 was endorsed during 2017-18 (June 2018) and has just completed its third year of implementation in 2020-21. The Moreland Sport and Active Recreation Strategy was endorsed in 2019-20 (Nov 2019) with the first year of implementation having occurred 2020-21.
Major initiatives	Progress	
Aquatic and Leisure Strategy: Complete the Coburg Leisure Centre’s modifications for plant, changeroom facilities and the spa/sauna area	Stage 1 (Pool, plant and filtration) completed. Stage 2 (change rooms, new spa, sauna) delayed to September 2021, pending further Covid-19 impacts.	
Municipal Public Health and Wellbeing Plan: Monitor implementation of Year 3 Action Plan of the Municipal Public Health and Wellbeing Plan 2017-21.	Year 3 actions progressed and provided in a Council report in September 2020.	
Upgrades and management of active sporting infrastructure, including pavilions and surfaces: Construct new sports field lighting at Cole Reserve, construct synthetic pitch at Hosken Reserve, construct female-friendly changerooms at Martin Reserve and complete female-friendly changerooms at Cole Reserve.	<p>Cole Reserve floodlight installation application was unsuccessful through the State Government 2020-21 Local Sports Infrastructure Fund. We had insufficient funding available to deliver the project.</p> <p>The design options for a refreshed masterplan for Hosken Reserve was presented to Council at in May 2021, including retaining the north oval and east field as natural grass and installing a hybrid surface on the south field.</p> <p>Construction of female-friendly changerooms was completed at Martin and Cole reserves.</p>	
The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.		

Service: Description	Budgeted revenue	Actual revenue	Variance
	<u>Budgeted Expenditure</u>	<u>Actual expenditure</u>	\$000
	Total	Total	
	\$000	\$000	
<p>Aquatics and community venues: This service provides:</p> <ul style="list-style-type: none"> • contract management of the appointed service provider for Active Moreland Aquatic and Leisure Services (which includes aquatic facilities) • direction and oversight of the Active Moreland program and service development • compliance auditing across a range of functions to deliver the objectives and outcomes required of the contract • capital maintenance and infrastructure improvement planning and project supervision • policy development and review. <p>This service also provides accessible well-utilised Council venues/hire facilities that meet community needs through the management of 20 venues. These include small halls, senior citizen centres and external meeting rooms.</p> <p>This service also responds to the aspirations of the people of Aileu, Timor-Leste as they build their democratic local government and work towards an inclusive, prosperous and sustainable future. It also shares the benefits of the friendship relationship with Aileu within both our communities.</p>	(461) <u>3,158</u> 2,697	(132) <u>4,956</u> 4,824	(2,127) <i>Variance note: The unfavourable variance is due to the costs associated with the Covid-19 related closures and restrictions on the leisure centres.</i>
<p>Recreation services: This service aims to improve sport and physical activity participation for people of all ages, gender, background and ability. It does this by promoting the use of</p>	(341) <u>1,605</u> 1,264	(343) <u>1,650</u> 1,308	(43)

recreation facilities and enhancing the capacity of local recreation, sporting clubs and community organisations to deliver services.

Prescribed Service Performance Indicators

Aquatic Facilities

Indicator / Measure	2018	2019	2020	2021	Comments
Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of council aquatic facilities / Number of council aquatic facilities]	1.00	0.83	0.83	0.00	Efforts of Environmental Health Officers have been focused on high-risk and statutory activities over the last year as a result of the Covid-19 pandemic. As a result of this and the closure of facilities at various times throughout the year, no proactive inspections of aquatic facilities were undertaken in 2020-21. Inspections of these facilities are due to recommence in the 2021-22 financial year as part of a return to business as normal (restrictions may impact on future inspections).
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	5.30	6.18	4.49	2.31	Ongoing impacts of the Covid-19 pandemic saw multiple closures and continued capacity restrictions in place having a significant impact on attendances throughout the year.
Service cost <i>Cost of aquatic facilities</i> [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	New in 2020	\$2.57	\$10.60	Significant closures and capacity restrictions because of the Covid-19 pandemic resulted in a significant loss of income with memberships on suspension for most of the year. <i>Note: From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities'.</i>

Key priority 3

Determine the best way for us to continue supporting our community throughout and after aged care and National Disability Insurance Scheme reforms.

Strategic indicator / measure	2020-21 result	Comments
Clarity on how we will support the community in aged care and disability.	100% complete	We adopted the position to continue to deliver services in Commonwealth Home Support Programmes while current funding arrangements remain.
Major initiatives	Progress	
Responding to aged care reforms: Complete community engagement to identify opportunities for service and program innovations and determine a support model for Council's role for older people to access services for healthy and engaged lives.	Results from community engagement have been reported to participants and within Moreland Council to inform services. Covid-19 lockdowns delayed the Councillor workshop on aged care. It has been rescheduled to 2021-22.	
Living and Ageing Well in Moreland Strategy: Implement agreed Year 1 actions.	Year 1 actions progressed and presented at a Council meeting. Significant focus on increasing opportunities for social connection. Planning commenced for Year 2.	
Responding to NDIS reforms: Post NDIS roll out, undertake a service review of client needs to determine future service delivery.	Service review and assertive outreach have been completed. Workshop with Councillors was postponed due to Covid-19 restrictions.	

The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.

Service: Description	Budgeted revenue	Actual revenue	Variance
	<u>Budgeted expenditure</u>	<u>Actual expenditure</u>	\$000
	Total	Total	

	\$000	\$000	
<p>Social support services: This service delivers several specific social support programs, including:</p> <ul style="list-style-type: none"> • community transport • food services • planned activity group (which provides activities and lunch for socially isolated eligible residents residing in low-cost or insecure accommodation). <p>The service also provides information and support to older residents and senior citizens groups.</p>	(867) <u>3,591</u> 2,725	(1,277) <u>2,190</u> 913	1,812 <i>Variance note: The favourable result is due to a decreased demand for services along with staff vacancies. The additional revenue is also as a result of being awarded a tender to deliver meals on wheels to an additional Council.</i>
<p>Home care: This service assists residents to remain living at home independently in a safe and secure environment. Specific services include:</p> <ul style="list-style-type: none"> • home maintenance • home support • respite support • personal support. 	(8,098) <u>10,140</u> 2,042	(8,129) <u>10,291</u> 2,162	(120)
<p>Assessment services: This service provides the Home and Community Care (HACC) program to older people, people with a disability and their carers. It also provides referrals to and information about other related services, and assistance with care coordination.</p>	(858) <u>1,166</u> 307	(957) <u>1,238</u> 280	27

Key priority 4

Enhance family and children's services to meet the needs of Moreland's growing population and increasing birth rate.

Strategic indicator / measure	2020-21 result	Comments
To keep pace with population and birth rate growth.	100% actions achieved	In 2020-21, 2,554 birth notifications were received in Moreland and 2,554 babies were enrolled in Moreland's Maternal and Child Health (MCH) service. Following a birth notification in Moreland, our MCH service proactively contacts all families.

Major initiatives	Progress
Moreland Early Years Strategy: Develop the Early Years Plan 2021-2025, introduce Maternal and Child Health (MCH) consultations on a 12-month trial on Saturday mornings at 2 Maternal and Child Health centres and develop a proposal for the redevelopment of Hadfield MCH and kindergarten.	<p>The draft early years plan was endorsed for community consultation at the April 2021 Council meeting and the final plan was endorsed in June 2021. We began Maternal and Child Health Saturday appointments for families in March 2021.</p> <p>A concept plan for the redevelopment of Hadfield Maternal and Child Health and kindergarten was presented to Council as part of a workshop on the Early Years Infrastructure Plan on 22 April 2021.</p>

The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.

Service: Description	Budgeted revenue	Actual revenue	Variance
	<u>Budgeted expenditure</u>	<u>Actual expenditure</u>	\$000
	Total	Total	
	\$000	\$000	

<p>Maternal and Child Health (MCH) and immunisations: The Maternal and Child Health (and Immunisations) service supports the optimal health and development of young children and families in their parenting role. Specific activities include:</p> <ul style="list-style-type: none"> • parenting support and education • health promotion • immunisations • monitoring of growth and development in children • early identification and attention to child and family health issues. 	<p>(2,136) <u>5,514</u> 3,379</p>	<p>(2,529) <u>5,799</u> 3,271</p>	108
<p>Children's Services: This unit provides:</p> <ul style="list-style-type: none"> • early years advocacy and planning • infrastructure management • professional training • network facilitation • resourcing and support to childcare, kindergarten and playgroup providers • kindergarten central enrolment and childcare central registration for families to access Moreland programs. <p>The unit also facilitates supported playgroups and provides support to families and children through the Family Day Care and Primary School Holiday programs.</p>	<p>(1,775) <u>3,297</u> 1,522</p>	<p>(1,691) <u>2,880</u> 1,190</p>	333
<p>Youth services: This service aims to enhance the lives of young people and provide safe, supportive and engaging services, spaces and programs for young people to learn and develop, connect and socialise.</p> <p>Specific service activities include:</p> <ul style="list-style-type: none"> • service planning and development • facility management • program delivery • planning and partnerships. 	<p>(144) <u>1,494</u> 1,350</p>	<p>(162) <u>1,613</u> 1,452</p>	(102)

Prescribed Service Performance Indicators					
Maternal and Child Health (MCH)					
Indicator / Measure	2018	2019	2020	2021	Comments
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] x 100	101.33%	101.41%	101.07%	100.83%	Engagement in the MCH service continues to remain high.
Service cost <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$75.21	\$73.87	\$73.87	\$74.35	Due to the Covid-19 pandemic we have employed more staff to meet service demand to offer both telehealth and face-to-face appointments.
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x 100	69.61%	71.41%	72.27%	69.79%	Due to Covid-19 lockdowns we have seen fewer clients face to face. Clients have rescheduled appointments to when face-to-face meetings can take place. During lockdowns priority was given to 0 to 8-week-old babies and vulnerable families as advised by the Department of Health.
Participation <i>Participation in the MCH service by Aboriginal children</i>	65.12%	77.78%	71.43%	68.86%	Due to the Covid-19 pandemic and lockdowns, appointments have been rescheduled by either the client or the service.

[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x 100					
Satisfaction <i>Participation in 4-week Key Age and Stage visit</i> [Number of 4-week key age and stage visits / Number of birth notifications received] x 100	New in 2020	New in 2020	87.02%	88.39%	All families were offered an appointment for the 4-week Key Age and Stage visit but due to Covid-19 lockdowns some families did not take it up.

Key priority 5

Better equip our young people for employment and provide opportunities to actively participate in civic life.

Strategic indicator / measure	2020-21 result	Comments
People feel that we support the provision of opportunities for young people.	75% satisfaction achieved	According to the Moreland City Council Customer Satisfaction Survey 2021, we were rated at 75% satisfied for our performance in providing a range of youth space options that meet the needs of young people. This result is a 9% decrease in comparison to the previous year.

Key priority 6

Help people feel safer in our neighbourhoods.

Strategic indicator / measure	2020-21 result	Comments
People feel safer in our neighbourhoods.	No survey completed in 2020-21	We have supported programs and partnerships that promote gender equality and family violence prevention. These include groups for fathers and other support programs for new parents. We also convened the Moreland Family Violence

		network and participated in the annual state-wide 16 Days of Activism Against Gender-based Violence campaign.
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The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.

Service: Description	Budgeted revenue <u>Budgeted expenditure</u> Total \$000	Actual revenue <u>Actual expenditure</u> Total \$000	Variance \$000
Amenity and compliance: This service aims to improve safety, amenity and access within the municipality. Specific services include: <ul style="list-style-type: none"> • parking enforcement • local laws • animal management • school crossings service. 	(9,520) <u>7,684</u> (1,835)	(8,388) <u>7,595</u> (793)	(1,042) <i>Variance note: Parking infringements decreased as a result of Covid-19 and extended lockdowns. For part of the year, we did not issue green tickets.</i>

Prescribed Service Performance Indicators

Animal Management

Indicator / measure	2018	2019	2020	2021	Comments
Timeliness <i>Time taken to action animal management requests</i>	12.85	6.79	8.66	4.02	A significant improvement from last year's results with the number of days to action animal requests halved. For all but 1 category of request, the average number of days for a response is in the range of 1 to 5 days.

[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]					
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x 100	65.28%	63.37%	12.75%	20.76%	While the reclaim rate for dogs in Moreland is 67.3%, the reclaim rate for cats is only 8.1%, contributing to the 20.76% result overall. This result is still low despite having improved. The low level of cats being reclaimed is due to most cats brought to the facility being unregistered. In 2020-21, every registered cat brought in was reclaimed, but only a very small percentage of non-registered cats brought in were reclaimed. We are looking to increase our cat desexing program and to continue to grow the number of cat registrations.
Service standard <i>Animals rehomed</i> [Number of animals rehomed / Number of animals collected] x 100	New in 2020	New in 2020	57.60%	68.59%	The increase in animals rehomed is attributed to a high number of pets being adopted during the Covid-19 pandemic. In the 2020-21 financial year, 591 cats and 40 dogs found a new permanent home, with 370 cats and 8 dogs temporarily cared for by foster carers until a permanent home was found for them. <i>Note: New measure for 2019-20 financial year.</i>
Service cost <i>Cost of animal management service per population</i> [Direct cost of the animal management service / Population]	New in 2020	New in 2020	\$5.10	\$5.65	Cost increased due to greater weekend patrols. These were needed because of the higher numbers of dogs in shared spaces. This was consistent with the increase in dog ownership during the pandemic. <i>Note: This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals.</i>

Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	New in 2020	New in 2020	100%	100%	We successfully prosecuted all cases taken to court. <i>Note: This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion.</i>
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Strategic objective 2: Progressive city

Key priority 1

Enhance liveability, affordability and sustainability by guiding growth, and excellence in urban design and development.

Strategic indicator	2020-21 result	Comments
Successful implementation of Moreland's Local Planning Policy Framework (LPPF).	100% actions achieved	The Local Planning Policy Framework was translated into the new state-directed structure — Municipal Planning Strategy — as part of Amendment C200 to the Moreland Planning Scheme gazetted on 14 January 2021. A Moreland Heritage Nomination Study with recommendations was endorsed by Council. It is being implemented through Amendment C208 to the Moreland Planning Scheme. An assessment of significant trees on private land has been completed and 2 key strategic documents to support the provision of solar energy and electric vehicle readiness in developments have been completed.
Major initiatives	Progress	
Virtual Moreland: Update our 3D context model of Moreland and implement bi-annual updates for real-world changes and actions to improve community and Council staff awareness of My Virtual Moreland applications and tools.	<p>All major changes (and most minor changes) were mapped and modelled. These included building demolitions, building changes and new buildings, as well as urban design capital works between 2018 and April 2021.</p> <p>The new 3D GIS platform was pushed live with a soft launch. It was used to review and assess at least 12 3D models for major developments internally between urban design and planning. The full launch of the platform and training and information sessions will begin in early 2021-22.</p>	
Affordable Housing Policy: Review 2019/20 Action Plan and establish the 2020-21 Action Plan and Report on Moreland Affordable Housing Ltd (Housing Trust) outcomes of site feasibility assessment.	At the March 2021 meeting, Council resolved to extend the Affordable Housing Action Plan 2021 for 1 year, while a new 4-year plan is being prepared for endorsement by May 2022. At the June 2021 meeting, Council resolved to declare its intention to sell land at 2-12 Wilkinson Street, Brunswick to Moreland Affordable Housing Ltd, subject to undertaking a Section 223 engagement process.	

Design excellence process improvement: Complete the scorecard's trial period up to the end of July 2021.	Trial is continuing until September 2021 following a Council resolution. A community education package is being prepared and finalised ahead of a report to the October 2021 Council meeting.
Excellence in environmentally sustainable development (ESD) outcomes: Prepare draft new local ESD policy for the Moreland Planning Scheme.	An MOU was signed along with 28 other councils to prepare changes to the planning scheme to elevate ESD targets in collaboration with the State Government.
Residential zones: Include landscaping requirements for residential canopy trees in the Moreland Planning Scheme.	A report with recommendations, prepared by an independent planning panel, was presented to the June 2020 Council meeting. Council resolved to adopt the amendment (C189). The amendment was submitted to the Minister for Planning for approval on 25 June 2020.
Water map: Complete the Integrated Water Management (IWM) Strategy and start doing year 1 actions, implementation of IWM action plan and evaluation and monitoring of the strategy.	The Integrated Water Management (IWM) strategy and 5-year action plan was endorsed by Council in August 2020. Implementation is underway, including: <ul style="list-style-type: none"> • construction of Gavin Park wetland • consultation and design for Somerlayton wetland • concept plan for Brunswick Parklands • Water Sensitive Urban Design audit • rectification works on Hosken and Sewell reserves. • A Monitoring and Evaluation Plan has been developed, with data gathering and monitoring underway.
Heritage Action Plan: Complete the heritage assessment of places nominated in the November 2016 public process.	A report to endorse the heritage study and seek authorisation to prepare and exhibit an amendment was completed in August 2020.
Urban Health Island Action Plan: Coordinate implementation of the Urban Heat Island Effect Action Plan. This includes water sensitive urban	Multiple initiatives have progressed. These include: <ul style="list-style-type: none"> • an MOU with the City of Melbourne to trial the Green Factor tool for planning applications

design, stormwater harvesting and tree planting initiatives.	<ul style="list-style-type: none"> • feedback to the Department of Environment, Land, Water and Planning on draft greening and cooling guidelines for state planning requirements • creation of new parks through the A Park Close to Home project • continued advocacy on large developments in the statutory planning phase.
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The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.

Service: Description	Budgeted revenue <u>Budgeted expenditure</u> Total \$000	Actual revenue <u>Actual expenditure</u> Total \$000	Variance \$000
City development: The unit manages planning and building permit and building consent applications, all food and other health-related premise registrations and the associated compliance activities associated with planning, building and environmental health registration processes.	(12,517) <u>5,552</u> (6,965)	(13,863) <u>5,200</u> (8,662)	1,698 <i>Variance note: We received more planning permits and subdivider contributions than anticipated throughout the year.</i>
Environmental health: This service works to prevent food-borne illness (food safety), the prevention of infectious disease, achieving compliance in prescribed accommodation and nuisance complaint investigation and resolution. It also provides support to the Municipal Emergency Management Plan and the provision of public health-related information.	(518) <u>1,128</u> 610	(48) <u>1,052</u> 1,004	(394) <i>Variance note: The budget included 6 months of food registrations waived. However as additional relief to the community, the remaining 6 months</i>

			<i>of fees were also waived.</i>
Building services: This service aims to provide a safe and habitable environment for all stakeholders by meeting our statutory obligations under the <i>Building Act 1993</i> and subordinate legislation.	(742) <u>1,542</u> 800	(792) <u>1,417</u> 626	175
City strategy and design: This service is responsible for keeping the Moreland Planning Scheme current, and ensuring it responds to emerging issues and land use trends. It also prepares and implements strategies to guide the sustainable development of our city. It is responsible for a broad range of improvements to the design and appearance of public places in the major and neighbourhood activity centres. The branch is also responsible for our corporate research program and managing key sources of evidence to inform the organisation.	(3) <u>3,723</u> 3,720	(15) <u>3,524</u> 3,509	211

Service Performance Indicators					
Food safety					
Indicator / Measure	2018	2019	2020	2021	Comments
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]	3.83	2.94	2.58	2.91	The average time taken to respond to food-related complaints increased by approximately 2 hours and remains at less than 3 calendar days. This has been consistent over the last 3 years and is a positive result given impacts from the Covid-19 pandemic.
Service standard <i>Food safety assessments</i>	87.98%	89.64%	90.03%	40.60%	We adopted a more conservative approach to conducting full food safety inspections throughout the Covid-19 pandemic. We considered the risk to officers, businesses and

<p>[Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x 100</p>					<p>the community in determining the levels of safety in conducting complete assessments at food businesses. This included shorter site visits or inspections (of 30 minutes or less) at selected premises. These shorter inspections have not been recorded as food safety assessments as we do not consider a comprehensive assessment is practicable within such short time constraints. If we were to include these visits the outcome would be equal to 88% of class 1 and 2 premises being inspected over the year.</p>
<p>Service cost</p> <p><i>Cost of food safety service</i></p> <p>[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]</p>	\$590.72	\$561.44	\$567.75	\$639.60	<p>This increase is attributable to there being 170 fewer food premises registered by Moreland Council for this financial year, serviced at a similar cost as last year.</p>
<p>Health and safety</p> <p><i>Critical and major non-compliance outcome notifications</i></p> <p>[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] x 100</p>	97.60%	100.00%	100.00%	95.05%	<p>Most non-compliances identified through assessments and inspections have been followed up to ensure compliance with relevant standards is achieved.</p>

Service Performance Indicators					
Statutory Planning					
Indicator / Measure	2018	2019	2020	2021	Comments
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]	100	116	100	94	We receive a higher proportion of medium and high-density development applications in comparison to other metropolitan and inner-city councils. These more complex applications generally result in more requests for further information, increased public notification and consultation meetings. All of these increase the overall timeframes.
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] x 100	61.64%	60.09%	59.32%	65.29%	Our performance against statutory timeframes reflects the complexity of planning applications that we receive and remains in alignment with inner and middle metropolitan councils.
Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$2,891.45	\$3,365.93	\$2,816.58	\$2,292.96	The significant decrease in cost is a result of salary savings while recruiting for a number of vacant positions.

Decision making <i>Council planning decisions upheld at VCAT</i> [Number of VCAT decisions that did not set aside our decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x 100	51.09%	47.14%	67.57%	75.00%	The improved results reflect a significantly reduced number of cases before VCAT in 2020-21 and a willingness of applicants to negotiate rather than wait an extended time for a hearing before VCAT.
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Key priority 2		
Facilitate a demonstrable shift to more sustainable modes of transport that also targets a long-term reduction in car use.		
Strategic indicator	2020-21 result	Comments
Increase in sustainable modes of transport.	The Moreland Integrated Transport Strategy (MITS) is under review.	Council resolved at its December 2020 meeting to abandon 2 of the headline activities in MITS. These were the parking restriction roll out and Planning Scheme Amendment. At its April 2021 meeting, Council endorsed the commencement of further work to revise MITS and related documents to continue to achieve the aspiration of shifting to more sustainable transport modes.
Major initiatives	Progress	
Review of the Moreland Integrated Transport Strategy: Implement Year 2 actions.	Although behind target, significant progress was made on consultation and design on permanent road closures (for shared zones) and some progress on advocacy for 30km/h speed limit trials. We started a pilot sustainable travel behaviour change initiative for targeted school(s). The DeCarle Street road space reallocation project was approved by Council in June.	
Continue to advocate for level crossing removal in Moreland: Advocate for Victorian Government transport projects to maximise community benefit from the Bell to Moreland and Glenroy	Landscaping and playground works are almost complete for the Bell to Moreland project and on-site quality control meetings are continuing. Works on the Glenroy Level Crossing Removal Project are progressing well.	

railway station precinct level crossing removals and include additional crossing removals for the Upfield line.			
The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.			
Service: Description	Budgeted revenue <u>Budgeted expenditure</u> Total \$000	Actual revenue <u>Actual expenditure</u> Total \$000	Variance \$000
Transport development: This service aims to provide transport and development advice to support a liveable city by ensuring that the most convenient, efficient and effective transport mode is also the best for the environment, community and the economy. Specific services include strategic transport planning, traffic management and development advice.	(399) <u>2,788</u> 2,389	(691) <u>2,889</u> 2,198	191
Road construction and maintenance: This service aims to create a more liveable city by providing a range of services to maintain and improve the safety and integrity of the city’s road network. Specific services include: <ul style="list-style-type: none">• pothole patching• road re-sheeting• general road maintenance.	(1,412) <u>5,549</u> 4,137	(1,467) <u>5,727</u> 4,260	(123)

Key priority 3

Support the local economy and trading environments to enhance economic activity and promote local jobs.

