



# Local Government Better Practice Guides

Supplementary Performance Indicator Workbook  
2019-20

May 2020



SUPPLEMENTARY GUIDE FOR IMPACTS OF COVID-19

### Photo credit

Title: "Computer at workstation\_2"

Author: "DELWP"

"Computer at workstation\_2" is licenced under **CC** by the Department of Environment, Land, Water and Planning.

### Author

Local Government Victoria, a division of the Department of Environment, Land, Water and Planning.  
2 Lonsdale Street Melbourne 3000

### Acknowledgment

We acknowledge and respect Victorian Traditional Owners as the original custodians of Victoria's land and waters, their unique ability to care for Country and deep spiritual connection to it. We honour Elders past and present whose knowledge and wisdom has ensured the continuation of culture and traditional practices.

We are committed to genuinely partner, and meaningfully engage, with Victoria's Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and cultural practices and their broader aspirations in the 21st century and beyond.



© The State of Victoria Department of Environment, Land, Water and Planning 2020



This work is licensed under a Creative Commons Attribution 4.0 International licence. You are free to re-use the work under that licence, on the condition that you credit the State of Victoria as author. The licence does not apply to any images, photographs or branding, including the Victorian Coat of Arms, the Victorian Government logo and the

Department of Environment, Land, Water and Planning (DELWP) logo. To view a copy of this licence, visit <http://creativecommons.org/licenses/by/4.0/>

### Disclaimer

This publication may be of assistance to you but the State of Victoria and its employees do not guarantee that the publication is without flaw of any kind or is wholly appropriate for your particular purposes and therefore disclaims all liability for any error, loss or other consequence which may arise from you relying on any information in this publication.

### Accessibility

If you would like to receive this publication in an alternative format, please telephone the DELWP Customer Service Centre on 136186, email [customer.service@delwp.vic.gov.au](mailto:customer.service@delwp.vic.gov.au) (or insert relevant address), or via the National Relay Service on 133 677 [www.relayservice.com.au](http://www.relayservice.com.au). This document is also available on the internet at [www.delwp.vic.gov.au](http://www.delwp.vic.gov.au).

# Local Government Better Practice Guides

Supplementary Performance Indicator Workbook  
2019-20

## Contents

<b>1. Introduction</b> .....	<b>2</b>
1.1 Use of this guide.....	2
1.2 Identified potential impacts .....	2
<b>2. Service Measures</b> .....	<b>3</b>
2.1 Aquatic facilities.....	3
2.2 Animal Management.....	4
2.3 Food Safety.....	5
2.4 Governance .....	5
2.5 Libraries.....	6
2.6 Maternal and Child Health .....	7
2.7 Roads.....	8
2.8 Statutory Planning.....	8
2.9 Waste Collection.....	9
<b>3. Financial measures</b> .....	<b>10</b>
3.1 Efficiency .....	10
3.2 Liquidity.....	10
3.3 Obligations .....	11
3.4 Operating position .....	11
3.5 Stability.....	11
<b>4. Sustainable Capacity</b> .....	<b>13</b>
4.1 Sustainable capacity measures .....	13

Version	Changes	Release date
V0.1 CPN Draft	-	25 May 2020
V1.0 Original Document	Update to AF6, AF7, O2, O3, S1 and S2	28 May 2020