Strategic indicator	2020-21 result	Comments
New employment opportunities created.	100% actions achieved	<p>We successfully facilitated the transition and establishment of a new operator for 420 Victoria Street Brunswick. Currently home to more than 40 small enterprises, once re-developed this site will become a significant generator of jobs.</p> <p>We have an ongoing central role in facilitating new business investment through our Business Approvals Moreland (BAM) initiative. Hundreds of jobs have been facilitated through this service. The food and hospitality sector continues to be a driver of job creation. In particular, in the food industry hub precinct in Newlands Road in Coburg and through the continued support of Melbourne's North Food Group.</p> <p>We provided significant and targeted support to businesses impacted by Covid-19 through the Boost for Business program. The program was established in August 2020 and was completed in March 2021. The program delivered 8 unique programs. These include the Love Moreland Buy Local campaign which has more than 1,000 businesses integrated into the online, ecommerce map and continues to drive promotion and transactions to local businesses.</p> <p>A new investment attraction plan is in development. This will ensure we are investment-ready to attract new commercial and industrial activity as the city recovers from Covid-19. A social and local procurement initiative is in development. This will see local suppliers more capable of tendering for our procurement programs.</p>
Major initiatives		Progress
Economic Development Strategy: implementation: Implement the Economic Development Strategy 2016-21 with a focus on business growth, job creation and partnership activities.		<p>We delivered various programs, including:</p> <ul style="list-style-type: none"> • Brunswick Design District website • A Place to Connect information event • Business Approvals Moreland to improve customer experience in the approvals processes for new or expanding businesses

	<ul style="list-style-type: none">• vacant retail spaces MoreSpace program to promote start-ups and microbusinesses• Love Your Shop Front program providing signage and improvements• commencing renovations at BRUDI (420 Victoria Street).		
The Coburg Initiative (TCI): major urban regeneration project for the Coburg activity centre: Continue to identify and progress redevelopment opportunities, within TCI's boundary and progress redevelopment of the Coburg Square site.	<p>Schoolhouse Studios significantly progressed the fit out of the old Coles building in central Coburg into artists' studios, a café and event spaces, and began engaging with local artists interested in being part of the new facility.</p> <p>We worked with internal and external experts to understand how the Covid-19 pandemic has impacted plans for Coburg Square, and how the strategy to redevelop should now adapt.</p>		
The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.			
Service: Description	Budgeted revenue	Actual revenue	Variance
	<u>Budgeted expenditure</u>	<u>Actual expenditure</u>	\$000
	Total	Total	
	\$000	\$000	
Economic development: This service supports commercial and industrial investment facilitation, business growth and retention programs, networking initiatives for start-ups and established businesses and a range of marketing and promotion activities.	(546) <u>2,507</u> 1,962	(713) <u>2,495</u> 1,782	180
Places and major partnerships: This service works with partners to build on community strengths, assets and opportunities and leads the development of land owned by Moreland Council to enable transformative investment and change within our major activity centres.	(140) <u>2,001</u> 1,861	(769) <u>1,895</u> 1,126	735

Key priority 4

Increase tree canopy cover, enhance existing open space and create at least 2 new parks in areas with the lowest access to open space.

Strategic indicator	2020-21 result	Comments
Create at least 2 new parks in areas with the least access to open space and experiencing the greatest development pressures.	50% actions achieved	<p>We created 2 new parks for the community in Brunswick: Bulleke-bek Park and Garrong Park.</p> <p>We also began community engagement on aspirations and design concepts for 3 other parks in Brunswick, Coburg and Glenroy. This work focused on 3 of the 4 additional sites purchased in previous financial years in areas with low levels of open space.</p> <p>These new parks contributed to increased canopy cover. Canopy cover was also increased through tree planting under the Urban Forest Strategy. Tree planting numbers declined from previous years. This was due to lockdowns and restrictions imposed because of the Covid-19 pandemic in 2020 and 2021. Tree planting was not a permitted activity. This significantly reduced opportunities to plant during both the 2020 and 2021 March-to-August planting seasons. Working when permitted, some 2,885 trees were planted in the 2020-21 financial year. We also worked to significantly improve the survival rates for new trees.</p>
Major initiatives	Progress	
More open spaces and parks in Moreland: Complete conversion for two new parks.	We completed and opened Bulleke-bek Park. This park and playground opened to the public from 30 March 2021. Works are on-going at Garrong Park on the toilet block and mural. We engaged with the community engagement on age-appropriate play equipment, in response to Councillor Notice of Motion. Council meeting for decision still to be made.	
Urban Forest Strategy: Complete the tree assessment study for trees on private land.	Our arborists completed their visits to private properties to view and assess significant trees. A draft report from the consultants, with recommendations from the site visits has been submitted, and our officers are currently reviewing the draft before the report is finalised.	

The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.

Service: Description	Budgeted revenue <u>Budgeted expenditure</u> Total \$000	Actual revenue <u>Actual expenditure</u> Total \$000	Variance \$000
<p>Open space design and development: Partnering with the community, this service protects and enhances our green public open space. These spaces include parks, reserves, playgrounds, sports fields, creek corridors and streetscapes. The core service responsibilities of this service unit are:</p> <ul style="list-style-type: none"> • open space strategic planning and policy • bushland conservation • capital works planning, design and delivery 	0 <u>2,209</u> 2,209	(1) <u>2,380</u> 2,379	(170)
<p>Open space maintenance: This service maintains:</p> <ul style="list-style-type: none"> • parks, reserves and sports field • open space assets such as playgrounds, sporting infrastructure and park furniture • streetscapes such as street trees, roadside garden beds and street/footpath/laneway weeds • grounds in community centres, childcare centres and kindergartens. 	(80) <u>11,423</u> 11,343	(298) <u>11,446</u> 11,148	194

Key priority 5

Move to a proactive approach to managing construction impacts resulting from population growth in our city.

Strategic indicator	2020-21 result	Comments
Reduction in complaints relating to construction sites.	224 customer requests relating to construction sites during the 2020-21 period	Any complaints received relating to construction sites are addressed through our customer requests system. This year complaints related to mud and debris, obstruction of the road and nature strip damage.

The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.

Service: Description	Budgeted revenue	Actual revenue	Variance \$000
	<u>Budgeted expenditure</u>	<u>Actual expenditure</u>	
	Total \$000	Total \$000	
Building and capital works: This service implements our Capital Works Program for buildings and structures and provides planning and advice for project proposals.	0 <u>824</u> 824	(1) <u>780</u> 779	45

Key priority 6

Develop a clear and funded approach to achieve zero carbon emissions by 2040.

Strategic Indicator	2020-21 result	Comments
To set and implement a clear vision and strategy for zero carbon emissions by 2040.	100% of actions achieved	<p>Despite Covid-19 impacts, our new Zero Carbon Moreland programs and initiatives were established. These included:</p> <ul style="list-style-type: none"> • 3 new dedicated positions • a refreshed community action website • a monthly e-newsletter • energy advice and upgrade services • cross-council staff education. <p>Our emissions reduction initiatives included expanding our electric vehicle charging network, progressing opportunities for a zero-emissions fleet and public lighting efficiency upgrades.</p>
Major initiatives	Progress	
<p>Zero Carbon Evolution (ZCE) Strategy:</p> <p>Progress actions for the Zero Carbon Moreland (ZCM) Climate Emergency Action Plan and complete capital initiatives to reduce greenhouse gas (GHG) emissions from Moreland Council operations and leased facilities arising from fossil fuel use (gas, petrol, diesel).</p>	<p>ZCM climate emergency initiatives included:</p> <ul style="list-style-type: none"> • community engagement, mobilisation and campaigning • staff engagement to integrate climate emergency response into priority strategies, projects and services • supporting the community to transition towards efficient and renewable energy use. <p>GHG emissions reduction initiatives included:</p> <ul style="list-style-type: none"> • small facilities efficiency improvements • progressing aquatic centre transition from fossil gas • expanding our electric vehicle charging network 	

- progressing opportunities for zero emissions fleet
- public and street lighting upgrades
- investigating viability of leased facilities participating in the Melbourne Renewable Energy Project.

The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.

Service: Description	Budgeted revenue	Actual revenue	Variance \$000
	<u>Budgeted expenditure</u>	<u>Actual expenditure</u>	
	Total \$000	Total \$000	
Sustainable built environment and communities: This service is responsible for developing, implementing, monitoring, reporting on strategies, policies, programs and partnerships relating to Moreland's environmental sustainability. In particular, relating to climate change, sustainable management of waste and water, and promoting a sustainable built environment.	(108) <u>4,845</u> 4,737	(184) <u>3,628</u> 3,444	1,293 <i>Variance note: The variance is primarily due to the delayed roll out of the solar/thermal low-income grants program. The unspent funds from 2020-21 will be carried forward into the new financial year.</i>
Engineering services: This service develops and coordinates the detailed planning, design, tendering and construction of our road and drainage asset capital works programs, and manages the design and reconstruction of our drainage network.	(256) <u>1,232</u> 976	(264) <u>1,078</u> 814	161

Key priority 7

Invest in the revitalisation of shopping and trading precincts.

Strategic indicator	2020-21 result	Comments
Investment in shopping and trading precincts	Implementation in progress	We completed the Gaffney Village Shopping Strip Renewal project. The Melville/Moreland project is ready to go to tender in September 2021 and is on track for construction in February 2022. We started the design and engagement process for the West Street Shopping Strip Renewal Project.

Major initiatives	Progress
Shopping strip renewal program: Construct the Gaffney Village and Progress the Melville/Moreland project.	Gaffney Village project completed and in the practical completion stage. Construction will commence on the Melville/Moreland project in 2021-22.
Coburg Streetscape Masterplan: Construct the Russell Street streetscape upgrades and start scoping of another location for the next streetscape upgrade within the centre and complete concept design.	Russell Street project completed and in the practical completion stage. Concept design completed for Louisa Street, to undertake further consultation and further design work and investigation in 2021-22.
Brunswick Structure Plan: Construct the Pitt/Lygon Street streetscape project and finish concept design for the Wilson Avenue Project.	Construction on the Pitt/Lygon Street project will start in 2021-22. The concept design for the Wilson Avenue Project is complete.

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Service: Description	Budgeted revenue	Actual revenue	Variance \$000
	<u>Budgeted expenditure</u>	<u>Actual expenditure</u>	
	Total	Total	
	\$000	\$000	

City strategy and design: This service is previously mentioned (Key priority 1 of Strategic objective 2: Progressive city).	Not applicable	Not applicable	Not applicable
Places/economic development: This service is previously mentioned (Key Priority 3 of Strategic objective 2: Progressive city).	Not applicable	Not applicable	Not applicable

Key priority 8

Strengthen and invest in the significant creative sector in Moreland and enhance its standing as a destination for the arts.

Strategic indicator	2020-21 result	Comments
To strengthen the significant creative sector in Moreland and enhance its standing as a destination for the arts.	77% satisfaction achieved	According to the Moreland City Council Customer Satisfaction Survey 2021, we were rated at 77% satisfaction with providing arts and culture opportunities. This result is a 17% decrease compared to the previous year.
Major initiatives	Progress	
Create a hub for the arts and invest in the arts industries: Partner with the Level Crossing Removal Project (LXRP) to deliver public art along the Bell to Moreland rail corridor.	A significant financial commitment has been secured with LXRP for public art between Bell Street and Moreland Road. Final artists and artwork selected by authorised assessment panel (convened by the State Government). Approval with State Government has been delayed and until this is finalised, we cannot proceed with a public announcement, contracting or installation.	

The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.

Service: Description	Budgeted revenue	Actual revenue	Variance \$000
	<u>Budgeted expenditure</u>	<u>Actual expenditure</u>	
	Total	Total	

	\$000	\$000	
Arts and culture: This service is responsible for enhancing opportunities for artistic and cultural experiences and growing the capacity of Moreland's creative sector. This is done by delivering, partnering and/or facilitating festivals and events, exhibitions, arts infrastructure and public art initiatives.	(278) <u>2,726</u> 2,448	(200) <u>2,677</u> 2,476	(28)

Key priority 9

Enhance the environmental outcomes of Council waste services and increase the communities' awareness/participation in environmental initiatives to reduce waste to landfill.

Strategic indicator	2020-21 result	Comments
Reduce waste to landfill.	49% diversion to landfill achieved	<p>Diversion of waste to landfill was up by 1 percentage point in comparison to the prior year and up a significant 5 percentage points compared to the year before the roll-out of the (opt-in) food and garden organics collection service which launched in July 2019.</p> <p><i>Note: Prior reporting for 2019-20 of a 51% diversion rate was incorrect, it should have been 48%.</i></p>
Major initiatives	Progress	
Trial, education and implementation of initiatives to actively reduce waste to landfill: Progress actions for the Waste and Litter Strategy Action Plan and to reduce reliance on single-use plastics and engage with the community, stakeholders and the State Government	<p>There has been good community take-up of service options and behaviours to minimise food waste to landfill. This includes people opting-in to the Food and Garden Organics (FOGO) service and home composting.</p> <p>Our bin inspection program was refined to reduce contamination of recycling and organics bins. Initiatives were progressed to foster plastic-wise behaviour in our halls for hire and sporting clubhouses. This included us providing dishwashers, crockery/cutlery and water fountains and club planning workshops.</p>	

to develop a new Waste Services and Charges Policy	We implemented a Proudly Plastic Wise campaign along Sydney Road in Brunswick and Coburg. This was to encourage businesses (especially cafes and takeaways) to avoid single-use plastics. The final draft Waste Services and Charges Policy was prepared after extensive engagement with the community and key stakeholders. It includes a range of options, in addition to the standard service, to tailor the service to meet diverse household needs. The draft policy will be presented to Council in July 2021.
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The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.

Service: Description	Budgeted revenue <u>Budgeted expenditure</u> Total \$000	Actual revenue <u>Actual expenditure</u> Total \$000	Variance \$000
Street cleansing: This service aims to maintain and enhance the quality of life for people who live and work in, and travel through Moreland by improving the cleanliness and presentation of public spaces. This includes: <ul style="list-style-type: none"> • graffiti removal • pit and drain cleaning • street sweeping • street and park litter bin collection • removal of illegal dumped rubbish. 	(106) <u>4,694</u> 4,588	(111) <u>4,670</u> 4,559	29
Waste services: The waste collection service provides weekly domestic garbage and recycling collection, fortnightly green waste collection and yearly kerbside hard waste collection.	(177) <u>14,836</u> 14,659	(207) <u>14,661</u> 14,454	205

Service Performance Indicators: Results

Waste collection

Indicator / Measure	2018	2019	2020	2021	Comments
Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x 1000	263.91	237.11	274.25	266.35	Bin-related service requests and collection requests remained steady compared with the previous reporting year. The highest volumes from July to December 2020 are partially attributed to increased requests across all streams due to the Covid-19 pandemic.
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] x 10,000	12.96	10.78	12.06	12.92	Collection service for garbage and recycle waste streams has remained steady with the highest volumes from October 2020 to March 2021.
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]	\$90.69	\$92.30	\$92.23	\$101.02	While still benchmarking well, Moreland's cost of waste services has increased in 2020-21, due in large measure to the state landfill levy increase.
Service cost	\$38.40	\$62.22	\$59.82	\$68.05	The increase in cost is attributed to the increase in the average weight of

<p><i>Cost of kerbside recyclables collection service</i></p> <p><i>[Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]</i></p>					recycling per bin and the increased costs of processing the recyclable material.
<p>Waste diversion</p> <p><i>Kerbside collection waste diverted from landfill</i></p> <p>[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x 100</p>	44.18%	43.65%	48.48%	49.39%	Kerbside collection waste diverted from landfill is trending in the right direction. A 500 tonne reduction in garbage was achieved, alongside a 5,000 tonne increase in recyclables and food and garden organics.

Strategic objective 3: Responsible city

Key priority 1

Improve resident satisfaction to 90% with Council's performance in customer service.

Strategic indicator	2020-21 result	Comments
Improved resident satisfaction with Council's performance in customer service.	84% satisfaction achieved	According to the Moreland City Council Customer Satisfaction Survey 2021, we were rated at 84% satisfied for our customer service performance. This was 3 percentage points down from last year.
Major initiatives	Progress	
Customer Service Strategy: Actions to improve our customer's experience and our standard of communication with customers and apply complaints data to review high complaint areas and drive targeted improvements.	<p>Process mapping of the customer journeys is behind schedule due to continued lockdowns. However, we have developed and adopted our Moreland Promise customer service standards (including charter) and accountability framework.</p> <p>We launched a new, task-oriented, highly accessible website that uses best practice web principles and is based upon user behaviour and research.</p> <p>We implemented a complaint performance report. The report provides detailed data on our performance standards for complaints. The report is always available to managers and is also distributed each month. This data is used to prioritise improvements in high complaint areas.</p>	
Continuous improvement in service delivery: Complete improvement initiatives in the 2020-21 agreed work program.	<p>We have completed 95% of projects in the agreed work program. This includes:</p> <ul style="list-style-type: none"> • supporting the delivery of a new payroll system • the customer service transformation project Community at the Heart • mentoring staff on continuous improvement fundamentals • reviewing our staff recognition program Shine. 	

The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.

Service: Description	Budgeted revenue	Actual revenue	Variance \$000
	<u>Budgeted expenditure</u>	<u>Actual expenditure</u>	
	Total	Total	
	\$000	\$000	
Customer service: This service is the primary public contact point for the organisation. This service is delivered through 3 citizen service centres, the telephone contact centre and other multi-media channels.	0 <u>3,081</u> 3,081	0 <u>3,035</u> 3,035	46

Key priority 2

Reach the top 25% of all councils for improved community satisfaction with Council's engagement practices.

Strategic indicator	2020-21 result	Comments
Improved community satisfaction with Council's engagement practices.	73% satisfaction achieved	According to the Moreland City Council Customer Satisfaction Survey 2021, we were rated at 73% satisfied for our engagement practices. This was 3 percentage points down from last year.
Major initiatives	Progress	
Improved community engagement: Refresh the Community Engagement Policy to meet new Local Government Act requirements and implement the final year of the community engagement implementation plan's deliverables.	A Community Engagement Policy, established through deliberative engagement, was adopted by Council in December 2020. Final year actions have been delivered and a report provided to Council.	

The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.

Service: Description	Budgeted revenue	Actual revenue	Variance \$000
	<u>Budgeted expenditure</u>	<u>Actual expenditure</u>	
	Total	Total	
	\$000	\$000	
Community engagement: This service enables to obtain community feedback on our project proposals before they are implemented. It allows us to make the right decisions that best reflect the views of the community.	0 <u>735</u> 735	0 <u>841</u> 841	(105)

Key priority 3

Maintain and match our infrastructure to community needs and population growth.

Strategic indicator	2020-21 result	Comments
Meeting our asset renewal rate.	2020-21 forecast = 124%, actual = 86% achieved	<p>The variance predominantly relates to several multi-year projects continuing in 2021-22 which have not yet been capitalised. Most notably this includes the Glenroy Community Hub project. This project which had a budget of \$16.6 million in 2020-21 (of a total project budget of \$30.125 million), and will not be capitalised until the project is completed in 2021-22.</p> <p>In addition, the carrying forward of a significant amount of planned expenditure into 2020-21 has also contributed to this variance. This includes \$5.6 million for the replacement of waste vehicles, which has been delayed due to supply issues as a result of the Covid-19 pandemic.</p>
Major initiatives	Progress	
Saxon Street Hub: Progress the strategic redevelopment plan for the	The design team for the Saxon Street redevelopment is now in place. They have begun the process of detailed site investigations and stakeholder engagement. This is the first step in their design process. The	

site and, depending on the resolved redevelopment plan, seek external funding opportunities as appropriate.	search for a community manager for the site is progressing as planned. Discussions with Brunswick Neighbourhood House continue regarding their potential relocation to the site.
Fleming Park rejuvenation: Implementing the works to deliver the reimagining of the grandstand and minor works.	Works to the reimagined grandstand were completed in late February 2021. The grandstand is now open and accessible to the community.

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Service: Description	Budgeted revenue	Actual revenue	Variance \$000
	<u>Budgeted expenditure</u>	<u>Actual expenditure</u>	
	Total \$000	Total \$000	
Asset management: This service aims to provide sound stewardship of our \$1 billion asset base. This is undertaken through the development and implementation of asset management policies, strategies and plans and the provision of high-quality asset management data to support informed decision making.	0 <u>863</u> 863	0 <u>725</u> 725	138
Building maintenance: This service maintains council buildings to appropriate standards.	(15) <u>3,358</u> 3,343	(31) <u>3,615</u> 3,584	(241)
Fleet services: This service provides a fleet management and maintenance service for more than 600 items of plant and equipment.	(136) <u>3,689</u> 3,553	(117) <u>3,440</u> 3,323	230

Property services: This service undertakes the management of council-owned properties.	(1,702) <u>1,252</u> (451)	(2,036) <u>1,022</u> (1,014)	563
Civic facilities: This service co-ordinates the provision of meeting rooms and town hall bookings including facility management, catering and security.	(83) <u>3,847</u> 3,765	(40) <u>3,462</u> 3,421	343

Service Performance Indicators: Results					
Roads					
Indicator / Measure	2018	2019	2020	2021	Comments
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x 100	114.77%	100.85 %	112.88 %	98.94%	Road renewals are prioritised to those of highest need. We are now using better quality condition data for planning our road renewal program. This appears to have reduced the level of customer requests about sealed roads.
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] x 100	94.69%	94.66%	94.64%	95.04%	This indicator has been improving incrementally over recent years, indicating that we continue to invest in improving the overall condition of Moreland's local roads.
Service cost	\$207.80	\$267.97	\$258.13	\$237.53	While a small decrease from the previous year, the cost of road

<i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]					maintenance is reasonably stable. We continue to look for opportunities to reduce costs further. But we note the inherent costliness of undertaking these works in complex, historic urban environments.
Service cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$15.79	\$17.17	\$19.21	\$19.58	This cost is in line with the average cost over the previous 4 years (\$18.03) and has been achieved despite the continued state-wide construction boom.
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]	62	57	57	60	We continue to maintain a satisfactory level of customer satisfaction with sealed local roads. The 2020-21 score of 60 is aligned with the average rating of 59 over the past 4 years.

Key priority 4

Provide transparent and effective governance of Council's operations.