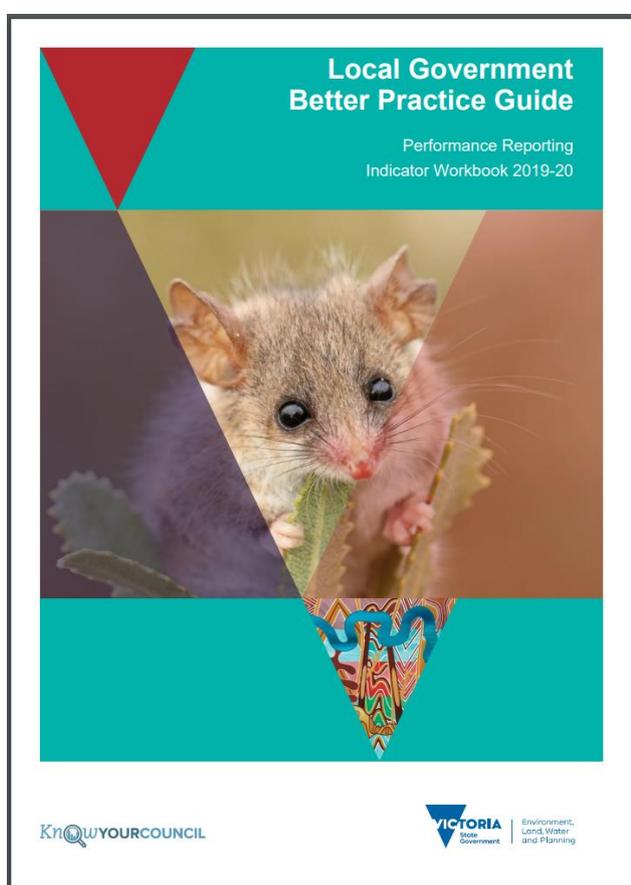
# 1. Introduction

## 1.1 Use of this guide

Due to the unprecedented impact of the COVID-19 pandemic, Local Government Victoria (LGV) has analysed potential influences to the 59 performance measures included in the Local Government Performance Reporting Framework (LGPRF). This guide was created based on that analysis and provides advice on how to calculate these measures to ensure the data bests represents the impact to services.

The guide has been developed with a focus on:

- **Transparent reporting** – acknowledging the impact on council services and financial performance.
- **Encouraging commentary** – Council using commentary to disclose to the public the effect of social distancing and COVID-19 on their performance.



In addition, this guide examines impacts related to cost per service, the re-distribute of staff and service closures on performance reporting.

This guide should be read in conjunction with the Local Government Better Practice Guide (BPG) – Performance Indicator Workbook 2019-20.

Where relevant, this guide will reference the BPG Performance Reporting Indicator Workbook 2019-20 for additional detail. Relevant page numbers are included for reference purposes.

The Indicator Workbook can be found on the Sector guidance: planning and reporting page on the Local Government Victoria website or through the Know Your Council website.

The associated Reporting Template has not been modified and Councils, where applicable, will need to make the adjustments to their data before loading to the template.

## 1.2 Identified potential impacts

Each measure is presented with potential impacts. These potential impacts are not an exhaustive list and may or may not be applicable to all councils. Other factors not detailed in this document may cause impacts to the measures.

When reviewing their results, Councils are encouraged to consider the factors that may have contributed to the results they are seeing and acknowledge these impacts in their commentary.

## 2. Service Measures

### 2.1 Aquatic facilities

Provision of aquatic facilities to the community and visitors for wellbeing, water safety, sport and recreation.

Measure	Potential impact	Treatment	Page Ref
<b>AF2</b> <b>Health inspections of aquatic facilities</b>	Inability to conduct inspection due to facility closure.	Council should note the impact in their commentary.	25
<b>AF6</b> <b>Utilisation of aquatic facilities</b>	Decrease in number of visits due to facility closure.	Council should acknowledge the impacts on service demand in their commentary.	27
<b>AF7</b> <b>Cost of aquatic facilities</b>	<ol style="list-style-type: none"> <li>1. Loss of income due to facility closure.</li> <li>2. Costs associated with delivery of the service.</li> <li>3. Decrease in number of visits due to facility closure.</li> </ol>	<ol style="list-style-type: none"> <li>1. Council should comment on any lack of income resulting from the closure.</li> <li>2. Where the staff are delivering the service, their associated operating expenses should be included. If they are re-assigned or redeployed to other roles in the organisation not related to the delivery of aquatic facilities, their costs would cease to be included (where practical).</li> <li>3. Council should acknowledge the impacts on service demand and delivery in their commentary.</li> </ol>	28

## 2.2 Animal Management

Provision of animal management and responsible pet ownership services to the community including monitoring, registration, enforcement and education.

Measure	Potential impact	Treatment	Page ref
<b>AM1 – Time taken to action animal management requests</b>	<ol style="list-style-type: none"> <li>1. Delay to first response action for animal management requests.</li> <li>2. Decrease in number of animal management requests.</li> </ol>	<ol style="list-style-type: none"> <li>1. If the service has been closed due to public health restrictions, Council should only include the receipt of animal management requests and the corresponding first response actions for the period the service was functional. Council should note any backlog of requests (requests pending due to the shutdown) in their commentary.</li> <li>2. Council should comment on any impact on service demand.</li> </ol>	30
<b>AM2 – Animals reclaimed</b>	Change to number of animals collected or reclaimed.	Council should comment on any impact on service demand.	32
<b>AM5 – Animals rehomed</b>	Change to number of animals collected or rehomed.	Council should comment on any impact on service demand.	34
<b>AM6 – Cost of animal management service per population</b>	Costs associated with delivery of the service.	Where the staff are delivering the service, their associated operating expenses should be included. If they are re-assigned or redeployed to other roles in the organisation not related to the delivery of animal management, their costs would cease to be included (where practical).	35
<b>AM7 – Animal management prosecutions (Audited)</b>	Delays to animal management prosecutions due to court closure.	Any pending prosecutions due in court during the shutdown period should be excluded until the next reporting period (2020-21). Council should note the number of pending prosecutions in their commentary.	37

## 2.3 Food Safety

Provision of food safety services to the community including registrations, education, monitoring, inspections and compliance.

Measure	Potential impact	Treatment	Page ref
<b>FS1 – Time taken to action food complaints</b>	No impact on current reporting period.	As the reporting period for this is based on the 2019 calendar year, there is no impact for this reporting period. Impact of COVID-19 will be on the following reporting period.	39
<b>FS2 – Food safety assessments</b>	No impact on current reporting period.	As the reporting period for this is based on the 2019 calendar year, there is no impact for this reporting period. Impact of COVID-19 will be on the following reporting period.	41
<b>FS3 – Cost of food safety service</b>	Costs associated with delivery of the service.	Where the staff are delivering the service, their associated operating expenses should be included. If they are re-assigned or redeployed to other roles in the organisation not related to the delivery of food safety, their costs would cease to be included (where practical).	43
<b>FS4 – Critical and major non-compliance outcome notifications (Audited)</b>	No impact on current reporting period.	As the reporting period for this is based on the 2019 calendar year, there is no impact for this reporting period. Impact of COVID-19 will be on the following reporting period.	45

## 2.4 Governance

Provision of good governance to the community including making and implementing decisions with reference to community engagement, policy frameworks and agree practice and in compliance with relevant legislation.

Measure	Potential impact	Treatment	Page ref
<b>G1 – Council decisions made at meetings closed to the public</b>	Inability to hold public meetings.	Council should acknowledge the impact of social distancing restrictions in their commentary.	47
<b>G2 – Satisfaction with community consultation and engagement</b>	Impact dependent on when survey was conducted.	Council may wish to provide commentary.	49
<b>G3 – Councillor attendance at council meetings</b>	Inability to attend council meetings. Decrease in council meetings.	Council should acknowledge the impact of social distancing restrictions in their commentary.	50
<b>G4 – Cost of elected representation</b>	Limited impact		52

<b>G5 – Satisfaction with council decisions (Audited)</b>	Impact dependent on when survey was conducted.	Council may wish to provide commentary.	54
---	--	---	----

## 2.5 Libraries

Provision of print and digital based resources to the community in a variety of formats including collection services, e-services, research tools and interactive learning programs.

<b>Measure</b>	<b>Potential impact</b>	<b>Treatment</b>	<b>Page ref</b>
<b>LB1 – Physical library collection usage</b>	Decrease in physical library loans	Council should acknowledge the impact of social distancing restrictions and library closures in their commentary.	55
<b>LB2 – Recently purchased library collection</b>	Change in number of library purchases	Council should acknowledge any impacts of library closures (if relevant) in their commentary.	57
<b>LB4 – Active library borrowers in municipality (Audited)</b>	Decrease in active borrowers for current financial year	Any impact will be felt on current year result, which may result in change in three-year average. Council may wish to acknowledge the impact of social distancing restrictions and library closures in their commentary.	58
<b>LB5 – Cost of library service per population</b>	Costs associated with delivery of service	<ol style="list-style-type: none"> <li>1. Inhouse - Where the staff are delivering the service, their associated operating expenses should be included. If they are re-assigned or redeployed to other roles in the organisation not related to the delivery of library services, their costs would cease to be included (where practical).</li> <li>2. Library corporation – as per standard calculation page 61 (based on contribution).</li> </ol>	60

## 2.6 Maternal and Child Health

Provision of universal access to health services for children from birth to school age and their families including early detection, referral, monitoring and recording child health and development, and providing information and advice.