Strategic indicator	2020-21 result	Comments
Improved satisfaction with decisions made in the interest of the community.	75% satisfaction achieved	According to the Moreland City Council Customer Satisfaction Survey 2021, we were rated at 75% satisfied for decisions made in the interest of the community. This was 3 percentage points down from last year.
Major initiatives	Progress	

Review of the Local Government Act: Implement changes arising from the new Local Government Act (LGA)	Support to the organisation has enabled relevant sections of the new LGA to be implemented for required timeframes. This includes the adoption of: <ul style="list-style-type: none">• Governance Rules• Council Expense Policy• Councillor Gift Policy• Public Transparency Policy• Community Engagement Policy• Councillor Code of Conduct. We held Councillor induction training and staff leadership sessions on the requirements of the new LGA. We established a Councillor Reference Group to provide advice on the engagement approach and development of the key plans required under the LGA. Council also adopted the Budget, Revenue and Rating Plan and Procurement Policy by their due dates.		
Define environmental management system (EMS) scope: Complete development of the EMS	We established the EMS and it is being implemented. This includes: <ul style="list-style-type: none">• the Environmental Policy• an ISO14001 Gap Assessment Report• the Environmental Impacts and Aspects Register. High environmental risks in the Aspects and Impacts Register will be monitored via the Risk Management Committee. We have also launched an internal EMS portal, with EMS documents, forms, procedures and key documents available to staff.		
The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.			
Service: Description	Budgeted revenue	Actual revenue	Variance
	<u>Budgeted expenditure</u>	<u>Actual expenditure</u>	\$000

	Total \$000	Total \$000	
<p>Governance: This service ensures good governance and transparent and responsible decision making, while providing support to the Mayor and Councillors, through the development and implementation of systems which support democratic and corporate governance.</p> <p>This service also oversees an integrated strategic planning and performance reporting framework to assist us to link community priorities to operational activities.</p> <p>Governance provides independent assurance that an organisation's risk management, governance and internal control processes are operating effectively. This service also ensures we understand the internal and external risks that may impact the delivery of our organisational goals and have processes and practices in place to identify, mitigate, manage and monitor those risks to ensure the best outcome for Moreland Council, staff and the community.</p>	(34) <u>4,837</u> 4,803	(120) <u>4,710</u> 4,589	214

Service Performance Indicators: Results					
Governance					
Indicator / Measure	2018	2019	2020	2021	Comments
<p>Transparency</p> <p><i>Council decisions made at meetings closed to the public</i></p> <p>[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</p>	5.04%	8.85%	7.14%	4.62%	<p>This decrease aligns with the implementation of our Public Transparency Policy. We aim to have reports made public, with confidential attachments where necessary, and confidential reports are used for contractual and employment matters.</p>

ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x 100.					
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]	60	53	53	59	This increase can be attributed to the adoption and implementation of our new Community Engagement Policy and increased resourcing for community engagement activities.
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) x (Number of Councillors elected at the last Council general election)] x100	92.56%	93.84%	93.18%	96.73%	Our Councillors are committed to accountable and transparent decision making which continues to be reflected in high attendance.
Service cost <i>Cost of elected representation</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$48,188.64	\$47,205.74	\$54,978.09	\$49,265.02	These costs are attributed to Councillor learning and development and this year does not include costs associated with CEO recruitment in the prior year.
Satisfaction <i>Satisfaction with Council decisions</i>	59	54	56	58	This improvement is in line with prior years. Council continues to increase its transparency through the live

[Community satisfaction rating out of 100 with how Council has performed in making decisions in the interest of the community]					streaming of meetings and interaction with the community on a range of engagement platforms.
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Key priority 5

Operate without seeking an exemption from the rate cap through efficient use of Council's skills and financial resources.

Strategic indicator	2020-21 result	Comments
Council will not seek a rate exemption.	100% of actions achieved	Moreland Council's 2020-2021 budget was adopted without the need to seek a rate exemption.
Major initiatives	Progress	
Continuous improvement in service delivery: Implement a program for the roll out of process mapping software.	Process mapping program implementation has progressed significantly for 3 key areas. These were Customer Service, Information Technology and Organisational Performance. We rolled out a new process mapping platform, including a new and easily accessed central repository for process maps and training materials.	

The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.

Service: Description	Budgeted revenue	Actual revenue	Variance \$000
	<u>Budgeted expenditure</u>	<u>Actual expenditure</u>	
	Total	Total	
	\$000	\$000	

Finance: This service provides a range of financial services, including: <ul style="list-style-type: none"> • management of Council's finances • internal and external reporting • payments to suppliers of goods and services • procurement and contracting services • management of the valuation and rating of properties within the municipality • the collection of debts owed to Moreland Council. 	38 <u>3,834</u> 3,872	(1,157) <u>3,314</u> 2,158	1,714 Variance note: The favourable variance is primarily due to interest on rates that was raised on the 30 June 2021.
Corporate finance: This service undertakes the management of corporate-level finances including loan interest repayments.	(8,761) <u>8,656</u> (104)	(9,068) <u>4,186</u> (4,882)	4,778 Variance note: The favourable variance is primarily due to an underspend in the utility costs as a result of the Covid-19 restrictions. The underspend is also a result of a reduction in the WorkCover premium charged for the 2020-21 financial year and a reduction in the long service leave provision growth.
Organisation performance: This service supports and leads our culture and leadership development, change and continuous improvement capability building. It supports the organisation in service unit planning and process mapping.	0 <u>1,304</u> 1,304	0 <u>1,099</u> 1,099	204
Human resources: This service provides advice and support to the organisation on health and safety issues. This includes management of WorkCover claims and the return to work of sick and injured employees. In addition, there is a focus on health and wellbeing activities, and induction and training which support a proactive approach to workplace safety.	(19) <u>3,006</u> 2,988	0 <u>3,028</u> 3,028	(40)

Communications: This service supports several corporate functions. These include: <ul style="list-style-type: none"> • corporate communications and reputation management • community engagement • campaigns and external marketing • internal communications. 	0 <u>1,340</u> 1,340	(75) <u>1,639</u> 1,564	(223)
Civic leadership and general overheads: This includes corporate costs related to civic leadership.	0 <u>3,128</u> 3,128	(12,942) <u>18,090</u> 5,147	(2,019) Variance note: The favourable variance is primarily due to funds received in the 2019-20 year that were unspent and related to the Working For Victoria program. The unspent funds were utilised during the current year.

Key priority 6		
Enable Council's workforce to be mobile and accessible, supported by smart and efficient technologies.		
Strategic indicator	2020-21 result	Comments
Workforce feels more mobile and efficient.	No survey completed in 2020-21	
Major initiatives	Progress	
Information Technology (IT) Strategy: Implement the IT Strategy to transform the customer experience and agility of our workforce and integrate Smart Cities sensor data into business-as-usual operations, allowing staff to respond to business requirements in a more timely and efficient manner.	Due to an international shortage of computer parts, new laptops were not able to be delivered by the due date. The procurement process for a new telephone platform for the contact centre was also delayed due to Covid-19 lockdowns and staff turnover on the evaluation panel. Our Smart Cities infrastructure has been installed, tested and is being used by the business areas. Community members are using their devices our Internet-of-Things network at	

	www.thethingsnetwork.org . The development of external reports has been delayed due to staff turnover.		
The following statement provides information in relation to the services funded in the 2020-21 budget, the actual cost, and the persons or sections of the community who are provided with the service.			
Service: Description	Budgeted revenue	Actual revenue	Variance \$000
	<u>Budgeted expenditure</u>	<u>Actual expenditure</u>	
	Total	Total	
	\$000	\$000	
Information technology and records: This service provides, supports and maintains corporate communications and computing systems, facilities and infrastructure for Councillors, management, staff and users of our public internet services.	0 <u>7,881</u> 7,881	(1) <u>7,448</u> 7,447	434

Key priority (additional)	
Provide Covid-19 relief and recovery for the local community and economy.	
Major initiatives	Progress
Covid-19 relief and recovery: Formulate and progress a comprehensive community relief and recovery package in response to the Covid-19 pandemic. Formulate and progress a comprehensive economic relief and	The following community initiatives were developed and implemented: <ul style="list-style-type: none"> • an artist in residence program • mental health support for young people • support for food security • support for anti-racism measures • additional community grants • a traineeship program.

recovery package in response to the Covid-19 pandemic.

Deliver the State Government-funded Working for Victoria initiative that provides temporary employment opportunities for individuals impacted by the Covid-19 pandemic.

The following economic initiatives were developed and implemented:

- a business hotline
- a buy local campaign
- a Covid-19 food compliance initiative
- an online interactive map
- a business and community grants program
- accelerated social media and promotions
- the MoreSpace and Love Your Shopfront programs for key centres.

We achieved the target of creating the equivalent of 310 new jobs (full-time equivalent) for a 6-month term, funded with a \$16.18 million Working for Victoria grant.

PERFORMANCE STATEMENT

For the year ended 30 June 2021

Description of municipality

The City of Moreland is located between 4km and 14km north of central Melbourne. It covers the suburbs of: Brunswick, Brunswick East, Brunswick West, Pascoe Vale, Pascoe Vale South, Coburg, Coburg North, Hadfield, Fawkner, Glenroy, Oak Park, Gowanbrae and small sections of Fitzroy North and Tullamarine.

In 2020, our estimated resident population was 188,762. Our population forecasts suggest our population will grow by another 21 percent by 2036. (This forecast is from before the COVID-19 pandemic.)

Moreland is a highly culturally and linguistically diverse municipality. Today over 1 in 3 residents in Moreland were born overseas in more than 100 countries around the world.

In the post-war period, migrants from Italy and Greece made up most of the city's new residents. Today, the largest groups of new arrivals are from India, Pakistan and China. Residents speak approximately 140 different languages at home.

Moreland is also home to a vibrant community of local businesses and employment opportunities. Moreland was an early industrial centre but its economy has changed over the years.

Residents were historically much more likely to work in manufacturing. Today, the health and service sectors are our largest employers. Moreland is also the proud home to a vibrant creative sector, supporting a wide range of arts and cultural activities.

The Covid-19 pandemic

In January 2020, the World Health Organization declared the outbreak of Covid-19 a public health emergency of international concern. In March 2020, Covid-19 was declared a global pandemic.

On 16 March 2020, a State of Emergency was declared in Victoria in relation to the pandemic. A national restriction was put in place on gatherings. There was also a nationwide call to work from home and significantly lower levels of activity in the economy and community.

Where these changes have affected council services, they are noted in the comments section in the following Performance Statement.

Sustainable Capacity Indicators

		Results				
	<i>Indicator / Measure [Formula]</i>	2018	2019	2020	2021	Comments
	Population					
C1	Expenses per head of municipal population [Total expenses / Municipal population]	\$1,000.12	\$1,065.22	\$1,023.60	\$1,107.12	Throughout 2020-21 Council had an increase in expenditure, however the expenditure is anticipated to reduce to 'business as usual' in the outer year forecast. The increased expenditure is primarily due to Council's participation in the Working for Victoria (state funded) program, which saw an increased spend of \$14.9 million in the 2020-21 financial year as well as the costs associated with running the Council elections. The calculation does not take in to account the additional funding received by the State Government to fund the Working for Victoria program.
C2	Infrastructure per head of municipal population [Value of infrastructure / Municipal population]	\$3,974.14	\$3,934.86	\$5,006.38	\$5,046.30	The result achieved has remained consistent over the last 2 years.
C3	Population density per length of road [Municipal population / Kilometres of local roads]	281.19	288.91	295.34	299.62	The result achieved has remained consistent, with population growth as a result of increased housing opportunities, available through numerous 2 lot subdivisions of existing lots and the construction of multi-level accommodation.
	Own-source revenue					
C4	Own-source revenue per head of municipal population [Own-source revenue / Municipal population]	\$989.11	\$983.31	\$986.20	\$985.51	The result achieved has remained consistent. Council was significantly impacted by the Covid-19 pandemic, which has resulted in a reduction in own-sourced revenue.
	Recurrent grants					
C5	Recurrent grants per head of municipal population [Recurrent grants / Municipal population]	\$119.76	\$104.36	\$99.33	\$100.64	The result achieved has remained consistent. This reflects the number of ongoing grants received in comparison to the municipal population. As the grants are of a recurrent nature, it is expected that the results will increase slightly year on year due to changes in the Consumer Price Index (CPI).
	Disadvantage					
C6	Relative Socio-Economic Disadvantage [Index of Relative Socio-Economic Disadvantage by decile]	7.00	7.00	7.00	7.00	There has been no change to relative socio-economic disadvantage over the past 4 years.
	Workforce turnover					
C7	Percentage of staff turnover [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	8.7%	12.1%	9.0%	14.7%	2019-20 turnover was lower considering the initial impact of the Covid-19 pandemic and increased desire for employment continuity. 2020-21 has seen an increase in staff turnover, which can be attributed to a range of factors including in part to the Covid-19 pandemic resulting in employees now reviewing their personal circumstances (including sea and tree changes) and competition from a strengthening labour market.

Service Performance Indicators

	Service	Results				Comments
	Indicator / Measure [Formula]	2018	2019	2020	2021	
	Aquatic Facilities					
	Utilisation					
AF6	Utilisation of aquatic facilities [Number of visits to aquatic facilities / Municipal population]	5.30	6.18	4.49	2.31	Ongoing impacts of the Covid-19 pandemic saw multiple closures and continued capacity restrictions in place having a significant impact on attendances throughout the year.
	Animal Management					
	Health and safety					
AM7	Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	100%	100%	We successfully prosecuted all cases taken to court.
	Food Safety					
	Health and safety					
FS4	Critical and major non-compliance outcome notifications [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	97.60%	100.00%	100.00%	95.05%	Most non-compliances identified through assessments and inspections have been followed up to ensure compliance with relevant standards is achieved.
	Governance					
	Satisfaction					
G5	Satisfaction with council decisions [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	59	54	56	58	This improvement is in line with prior years. Council continues to increase its transparency through the live streaming of meetings and interaction with the community on a range of engagement platforms.
	Libraries					
	Participation					
LB4	Active library borrowers in municipality [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	14.85%	13.85%	13.65%	12.01%	The result for this measure has decreased due to reduced services and closures during the Covid-19 pandemic. With libraries either closed or offering reduced hours for 80 percent of the year, library members were less able to make active use of library collections.

	Service	Results				Comments
	Indicator / Measure [Formula]	2018	2019	2020	2021	
Maternal and Child Health (MCH)						
Participation						
MC4	Participation in the MCH service [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	69.61%	71.41%	72.27%	69.79%	Due to Covid-19 lockdowns we have seen fewer clients face to face. Clients have rescheduled appointments to when face to face meetings can take place. During lockdowns priority was given to 0 to 8-week-old babies and vulnerable families as advised by the Department of Health.
Participation						
MC5	Participation in the MCH service by Aboriginal children [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	65.12%	77.78%	71.43%	68.86%	Due to the Covid-19 pandemic and lockdowns, appointments have been rescheduled by either the client or the service.
Roads						
Satisfaction						
R5	Satisfaction with sealed local roads [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	62	57	57	60	We continue to maintain a satisfactory level of customer satisfaction with sealed local roads. The 2020-21 score of 60 is aligned to the average rating of 59 over the past 4 years.
Statutory Planning						
Decision making						
SP4	Council planning decisions upheld at VCAT [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	51.09%	47.14%	67.57%	75.00%	The improved results reflect a significantly reduced number of cases before VCAT in 2020-21 and a willingness of applicants to negotiate rather than wait an extended time for a hearing before VCAT.
Waste Collection						
Waste diversion						
WC5	Kerbside collection waste diverted from landfill [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	44.18%	43.65%	48.48%	49.39%	Kerbside collection waste diverted from landfill is trending in the right direction. A 500 tonne reduction in garbage was achieved alongside a 5000 tonne increase in recyclables and food and garden organics.

Financial Performance Indicators

	Dimension	Results				Forecasts				Material Variations and Comments
	Indicator / Measure	2018	2019	2020	2021	2022	2023	2024	2025	
	Efficiency									
	Expenditure level									
E2	Expenses per property assessment [Total expenses / Number of property assessments]	\$2,242.50	\$2,390.96	\$2,304.75	\$2,504.57	\$2,378.84	\$2,358.98	\$2,374.27	\$2,401.70	Throughout 2020-21 Council had an increase in expenditure, however the expenditure is anticipated to reduce to 'business as usual' in the outer year forecast. The increased expenditure is primarily due to Council being a part of the Working for Victoria (state funded) program, which saw an increased spend of \$14.9 million in the 2020-21 financial year as well as the costs associated with running the Council elections. The calculation does not take in to account the revenue received by the State Government to fund the Working for Victoria program.
	Revenue level									
E4	Average rate per property assessment [Total rate revenue (general rates and municipal charges) / Number of property assessments]	New in 2020	New in 2020	\$1,713.62	\$1,743.48	\$1,793.67	\$1,805.29	\$1,823.07	\$1,841.03	The result achieved has remained consistent. Council has increased the rate base by the rate cap that is set by the State Government.
	Liquidity									
	Working capital									
L1	Current assets compared to current liabilities [Current assets / Current liabilities] x100	347.78%	213.05%	262.66%	241.44%	271.04%	314.31%	321.48%	356.31%	The result achieved has remained consistent. The level of working capital (current assets divided by current liabilities) is forecasted to remain at an acceptable level.

	Dimension	Results				Forecasts				Material Variations and Comments
	Indicator / Measure	2018	2019	2020	2021	2022	2023	2024	2025	
	Unrestricted cash									
L2	Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	-17.08%	112.36%	119.59%	96.17%	112.32%	147.84%	148.89%	175.03%	Current liabilities have increased due to a \$9.0 million Local Government Funding Vehicle (LGFV) bond due for repayment in November 2021. The indicator is forecast to increase in the outer years.
	Obligations									
	Loans and borrowings									
O2	Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	25.81%	23.39%	16.51%	21.04%	19.90%	23.32%	21.19%	19.08%	Council's borrowings increased by \$9.5 million during the 2020-21 financial year, this loan was to partially fund the Glenroy Community Hub.
O3	Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	9.22%	1.65%	6.43%	1.38%	1.68%	2.42%	2.37%	2.32%	A \$9.0 million interest only loan was repaid in 2019-20 which resulted in an increase to the borrowing repayments compared to rates. Council is forecasting to borrow in 2022-23 to roll out the Kerbside Waste Reform. These borrowings will be included in the waste charge calculation (cost recovery model).
	Indebtedness									
O4	Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	21.25%	15.66%	14.62%	14.14%	17.20%	19.89%	18.02%	16.15%	Non-current liabilities reduced as a \$9.0 million loan is now treated as a current liability as it is due for repayment in November 2021. Non-current liabilities are anticipated to increase in 2022-23 with forecast borrowings to roll out the Kerbside Waste Reform.

	Dimension	Results				Forecasts				Material Variations and Comments
	Indicator / Measure	2018	2019	2020	2021	2022	2023	2024	2025	
	Asset renewal and upgrade									
O5	Asset renewal and upgrade compared to depreciation [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	70.02%	95.57%	140.64%	141.91%	194.68%	161.95%	The asset renewal and upgrade expenditure in both 2019-20 and 2020-21 is lower than anticipated due to the significant volume of capital projects carried forward due to Covid-19 restrictions. Council’s renewal and upgrade expenditure will fluctuate year on year, based on the projects being forecast to be delivered. Council has forecast to maintain a ratio of greater than 100 percent. This means that Council is maintaining its existing assets.
	Operating position									
	Adjusted underlying result									
OP1	Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit)/ Adjusted underlying revenue] x100	17.61%	9.31%	13.56%	10.28%	13.38%	14.42%	14.35%	14.19%	This year’s result has reduced slightly in comparison to 2019-20. This is primarily due to the \$2.2 million reduction in statutory fees and fines as a result of the ongoing impacts of Covid-19 lockdowns and restrictions. The reduction was also impacted by the timing of the Working for Victoria program. Council incurred Working for Victoria expenditure in 2020-21 which related to grant funds received in the prior year.
	Stability									
	Rates concentration									
S1	Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	65.79%	70.75%	72.15%	70.18%	74.90%	76.16%	76.49%	76.62%	The result of this indicator has remained consistent over the last few years. The small increase year on year is due to supplementary rates issued.

	Dimension	Results				Forecasts				Material Variations and Comments
	Indicator / Measure	2018	2019	2020	2021	2022	2023	2024	2025	
	Rates effort									
S2	Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.28%	0.24%	0.28%	0.27%	0.28%	0.28%	0.28%	0.28%	The result achieved has remained consistent.

Definitions

“Aboriginal child” means a child who is an Aboriginal person

“Aboriginal person” has the same meaning as in the Aboriginal Heritage Act 2006

“Active library member” means a member of a library who has borrowed a book from the library

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

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

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

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

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

“Food premises” has the same meaning as in the Food Act 1984

“Infrastructure” means non-current property, plant and equipment excluding land

“Local road” means a sealed or unsealed road for which the council is the responsible road authority under the Road Management Act 2004

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

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

“Population” means the resident population estimated by council

“Relative socio-economic disadvantage”, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue

Number 2033.0.55.001) of SEIFA

“SEIFA” means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website

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

“Adjusted underlying revenue” means total income other than:

non-recurrent grants used to fund capital expenditure; and

non-monetary asset contributions; and

contributions to fund capital expenditure from sources other than those referred to above

“Adjusted underlying surplus (or deficit)” means adjusted underlying revenue less total expenditure

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

“Current assets” has the same meaning as in the AAS

“Current liabilities” has the same meaning as in the AAS

“Non-current assets” means all assets other than current assets

“Non-current liabilities” means all liabilities other than current liabilities

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

“Own-source revenue” means adjusted underlying revenue other than revenue that is not under the control of council (including government grants

“Population” means the resident population estimated by council

“Rate revenue” means revenue from general rates, municipal charges, service rates and service charges

“Recurrent grant” means a grant other than a non-recurrent grant

“Residential rates” means revenue from general rates, municipal charges, service rates and service charges levied on residential properties

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

“Unrestricted cash” means all cash and cash equivalents other than restricted cash.

Other Information – Basis of preparation

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

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

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council’s strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. 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 adopted on 8 July 2020 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

CERTIFICATION OF THE PERFORMANCE STATEMENT

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

Amanda Burgess

Signature:



Chief Financial Officer

Date: 23/09/2021

In our opinion the accompanying performance statement of the Moreland City Council for the year ended 30 June 2021 presents fairly the results of the 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.

Cathy Henderson

Signature:



Chief Executive Officer

Date:

23/9/2021

Cr Annalivia Carli Hannan

Signature:



Mayor

Date:

23/09/2021

Cr Mark Riley

Signature:



Deputy Mayor

Date:

23/09/2021

Independent Auditor's Report

To the Councillors of Moreland City Council

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

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
30 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Governance and management

Good governance, integrity and accountability are central to the *Local Government Act 2020*.

The Act is based on 5 principles:

- community engagement
- strategic planning
- financial management
- public transparency
- service performance.

We embed these 5 principles throughout our decision making, corporate governance and democratic governance. We have established governance rules to help us do this.

We seek to apply good governance to:

- effectively engage our community in sound and responsible decision making
- achieve the best outcomes for the Moreland community, considering future generations
- ensure the transparency of Council decisions, actions and information
- ensure our ongoing financial viability
- increase our performance
- identify and drive out inefficiencies
- reassure residents that we are spending public money responsibly, accountably and wisely.

Council meetings

Decisions on issues affecting the community are made at council meetings. Community members can observe the decision-making process at these meetings. They can also ask questions.

We hold Ordinary Council Meetings to conduct the business of Council. Where required, we may also hold Special Meetings.

We also hold council meetings to dealing with planning applications. These are Planning and other Related Matters meetings. Ordinary Council and Planning and Related Matters meetings are scheduled each month.

We live stream our council meetings to enable people to watch the proceedings in real time. Meetings are also recorded and available to watch later. Live streaming council meetings offers greater access to information, decision making and debate. It also underpins the principles of accessibility, openness and transparency.

In April 2020, the *Local Government Act 1989* was amended to allow council meetings to be held via video conferencing. This was in response to restrictions in place due to the Covid-19 pandemic. The Minister for Local Government issued Ministerial Guidelines to govern how those meetings would be conducted. These guidelines ensure the transparency of council decision making is upheld.

We conducted all council meetings from July 2020 to February 2021 by video conferencing and livestreaming. We held council meetings in March, April and May 2021 in person in a Covid-19 safe way. These meetings were also livestreamed. The June 2021 council meeting was held using video conferencing and livestreaming.

In 2020-21, the number of people watching council meetings online (live and the recordings) was 27,876. This is a decrease from 34,822 in 2019-20.

Councillor attendance at meetings

In 2020-21, we held:

- 10 ordinary council meetings
- 5 special council meetings
- 9 council meetings to consider planning and related matters.

Below we have outlined councillor attendance for the 2020-21 year. This information reflects the local government elections held on 24 October 2020.

For the period from 1 July 2020 to 24 October 2020:

Councillor	Ordinary council meetings (total 4)	Special council meetings (total 2)	Planning and related matters (total 3)
Cr Natalie Abboud	4	2	3
Cr Sue Bolton	4	2	3
Cr Annalivia Carli Hannan	4	2	3
Cr Helen Davidson	4	2	3
Cr Jess Dorney	4	1	2
Cr Ali Irfanli	4	2	3
Cr John Kavanagh	4	2	3
Cr Dale Martin	4	2	3
Cr Mark Riley	4	2	3
Cr Lambros Tapinos	4	2	3
Cr Oscar Yildiz JP	4	2	3

For the period from 17 November 2020 to 30 June 2021:

Councillor	Ordinary council meetings (total 6)	Special council meetings (total 3)	Planning and related matters (total 6)
Cr Sue Bolton	6	3	6
Cr Annalivia Carli Hannan	6	3	5
Cr James Conlan	6	3	6
Cr Helen Davidson	6	3	5
Cr Milad El-Halabi JP	5	3	4
Cr Angelica Panopoulos	6	3	6
Cr Helen Pavlidis-Mihalakos	6	3	5
Cr Adam Pulford	6	3	6
Cr Mark Riley	6	3	5
Cr Lambros Tapinos	6	3	6
Cr Oscar Yildiz JP	6	3	6

Major committees

Audit and Risk Committee

Our Audit and Risk Management Committee was established under the *Local Government Act 2020* (the 'Act'). The committee charter was adopted on 13 May 2020 with the first meeting held on 23 June 2020.

Pursuant to section 53(2) of the Act, the committee is an advisory committee of Moreland Council. The Audit and Risk Committee was established to strengthen our governance, risk management and financial management and to drive continuous improvement.

The committee helps us discharge our responsibilities under the Act to:

- monitor the compliance of council policies and procedures with:
 - the overarching governance principles
 - the Act and the regulations and any ministerial directions
 - other relevant laws and regulations
- monitor internal controls
- monitor council financial and performance reporting
- monitor and provide advice on risk management and fraud prevention systems and controls
- oversee internal audit functions
- oversee external audit functions
- monitor related party transactions.

The current committee has 7 members. These are:

- an independent chair, John Watson
- 3 independent members, Craig Burke, Joelle Tabone and Lisa Tripodi
- 3 councillors. Cr Annalivia Carli Hannan (Mayor), Cr Mark Riley (Deputy Mayor) and Cr Lambros Tapinos were appointed to the committee on 20 November 2020.

Four meetings were held during 2020-21. The following councillors attended these meetings:

- 22 September 2020 – Cr Mark Riley and Cr Oscar Yildiz (for the period 2019-20)
- 15 December 2020 – Cr Annalivia Carli Hannan, Cr Mark Riley and Cr Lambros Tapinos
- 16 March 2021 – Cr Annalivia Carli Hannan, Cr Mark Riley and Cr Lambros Tapinos
- 15 June 2021 – Cr Annalivia Carli Hannan and Cr Mark Riley.

Special committees

There were no special committees established by Moreland Council operating in 2020-21.

Councillor expenses and allowances

Expenses

We provide councillors with resources and support to undertake their duties. This is so they can serve, engage and act in the community's best interests. We may make available or pay for resources or reimburse claims for out-of-pocket expenses.

Our Councillor Support Expenses and Resources Policy provides the level of expense and resources support provided.

We publish details of councillor expenses (including those reimbursed) on our website quarterly.

Councillor expenses for the 2020-21 year are outlined below.

	Travel/ mileage	Child/ family care	Conference/ training	Mobile and data	Events	Copying/ stationery	Total
Cr Natalie Abboud**	-	-	-	\$294.20	-	-	\$294.20
Cr Sue Bolton	-	-	-	\$612.21	-	\$86.97	\$699.18
Cr Annalivia Carli Hannan	-	\$3,500.88	-	\$627.40	\$86.90	\$247.96	\$4,463.14
Cr James Conlan	-	-	-	\$316.84	-	\$86.97	\$403.81

	Travel/ mileage	Child/ family care	Conference/ training	Mobile and data	Events	Copying/ stationery	Total
Cr Helen Davidson	\$540.64	-	\$1,314.00	\$612.89	\$86.90	\$86.97	\$2,641.40
Cr Milad El-Halabi JP	-	-		\$132.94	-	\$86.97	\$219.91
Cr Jess Dorney**	-	-	-	\$294.20	-	-	\$294.20
Cr Ali Irfanli**	-	-	-	\$294.20	-	-	\$294.20
Cr John Kavanagh**	-	-	-	\$294.20	-	-	\$294.20
Cr Dale Martin**	-	-	-	\$294.20	-	-	\$294.20
Cr Angelica Panopoulos	\$721.18	-	\$2,159.00	\$301.84	\$86.90	\$86.97	\$3,355.89
Cr Helen Pavlidis-Mihalakos	\$607.57	-	\$1,314.00	\$301.84	\$86.90	\$546.23	\$2,856.54
Cr Adam Pulford	\$558.50	-	\$1,314.00	\$301.84	\$86.90	\$86.97	\$2,348.21
Cr Mark Riley	-	-	-	\$622.70	\$86.90	\$86.97	\$796.57
Cr Lambros Tapinos	\$1,430.25	-	\$1,314.00	\$579.24	-	\$210.97	\$3,534.46
Cr Oscar Yildiz JP	\$540.64	-	\$1,314.00	\$579.92	-	\$86.97	\$2,521.53

** Term as councillor concluded in October 2020

Allowances

Our mayor and councillors are entitled to receive an allowance while performing their duties as elected officials.

Council must review allowances under the *Local Government Act 1989*. This is until the Victorian Independent Remuneration Tribunal makes its first determination.

Council reviewed the mayor and councillor allowances before 30 June following the council election. This was required by the *Local Government Act 1989*.

In October 2020, the Minister determined a 0% adjustment to allowances for all councils. In reviewing its allowances, Council retained the allowances at the top of the range for a category 3 council. This was because of the complexity of the issues to be determined by Council and the significant expectations on councillors.

The allowances paid to our mayor and councillors are:

	Allowance	Superannuation guarantee (9.5%)	Total
Mayor	\$100,434	\$9,541	\$109,473.06
Councillors	\$31,444	\$2,987	\$34,431.18

Councillor Code of Conduct

Our Councillor Code of Conduct was reviewed and adopted on 23 February 2021. It is available on the Moreland Council website.

The code sets out the standards of conduct expected of councillors. The code aims to empower councillors to model fair and respectful behaviours. This is so they can work together constructively in the best interests of the local community.

Conflict of interest

Councillors are elected by residents and ratepayers to act in the best interests of the community. This is a position of trust that requires councillors to act in the public interest.

Council officers must also act and prioritise public interests when undertaking their duties and functions.

There are 2 types of conflict of interest:

- A conflict between a councillor's or employee's public duty to act in the best interests of the community or organisation and their private interests. This is a general conflict of interest.
- Where a councillor or employee would gain a benefit or suffer a loss depending on the outcome of the matter. This is a material conflict of interest.

Conflicts of interest may be real, perceived or potential. They may also arise from direct or indirect interests.

A conflict of interest must be declared and appropriately managed. This is to ensure that public interests are not compromised or undermined in any way. A conflict of interest can exist and must be declared even if no improper act results from it. It is also not important how the conflict of interest has arisen.

We are committed to delivering services to our community fairly and transparently, without favour or bias. Our integrity is critical to our reputation and effectiveness in the local community.

We have a procedure in place to accommodate the disclosure of a conflict of interest. The opportunity to declare a conflict of interest is a standard agenda item for all council meetings. This declaration also takes place before the start of procurement and recruitment processes.

In general, managing conflicts of interest involve:

- disclosing the conflict in a specific way
- considering the duties of the declarant
- determining the risk associated with the conflict arising
- applying an appropriate treatment.

This may require:

- the declarant to be removed from any decision making on a particular matter
- restricting the declarant's involvement in the matter
- recruiting a disinterested or independent third party
- the declarant relinquishing the private interest.

We maintain a register of all declarations that raise a conflict of interest from councillors and staff.

During 2020-21, 26 conflict of interest disclosures were made at council meetings. In declaring a conflict of interest, the relevant councillor would leave the meeting. This removed them from the decision-making process in relation to that matter. In 1 instance, a declaration was made on behalf of a councillor who was not in attendance.

There were 4 conflict of interest declarations added to the register for council officers.

We reviewed our Gifts, Benefits and Hospitality Policy for Councillors in April 2021. This policy sets out practices to avoid the potential for conflicts of interest through the offer/acceptance of:

- gifts
- benefits
- hospitality.

Our procedures vary depending on the role and circumstances of the offer. Our policy has robust thresholds and defined practices.

GOVERNANCE AND MANAGEMENT CHECKLIST

Results of Moreland Council's assessment against the prescribed governance and management checklist as at 30 June 2021:

Governance and Management Item	Status	Outcome
Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55 of the Local Government Act 2020 ('the Act')	Yes, on 9/12/2020
Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	Yes, since 9/12/2020
Financial plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act	Strategic Resource Plan 2020-25 in place since 08/07/2020 The 10-year Financial Plan will be adopted by 31 October 2021 in accordance with section 91 of the Act
Asset plan (plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act	Road and Drainage Asset Management Plans in place since 30/07/19 and 11/08/20 (respectively) The 10-year Asset Plan will be adopted by 31 October 2022 in accordance with section 92 of the Act
Revenue and rating plan (plan setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act	Yes, on 24/06/2021
Annual budget (plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 94 of the Act	Yes, on 24/06/2021
Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation	Yes, since 13/08/2020
Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation	Yes, since 26/03/2019
Municipal emergency management plan (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986	Yes, since 8/01/2019
Procurement policy (policy outlining the principles, processes and procedures that will apply to all purchases of goods and services by the Council)	Adopted in accordance with section 108 of the Act	Yes, on 24/06/2021
Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation	Yes, since 30/09/2020

Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation	Yes, since April 2019
Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation	Yes, since 30/06/2020
Audit and Risk Committee (advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act	Yes, on 13/05/2020
Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged	Yes, on 1/09/2016
Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Local Government Act 1989)	Current framework in operation	Yes, framework described in the Budget adopted on 24/06/2021
Council plan report (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first 6 months of the financial year)	Current report	2020-21 First quarter performance report 09/12/2020 2020-21 Second quarter financial and performance report 10/03/2021 2020-21 Third quarter performance report 09/06/2021
Financial reporting (quarterly statements to Council under section 138(1) of the Local Government Act 1989 comparing budgeted revenue and expenditure with actual revenue and expenditure.)	Quarterly statements presented to Council in accordance with section 138(1) of the 1989 Act	2020-21 First quarter performance report 09/12/2020 2020-21 Second quarter financial and performance report 10/03/2021 2020-21 Third quarter financial and performance report 09/06/2021
Risk reporting (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented	Quarterly risk management reports 15/09/2020 15/12/2020 16/03/2021 15/06/2021
Performance reporting (6-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the 1989 Act)	Performance reports prepared and presented	2020-21 First quarter performance report 09/12/2020 2020-21 Second quarter financial and performance report 10/03/2021 2020-21 Third quarter financial and performance report 09/06/2021 2020-21 6-monthly LGPRF report 23/02/2021
Annual report (annual report under sections 131, 132 and 133 of the Local Government Act 1989 to the community containing a report of	Annual report considered at a meeting of Council in accordance with section 134 of the 1989 Act	Yes, on 14/10/2020

operations and audited financial performance statements)		
Councillor Code of Conduct (code setting out the standards of conduct to be followed by Councillors and other matters)	Code of conduct reviewed and adopted in accordance with section 139 of the Act	Yes, on 23/02/2021
Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act	Yes, since August 2020
Meeting procedures (governance rules governing the conduct of meetings of Council and delegated committees)	Governance rules adopted in accordance with section 60 of the Act	Yes, on 12/08/2020

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

Cathy Henderson
Chief Executive Officer

Cr Annalivia Carli Hannan
Mayor

Signature: 

Date: 23/9/2021

Signature: 

Date: 23/09/2021

Task Force on Climate-related Financial Disclosures

We support the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We are committed to providing our community with information on how we are working to manage climate change risks through our various planning, strategic and operational processes.

We recognise we are on a journey to enhance our management and disclosure of this critical risk. We will work to progressively improve our disclosures. We will do this in line with the TCFD's recommended framework for voluntary and consistent climate risk disclosure.

We aim to eventually include climate risk in our financial reports. But recognise that this is an emerging disclosure type for which standards are still under development.

Climate change governance

Moreland Council considers climate change to be a critical strategic risk. We are addressing this risk by:

- acknowledging a climate emergency
- adopting the Zero Carbon Moreland – Climate Emergency Action Plan
- developing a Climate Resilience Integration Strategy.

We are developing systems to proactively manage our exposure and response to climate-related risks and opportunities.

We established a Climate Resilience Integration Board (CRIB) in March 2021. It will oversee the development and implementation of these systems through our Climate Resilience Integration Strategy.

The CRIB has an ambitious workplan. This includes continuously improving our climate change governance by:

- embedding climate risk within our operations, service delivery and municipal responsibilities
- improving our procedures
- strengthening our accountability measures.

Under current governance arrangements:

- The Audit and Risk Committee, and Executive oversee our organisational response to climate change risks and opportunities. This is led by the CRIB.
- All 2021-22 service unit plans incorporate actions to drive the organisation-wide response to the climate emergency. The plans of key areas include actions to address their highest priority climate risks and opportunities.
- Our City Change team provides expertise to integrate climate emergency thinking and actions across our operations and municipal responsibilities.
- We report progress on the Zero Carbon Moreland – Climate Emergency Action Plan to Council each quarter.
- We established an Environmental Management System. This is driving the visibility and reduction of environmental impacts. This work is being done by our Corporate Governance and City Change teams.

Statutory information

Victorian and Federal Government investigations

Moreland Council was not the subject of any Victorian or Federal Government investigations.

Documents available for public inspection

We are committed to open and transparent governance under the *Local Government Act 2020*. We have a Public Transparency Policy in place. This outlines our commitment to being accountable to the community through transparency of:

- information
- service data
- performance
- decision making.

We deliver a range of services to residents, businesses and visitors to Moreland. Our services and functions are documented. We will publish information about our services and administration activities on our website. We will also make this available on request.

The following documents are available on Moreland Council's website:

1. Council and Delegated Committee meeting agendas and minutes (note there were no Delegated Committees operating in 2020-21)
2. Reporting from Advisory Committees and Community Asset Committees in accordance with the governance rules
3. Audit and Risk Committee performance reporting
4. Details of Advisory Committees, Delegated Committees and Community Asset Committees
5. Terms of reference for Advisory Committees and Audit and Risk Committee Charter
6. Registers of gifts, benefits and hospitality offered to Councillors or Moreland Council staff
7. Registers of Councillor attendance at Council Meetings, Delegated Committee Meetings and meetings arranged to brief Councillors
8. Registers of travel undertaken by Councillors or Moreland Council staff
9. Registers of conflict of interest disclosed by Councillors or Moreland Council staff
10. Submissions made by Moreland Council to state or federal processes
11. Details of any memorandum of understanding entered into by Moreland Council that are not subject to confidentiality clauses
12. Registers of donations and grants made by Moreland Council
13. Registers of leases entered into by Moreland Council, as lessor and lessee
14. Register of delegations
15. Register of Authorised Officers
16. Register of election campaign donations
17. Summary of personal interests.

Best value

At least once every year a council must report to its community on what it has done to ensure it has given effect to the best value principles. This is a requirement under section 208G of the *Local Government Act 1989* (superseded 1 December 2020).

The best value principles require council services to:

- meet high quality and cost standards
- be responsive to community needs
- ensure high levels of accessibility
- achieve continuous improvement in its operation
- consult with the community on service levels.

We have continued to drive performance improvement and ensure service delivery is aligned to the best value principles. We are also now acting in accordance with the 5 following principles as required by the *Local Government Act 2020*.

1. **Community engagement.** This principle aims to ensure all Victorians have the opportunity to engage with their council on the future of their community.
2. **Strategic planning.** This requires councils to develop an integrated, longer-term and transparent approach to planning that supports councillors in leading strategically, rather than focusing on operational issues.
3. **Financial management.** This principle aims to ensure rates will be used to deliver a range of services and infrastructure.
4. **Public transparency.** This principle supports openness, accountability and honesty to build high levels of accountability and trust among citizens and enable fully informed engagement in the democratic process.
5. **Service performance.** This principle ensures councils deliver services to the community that are equitable, accessible, good value and meet the needs of their diverse communities.

During 2020-21, we continued to drive performance improvement and ensure service delivery aligned to the best value principles and the Local Government Act principles.

This included:

- continued work to improve our planning and budgeting approach
- a series of service reviews
- an ongoing continuous improvement program.

Governance rules

Good governance, integrity and accountability are central to the *Local Government Act 2020* ('the Act'). They underpin local government democracy, accountability and conduct. They also enable our community to hold the council to account.

In August 2020, we adopted governance rules. These rules set the standard for transparent and clear decision making.

Accountability, integrity and transparency are of fundamental importance to our community. We seek to use good governance to engage our community in decision making. This will also ensure transparency in our decisions, actions and information.

Public Transparency Policy

We are committed to being accountable to the community. In August 2020, Councillors adopted our Public Transparency Policy. This outlines what we will do to maximise transparency in our decision making and access to and availability of information. It also commits us to key principles in how we will achieve this.

Councillor Code of Conduct and Gift Benefits and Hospitality Policy

The Act required us to replace the previous councillor conduct principles with the Standards of Conduct. These standards were set out in the Local Government (Governance and Integrity) Regulations 2020.

Councillors recognise the importance of conducting themselves in a way that:

- reflects the leadership role they hold
- will underpin their collective commitment to achieve the best outcomes for the local community, now and into the future.

In February 2021, Councillors adopted a Councillor Code of Conduct. This further reinforced the standards of conduct expected of, and to be committed to by, Councillors.

In April 2021, we revised our Gifts, Benefits and Hospitality Policy. This ensures we meet our obligations regarding:

- the maintenance of a gift register
- the acceptance and the process involved in the receipt of anonymous gifts
- to complement personal interest returns by recording gifts that may be below the threshold for disclosure in a personal interest return.

We have ensured this policy complies with the public transparency principles.

Community engagement and public participation

We aim to provide a strong level of community engagement across all areas of our business.

We are building our capacity and capability to have great conversations with our community. We want to involve them in the decisions that impact and interest them. Our goal is to create a truly engaging culture at Moreland. A culture that is built on strong and productive partnerships with our community.

We adopted a new Community Engagement Policy in December 2020. This was to support us in delivering our vision. The new policy introduces:

- a statutory process for community engagement. This process is based on principles of the *Local Government Act 2020*
- new standards to help strengthen the quality of work we deliver. It also has standards for how we communicate with, and involve, the community in decision making
- the need for staff to engage communities from the beginning of a project until the final stages.

We also adopted a Community Engagement Implementation Plan 2020-24. This includes a range of projects to build our organisational capacity for community engagement. It aims to improve systems and processes. It includes targets and measures for us to achieve a higher standard of community engagement across all projects by 2024.

Annual service planning and budgeting

The annual planning and budgeting working group continued to support the implementation of the council plan and service delivery initiatives for 2020-21.

We used an online budget simulator to get community feedback on their priorities. This was the second time we used this tool. We saw a strong alignment in community priorities and how we already spend our funds. This includes spending on:

- open space and parks
- waste services
- environmental sustainability.

We also ran 3 community pop-up sessions in Moreland's activity centres. This was in conjunction with the budget simulator.

During the budget consultation we held 2 phone-in sessions for the community to provide feedback. We also held engagement sessions across the business for the annual planning of the council action plan, service unit plan and budget. A cross-organisational team led this work.

We performed quarterly reviews of the budget aligned to the council action plan and integrated reporting to Council.

We saw the impact of the Covid-19 pandemic on service delivery and results throughout the year. This included in the quarterly forecasts and end-of-year reporting. Covid-19 has had an impact on operations and direction across the organisation.

Actions to respond to the pandemic continue to replace expected actions in service unit plans for many teams. They also extended timelines for the delivery of actions.

Our performance for 2020-21 was 83% completion of service plan actions. This was up from 80% for 2019-20.

Service reviews

Complaints Management Service Review

We completed a full review of our complaints management processes. This included adopting a new Complaints Policy and accompanying procedure. This introduced a new 3-tiered complaint process. This process brings us in line with the Victorian Ombudsman's guidance for complaint handling and with the *Local Government Act 2020*.

We created a new comprehensive online training module to support the introduction of the new processes. This module includes instruction videos delivered to the entire organisation. We also created an online complaint handling advice library.

We reviewed our complaint recording methods. We implemented a new standard for recording complaints. For the first time, we can see improved data on:

- complaint categories
- severity levels
- what causes complaints.

We send this data to managers each month. It has been used to identify our top service pain points for customers. These are now undergoing service journey mapping to identify improvements.

Youth Services

In mid-2019 we reviewed our Youth Services. This involved an assessment of our current resources and staffing structure. We focused on aligning our service and priorities to our newly adopted Youth Strategy.

The review resulted in an increase in investment in Youth Services. This was to help broaden our reach and impact in the community. With extra funding and new roles, we aligned our efforts with the following key outcome areas of the strategy:

- **Youth voice and participation.** We funded the Youth Ambassadors Program. This was to increase opportunities for young people to influence our decision making and lead their own projects.
- **Youth spaces and places.** We funded services and programs to meet the needs of young people in their local areas. We had a particular focus on the northern suburbs of Fawkner and Glenroy.
- **Health and wellbeing.** We gave funding and resources to establish ourselves as a 'first point of contact'. Our goal was to improve the quality and accessibility of information available to young people and the broader community.

Once fully implemented, our revised staffing structure will improve our capacity to deliver engaging programs in collaboration with young people and our community partners. It will also ensure young people and their families have easy access to information and support services, as they need.

Property and Place

In 2020, we combined our Property team and Places and Major Partnership Projects team. This created a new branch called Property and Place.

This integration of core functions supports:

- holistic planning for our large urban revitalisation projects
- a strategic, place-based approach to land acquisition and community and commercial leasing

- better integration of spatial and programmatic elements of projects to maximise local character

Animal Management

This year we reviewed animal management. This included how our officers do their animal management park patrols. This was in response to:

- staff observations
- an increase in the number of animal registrations
- hearing from our community about an increase in the number of dogs in our parks, reserves and waterways.

We introduced electric bikes so officers could reach hard to get to areas and cover a larger area. Officers can now patrol bike paths, creeks and deep into reserves and shared open spaces. They focus on educating and informing the community about responsible dog ownership. They also ensure dogs and their owners are doing the right thing. This includes owners having their dog on a lead in on-lead areas.

This year we introduced animal management agreements. We use these to deal with dogs that have been involved in minor dog attacks or rushes. They are formal agreements with the dog owner that place conditions on the keeping of the dog to reduce the risk of reoffending. We also entered into agreements with local vets so they can receive and manage lost pets and/or stray animals.

We also audited reviewed dog-related signage along creeks, parks and reserves. Signage had been inconsistent, difficult to understand or incorrect. We identified areas that needed signs. We rolled out new signs and decals across our creeks, reserves and parks.

City Development

The City Development team completed a review of all forms and brochures. The review focused on accessibility and language to improve access for customers.

Many of the old forms were poorly set out and featured language that was technical and confusing. We updated all forms and brochures with our new branding. These are being uploaded to our updated website.

Building Services

Our City Development administration team introduced a new service following a legislative change. They did this in conjunction with the Building Services team.

In December 2019, new laws required swimming pools and spas across each local government area be registered with the local council. Pools also needed to be assessed for safety every 4 years. Pools need to be issued with a pool compliance certificate. Councils were also required to notify new property owners of their obligations in relation to pools. Councils also have a compliance function when pools failed a safety inspection.