Measure	Potential impact	Treatment	Page ref
<b>MC2 – Infant enrolments in MCH service</b>	Limited impact		63
<b>MC3 – Cost of MCH service</b>	Change in hours worked	Council should comment on any impact on service hours, especially resulting from any social distancing restrictions or closure of MCH service. Where the staff are delivering the service, their associated operating expenses should be included. If they are re-assigned or redeployed to other roles in the organisation not related to the delivery of the MCH service, their costs would cease to be included (where practical).	64
<b>MC4 – Participation in MCH service (Audited)</b>	Decrease in attendance to MCH service.	Council should comment on any impact on service demand.	66
<b>MC5 – Participation in MCH service by Aboriginal children (Audited)</b>	Decrease in attendance to MCH service.	Council should comment on any impact on service demand.	67
<b>MC6 – Participation in 4-week Key Age and Stage visit</b>	Decrease in key age and stage visits	Council should comment on any impact on service demand.	68

## 2.7 Roads

Provision of a network of sealed local roads under the control of the municipal council to all road users.

Measure	Potential impact	Treatment	Page ref
<b>R1 – Sealed local road requests</b>	Change in number of requests	Council should comment on any impact on service requests.	69
<b>R2 – Sealed local roads maintained to condition standards</b>	Amount of road renewal work conducted	Council should comment on any impact on road renewal work.	70
<b>R3 – Cost of sealed local road reconstruction</b>	Amount of sealed local roads reconstruction	Council should comment on any impact on sealed local roads reconstruction work.	72
<b>R4 – Cost of sealed local road resealing</b>	Amount of sealed local roads resealed	Council should comment on any impact on sealed local roads resealing work.	74
<b>R5 – Satisfaction with sealed local roads (Audited)</b>	Impact dependent on when survey was conducted.	Council may wish to provide commentary.	76

## 2.8 Statutory Planning

Provision of land use and development assessment services to applicants and the community including advice and determination of applications.

Measure	Potential impact	Treatment	Page ref
<b>SP1 – Time taken to decide planning applications</b>	Delay to decisions on planning applications.	Council should acknowledge the impacts on service performance in their commentary.	77
<b>SP2 – Planning applications decided within required time frames</b>	Delay to decisions on planning applications.	Council should acknowledge the impacts on service performance in their commentary.	78
<b>SP3 – Cost of statutory planning service</b>	<ol style="list-style-type: none"> <li>Costs associated with delivery of service</li> <li>Change in number of applications received.</li> </ol>	<ol style="list-style-type: none"> <li>Where the staff are delivering the service, their associated operating expenses should be included. If they are re-assigned or redeployed to other roles in the organisation not related to the delivery of the planning service, their costs would cease to be included (where practical).</li> <li>Council should acknowledge the impacts on service demand in their commentary.</li> </ol>	80
<b>SP4 – Council planning decisions</b>	Delay in VCAT hearings	Council may wish to provide commentary.	82

upheld at VCAT (Audited)			
-----------------------------	--	--	--

## 2.9 Waste Collection

Provision of kerbside waste collection services to the community including garbage and recyclables.

Measure	Potential impact	Treatment	Page ref
<b>WC1 – Kerbside bin collection requests</b>	Increase in bin collection requests	Council should comment on any impact on service demand.	84
<b>WC2 – Kerbside collection bins missed</b>	Increase in missed bins	Council should comment on any impact on service demand.	85
<b>WC3 – Cost of kerbside garbage bin collection service</b>	Increase in cost	Where the staff are delivering the service, their associated operating expenses should be included. If they are re-assigned or redeployed to other roles in the organisation not related to the delivery of waste collection services, their costs would cease to be included (where practical).	86
<b>WC4 – Cost of kerbside recyclables bin collection service</b>	Increase in cost	Where the staff are delivering the service, their associated operating expenses should be included. If they are re-assigned or redeployed to other roles in the organisation not related to the delivery of waste collection services, their costs would cease to be included (where practical).	88
<b>WC5 – Kerbside collection waste diverted from landfill (Audited)</b>	Limited impact		90

## 3. Financial measures

### 3.1 Efficiency

Measures whether a council is using resources efficiently.