A new online registration and certificate receipt system was set up. More than 1,300 pools have been registered so far. The remaining few pools that are unregistered have been fined and will be inspected by Building Service officers. Further action is likely. We developed and implemented this new service with no increase in resources. The new service includes:

- ongoing maintenance of the system
- reminders to pool and spa owners
- follow up actions to pool and spa owners.

Urban Planning

We reviewed the pre-application process for Urban Planning. Our aim was to improve the clarity of information provided to permit applicants. This would improve the quality of applications and the quality of the final building.

This review has seen an improvement to templates and brochures used in the pre-application process.

We also reviewed our commercial priority application stream. We did this to improve access to the service for businesses and provide better outcomes for customers.

Planning Enforcement

We established a separate Planning Enforcement team, headed by a Planning Enforcement Coordinator. This was to enable a better focus on improving performance and compliance outcomes. This included proactively enforcing planning permit requirements.

Strategic Planning Unit

We have continued working through the recommendations from the 2018 planning scheme review. This was to strengthen and streamline the effectiveness and performance of the Moreland Planning Scheme.

We investigated ways to:

- improve the protection of significant trees on private property
- improve environmentally sustainable development outcomes for development
- review planning controls along Moreland's waterways.

Towards the end of 2021, we will start working on the next review of the planning scheme. This is required under the *Planning and Environment Act 1987*. It will be completed by mid-2022.

Urban Design process checklist

We are finalising a review of the urban design process. We have implemented a 5-year urban design project process checklist. This covers initiation to handover.

These changes enable us to introduce a 2-year design and engagement process for our urban design capital funding program. This is rather than trying to complete project engagement, design and tender in a 12-month period.

A pilot for the first year of design (concept and engagement) began in 2020-21 for the Stewart Street and Wheatsheaf Road streetscape improvement projects.

Our new processes mean we can better engage, plan and design for streetscape improvement projects located in our activity centres and shopping strips. This checklist can also be a great guide for new employees and project managers at Moreland Council.

Continuous improvement

In 2020-21, we focused on improving our customer service through:

- our Community at the Heart program
- the introduction of our new payroll system
- implementation of a new corporate planning and reporting system.

This is in line with the *Local Government Act 2020*. We continue to expand continuous improvement across the organisation. This is leading to better outcomes for the community and more efficient ways of working.

We introduced continuous improvement mentorship. This has supported employees to address process inefficiencies. It has also reduced time spent on non-value-added activities. This gives us more time to focus on servicing the community.

This work has delivered benefits including improving how we:

- onboard and pay our employees
- respond to our customers through our Customer Service team

- record, respond and complete customer enquiries submitted to our Transport team
- communicate and run our popular school holiday program
- deliver our internal yearly award program Shine.

Our City Infrastructure and City Futures teams added to our continuous improvement. They delivered:

- a streamlined integrated project report approvals process. Monthly project updates from project teams go to project sponsors and other stakeholders
- a messaging service for Waste Services. The team can text customers daily about waste services available in target areas. This has improved efficiency
- a new mobile application for inspecting arborists in Open Space. This replaced paper-based inspection sheets.

There was significant work in our Amenity and Compliance team. In 2020-21, the team:

- reviewed and developed Footpath Trading Guidelines to support outdoor dining under Covid-19 restrictions. They reduced the time required to lodge and process applications. This resulted in quicker turnaround times for permits
- trialled a new model for printing and issuing penalty reminder notices for infringements and animal registration renewals. This reduced costs and enabled a reallocation of resources
- implemented an ePermit scheme. This replaced paper-based resident parking permits and hard copy permits on vehicles. It enabled residents to apply for and pay for permits online. Residents can now allocate the permit to different vehicles easily.

We are seeing high-level engagement across the organisation. This is a result of the solid foundations we have laid in continuous improvement and capability building. This continues to be tested during Covid-19 restrictions. But we are continuing to work together to deliver ongoing improvements to the way we work.

Freedom of Information

The *Freedom of Information Act 1982* (the 'Act') gives the community a legal right to access certain council documents.

The Act has 4 basic principles:

1. The public has a legal right of access to information.
2. Local governments are required to publish information on the documents they hold.
3. People may request inaccurate, incomplete, out-of-date or misleading information in their personal records be amended.
4. People may appeal against a decision not to give access to the information or not to amend a personal record.

We respond to requests that are directly related to our operations. In 2020-21, we received 29 Freedom of Information (FOI) applications. In 2019-2020, we received 31 FOI applications.

Of the 29 applications received in 2020-21:

- in 8 cases applicants were granted access to documents in full
- in 2 cases there were no documents to provide in response to the request
- 15 requests for documents were partially granted
- 4 requests were still pending at 30 June 2021 and will be reported as part of the 2021-22 annual report.

The most common reason parts of a document were redacted was to prevent the unreasonable disclosure of information relating to the personal affairs of a person.

Many other requests for information did not eventuate as FOI applications. This is because we were able to provide the information sought outside of the FOI process.

Under the Act, we have submitted our report on the operation of the Act for inclusion in the annual report of the Freedom of Information Commissioner to Parliament.

Accessing Freedom of Information

Requests to access Freedom of Information must be in writing and accompanied by an application fee.

We must decide about the release of documents within 30 days of receiving a valid application. This is unless an extension of time is agreed. Where a decision is made to refuse or defer access, we will notify the applicant in writing of the reasons for the refusal. We will outline the procedures available to appeal our decision.

More information about Freedom of Information can be found at www.ovic.vic.gov.au and on our website at www.moreland.vic.gov.au.

Local laws

Moreland City Council has 2 local laws.

The purpose of General Local Law 2018 is to:

- promote a physical and social environment that is accessible and free from hazards to health, in which the residents of and visitors to the municipality can enjoy a quality of life that meets the general expectations of the community
- protect the use of public places and control activities in, on or near them
- provide for safety in public places
- control, protect and conserve the environment and maintain the amenity of the municipality
- provide for, control and manage the use of premises and vehicles in particular circumstances
- regulate the number and manner of keeping of animals
- control, prevent and abate nuisances
- provide for the peace, order and good government of the municipality.

The objectives of the Meeting Procedure Local Law 2018 are to:

- provide the procedures governing the conduct of Council Meetings
- provide for the election of the Mayor and a Deputy Mayor
- set the rules of behaviour for those participating in, or present at, meetings
- provide for the appointment of councillor office holders and assignments as members of committees established by the council or as council representatives to external committees and organisations
- provide for the use of the council's Common Seal.

Public Interest Disclosures

The *Public Interest Disclosures Act 2012* (the 'Act') encourages and facilitates the making of disclosures of improper conduct by public officers and public bodies. It also established a system for matters to be investigated.

The Act provides protection from detrimental action to any person affected by a protected disclosure. This is whether the person makes a disclosure, is a witness or is a person who is the subject of an investigation.

The Act provides protection to whistleblowers who make disclosures under certain requirements. It also aims to ensure disclosures are investigated. Moreland Council adopted a Public Interest Disclosure (Whistleblower) Policy in December 2019.

Under the requirements of the Act, we have established a Public Interest Disclosure Procedure. This is supported by a series of guidelines.

During the reporting period, we received 1 disclosure. Internal or external whistleblowers can contact our Public Interest Disclosures Coordinator on 9240 1111.

Information Privacy and Health Records Policy

The responsible handling of personal information is a key aspect of good governance practices. It is also key to accountable democratic processes. We are committed to protecting every individual's right to privacy and their personal information.

We are committed to full compliance with our statutory obligations under:

- the Privacy and Data Protection Act 2014
- the Health Records Act 2001 (the Acts).

We comply with and handle personal information in line with the Information Privacy Principles and Health Privacy Principles in the Acts.

Our policy applies to all personal information we collect, handle and store. Our policy has been tested against our obligations and is in the final stages of review. We intend to release our updated policy in 2021. The review examined its effectiveness so far. It will ensure our policy is in line with community and legislative expectations.

Our Information Privacy and Health Records Policy applies to all our:

- employees
- Councillors
- agents (consultants, agency staff and volunteers)
- contractors.

It refers to all information collected by Moreland Council in the course of our duties. We ensure personal information is protected through:

- training and awareness sessions
- local procedures
- guidance through our Information Privacy and Health Records policy (publicly available).

We have strong security frameworks in place around the use and disclosure of personal information.

Anyone who wants to access their personal information should first contact the area of the council that collected it. If you believe your personal information is inaccurate, incomplete or out of date, you may request we correct the information.

If you feel aggrieved by our handling of your personal information, you may make a complaint to our Privacy Officer. We take all complaints seriously. We will investigate your complaint and provide you with a timely response.

You can also make a complaint to the Office of the Victorian Information Commissioner (OVIC). During the reporting period, there were 2 complaints referred to us by OVIC. Both complaints were resolved satisfactorily.

Legislative environment

We operate and deliver services under, and in accordance with, over 80 different pieces of Victorian primary legislation and the regulations made under those acts.

Many sections of this report address specific legislation including the:

- Domestic Animals Act 1994
- Road Management Act 2014
- Privacy and Data Protection Act 2014
- Public Health and Wellbeing Act 2008.

We have highlighted some key acts, particularly where there has been a change over the year.

Local Government Act

The *Local Government Act 2020* came into operation in March 2020. It is being implemented in 4 key stages.

The first stage enacted the overarching governance principles and 5 sets of supporting principles. These are principles that all councils must follow to build accountability and transparency.

The second stage enacted the requirement for all councils to adopt Governance Rules. These included the adoption by 1 September 2020 of:

- an Election Period Policy
- a Public Transparency Policy
- a Councillor Support and Expenses Policy.

Moreland Council adopted these policies at its meeting on 12 August 2020. This was in line with the overarching governance principles.

We were also required to adopt and maintain a Community Engagement Policy. We adopted this policy on 9 December 2020. It outlines our commitment to genuinely involving our community in decision making so we can deliver better outcomes.

The third stage saw the requirement for councils to:

- review and adopt a Councillor Code of Conduct within 4 months after a general election
- review and adopt a Councillor Gift Policy
- ensure all Councillors complete induction training
- prepare and adopt a Budget and Revenue and Rating Plan by 30 June 2021.

Planning and Environment Act 1987

The *Planning and Environment Act 1987* provides the legal framework for what Moreland will look like. It governs the processes involved to determine what land can be used for – open space, industry, homes, for example. It also governs the processes for permits to develop certain land.

During 2020-21 the *Planning and Environment Amendment Act 2021* (the 'Act') received Royal Assent. The Act made various amendments to the *Planning and Environment Act 1987*. There were changes in 3 key areas:

- the protection of buildings of local heritage significance
- compensation
- the publication of notices, inspection of documents and panel hearings.

The amended Act saw minor consequential amendments to the:

- Building Act 1993
- Environment Protection Act 1970
- Public Health and Wellbeing Act 2008.

Freedom of Information Act 1982

The *Freedom of Information Act 1982* provides the public with a right of access to government documents. This includes documents held by Moreland Council. During 2020-21 there were no significant changes to this legislation.

Building Regulations 2018

New laws to improve swimming pool and spa safety came into effect in Victoria on 1 December 2019. They introduce new registration, inspection and certification requirements for property owners. As part of the changes, owners are required to register their pool and spa with their local council. They also need to have their safety barrier inspected every 4 years. Our Building Services team took on the role of managing the new requirements.

Contracts

Compliance with Moreland Council's procurement and Local Government Act requirements remained strong in 2020-21. We did not enter into any contracts valued at \$150,000 or more for services or \$200,000 or more for works of a kind specified in section 186(5)(a) and (c) of the *Local Government Act 1989* (the 'Act').

We entered into the contract listed below – valued at \$150,000 or more for services without engaging in a competitive process:

- Scope Protective & Data Solutions P/L (Security Guard Services) – spend: \$268,272 including GST

We received a Ministerial Exemption under section 186 of the Act to contract directly with YMCA Victoria Programming Pty Ltd for the management of our 6 aquatic and leisure facilities from 1 July 2021 to 30 June 2022 (inclusive). This was granted by the Minister for Local Government, the Honourable Shaun Leane, to extend the current contract terms by a year. The extension allowed us to amend our sourcing strategy to better reflect the impact of Covid-19 and the resulting operating restrictions.

Disability access and inclusion plan

We have the Moreland Disability Access and Inclusion Plan 2016-20. It delivers our commitment to:

- eliminate discrimination against people with disability
- make our city more accessible and inclusive.

We prepared this plan in accordance with section 38 of the *Victorian Disability Act 2006*. During 2020-21, we implemented the following initiatives as part of the plan. They fall into 4 categories.

Accessible places and spaces

- We developed a new 4-year capital works program to improve the accessibility of activity centres.
- We spent \$45,000 on improving the accessibility of bus shelters.
- We spent \$80,000 on accessibility upgrades of our pedestrian network.
- Moreland Community Grants funded an innovative Guide Dogs Victoria project. This improved access for people with low vision or blindness around our leisure and aquatic centres.

Inclusive programs and services

During the year we:

- developed an Inclusive and Accessible Communications Policy
- improved accessibility of our website to meet international accessibility standards
- delivered face-to-face staff disability awareness training to over 40 staff
- implemented voluntary online disability awareness training for all staff
- screened the Wide Angle Film Festival of films made by people with disability
- provided advice and responded to more than 150 internal and external consultations, enquiries and complaints.

Employment and economic participation

During the year we:

- implemented a 12-month inclusive traineeship program for 5 people with disability
- delivered a 3-month work experience program for people with disability
- employed a person with lived experience of disability to support the review of our Disability Access and Inclusion Plan
- reviewed and increased the accessibility and fairness of our recruitment practices
- developed and piloted a grant program for local businesses to improve disability access
- advocated for the adoption of a Workplace Adjustments Policy at Moreland Council.

Leadership and advocacy

During the year we:

- started our review of the Moreland Disability Access and Inclusion Plan 2016-20
- started development of the Arts Moreland Access and Inclusion Plan
- provided administrative support and convened the Moreland Disability Working Group with bimonthly meetings
- convened the Moreland Disability Service Provider Network and chaired quarterly meetings
- convened the cross-council Access and Inclusion Network and chaired quarterly meetings. This network includes officers from 8 inner-northern councils of Melbourne
- were a leadership committee member of the Victorian Local Government Disability Planners Network
- delivered actions in the Disability Advocacy Covid-19 Implementation Plan
- celebrated International Day of People with Disability. We held community and staff events, and an online forum about employment and disability
- promoted disability campaigns. For example, on:
 - accessible housing reforms
 - Disability Royal Commission
 - Covid-19 safety and vaccination
 - autism awareness
- delivered NDIS information sessions to Neighbourhood Houses.

Domestic animal management

We prepare a domestic animal management plan every 4 years. This is a requirement of the *Domestic Animals Act 1994* (the 'Act').

Moreland Council endorsed its Domestic Animal Management Plan 2017-21 on 6 December 2017. It was submitted to the Victorian Department of Economic Development, Jobs, Transport and Resources on 21 December 2017.

Key objectives in the plan include:

- encouraging responsible pet ownership
- educating the community on topics related to animal management
- increasing registration of domestic cats and dogs
- ensuring animal management officers have appropriate training
- identifying dangerous, menacing and restricted breed dogs in the municipality to ensure they are kept in accordance with the Act and relevant regulations
- minimising the risk of dog attacks
- reducing the nuisance caused by cats and dogs.

Implementation of the plan has included:

- reviewing the animal registration database
- subsidising cat desexing programs
- promoting responsible pet ownership
- auditing domestic animal businesses
- training of Authorised Officers
- development of standard operating procedures
- increased park patrols
- auditing of properties where dangerous or menacing dogs are kept
- review of information on our website
- comparison of our database against microchip registries.

A new Domestic Animal Management Plan 2021-25 will be adopted in late 2021.

Food Act ministerial directions

In accordance with section 7E of *the Food Act 1984*, there were no ministerial directions received by Moreland City Council during the financial year.

Road Management Act ministerial directions

In accordance with section 22 of the *Road Management Act 2004*, we must publish a copy or summary of any ministerial direction in our annual report. We did not receive any ministerial directions during 2020-21.

Charter of Human Rights and Responsibilities commitment

The *Charter of Human Rights and Responsibilities Act 2006* sets out the basic rights, freedoms and responsibilities of all people in Victoria.

The charter requires governments, local councils and other public authorities consider human rights when they:

- make laws
- develop policies
- provide services.

We are committed to complying with the charter. We consulted our Human Rights Advisory Committee

and its working groups on over 15 policies, strategies and plans in 2020-21. This was to ensure we prioritise inclusion and equity and consider human rights. This action plays a key role in ensuring we are an inclusive organisation.

Our committee and associated working groups have broad and active representation from all priority groups. We examined the potential impact of policies, strategies and plans on all members of the community. During the year, we:

- implemented our Social Cohesion Plan, including through the:
 - Moreland Democracy Lab
 - Fawkner Grows: Fawkner Eats
 - Connecting Women in Moreland
- conducted training for staff on diversity and inclusion
- provided advice to staff in the development of policies
- provided cultural awareness training for staff with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation.

We also held 8 cultural consultations with the Wurundjeri Woi Wurrung Cultural Heritage Aboriginal Corporation. This was to get advice on projects and policies that impact on cultural rights and practice. Our committees and working groups also consulted with the community on:

- advocacy issues, including level crossing removal
- the naming of local streets
- natural resource management plans.

This work was done by our:

- Human Rights Advisory Committee
- Disability Working Group
- Gender Equality Reference Group
- Reconciliation Working Group.

National Competition Policy annual statement of compliance

Moreland City Council has an ongoing commitment to comply with National Competition Policy and we are obligated to adhere to competitive neutrality principles. During the 2020-21 financial year, Moreland City Council complied with the requirements of the National Competition Policy and did not receive any complaints in relation to competitive neutrality.

Infrastructure and development contributions

We introduced a Development Contributions Plan in 2015. In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, a council that is a collecting agency must prepare and give a report to the Minister for Planning on development contributions, including levies and works in kind.

For 2020-21, the following information about development contributions is disclosed.

Table 1 – Total Development Contributions Plan (DCP) levies received in the 2020-21 financial year

DCP name and year approved	Levies received in the 2020-21 financial year
Moreland DCP (2015)	\$1,343,360
Total	\$1,343,360

Table 2 - DCP land, works, services or facilities accepted as works-in-kind in the 2020-21 financial year

DCP name and year approved	Project ID	Project description	Item purpose	Project value (\$)
Moreland DCP (2015)				\$0
Total				\$0

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) (\$)
Moreland DCP (Gazetted 10 September 2015)	\$9,393,733	\$6,277,072	\$0	\$9,393,733
Total	\$9,393,733	\$6,277,072	\$0	\$9,393,733

Table 4 - Land, works, services or facilities delivered in the 2020-21 financial year from DCP levies collected

Project description	Project ID	DCP name and year approved	DCP fund expended (\$)	Works-in-kind accepted (\$)	Moreland Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered
Morris Reserve toilets, 11 Brentwood Ave, Pascoe Vale	CF028	Moreland DCP (2015)	\$2,548		\$42,085		\$44,633	54%
Morris Reserve store, 11 Brentwood Ave, Pascoe Vale	CF031	Moreland DCP (2015)	\$1,743		\$27,057		\$28,800	100%
Richards Reserve, 30-34 Charles Street, Coburg	CF032	Moreland DCP (2015)	\$2,626		\$884,960		\$887,586	100%
Bush Reserve – tennis, Bush Reserve Nursery, 227a Bell Street, Coburg	CF052	Moreland DCP (2015)	\$33,194		\$259,621		\$292,815	100%
Bush Reserve – bowls, Bush Reserve Nursery, 227a Bell Street, Coburg	CF058	Moreland DCP (2015)	\$40,671		\$270,310		\$310,981	100%
Clifton Park – pavilion – Soccer, 377 Albert Street, Brunswick	CF064	Moreland DCP (2015)	\$23,430		\$194,097		\$217,527	100%
James Martin Reserve – change rooms, 80-82 Domain Street, Hadfield	CF065	Moreland DCP (2015)	\$15,358		\$227,308		\$242,666	100%
Brunswick Cycling Club pavilion Roberts Reserve 50-72 Harrison Street, Brunswick East	CF077	Moreland DCP (2015)	\$10,326		\$133,232		\$143,558	100%

Project description	Project ID	DCP name and year approved	DCP fund expended (\$)	Works-in-kind accepted (\$)	Moreland Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered
Bob Hawke Centre, 24-26 Hudson Street, Coburg (Meals on Wheels)	CF085	Moreland DCP (2015)	\$18,299		\$164,924		\$183,223	34%
ATC Cook Reserve – pavilion, 133-165 Daley Street, Glenroy	CF087	Moreland DCP (2015)	\$16,979		\$284,584		\$301,563	100%
ATC Cook Reserve – tennis, 133-165 Daley Street, Glenroy	CF091	Moreland DCP (2015)	\$15,016		\$190,634		\$205,650	100%
Brearley Reserve, 1-25 Heliopolis Street, Pascoe Vale South	CF100	Moreland DCP (2015)	\$7,809		\$118,252		\$126,061	100%
Clifton Park – festival, 377 Albert Street, Brunswick	CF105	Moreland DCP (2015)	\$9,398		\$84,330		\$93,728	100%
James Martin Reserve – social pavilion, 80-82 Domain Street, Hadfield	CF107	Moreland DCP (2015)	\$20,377		\$329,247		\$349,624	100%
Park Street Child Care Centre, 785b Park Street, Brunswick	CF121	Moreland DCP (2015)	\$4,173		\$39,945		\$44,118	25%
Springhall Parade Brearley-Bell, Pascoe Vale	DR01	Moreland DCP (2015)	\$17,773		\$184,337		\$202,110	100%
27 Devon Avenue to Moreland Lever, Coburg	DR04	Moreland DCP (2015)	\$24,771		\$125,499		\$150,270	100%

Project description	Project ID	DCP name and year approved	DCP fund expended (\$)	Works-in-kind accepted (\$)	Moreland Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered
Springhall Parade Princes-Brearley, Pascoe Vale	DR15	Moreland DCP (2015)	\$3,163		\$188,439		\$191,602	100%
Prendergast Street Walhalla-Louisville, Pascoe Vale	DR23	Moreland DCP (2015)	\$5,223		\$200,533		\$205,756	100%
Merribell Avenue-Coburg, Nicholson-Edna, both carriageways, Coburg	DR98	Moreland DCP (2015)	\$17,495		\$85,812		\$103,307	100%
Sydney Road streetscape, Coburg	RD0001	Moreland DCP (2015)	\$159,189		\$524,569		\$683,758	17%
Springhall Parade Brearley-Bell, Pascoe Vale South	RD0020	Moreland DCP (2015)	\$9,973		\$470,592		\$480,565	100%
Springhall Parade Princes-Brearle, Pascoe Vale South	RD0023	Moreland DCP (2015)	\$10,572		\$265,094		\$275,666	100%
Ryan Street Ross-Batman, Coburg	RD0027	Moreland DCP (2015)	\$19,348		\$278,250		\$297,598	100%
Henkel Street Alexander-Wendel, Brunswick	RD0052	Moreland DCP (2015)	\$2,338		\$200,077		\$202,415	100%
Jukes Road-William-Minona, Fawkner	RD0057	Moreland DCP (2015)	\$0		\$43,203		\$43,203	100%

Project description	Project ID	DCP name and year approved	DCP fund expended (\$)	Works-in-kind accepted (\$)	Moreland Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered
Belair Avenue-Chapman-Augustine, Glenroy	RD0068	Moreland DCP (2015)	\$4,170		\$39,698		\$43,868	45%
Davis Street Munro-Bell, Coburg	RD0170	Moreland DCP (2015)	\$17,496		\$44,808		\$62,304	16%
Glenora Avenue Carlisle-Rennie, Coburg	RD0183	Moreland DCP (2015)	\$85,127		\$629,192		\$714,319	100%
Morris Street McMahons-De Chene, Coburg North	RD0296	Moreland DCP (2015)	\$4,964		\$15,889		\$20,853	10%
Princes Terrace Waverley-Springhall, Pascoe Vale	RD0310	Moreland DCP (2015)	\$38,060		\$184,608		\$222,668	100%
Charlotte Street-Barina-Waterloo, Oak Park	RD0331	Moreland DCP (2015)	\$1,992		\$17,743		\$19,735	100%
Gregory Street Winifred-dead end, Oak Park	RD0427	Moreland DCP (2015)	\$2,181		\$17,042		\$19,223	10%
Daphne Street Waratah-O'Hea, Pascoe Vale and Daphne Street Waratah-O'Hea, Pascoe Vale – part B	RD0431	Moreland DCP (2015)	\$19,281		\$248,447		\$267,728	100%
Dickens Street Woodlands-Parkstone, Pascoe Vale South	RD0434	Moreland DCP (2015)	\$541		\$15,746		\$16,287	11%

Project description	Project ID	DCP name and year approved	DCP fund expended (\$)	Works-in-kind accepted (\$)	Moreland Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered
Lygon Street Brunswick-Barkly right carriageway, Brunswick East	RD0442	Moreland DCP (2015)	\$4,184		\$13,147		\$17,331	28%
Lygon Street Brunswick-Barkly left carriageway, Brunswick East	RD0463	Moreland DCP (2015)	\$5,653		\$13,935		\$19,588	100%
Thistle Street Hackett-Mitchell, Pascoe Vale South	RD0474	Moreland DCP (2015)	\$352		\$12,152		\$12,504	100%
Craigrossie Avenue Glencairn-Wattle, Coburg	RD0482	Moreland DCP (2015)	\$64,980		\$425,007		\$489,987	100%
Drainage-rear 23-35 Donald Street, Brunswick	RD0493	Moreland DCP (2015)	\$25,260		\$261,395		\$286,655	100%
Jeanine Crescent Patricia-dead end, Fawkner	RD0562	Moreland DCP (2015)	\$0		\$20,839		\$20,839	16%
Plaisted Street Sydney-Bain both carriageways, Coburg North	RD0563	Moreland DCP (2015)	\$3,411		\$12,689		\$16,100	17%
Ulm Street Pallett-Guilfoyle, Coburg North	RD0600	Moreland DCP (2015)	\$4,525		\$22,446		\$26,971	100%
Watkins Street Lawson-McBryde, Fawkner	RD0617	Moreland DCP (2015)	\$0		\$26,338		\$26,338	100%

Project description	Project ID	DCP name and year approved	DCP fund expended (\$)	Works-in-kind accepted (\$)	Moreland Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered
Carr Street De Chene-De Chene, Coburg North	RD0663	Moreland DCP (2015)	\$2,776		\$11,944		\$14,720	15%
Galeka Street boundary-Orvieto, Coburg North	RD0679	Moreland DCP (2015)	\$4,771		\$19,098		\$23,869	17%
Trade Place Newlands-dead end, Coburg North	RD0772	Moreland DCP (2015)	\$12,274		\$93,761		\$106,035	100%
Lytton Street Pascoe Vale-Chapman, Glenroy	RD0781	Moreland DCP (2015)	\$2,606		\$57,832		\$60,438	100%
Major Road Hume-Bonwick, Fawkner	RD0784	Moreland DCP (2015)	\$0		\$68,275		\$68,275	100%
Langtree Avenue Lothair-Woodlands, Pascoe Vale South	RD0788	Moreland DCP (2015)	\$637		\$22,175		\$22,812	17%
Marsden Avenue dead end-Wadham, Pascoe Vale South	RD0793	Moreland DCP (2015)	\$5,255		\$244,038		\$249,293	100%
Albert Street-Sydney-Frith, Brunswick	RD0827	Moreland DCP (2015)	\$3,699		\$15,946		\$19,645	100%
Albion Street-Moonee-change of seal, Brunswick West	RD0841	Moreland DCP (2015)	\$1,568		\$10,118		\$11,686	45%

Project description	Project ID	DCP name and year approved	DCP fund expended (\$)	Works-in-kind accepted (\$)	Moreland Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered
Andrew Street May-Ward, Glenroy	RD0858	Moreland DCP (2015)	\$1,996		\$35,460		\$37,456	9%
Blenheim Street Glenroy-Murrell, Glenroy	RD0879	Moreland DCP (2015)	\$1,164		\$20,677		\$21,841	9%
Walter Street Jensen-West, Hadfield	RD0919	Moreland DCP (2015)	\$449		\$20,779		\$21,228	100%
Lygon Street, Brunswick East Barkly-Weston left carriageway, Brunswick East	RD1190	Moreland DCP (2015)	\$8,605		\$17,933		\$26,538	100%
Row-26 Austral Lane rear 26 Austral-rear 2 Austral both carriageways, Brunswick	RD1235	Moreland DCP (2015)	\$20,941		\$134,246		\$155,187	70%
Row-1 Methven Lane Methven-rear 2 Jarvie both carriageways, Brunswick East	RD1242	Moreland DCP (2015)	\$42,246		\$245,225		\$287,471	100%

Financial Report

A plain English guide to the Financial Report

We are committed to accountability. We have developed this guide to help you understand and analyse the Financial Report.

Our report complies with:

- Australian Accounting Standards
- other authoritative pronouncements of the Australian Accounting Standards Board
- the Local Government Act 2020
- the Local Government (Planning and Reporting) Regulations 2014.

Some readers may not be familiar with particular terms required by the standards as we are a part of the public sector. Some of the terms used in private-sector company reports are not appropriate to the public sector.

What is in the annual Financial Report?

The report has 2 main sections: the report and the notes. There are 5 statements and 10 notes. These are:

- prepared by our staff
- audited by the Victorian Auditor-General
- examined by our Audit Committee.

They are then approved and adopted by Council.

The 5 statements are included in the first few pages of the report. They are the:

- comprehensive income statement
- balance sheet
- statement of changes in equity
- statement of cash flows
- statement of capital works.

The notes detail our accounting policies and the make-up of values contained in the statements.

Comprehensive income statement

The comprehensive income statement shows:

- the sources of our revenue under various income headings
- the expenses incurred in running Moreland Council during the year.

The expenses relate only to the operations. They do not include the cost associated with the purchase or building of assets. While asset-purchase costs are not included in the expenses, there is an item for depreciation. Depreciation is a non-cash transaction. It represents the value of an asset decreasing overtime due to wear and tear, and becoming out of date.

The key figure to look at is the surplus or deficit of the organisation for the year. The accounting surplus or comprehensive result is the total income less the total expenses (net income). While Moreland Council may be generating a health accounting surplus, this is used to fund other items in our operations. This includes loan principal repayments and rates-funded projects in the capital works program.

Balance sheet

The balance sheet is a snapshot of the financial position as at 30 June. It shows what we own as assets and what we owe as liabilities. Towards the bottom of the balance sheet is a line showing net assets. This is the net worth of the council, which has been built up over many years.

The assets and liabilities are separated into current and non-current. Current means those assets or liabilities which will fall due in the next 12 months. We describe the components of the balance sheet below.

Current and non-current assets

- Cash and other financial assets include cash and investments. That is, cash held in the bank and in petty cash, and our investments.
- Receivables are monies owed to us by ratepayers and others.
- Investment property represents the value of property owned by Moreland Council as investment.
- Property, infrastructure, plant and equipment is the largest component of our worth. It represents the value of all the assets held by Moreland Council. This includes land, buildings, roads, vehicles, equipment and parks. This has been built up over many years.

Current and non-current liabilities

- Payables are those who we owe money to as at 30 June.
- Provisions include accrued long service and annual leave owed to employees.
- Trust funds represent monies held in trust by Moreland Council.
- Loans represent our outstanding borrowings.

Net assets

This term is used to describe the difference between the value of total assets and the value of total liabilities. It represents the net worth of Moreland Council as at 30 June.

Total equity

This always equals net assets. It is made up of the following components:

- asset revaluation reserve is the difference between the previously recorded value of assets and their current valuations
- other reserves are allocations of funds that have been set aside and act as a future funding source for specific purposes:
 - these reserve funds do not have bank accounts of their own but are a theoretical split up of that cash that Moreland Council has on hand for a future identified need or obligation
 - our reserves are broken up into 2 categories: restricted and non-restricted
- accumulated surplus is the value of all surpluses and deficits accumulated over time.

Statement of changes in equity

The statement of changes in equity summarises the transactions relating to the equity over the financial year. This statement shows the values of such changes and how these changes arose.

The main reasons for a change in equity stem from:

- a surplus or deficit from operations for the year
- the use of monies from our reserves
- revaluation of the assets, which takes place on a regular basis and also occurs when existing assets are taken up in the books for the first time.

Statement of cash flows

The cash flow statement summarises our cash payments and cash receipts for the year.

The values may differ from those shown in the income statement as it is prepared on a cash accounting basis. The cash flow statement includes the total value (including GST). The income statement is prepared on an accrual basis and is excluding GST.

Our cash arises from, and is used in, 3 main areas:

- cash flows from operating activities:
 - receipts – all cash received into our bank account from ratepayers and others who owed money to us. Receipts can include grant payments, fees and fines or interest earnings from our cash investments
 - payments – all cash paid by us from our bank account to staff, creditors and other persons
- cash flows from investing activities:
 - this section shows the cash invested in the creation or purchase of property, infrastructure, plant and equipment assets. It also includes the cash received from the sale of these assets
- cash flows from financing activities:
 - this is where the receipt and repayment of borrowed funds are recorded.

The bottom line of the cash flow statement states the cash held at the end of the financial year. This shows our capacity to meet cash debts and other liabilities.

Statement of capital works

The statement of capital works details all amounts expended by Moreland Council on capital works. The statement classifies the expenditure in line with our asset classes. It categorises capital works expenditure into:

- renewal of assets
- upgrading of assets
- expansion of assets
- creating new assets.

Each of these categories has a different impact on our future costs.

Notes to the accounts

The notes are a very important and informative section of the report. The accounting standards are not prescriptive in a lot of issues.

We have given details of our accounting policies to help you to understand how the values shown in the statements are established. We have described these throughout the notes as relevant.

The notes also give details behind many of the summary figures in the statements. The note numbers are shown beside the relevant items in the comprehensive income statement, balance sheet, statement of cash flows and statement of capital works.

Where we wish to disclose other information, which cannot be incorporated into the statements, we have shown it in the notes.

Other notes include:

- the breakdown of expenses, revenues, reserves and other assets
- contingent liabilities
- transactions with persons related to Moreland Council.

The notes should be read at the same time as, and together with, the other parts of the Financial Statements to get a clear picture of the accounts.

Statements by Principal Accounting Officer and Councillors

The certification of the Principal Accounting Officer is made by the person responsible for the financial management of Moreland Council that, in her or his opinion, the financial statements have met all the statutory and professional reporting requirements.

The certification of Councillors is made by 2 Councillors on behalf of Council that, in their opinion, the financial statements present fairly the financial transactions of Moreland Council.

Auditor General's report

The independent audit report provides you with an external and independent opinion on the financial statements. It confirms that the financial report has been prepared in accordance with relevant legislation and professional standards, and that it represents a fair picture of Moreland Council's financial affairs.

Our main office
90 Bell Street, Coburg

External auditor
Auditor-General of Victoria

Internal auditor
Crowe

Solicitors
Various

Bankers
Commonwealth Bank of Australia
Westpac Institutional Bank

Website address
www.moreland.vic.gov.au

Moreland City Council
ANNUAL FINANCIAL REPORT

For the Year Ended 30 June 2021

Moreland City Council

Financial Report

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Certification of the Financial Statements

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.



Amanda Burgess - Certified Practicing Accountant
Principal Accounting Officer

Date : 23/09/2021
Coburg, Victoria

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

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

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



Annalivia Carli Hannan
Mayor

Date : 23/09/2021
Coburg



Mark Riley
Deputy Mayor

Date : 23/09/2021
Coburg



Cathy Henderson
Chief Executive Officer

Date : 23/9/2021
Coburg

Independent Auditor's Report

To the Councillors of Moreland City Council

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

**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
30 September 2021



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Comprehensive Income Statement For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Income			
Rates and charges	3.1	163,998	159,319
Statutory fees and fines	3.2	10,669	12,906
User fees	3.3	6,026	6,474
Grants - operating	3.4	32,540	21,407
Grants - capital	3.4	5,678	1,443
Contributions - monetary	3.5	13,729	14,770
Contributions - non monetary	3.5	401	468
Fair value adjustments for investment property	6.3	1,225	(884)
Other income	3.7	4,109	4,505
Total income		238,374	220,409
Expenses			
Employee costs	4.1	104,255	89,608
Materials and services	4.2	63,925	59,186
Depreciation	4.3	27,280	25,678
Amortisation - right of use assets	4.4	236	236
Net gain (or loss) on disposal of property, infrastructure, plant and equipment	3.6	5,054	5,303
Bad and doubtful debts	4.5	2,865	3,957
Borrowing costs	4.6	937	1,090
Other expenses	4.7	4,429	4,209
Total expenses		208,982	189,267
Surplus/(deficit) for the year		29,392	31,142
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.1	667	214,404
Total comprehensive result		30,059	245,547

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

Balance Sheet As at 30 June 2021

	Note	2021 \$'000	2020 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	57,425	57,541
Trade and other receivables	5.1	32,425	24,906
Other financial assets	5.1	51,500	41,500
Inventories	5.2	397	295
Other assets	5.2	2,419	2,137
Total current assets		144,166	126,379
Non-current assets			
Unlisted Shares	6.2	2	2
Property, infrastructure, plant and equipment	6.1	2,273,912	2,250,811
Right-of-use assets	5.8	1,181	1,417
Investment property	6.3	27,225	26,000
Total non-current assets		2,302,320	2,278,230
Total assets		2,446,486	2,404,610
Liabilities			
Current liabilities			
Trade and other payables	5.3	14,857	17,576
Trust funds and deposits	5.3	6,466	5,812
Unearned Income	5.3	6,674	2,718
Interest-bearing liabilities	5.4	9,907	1,230
Provisions	5.5	21,806	20,779
Total current liabilities		59,711	48,115
Non-current liabilities			
Interest-bearing liabilities	5.4	24,483	24,971
Provisions	5.5	1,826	1,817
Total non-current liabilities		26,308	26,789
Total liabilities		86,019	74,905
Net assets		2,360,466	2,329,706
Equity			
Accumulated surplus		668,559	655,226
Asset revaluation reserve	9.1	1,612,840	1,612,159
Other reserves	9.1	79,067	62,321
Total Equity		2,360,466	2,329,706

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 \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021					
Balance at beginning of the financial year		2,329,707	655,226	1,612,160	62,321
Recognition of previously unrecognised non-current assets					
- Property		(30)	(30)	-	-
- Infrastructure Assets		532	518	14	-
- Plant and equipment		200	200	-	-
Adjusted Opening balance		2,330,407	655,914	1,612,174	62,321
Surplus/(deficit) for the year		29,392	29,392	-	-
Net asset revaluation increment/(decrement)	6.1	667	-	667	-
Transfers to other reserves	9.1	-	(40,170)	-	40,170
Transfers from other reserves	9.1	-	23,423	-	(23,423)
		2,360,466	668,559	1,612,841	79,067
Balance at end of the financial year		2,360,466	668,559	1,612,840	79,067

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2020					
Balance at beginning of the financial year		2,083,656	635,595	1,397,755	50,307
Recognition of previously unrecognised non-current assets					
- Infrastructure Assets		502	502	-	-
Adjusted Opening balance		2,084,159	636,098	1,397,755	50,307
Surplus/(deficit) for the year		31,142	31,142	-	-
Net asset revaluation increment/(decrement)	6.1	214,404	-	214,404	-
Transfers to other reserves	9.1	-	(34,905)	-	34,905
Transfers from other reserves	9.1	-	22,892	-	(22,892)
Balance at end of the financial year		2,329,707	655,226	1,612,160	62,321

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

Statement of Cash Flows For the Year Ended 30 June 2021

	Note	2021 Inflows/ (Outflows) \$'000	2020 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		157,771	155,395
Statutory fees and fines		12,893	13,253
User fees		4,804	6,659
Grants - operating		32,370	22,527
Grants - capital		9,265	3,041
Contributions - monetary		13,729	14,770
Interest received		446	1,367
Trust funds and deposits taken		34,435	33,544
Other receipts		3,857	3,658
Net GST refund/payment		2,267	3,465
Employee costs		(103,219)	(87,880)
Materials and services		(73,430)	(69,341)
Trust funds and deposits repaid		(33,782)	(34,808)
Other payments		(4,872)	(4,630)
Net cash provided by/(used in) operating activities		56,535	61,020
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(54,194)	(51,166)
Proceeds from sale of property, infrastructure, plant and equipment		292	341
Proceeds from sale of investments		(10,000)	27,500
Net cash provided by/(used in) investing activities		(63,902)	(23,325)
Cash flows from financing activities			
Finance costs		(937)	(1,090)
Proceeds from borrowings		9,500	-
Repayment of borrowings		(1,312)	(9,121)
Net cash provided by/(used in) financing activities		7,251	(10,211)
Net increase (decrease) in cash and cash equivalents		(116)	27,484
Cash and cash equivalents at the beginning of the financial year		57,541	30,057
Cash and cash equivalents at the end of the financial year		57,425	57,541
Restrictions on cash assets	5.1		
Financing arrangements	5.6		

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

Statement of Capital Works For the Year Ended 30 June 2021

	Note	2021 \$'000	2020 \$'000
Property			
Land	6.1	659	12,597
Buildings	6.1	14,247	6,122
Total property		14,906	18,719
Plant and equipment			
Plant, machinery and equipment		1,853	2,509
Fixtures, fittings and furniture		151	447
Computers and telecommunications		438	268
Library books		1,000	992
Total plant and equipment		3,441	4,215
Infrastructure			
Roads		6,771	8,923
Bridges		2,473	46
Footpaths		5,388	4,471
Drainage		3,477	3,831
Other infrastructure		2,356	4,280
Total infrastructure	6.1	20,465	21,551
Total capital works expenditure		38,811	44,486
Represented by:			
New asset expenditure		12,738	22,958
Asset renewal expenditure		23,533	16,841
Asset expansion expenditure		-	3,549
Asset upgrade expenditure		2,540	1,138
Total capital works expenditure	6.1	38,811	44,486

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

Notes to the Financial Report

For the Year Ended 30 June 2021

OVERVIEW

Introduction

The Moreland City Council was established by an Order of the Governor in Council on 21 June 1994 and is a body corporate. The Council's main office is located at 90 Bell Street, Coburg.

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

Significant accounting policies

(a) Basis of accounting

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

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

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of "AAS" 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)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

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

(b) Impact of Covid-19

In January 2020, the World Health Organisation declared the outbreak of the COVID-19 a public health emergency of international concern and subsequently in March 2020 it was declared a global pandemic. On 16 March 2020, a State of Emergency was declared in Victoria in relation to the COVID-19 pandemic and a national restriction was put in place on gatherings, a nationwide call to work from home and significantly lower levels of activity in the economy and community. A number of Council services required immediate change, including the closure of recreation centres and libraries, cancellation of events and revised health precautions.

A state of disaster was subsequently declared on 2 August 2020. While the impacts of the pandemic have abated somewhat through the 2020-21 year, there were a number of financial impacts to Moreland Council in the year to 30 June 2021 due to the COVID-19 pandemic. Some of these impacts were allowed for in the budget, including:

- Deferral of rates revenue/interest free period of \$1.0 million
- Waiver of six months of health registration fees for food businesses of \$0.5 million
- Parking income loss of \$0.1 million
- Infringements loss of \$1.5 million.

The pandemic continued and restrictions were extended beyond September, which meant further financial impacts to Moreland Council, including:

- Increased costs of \$1.8 million for the closure of leisure centres
- Waiver of the remaining six months of health registration fees for food businesses of \$0.5 million
- Waiver of sporting fees \$0.1 million decrease in revenue
- Further parking income loss of \$0.1 million
- Further infringement loss of \$1.5 million
- Venue hire income \$0.2 million loss.

At the time of preparing the statements, Victoria had entered lockdown 5 and we are currently in lockdown 6. Council is continuing to monitor any financial impacts associated with lost revenue or increased costs and will address these in future forecasts.

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 the lower of 10 percent or \$3 million 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 8 July 2020. The budget was based on assumptions that were relevant at the time of adoption of the budget. Council sets guidelines and parameters for 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.

1.1 Income and expenditure

	Budget 2021 \$'000	Actual 2021 \$'000	Variance 2021 \$'000	Variance 2021 %	Ref
Income					
Rates and charges	161,979	163,998	2,019	1%	
Statutory fees and fines	11,939	10,669	(1,270)	-11%	1
User fees	4,780	6,026	1,246	26%	2
Grants - operating	31,299	32,540	1,241	4%	
Grants - capital	4,031	5,678	1,647	41%	3
Contributions - monetary	11,581	13,729	2,148	19%	4
Contributions - non monetary	-	401	401	100%	5
Fair value adjustments for investment property	-	1,225	1,225	100%	6
Other income	5,641	4,109	(1,532)	-27%	7
Total income	231,250	238,374	7,124	3%	
Expenses					
Employee costs	109,270	104,255	5,015	5%	8
Materials and services	67,735	63,925	3,810	6%	9
Depreciation	25,614	27,280	(1,666)	-7%	10
Amortisation - Right of use assets	-	236	(236)	-100%	11
Net loss on disposal of property, infrastructure, plant and equipment	-	5,054	(5,054)	-100%	12
Bad and doubtful debts	2,051	2,865	(814)	-40%	13
Borrowing costs	1,075	937	138	13%	14
Other expenses	601	4,429	(3,828)	-637%	15
Total expenses	206,346	208,982	(2,636)	-1%	
Surplus/(deficit) for the year	24,904	29,392	4,488	18%	

Notes to the Financial Report For the Year Ended 30 June 2021

(i) Explanation of material variations

<u>Ref.</u>	<u>Item</u>	<u>Explanation</u>
1	Statutory fees & Fines	Statutory fees and fines were lower than anticipated due to the ongoing impacts of several lockdowns throughout the year.
2	User Fees	User fees were higher than anticipated, primarily due to increased activity in transport related permits, additional animal registrations, as well as being awarded the tender to provide meals on wheels delivery service to a neighbouring Council.
3	Grants - Capital	Grants - Capital was higher than anticipated primarily due to receipt of a grant for the State funded Get Active Moreland Park Enhancement Program.
4	Contributions - monetary	Sub-divider contributions were higher than anticipated due to increased development activity.
5	Contributions - non monetary	This variance is due to the recognition of unbudgeted developer contributed drainage assets.
6	Fair value adjustments for investment property	Market valuations undertaken for Council's investment properties by qualified valuers, resulted in this overall increase.
7	Other income	<p>Other Income was lower than anticipated due to lower interest rates on investments than anticipated. This was partially impacted by lower cash levels as a result of the COVID-19 emergency response. Following a Special Council Meeting on 25 March 2020, Council adopted hardship and community relief measures to support the community in this uncertain time, including a COVID-19 Financial Hardship Policy, temporary 7-day payment terms for suppliers and waiving of food registration renewal fees for 2020, which had an impact on Council's available cash for investments.</p> <p>Other Income was also impacted by other waivers as a result of pandemic. Council waived all summer sports ground and pavilion fees for the 2021 season. The ongoing restrictions on venue capacities also resulted in reduced revenue for Council's hall hire.</p>
8	Employee costs	Employee costs were lower than anticipated due to several vacancies throughout the 2020/21 year. The underspend is partially offset by the Working For Victoria budget which were incorrectly classified as materials and services, however the actual costs related to employee costs.
9	Materials and services	Materials and Services were lower than anticipated primarily due to a significant underspend in utility costs. The utility costs were directly impacted by the ongoing lockdowns, with reduced usage in Council facilities and leisure centres resulting in an underspend. The underspend is also attributed to the Working For Victoria budget which were incorrectly classified as materials and services, however the actual costs related to employee costs.
10	Depreciation	Depreciation was higher than anticipated due to revaluations for buildings, road surfacing and drains during the 2019-20 financial year.
11	Amortisation - Right of use assets	Amortisation - Right of use assets, was included in depreciation figure of 2020-21 budget.
12	Net loss on disposal of property, infrastructure, plant and equipment	The disposal of infrastructure and other assets during the year is unbudgeted. This mainly occurs during the replacement of roads and other infrastructure assets.
13	Bad and doubtful debts	At balance date debtors were assessed for recoverability and as a result the increase in the provision for Parking debtors was higher than budgeted.
14	Borrowing costs	Borrowing costs were lower than anticipated as a result of lower than anticipated interest rates on variable borrowings.
15	Other expenses	Actual costs relating to training, courses and seminars have been reclassified from Employee Costs to Other Expenses to better reflect the statutory nature of the Employee Costs expenditure.