Measure	Potential impact	Treatment	Page ref
<b>E2 – Expenses per property assessment (Audited)</b>	Potential slowing of rate of growth	Council should comment on any impact on property assessments.	92
<b>E4 – Average rate per property assessment (Audited)</b>	Change in rate revenue	Council should comment on any impact on rate revenue and property assessments.	93

### 3.2 Liquidity

Measures whether a council can generate sufficient cash to pay bills on time.

Measure	Potential impact	Treatment	Page ref
<b>L1 – Current assets compared to current liabilities (Audited)</b>	Impact on current assets	Council should comment on any impact on current assets and cash flow.	94
<b>L2 – Unrestricted cash compared to current liabilities (Audited)</b>	Impact on cash	Council should comment on any impact on unrestricted cash.	95

### 3.3 Obligations

Measures whether a council can generate sufficient cash to pay bills on time.

Measure	Potential impact	Treatment	Page ref
<b>O2 – Loans and borrowings compared to rates (Audited)</b>	<ol style="list-style-type: none"> <li>1. Dependant on level of borrowing</li> <li>2. Change in rate revenue</li> </ol>	Council should comment on any impacts to borrowing and any impact to rate revenue.	96
<b>O3 – Loans and borrowings repayments compared to rates (Audited)</b>	<ol style="list-style-type: none"> <li>1. Dependant on level of borrowing</li> <li>2. Change in rate revenue</li> </ol>	Council should comment on any impacts to borrowings repayment and any impact to rate revenue.	97
<b>O4 – Non-current liabilities compared to own source revenue (Audited)</b>	Potential reduction in own source revenue	Council should comment on any impacts to their adjusted underlying revenue.	98
<b>O5 – Asset renewal and upgrade expense compared to depreciation (Audited)</b>	Dependant on focus for infrastructure projects	Council should comment on any impacts to their asset renewal and upgrades.	99

### 3.4 Operating position

Measures whether a council is able to generate an adjusted underlying surplus.

Measure	Potential impact	Treatment	Page ref
<b>OP1 – Adjusted underlying surplus (or deficit) (Audited)</b>	Potential reduction in own source revenue	Council should comment on any impacts on the surplus or deficit.	100

### 3.5 Stability

Measures whether a council is able to generate revenue from a range of sources.

Measure	Potential impact	Treatment	Page ref
<b>S1 – Rates compared to adjusted underlying revenue (Audited)</b>	Change in revenue	Council should comment on any impacts to their adjusted underlying revenue.	101

<b>S2 – Rates compared to property values (Audited)</b>	Change in rate revenue	Council should comment on any impacts to rate revenue.	102
---	------------------------	--	-----

## 4. Sustainable Capacity

### 4.1 Sustainable capacity measures

Measures whether the council is able to meet the agreed service needs of the community.

Measure	Potential impact	Treatment	Page ref
<b>C1 – Expenses per head of population (Audited)</b>	Potential impact on expenses.	Council should comment on any impact to Council expenses.	103
<b>C2 – Infrastructure per head of population (Audited)</b>	Limited impact for this reporting period.		104
<b>C3 – Population density per length of road (Audited)</b>	Limited impact.		105
<b>C4 – Own source revenue per head of population (Audited)</b>	Potential reduction in own source revenue	Council should comment on any impact to their adjusted underlying revenue.	106
<b>C5 – Recurrent grants per head of population (Audited)</b>	Potential impact based on State or Federal intervention.	Council should comment on any impact to their recurrent grants.	107
<b>C6 – Relative Socio-Economic Disadvantage (Audited)</b>	Limited impact.		108
<b>C7 – Percentage of staff turnover (Audited)</b>	Potential impacts due to changes in staffing levels.	Council should comment on any impact to staff turnover.	109