Notes to the Financial Report

For the Year Ended 30 June 2021

1.2 Capital works

	Budget 2021 \$'000	Actual 2021 \$'000	Variance \$'000	Variance %	Ref
Property					
Land	-	659	659	0%	1
Buildings	28,539	14,247	(14,292)	-50%	2
Total property	28,539	14,906	(13,633)	-48%	
Plant and equipment					
Plant, machinery and equipment	7,420	1,853	(5,567)	-75%	3
Fixtures, fittings and furniture	412	151	(261)	-63%	4
Computers and telecommunications	909	438	(471)	-52%	5
Library books	1,000	1,000	(0)	0%	
Total plant and equipment	9,741	3,441	(6,300)	-65%	
Infrastructure					
Roads	7,649	6,771	(878)	-11%	6
Bridges	560	2,473	1,913	342%	7
Footpaths and cycleways	4,884	5,388	504	10%	
Drainage	950	3,479	2,529	266%	8
Parks, open space and streetscapes	8,148	1,540	(6,608)	-81%	9
Transport management/Off street car parks	1,320	224	(1,096)	-83%	10
Other infrastructure	635	591	(44)	-7%	
Total infrastructure	24,146	20,465	(3,681)	-15%	
Total capital works expenditure	62,426	38,811	(23,615)	-38%	
Represented by:					
New asset expenditure	22,555	12,738	(9,817)	-44%	11
Asset renewal expenditure	33,120	23,533	(9,587)	-29%	12
Asset upgrade expenditure	7,001	2,540	(4,461)	-64%	13
Total capital works expenditure	62,676	38,811	(23,865)	-38%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land	As part of the 'Park close to home program: A Framework to Fill Open Space' initiative, Council has undertaken land improvements works on a Bulleke-bek Park in Brunswick. Whilst unbudgeted, this has been funded by reserves specifically established for this purpose.
2	Buildings	Several large projects are in the final stages of completion and remain as Works in Progress. These include the Glenroy Community Hub and Aquatic Leisure projects due for completion next financial year.
3	Plant, machinery and equipment	Due to COVID-19, the delivery of the new waste trucks has been delayed until late August 2021.
4	Fixtures, fittings and furniture	A lesser number of fixtures, fittings, and furniture purchases were completed during the financial year than budgeted.
5	Computers and telecommunications	Due to COVID-19, a large delivery of IT infrastructure has been delayed and is expected to be received in mid September 2021.
6	Roads	A significant portion of expenditure budgeted for Council's road reconstruction and rehabilitation projects were re-classified as drainage assets upon capitalisation, as well as some projects not completed by the end of the financial year.
7	Bridges	The expenditure is higher than budgeted due to the completion of bridge construction works at Edgars Creek and the Footbridge at Kingfisher Gardens that were delayed in the last financial year.
8	Drainage	A significant portion of expenditure budgeted for councils roads construction and rehabilitation projects were reclassified as drainage assets upon capitalisation.
9	Parks, open space and streetscapes	The variance to budget is largely related to several large works still in progress such as Parks Close to Home projects.
10	Transport management/Off street car parks	The variance to budget is largely related to an underspend in the Moreland Integrated Transport Strategy (MITS) - road closure projects not proceeding.
11	New Asset Infrastructure	Several large projects are in the final stages of completion, the most significant being the Glenroy Community Hub that is due for completion next financial year.
12	Asset Renewal Expenditure	The variance relates to refurbishment works on aquatic leisure projects as well as some recreational buildings works and parks and open space projects due for completion next year.
13	Asset Upgrade Expenditure	Associated to delays in some transport, building and IT infrastructure projects as well as projects mentioned previously that are a combination of renewal and upgrade.

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 (a) Chief Executive Officer Management

Chief Executive Officer Management oversees the management executive group, manages overall operations and sets the tone, vision and culture of Council.

City Infrastructure Department

City Infrastructure is responsible for Council's infrastructure and fleet assets. This includes planning, designing, building, expanding, renewing, cleansing and maintaining a diverse range of assets that underpin the day to day operation and wellbeing of the community. The department is also responsible for local laws and waste collection.

Business Transformations

Business Transformation is responsible for corporate functions relating to people, culture and business enhancement. This includes finance and procurement, human resources, corporate governance, organisational performance and information technology.

City Futures

City Futures is responsible for influencing development in the city, including urban planning decision-making and urban policy and strategy development, research, transport, sustainable built environment, waste strategy and education, urban design and streetscape improvement, environmental health and building services. The Department supports all Council external facing strategies that respond to population growth and climate change within the city.

Community Development Department

Community Development provides high quality community focused programs, service delivery and communication to residents. It is responsible for services relating to infants, children, youth, family and aged. Leading the achievement of our wellbeing outcomes including recreation, health, education, cultural vibrancy, safety social cohesion and emergency management.

Engagement and Partnerships

Engagement & Partnerships is largely responsible for Council's external customer interface with the community, economy, government and other partners. The Directorate enhances the organisation's capacity for engagement and participation, advances city-shaping major partnership projects, supports economic development investment and attraction and the delivers holistic place-based outcomes.

Notes to the Financial Report

For the Year Ended 30 June 2021

2 (b) Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2021					
Chief Executive Officer Management	37,739	20,123	17,616	0	233
City Infrastructure	39,188	64,442	(25,253)	5,734	2,047,996
Business Transformations	125,438	52,396	73,042	17,503	176,440
Engagement and Partnerships	3,072	11,023	(7,951)	832	4,854
City Futures	16,163	20,013	(3,850)	413	388
Community Development	16,773	40,984	(24,211)	13,737	216,577
	238,374	208,982	29,392	38,218	2,446,486

	Income	Expenses	Surplus/ (Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2020					
Chief Executive Officer Management	-	626	(626)	-	9
Finance and Property	156,102	45,168	110,934	5,124	154,188
City Infrastructure	30,759	58,816	(28,057)	1,587	2,035,552
Business Transformations	211	19,393	(19,182)	3,236	704
Engagement and Partnerships	861	8,406	(7,545)	-	5,144
City Futures	17,599	19,342	(1,743)	119	423
Community Development	15,762	38,401	(22,639)	12,784	208,590
	221,293	190,151	31,142	22,850	2,404,610

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

	2021 \$'000	2020 \$'000
General rates	143,548	139,343
Waste management charge	17,134	16,528
Special rates and charges	549	613
Supplementary rates and rate adjustments	1,941	2,054
Interest on rates and charges	826	781
Total rates and charges	163,998	159,319

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is its total market value of the land plus buildings and other improvements.

The valuation base used to calculate general rates for 2020-21 was \$61.3 billion (2019-20 was \$56.9 billion). The 2020-21 rate in the CIV dollar was 0.0024283, 2019-20 was 0.0024833).

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

Annual rates and charges are recognised as revenue when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

3.2 Statutory fees and fines

	2021 \$'000	2020 \$'000
Infringements and costs	5,360	7,586
Court recoveries	461	666
Town planning fees	2,012	1,789
Land information certificates	382	354
Other fines	487	272
Permits	1,966	2,239
Total statutory fees and fines	10,669	12,906

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

	2021 \$'000	2020 \$'000
Aged and health services	1,972	1,580
Leisure centre and recreation	12	577
Parking	130	254
Registration and other permits	1,145	1,723
Building services	306	292
Road occupancy/ Right of way closures	300	62
Valuation fees	76	85
Waste management services	206	206
Other fees and charges	1,879	1,695
Total user fees	6,026	6,474

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. Council has performed a review to ensure that income which may be affected by changes in accounting standards AASB 15 and 1058 have been taken into account.

3.4 Grants

	2021 \$'000	2020 \$'000
Grants were received in respect of the following :		
Summary of grants		
Commonwealth funded grants	13,524	13,377
State funded grants	24,694	9,472
Total grants received	38,218	22,850

(a) Operating Grants

Recurrent - Commonwealth Government

Financial Assistance Grants	4,559	5,123
Family day care	786	751
Aged care	6,867	6,904

Recurrent - State Government

Home help	1,192	1,018
Families and Children	3,330	2,655
Food Services	40	34
Libraries	1,497	1,295
Other	108	73

Total recurrent operating grants	18,379	17,854
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	2021 \$'000	2020 \$'000
Non-recurrent - State Government		
Environmental protection	-	40
Family and children	52	6
Community welfare	60	-
Working for Victoria	12,944	3,236
Other	1,105	271
Total non-recurrent operating grants	14,161	3,553
Total operating grants	32,540	21,407

(b) Capital Grants

Recurrent - Commonwealth Government		
Roads to recovery	619	599
Total recurrent capital grants	619	599
Non-recurrent - Commonwealth Government		
Local Roads Community Infrastructure	526	-
Other	168	-
Non-recurrent - State Government		
Buildings	882	-
Community Safety	364	93
Recreation	2,302	666
Other	817	86
Total non-recurrent capital grants	5,059	844
Total capital grants	5,678	1,443

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

Operating		
Balance at start of year	3,071	312
Received during the financial year and remained unspent at balance date	985	3,055
Received in prior years and spent during the financial year	(3,071)	(296)
Balance at year end	985	3,071
Capital		
Balance at start of year	2,071	2,390
Received during the financial year and remained unspent at balance date	154	1,221
Received in prior years and spent during the financial year	(2,071)	(1,540)
Balance at year end	154	2,071

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

Unspent grant income that does not satisfy the unearned income accounting standard for operating grants \$985,361 (2020: \$3,071,165) & capital grants \$154,172 (2020: \$2,071,000) are recorded in the carry forward reserve.

3.5 Contributions

	2021 \$'000	2020 \$'000
Monetary	13,729	14,639
Non-monetary	401	468
Total contributions	14,129	15,239

Contributions of non monetary assets were received in relation to the following asset classes.

Other infrastructure	401	468
Total non-monetary contributions	401	468

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

	2021 \$'000	2020 \$'000
Proceeds of sale	292	342
Written down value of assets disposed	(5,346)	(5,645)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(5,054)	(5,303)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer. A significant portion of asset sales are infrastructure assets where Council receives no proceeds upon disposal.

3.7 Other income	2021	2020
	\$'000	\$'000
Interest	446	1,367
Investment property rental	462	291
Other rent	1,653	1,722
Recoveries	979	688
Other	569	436
Total other income	4,109	4,505

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.

Note 4 The cost of delivering services

4.1 (a) Employee costs	2021	2020
	\$'000	\$'000
Wages and salaries	91,918	78,283
Casual staff	317	377
WorkCover	2,020	2,408
Superannuation	8,442	7,058
Fringe benefits tax	38	204
Redundancy costs	134	375
Other	1,386	902
Total employee costs	104,255	89,608

(b) Superannuation

Council made contributions to the following funds:

	2021	2020
	\$'000	\$'000
Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	468	668
	468	668
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	3,549	3,479
Employer contributions - other funds	4,425	2,912
	7,974	6,391
Employer contributions payable at reporting date.	791	498

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

4.2 Materials and services	2021	2020
	\$'000	\$'000
Cleaning contract	997	1,540
General maintenance	16,380	13,037
Utilities	3,136	4,322
Waste fees	13,330	12,647
Leisure management fees	3,487	1,354
Property leases and rentals	948	175
Minor equipment and supplies	1,109	1,055
Office administration	2,087	2,347
Information technology and telecommunications	4,060	3,948
Insurance	2,553	1,538
Consultants and Contractors	12,048	12,845
Other materials and supplies	3,789	4,380
Total materials and services	63,925	59,186

4.3 Depreciation	2021	2020
	\$'000	\$'000
Property	5,695	5,417
Plant and equipment	3,228	3,292
Infrastructure	18,357	16,969
Total depreciation	27,280	25,678

Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation - Right of use assets	2021	2020
	\$'000	\$'000
Rights of use of Animal Shelter	236	236
Total Amortisation - Right of use assets	236	236

4.5 Bad and doubtful debts	2021	2020
	\$'000	\$'000
Parking fine debtors	2,496	3,490
Other debtors	369	467
Total bad and doubtful debts	2,865	3,957
Movement in provisions for doubtful debts		
Balance at the beginning of the year	3,740	3,276
New provisions recognised during the year	330	463
Amounts already provided for and written off as uncollectible	8	5
Amounts provided for but recovered during the year	(8)	(4)
Balance at end of year	4,070	3,740

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	2021	2020
	\$'000	\$'000
Interest - Borrowings	937	1,090
Total borrowing costs	937	1,090

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 Other expenses	2021	2020
	\$'000	\$'000
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	80	71
Auditors' remuneration - Internal	133	232
Councillors' allowances	11	8
Training, conferences and seminars	669	656
Council grants and contributions	2,480	2,194
Special charge scheme payments	546	540
Others	510	508
Total other expenses	4,429	4,209

Note 5 Our financial position

5.1 Financial assets	2021	2020
	\$'000	\$'000
(a) Cash and cash equivalents		
Cash on hand	6	6
Cash at bank	14,419	14,035
Term deposits	43,000	43,500
Total cash and cash equivalents	57,425	57,541
(b) Other financial assets		
Term deposits - current >90 days	51,500	41,500
Total other financial assets	51,500	41,500
Total financial assets	108,925	99,041

Councils cash and cash equivalents are subject to external restrictions that limit amounts available for discretionary use.

These include:

- Unearnt Income (Note 5.3)	6,674	2,718
- Trust funds and deposits (Note 5.3)	6,466	5,812
Total restricted funds	13,140	8,530
Total unrestricted cash and cash equivalents	44,285	49,011

Intended allocations

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

- restricted reserves (Note 9.1)	29,183	21,096
Total funds subject to intended allocations	29,183	21,096

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

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

Notes to the Financial Report For the Year Ended 30 June 2021

(c) Trade and other receivables	2021	2020
	\$'000	\$'000
Current		
Rates debtors	20,815	15,167
Parking Infringement debtors	15,812	13,856
Provision for doubtful debts - parking infringements	(13,145)	(10,649)
Non statutory receivables		
Other debtors	8,561	6,477
Provision for doubtful debts - other debtors	(4,070)	(3,740)
Fire Services Property Levy debtors	2,072	1,493
Net GST receivable	2,381	2,302
Total trade and other receivables	32,425	24,906

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)	2,659	1,621
Past due by up to 30 days	761	464
Past due between 31 and 180 days	196	120
Past due between 181 and 365 days	17	10
Past due by more than 1 year	858	522
Total trade and other receivables	4,491	2,737

(e) Ageing of individually impaired Receivables

At balance date, other debtors representing financial assets with a nominal value of \$4,069,597 (2020: \$3,739,580) were impaired. The amount of the provision raised against these debtors was \$4,069,597 (2020: \$3,739,580). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collection agency.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	28	26
Past due by up to 30 days	100	91
Past due between 31 and 180 days	751	690
Past due between 181 and 365 days	878	807
Past due by more than 1 year	2,313	2,126
Total trade & other receivables	4,070	3,740

Rates Debtors

Council's COVID-19 Financial Hardship Policy ceased on June 30 2021. The Policy allowed for the deferral of rates instalments and a hold on interest accumulated. 929 ratepayers applied for COVID-19 extensions, 1264 applied for deferrals and 118 took up payment arrangements.

Council proactively contacted all ratepayers with outstandings rates who had not entered into any of the options outlined in the COVID-19 Financial Hardship Policy. As Council's primary source of operating revenue, the effects on cashflow will also be closely monitored as instalments become due.

5.2	Non-financial assets	2021	2020
	(a) Inventories	\$'000	\$'000
	Inventories held for distribution	397	295
	Total inventories	397	295

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

Current

Prepayments	1,806	1,696
Accrued income	192	170
Other	421	271
Total other assets	2,419	2,137

5.3	Payables	2021	2020
	(a) Trade and other payables	\$'000	\$'000
	Trade payables	5,798	8,107
	Accrued expenses	9,059	9,469
	Total trade and other payables	14,857	17,576

(b) Trust funds and deposits

Refundable deposits	1,034	980
Trust funds	679	676
Retention amounts	635	631
Fire Services Levy	3,635	3,067
Other refundable deposits	482	457
Total trust funds and deposits	6,466	5,812

(c) Unearned income

Grants received in advance - operating	950	1,120
Grants received in advance - capital	5,185	1,598
Other	539	-
Total unearned income	6,674	2,718

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

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

Council currently maintains separate and distinct Trust Funds for the Gavin Environment Trust, the Blackburn Bequest Trust and the Inner Circle Linear Trust. These funds are held and administered in accordance with the Trust Deed arrangements.

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.

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. Amounts disclosed here will be remitted to the state government in line with that process.

Unearned income - Council has recognised the amounts which are yet to be 'earned' through fulfillment of various contracts and operating funding agreements. This reflects the impact of AASB 15 and AASB1058 changes.

5.4	Interest-bearing liabilities	2021	2020
		\$'000	\$'000
	Current		
	Borrowings - secured	9,907	1,230
		9,907	1,230
	Non-current		
	Borrowings - secured	24,483	24,971
		24,483	24,971
	Total	34,389	26,201

Borrowings are secured by Council's general rate income.

(a) The maturity profile for Council's borrowings is:

Not later than one year	9,907	1,230
Later than one year and not later than five years	17,633	10,281
Later than five years	6,849	14,690
	34,389	26,201

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.

5.5 Provisions

	Employee Provisions
2021	\$ '000
Balance at beginning of the financial year	22,597
Additional provisions	8,375
Amounts used	(8,417)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	1,078
Balance at the end of the financial year	23,632
2020	
Balance at beginning of the financial year	20,870
Additional provisions	8,703
Amounts used	(7,089)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	113
Balance at the end of the financial year	22,597

(a) Employee provisions	2021	2020
	\$'000	\$'000
Current provisions expected to be wholly settled within 12		
Annual leave	6,889	6,285
Long service leave	2,136	2,011
	9,025	8,295
Current provisions expected to be wholly settled after 12		
Annual leave	2,356	1,407
Long service leave	10,385	11,035
Other	40	43
	12,781	12,484
Total current employee provisions	21,806	20,779
Non-current		
Long service leave	1,826	1,817
Total non-current employee provisions	1,826	1,817
Aggregate carrying amount of employee provisions:		
Current	21,806	20,779
Non-current	1,826	1,817
Total aggregate carrying amount of employee provisions	23,632	22,597

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

Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

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.

Key assumptions:

- discount rate	1.5%	0.9%
- index rate	3.0%	4.3%

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2021.

	2021 \$'000	2020 \$'000
Bank overdraft	4,000	4,000
Credit card facilities	389	750
Total facilities	4,389	4,750
Used facilities	72	113
Unused facilities	4,317	4,637

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 inclusive 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					
Garbage collection	447	447	-	-	894
Leisure Centres	866	-	-	-	866
IT Systems Supports	2,213	1,981	-	-	4,194
Consultancies	8	8	-	-	16
Animal Welfare	39	39	-	-	78
Parking	528	528	-	-	1,056
Building Management	60	60	-	-	120
Total	4,161	3,063	-	-	7,224
Capital					
Consultancies	2,527	-	-	-	2,527
Works	8,686	-	-	-	8,686
Fleet	5,358	-	-	-	5,358
Total	16,571	-	-	-	16,571

	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					
Garbage collection	-	-	-	-	-
Leisure Centres	-	-	-	-	-
IT Systems Supports	547	432	-	-	979
Records	85	-	-	-	85
Consultancies	-	-	-	-	-
HR	8	-	-	-	8
Environmental Operations	-	-	-	-	-
Animal Welfare	39	39	-	-	78
Building Management	60	-	-	-	60
Total	739	471	-	-	1,210
Capital					
Consultancies	460	-	-	-	460
Fleet	5,358	-	-	-	5,358
Works	27,035	8,201	-	-	35,236
Total	32,853	8,201	-	-	41,054

5.8 Leases

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

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

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

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

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

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

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

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

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

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

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.

In 2016 Moreland City Council entered into a 10 year Animal Welfare Facility agreement with Darebin and Whittlesea City Councils for the use of facilities located in Epping, Victoria. Moreland City Council contributed to the construction and ongoing costs with respect to the Facility by way of an upfront payment in 2016.

Right-of-Use Assets	Animal Shelter
	\$'000
2021	
Balance at 1 July 2020	1,417
Additions	-
Amortisation charge	(236)
Balance at 30 June 2021	<u>1,181</u>
2020	
Balance at 1 July 2019	1,653
Additions	-
Amortisation charge	(236)
Balance at 30 June 2020	<u>1,417</u>

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.

Expenses relating to:	2021	2020
	\$'000	\$'000
Short-term leases	43	87
Total	<u>43</u>	<u>87</u>

Notes to the Financial Report For the Year Ended 30 June 2021

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2020 \$'000	Additions \$'000	Contributions \$'000	Found Assets \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Transfers \$'000	At Fair Value 30 June 2021 \$'000
Land	1,320,505	659	-	-	199	-	-	-	1,321,363
Buildings	225,528	14,247	-	(30)	-	(5,695)	(1,586)	162	232,625
Plant and equipment	14,461	3,453	-	518	468	(3,228)	(19)	(162)	15,492
Infrastructure	675,598	20,465	401	200	-	(18,356)	(3,742)	-	674,564
Work in progress	14,719	15,150	-	-	-	-	-	-	29,869
	2,250,811	53,974	401	688	667	(27,280)	(5,346)	(0)	2,273,912

Summary of Work in Progress

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Property	4,698	33,788	(893)	(13,738)	23,855
Plant and equipment	63	3,906	(197)	(3,457)	315
Infrastructure	9,958	20,845	(3,488)	(21,616)	5,698
Total	14,719	58,539	(4,578)	(38,811)	29,869

(a) Property

	Land - specialised	Land - non specialised	Land under Roads	Total Land	Buildings - specialised	Total Buildings	Work In Progress	Total Property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	1,025,341	291,467	3,697	1,320,505	354,397	354,397	4,698	1,679,600
Accumulated depreciation at 1 July 2020	-	-	-	-	(128,869)	(128,869)	-	(128,869)
	1,025,341	291,467	3,697	1,320,505	225,528	225,528	4,698	1,550,730
Movements in fair value								
Additions	659	-	-	659	14,247	14,247	33,788	48,694
Contributions	-	-	-	-	-	-	-	-
Revaluation	-	-	199	199	-	-	-	199
Disposal	-	-	-	-	(3,295)	(3,295)	-	(3,295)
Write-off	-	-	-	-	-	-	(893)	(893)
Transfers	-	-	-	-	181	181	(13,738)	(13,557)
Impairment losses recognised in operating r	-	-	-	-	-	-	-	-
Found Assets	-	-	-	-	(30)	(30)	-	(30)
	659	-	199	858	11,102	11,102	19,157	31,117
Movements in accumulated depreciation								
Depreciation and amortisation	-	-	-	-	(5,695)	(5,695)	-	(5,695)
Accumulated depreciation Revaluation	-	-	-	-	-	-	-	-
Accumulated depreciation of disposals	-	-	-	-	1,709	1,709	-	1,709
Impairment losses recognised in operating r	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	(19)	(19)	-	(19)
	-	-	-	-	(4,005)	(4,005)	-	(4,005)
At fair value 30 June 2021	1,026,000	291,467	3,896	1,321,363	365,499	365,499	23,856	1,710,717
Accumulated depreciation at 30 June 2021	-	-	-	-	(132,874)	(132,874)	-	(132,874)
	1,026,000	291,467	3,896	1,321,363	232,625	232,625	23,856	1,577,843

(b) Plant and Equipment

	Motor vehicles	Plant and equipment	Furniture and fittings	Computer equipment	Library books	Artwork	Total Plant and equipment	Work In Progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	18,085	3,542	2,964	3,749	10,248	855	39,442	63	39,505
Accumulated depreciation at 1 July 2020	(12,477)	(1,847)	(2,013)	(3,316)	(5,328)	-	(24,981)	-	(24,981)
	5,608	1,695	952	432	4,920	855	14,461	63	14,524
Movements in fair value									
Additions	1,585	260	151	438	1,000	19	3,453	3,906	7,359
Contributions	-	-	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	468	468	-	468
Disposal	(895)	(26)	(1,363)	-	(1,631)	-	(3,916)	-	(3,916)
Write-off	-	-	-	-	-	-	-	(197)	(197)
Transfers	-	-	(181)	-	-	-	(181)	(3,457)	(3,638)
Impairment losses recognised in operating	-	-	-	-	-	-	-	-	-
Found Assets	-	-	-	-	-	518	518	-	518
	690	234	(1,393)	438	(631)	1,005	343	252	595
Movements in accumulated depreciation									
Depreciation and amortisation	(1,505)	(322)	(137)	(326)	(937)	-	(3,228)	-	(3,228)
Accumulated depreciation of disposals	886	26	1,353	-	1,631	-	3,897	-	3,897
Impairment losses recognised in operating	-	-	-	-	-	-	-	-	-
Transfers	-	-	19	-	-	-	19	-	19
Accumulated depreciation on found Assets	-	-	-	-	-	-	-	-	-
	(619)	(296)	1,235	(326)	694	-	688	-	688
At fair value 30 June 2021	18,775	3,776	1,571	4,186	9,616	1,860	39,785	315	40,100
Accumulated depreciation at 30 June 2021	(13,096)	(2,143)	(778)	(3,643)	(4,634)	-	(24,293)	-	(24,293)
	5,679	1,633	794	544	4,982	1,860	15,492	315	15,806

(c) Infrastructure

	Road surface	Road pavement	Drainage	Footpaths	Kerb and channel	Bridges/ retaining walls	Other infrastructure	Total Infrastructure	Work In Progress	Total Infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2020	87,134	347,582	234,148	130,286	97,981	29,879	114,970	1,041,981	9,959	1,051,940
Accumulated depreciation at 1 July 2020	(26,125)	(131,897)	(90,891)	(34,136)	(16,935)	(13,455)	(52,944)	(366,382)	-	(366,382)
	61,010	215,685	143,257	96,150	81,047	16,424	62,026	675,599	9,959	685,558
Movements in fair value										
Additions	2,352	2,834	3,477	5,388	1,585	2,473	2,356	20,465	20,845	41,310
Contributions	-	-	401	-	-	-	-	401	-	401
Revaluation	-	-	-	-	-	-	-	-	-	-
Disposal	(1,133)	(2,759)	(392)	(2,162)	(685)	(59)	(298)	(7,489)	-	(7,489)
Write-off	-	-	-	-	-	-	-	-	(3,488)	(3,488)
Transfers	-	-	-	-	-	-	-	-	(21,616)	(21,616)
Found Assets	-	196	26	1	-	-	(19)	204	-	204
	1,219	271	3,511	3,227	900	2,414	2,039	13,580	(4,259)	9,321
Movements in accumulated depreciation										
Depreciation and amortisation	(2,761)	(3,492)	(2,404)	(2,932)	(1,361)	(417)	(4,990)	(18,356)	-	(18,356)
Accumulated depreciation of disposals	480	1,641	194	1,062	137	59	174	3,747	-	3,747
Accumulated depreciation Transfers	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation on found Assets	-	-	(1)	(3)	-	-	-	(4)	-	(4)
	(2,281)	(1,850)	(2,211)	(1,873)	(1,224)	(358)	(4,816)	(14,613)	-	(14,613)
At fair value 30 June 2021	88,353	347,852	237,659	133,513	98,882	32,292	117,009	1,055,561	5,700	1,061,261
Accumulated depreciation at 30 June 2021	(28,405)	(133,747)	(93,102)	(36,009)	(18,159)	(13,813)	(57,761)	(380,997)	-	(380,997)
	59,948	214,106	144,557	97,504	80,723	18,479	59,248	674,564	5,700	680,264

Notes to the Financial Report For the Year Ended 30 June 2021

Acquisition

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

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

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

Asset recognition thresholds and depreciation periods	Depreciation Period	Threshold Limit
		\$'000
Land & land improvements		
land	N/A	No limit
land improvements	N/A	No limit
Buildings		
buildings	20-260 years	1
building and leasehold improvements	N/A	1
plant, machinery and equipment	3-10 years	1
furniture and fittings	3-10 years	1
computer equipment	3-10 years	1
library books	3-10 years	1
motor vehicles	up to 10 years	3
artworks	not applicable	1
Infrastructure		
roads surface	Up to 40 years	1
roads pavement	Up to 100 years	1
drainage	Up to 100 years	1
footpaths	Up to 100 years	1
kerb and channel	Up to 100 years	1
bridges	Up to 200 years	1
Other infrastructure		
Street furniture	10 to 20 years	1
Recreational, leisure and community facilities	10 to 50 years	1
Parks, open space and streetscapes	10 to 100 years	1
Playground equipment and other structures	10 to 100 years	1
Right of use assets		
right of use assets	1-10 years	1

Land under roads

Land under roads acquired after 30 June 2008 is brought to account using the fair value basis. Council does not recognise land under roads that it controlled prior to that period in its financial report.

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.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Leasehold improvements

Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter. At balance date, there are no leasehold improvements.

Valuation of land and buildings

A revaluation is necessary when the fair value of each revalued class of asset differs materially from its carrying amount at balance date. Liam McNamara (Qualified CPV valuer) from Opteon Property Group, has completed a review of the carrying amount of land and building assets as at 30 June 2021. The valuation of buildings is at fair value based on current replacement cost less accumulated depreciation at the date of valuation. The valuation of land is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. All freehold land reserved for public open space is valued at a discount of 20 percent to market value based on legal precedents. Where land use is restricted through existing planning provisions, the valuation is reduced to reflect this limitation. The review methodology included analysis of recent land and building sales to determine the movement in values as displayed by the market. To ascertain a level of market value movement, Opteon Property Group reviewed the sales data throughout Moreland City Council from the 1st July 2020 to the 30th June 2021, to determine the material change in the underlying land value of each property sector. The property sectors referred to include residential, commercial and industrial property classifications. The change in the underlying land value of each sector over the analysed period has been residential 4.20%, commercial 4.17% and industrial 3.69%. These movements can be summarised across all combined sectors to reflect an average change of 4.19% for that period. In addition, to determine the change in council owned buildings, reference was made to the building cost index "Rawlinson's Construction Guide 2021." The building cost index derived from this reference source has indicated an immaterial change in value over the period of 3.98%. From the valuer analysis, the movement in the value of the land and building assets since the last valuation undertaken as at 1st March 2020 was not material and therefore the change was not applied to Moreland City Council's land and building asset register.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserved) 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.

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

	Level 1	Level2	Level 3	Date of Valuation
	\$'000	\$'000	\$'000	
Non-specialised Land	-	291,467	0	Mar-20
Specialised land	-	-	1,029,896	Mar-20
Buildings	-	-	232,624	Mar-20
Total	-	291,467	1,262,520	

Valuation of infrastructure

Fair value assessments have been performed at 30 June 2021 for Infrastructure. This assessment demonstrated that fair value was materially similar to carrying value, and therefore a full revaluation was not required this year. The next scheduled full revaluation for this purpose will be conducted in 2023-24.

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

	Level 1	Level2	Level 3	Date of Valuation
	\$'000	\$'000	\$'000	
Roads	-	-	274,049	Jun-20
Kerbs	-	-	80,722	Jun-20
Bridges	-	-	18,479	Jun-20
Footpaths and cycleways	-	-	97,505	Jun-20
Drainage	-	-	144,558	Jun-20
Recreational, leisure and community facilities	-	-	17,385	Jul-19
Parks, open space and streetscapes	-	-	32,265	Jul-19
Other infrastructure	-	-	9,600	Jul-19
Total	-	-	674,562	

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$2 and \$10,000 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$190 to \$33,273 per square metre. The remaining useful lives of buildings are determined based on the current condition of buildings and vary from 2 years to 260 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 2 years to 200 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land

	2021	2020
	\$'000	\$'000
Land under roads	3,896	3,697
Parks and reserves	1,026,000	1,025,342
Total specialised land	1,029,896	1,029,039

Notes to the Financial Report For the Year Ended 30 June 2021

6.2 Investments in associates, joint arrangements and subsidiaries

(a) Investments in associates

Shares in Procurement Australasia Ltd

2021	2020
\$'000	\$'000
2	2
<u>2</u>	<u>2</u>

6.3 Investment property

Balance at beginning of financial year

Additions

Disposals

Fair value adjustments

Balance at end of financial year

2021	2020
\$'000	\$'000
26,000	26,695
-	189
-	-
1,225	(884)
<u>27,225</u>	<u>26,000</u>

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

Valuation of investment property

Valuation of investment property has been determined in accordance with an independent valuation by Opteon Property Group who has recent experience in the location and category of the property being valued. The valuation is at fair value, based on the current market value for the property.

Notes to the Financial Report For the Year Ended 30 June 2021

Note 7 People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Moreland City Council is the parent entity.

(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

Mayor Annalivia Carli Hannan
 Deputy Mayor Mark Riley
 Councillor Lambros Tapinos (Mayor from 1/7/20 to 17/11/20)
 Councillor James Conlan (from 17/11/20 to current)
 Councillor Oscar Yildiz
 Councillor Helen Davidson
 Councillor Angelica Panopolus (from 17/11/20 to current)
 Councillor Milad El-Halabi (from 17/11/20 to current)
 Councillor Adam Pulford (from 17/11/20 to current)
 Councillor Sue Bolton
 Councillor Helen Pavlidis (from 17/11/20 to current)
 Councillor Natalie Abboud (from 1/7/20 to 17/11/20)
 Councillor Dale Martin (from 1/7/20 to 17/11/20)
 Councillor Jess Dorney (from 1/7/20 to 17/11/20)
 Councillor John Kavanagh (from 1/7/20 to 17/11/20)
 Councillor Ali Irfanli (from 1/7/20 to 17/11/20)

Key Management Personnel

Chief Executive Officer Cathy Henderson
 Director City Futures Kirsten Coster
 Director Engagement and Partnerships Joseph Tabacco
 Director Community Development Arden Joseph
 Director City Infrastructure Grant Thorne (from 1/7/20 to 31/8/20)
 Director City Infrastructure (acting) Greg Gale (from 31/10/20 to 6/11/20)
 Director City Infrastructure (acting) Andrew Dodd (from 1/9/20 to 30/10/20)
 Director City Infrastructure Anita Curnow (from 9/11/20)
 Director Business Transformation Sue Vujcevic
 Executive Manager Finance Elizabeth Rowland (from 1/7/20 to 17/7/20)
 Executive Manager Finance Melissa Baker (from 18/7/20 to 3/11/20)

	2021	2020
	No.	No.
Total Number of Councillors	16	11
Total of Chief Executive Officer and other Key Management Personnel	11	10
Total Number of Key Management Personnel	<u>27</u>	<u>21</u>
(c) Remuneration of Key Management Personnel	2021	2020
	\$	\$
Total remuneration of key management personnel was as follows:		
Short-term benefits	2,530	2,508
Long-term benefits	29	46
Post employment benefits	210	220
Total	<u>2,769</u>	<u>2,774</u>

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

	2021 No.	2020 No.
\$0 - \$29,999	11	-
\$30,000 - \$39,999	4	9
\$40,000 - \$69,999	1	2
\$70,000 - \$79,999	1	-
\$80,000 - \$119,999	2	1
\$120,000 - \$129,999	-	-
\$130,000 - \$219,999	3	1
\$220,000 - \$229,999	-	2
\$230,000 - \$239,999	-	-
\$240,000 - \$249,999	-	2
\$250,000 - \$259,999	1	1
\$260,000 - \$269,999	1	-
\$270,000 - \$279,999	-	2
\$280,000 - \$289,999	1	-
\$290,000 - \$339,999	1	1
\$340,000 - \$389,999	1	-
	27	21

(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:

Income Range:	2021 No.	2020 No.
\$150,000 - \$159,999	6	9
\$160,000 - \$169,999	8	7
\$170,000 - \$179,999	5	4
\$180,000 - \$189,999	6	5
\$190,000 - \$199,999	2	2
\$200,000 - \$209,999	4	3
\$210,000 - \$219,999	-	1
\$220,000 - \$269,999	2	-
	33	31

Total Remuneration for the reporting year for Senior Officers included above, amounted to:

5,906,674

5,396,529

7.2 Related party disclosure

(a) Transactions with related parties

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

2021	2020
\$'000	\$'000

0

0

(b) Outstanding balances with related parties

The following balances are outstanding at the end of the reporting period in relation to transactions with related parties

0

0

(c) Loans to/from related parties

The aggregate amount of loans in existence at balance date that have been made, guaranteed or secured by the council to a related party as follows:

0

0

(d) Commitments to/from related parties

The aggregate amount of commitments in existence at balance date that have been made, guaranteed or secured by the council to a related party are as follows:

0

0

Notes to the Financial Report

For the Year Ended 30 June 2021

Note 8 Managing uncertainties

8.1 (a) Contingent assets

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively. As at 30 June 2021 there were no Contingent Assets identified by Council.

(b) Contingent liabilities

As at 30 June 2021, the following Contingent Liabilities have been identified 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.

Insurance claims

Council is presently involved in several confidential insurance matters, which are being conducted through Council's insurer. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

Legal matters

Council is presently involved in several confidential legal matters, which are being conducted through Council's solicitors. As these matters are yet to be finalised, and the financial outcomes are unable to be reliably estimated, no allowance for these contingencies has been made in the financial report.

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 council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk. Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the Local Government Act 2020 . Council manages interest rate risk by adopting an investment policy that ensures:

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

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

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

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the 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 council 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 council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council 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 council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- 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 on 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.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 0.70% and -0.30% in market interest rates (AUD) from year-end rates of 0.30%.

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

Notes to the Financial Report

For the Year Ended 30 June 2021

8.4 Fair value measurement

Fair value hierarchy

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.

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.

Revaluation

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

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis. The valuation is performed either by experienced council officers or independent experts.

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense. In which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

At the time of preparing the statements, Victoria had entered lockdown 5 and we are currently in lockdown 6. Other than the impacts related to COVID-19, no additional matters have occurred after balance date that require disclosure in the financial report.

Note 9 Other matters

9.1

Reserves	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
2021			
Property			
Land and land improvements	990,403	199	990,603
Buildings	93,140	-	93,140
	1,083,544	199	1,083,743
Infrastructure			
Road surface	61,805	-	61,805
Road pavement	160,890	-	160,890
Bridges	12,428	-	12,428
Footpaths	70,912	-	70,912
Drainage	95,066	14	95,080
Kerb and channel	68,304	-	68,304
Other structures	59,210	-	59,210
	528,615	14	528,629
Other			
Artworks	-	468	468
	-	468	468
Total asset revaluation reserves	1,612,159	681	1,612,840
2020			
Property			
Land and land improvements	983,214	7,190	990,403
Buildings	78,844	14,296	93,140
	1,062,058	21,486	1,083,544
Infrastructure			
Road surface	62,783	(978)	61,805
Road pavement	96,429	64,461	160,890
Bridges	12,224	204	12,428
Footpaths	30,470	40,442	70,912
Drainage	53,771	41,295	95,066
Kerb and channel	27,746	40,558	68,304
Other structures	52,274	6,936	59,210
	335,697	192,918	528,615
Total asset revaluation reserves	1,397,755	214,404	1,612,160

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

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2021				
Public resort and recreation land fund (restricted)	18,440	11,135	(3,508)	26,067
Housing Strategy	753	128	(212)	669
Leisure centre development reserve	3,132	-	(1,393)	1,739
Moreland Defined Benefit reserve	11,079	1,921	-	13,000
Significant Projects reserve	16,965	6,416	(8,132)	15,249
Bridge works reserve	729	-	(729)	0
Local Government Funding Vehicle Developer Contribution Plan reserve (restricted)	-	1,405	-	1,405
Carry Forward Reserve	2,656	1,343	(883)	3,116
	8,567	17,822	(8,567)	17,822
Total Other reserves	62,321	40,170	(23,423)	79,067
2020				
Public resort and recreation land fund (restricted)	20,322	11,960	(13,842)	18,440
Housing Strategy	740	95	(82)	753
Leisure centre development reserve	3,126	500	(495)	3,132
Moreland Defined Benefit reserve	8,422	2,657	-	11,079
Significant Projects reserve	10,415	7,756	(1,206)	16,965
Bridge works reserve	1,900	500	(1,671)	729
Oak Park SAC redevelopment	34	-	(34)	0
Local Government Funding Vehicle Developer Contribution Plan reserve (restricted)	3,492	1,405	(4,897)	-
Carry Forward Reserve	1,856	1,465	(665)	2,656
	-	8,567	-	8,567
Total Other reserves	50,306	34,905	(22,892)	62,321

The Public Resort and Recreation Land Fund accumulates developers contributions paid to Council and is used to provide or improve recreation land and facilities.

The Housing Strategy provides funds for the purchase of community housing projects along with other housing initiatives.

The Leisure Centre Development Reserve accumulates funds from the savings derived from the outsourcing of the leisure centre facilities. These funds are and will continue to be used to maintain and upgrade these facilities.

Moreland Defined Benefit Reserve provides funds for payments requested by Vision Super to meet our superannuation obligations under the defined benefit scheme.

The Significant Projects Reserve accumulates funds to be on significant projects, currently the two projects are Wheatsheaf Community Hub and Saxon Street.

Bridges works Reserve funds works to construct or repair major bridges within Moreland City Council.

The Oak Park SAC Redevelopment Reserve accumulates funds set aside to be used in the complete redevelopment of the Oak Park facility.

The Local Government Funding Vehicle reserve accumulates funds to be used to reduce the LGFV bonds held by Council.

The Developers Contribution Plan Reserve (DCP) accumulates developers funds paid to Council in respect of developments within particular Plan areas and is used to contribute towards payment of a ten year Capital works

Notes to the Financial Report For the Year Ended 30 June 2021

	2021 \$'000	2020 \$'000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	29,392	31,142
Depreciation	27,517	25,678
Profit/(loss) on disposal of property, infrastructure, plant and equipment	5,054	5,303
Fair value adjustments for investment property	(1,225)	884
Contributions - Non-monetary assets	(401)	(468)
Finance costs	937	1,090
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	(7,519)	1,715
(Increase)/decrease in prepayments	(46)	(705)
Increase/(decrease) in accrued income	3,956	2,718
Increase/(decrease) in trade and other payables	(2,719)	(6,854)
(Decrease)/increase in other liabilities	-	-
(Increase)/decrease in inventories	(102)	55
Increase/(decrease) in provisions	1,035	1,728
Increase/(decrease) in trust funds	654	(1,265)
Net cash provided by/(used in) operating activities	56,535	61,020

9.3 Superannuation

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

Accumulation

Council makes both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2021, this was 9.5% as required under Superannuation Guarantee (SG) 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 Moreland City Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119 Employee Benefits.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial review for the Defined Benefit category as at 30 June 2020 was conducted and completed by the due date of 31 December 2020. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 104.6%.

The financial assumptions used to calculate the VBI were:

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

As at 30 June 2021, an interim actuarial investigation is underway as the Fund provides lifetime pensions in the Defined Benefit category. Vision Super has advised that the estimated VBI at 30 June 2021 was 109.7%.

The financial assumptions used to calculate the VBI were:

- Net investment returns 4.8% pa
- Salary information 2.75% pa
- Price inflation (CPI) 2.25% pa.

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

Employer contributions

Regular contributions

On the basis of the results of the 2020 triennial actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2021, this rate was 9.5% of members' salaries (9.5% in 2019/2020). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2020 triennial valuation. In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation, the Defined Benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation or the Defined Benefit category has a shortfall for the purposes of SPS 160, the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up. If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

The 2020 triennial actuarial investigation surplus amounts

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

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

	2020 (Triennial) \$m	2019 (Interim) \$m
- A VBI Surplus	100.0	151.3
- A total service liability surplus	200.0	233.4
- A discounted accrued benefits surplus	217.8	256.7

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2020.

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%	468	668
Vision super	Accumulation fund	9.50%	3,549	3,479
Other Funds	Accumulation fund	9.50%	4,425	2,912

Notes to the Financial Report

For the Year Ended 30 June 2021

10 Change in accounting policy

The following Accounting Standard Changes are effective for the reporting period. The impact of these standards has been reviewed and have not resulted in changes to accounting policies or adjustments to the amounts recognised in the financial statements.

AASB 2019-1 Amendments to AASs – References to the Conceptual Framework
AASB 2018-6 Amendments to AASs – Definition of a Business
AASB 2019-3 Amendments to AASs – Interest Rate Benchmark Reform [Phase 1]
AASB 2019-5 Amendments to AASs – Disclosure of the Effect of New IFRS Standards Not Yet Issued in Australia
AASB 1059 Service Concession Arrangements: Grantors
AASB 2019-2 Amendments to AASs – Implementation of AASB 1059
AASB 2021-4 Amendments to AASs – Modified Retrospective Transition Approach for Service Concession Grantors
AASB 2020-4 Amendments to AASs – Covid-19-Related Rent Concessions

The following Accounting Standard Changes are effective for the reporting period. The impact of these standards has been reviewed and have resulted in changes to accounting policies or adjustments to the amounts recognised in the financial statements.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material
Council has adopted AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material, from 1 July 2020. The amendments align the definition of 'material' across AASB 101 and AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors, and clarify certain aspects of the definition. The new definition states that, 'Information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity.

AASB 1059 Service Concession Arrangements: Grantors
Council has adopted AASB 1059 Service Concession Arrangements: Grantors, from 1 July 2020. The standard requires a grantor to recognise a service concession asset constructed, developed or acquired by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset. This change has not resulted in any adjustments to the amounts recognised in the financial statements.

The following Accounting Standard Changes are effective for Future reporting periods and have not been early adopted. The impact of these standards have been reviewed and we do not expect that these standards will have any significant impact on council.

AASB 2020-5 Amendments to AASs – Insurance Contracts (Effective 1 January 2021)
AASB 2020-8 Amendments to AASs – Interest Rate Benchmark Reform – Phase 2 (Effective 1 January 2021)
AASB 2021-3 Amendments to AASs – Covid-19-Related Rent Concessions beyond 30 June 2021 (Effective 1 April 2021)
AASB 2020-7 Amendments to AASs – Covid-19-Related Rent Concessions: Tier 2 Disclosures (Effective 1 July 2021)
AASB 2020-9 Amendments to AASs – Tier 2 Disclosures: Interest Rate Benchmark Reform - Phase 2 (Effective 1 July 2021)