









Attachments



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Using Indicators

It's the story behind them which counts; and the Sharing of that story, which makes the difference.

What are indicators?

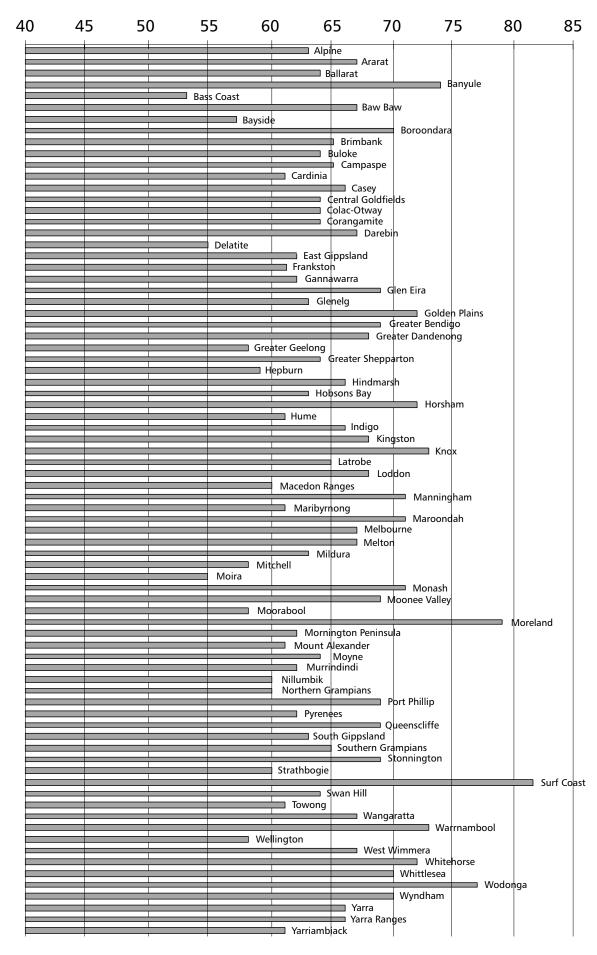
Performance indicators or performance measures are measures of outputs or outcomes. Individually and without associated explanations, they can only ever measure part of the story.

It is important to put indicator results in context and to remember that they only give an indication of where to start looking to discover the reasons behind differences. The usefulness of indicators is not in the numbers themselves but the analysis of why some local governments may appear to perform better than others, as well as insights as to how to improve their performance. It may therefore be more useful to consider the combined results of several broad indicators in assessing performance rather then any one indicator on its own. When comparing one local government with another or assessing one local government's performance it is important to be aware that the indicators do not on their own give the full picture of local governments' performance. Although they show the differences between local governments they do not explain why these differences have arisen. Differences may arise for many reasons, such as democratic policy choices, geographic & demographic factors, population density and external funding decisions.

Definitions of indicators

1 Community satisfaction	Community satisfaction rating for overall performance generally of the council	Satisfaction rating of 1 to 5 is reported by residents in the annual Community Satisfaction Survey for local governments. Indexed mean result (out of 100) to be reported by each council as taken from their individual research results report.				
2 All rates	Average rates and charges per assessment	Rates and charges declared as being receivable, in the calculations for the adopted rates, at the beginning of the year, including: • general rates and charges declared under ss. 160, 161,161A of the Local Government Act 1989; • municipal charges and service rates and charges (ie garbage services) levied under ss. 159, 162 respectively; and • supplementary rates declared,				
		divided by the number of assessments used in the calculation of the adopted rate (i.e. when the rate is struck).				
3 Residential rates	Average rates and charges per residential assessment	Rates and charges declared for all residential assessments divided by the number of residential assessments.				
4 Operating costs	Average operating expenditure per assessment	Operating expenditure per the financial statements (i.e. AAS27) (including asset sales and depreciation); divided by the number of assessments used in the calculation of the adopted rate (i.e. when the rate is struck).				
5 Infrastructure expenditure	Average capital expenditure per assessment	Amount capitalised to the balance sheet and contributions by a local government to major assets not owned by the local government, including expenditure on: • capital renewal of existing assets which increases the service potential or extends the life of the asset; • capital expansion which extends the standard of an existing asset at the same standard as currently enjoyed by residents to a new group of users; • capital upgrade which upgrades the standard of an existing asset to provide a higher level of service; or • expenditure that will increase the life of the asset, divided by the number of assessments used in the calculation of the adopted rate (that is, when the rate is struck). Note: Exactly what is included as capital expenditure will vary according to the local government's policy in defining the 'asset' and its 'life'.				
6 Debts	Average liabilities per assessment	Total liabilities as per the published financial statements (i.e. AAS27); less items held in trust (reflected in assets also held) divided by the number of assessments used in the calculation of the adopted rate (that is, when the rate is struck).				
7 Operating result (income – costs)	Operating result prior to capital funding per assessment	Operating result per financial statements (i.e. AAS27); adjusted to exclude funding (i.e. grants) provided for capital purposes divided by total number of assessments from the ABS statistics.				

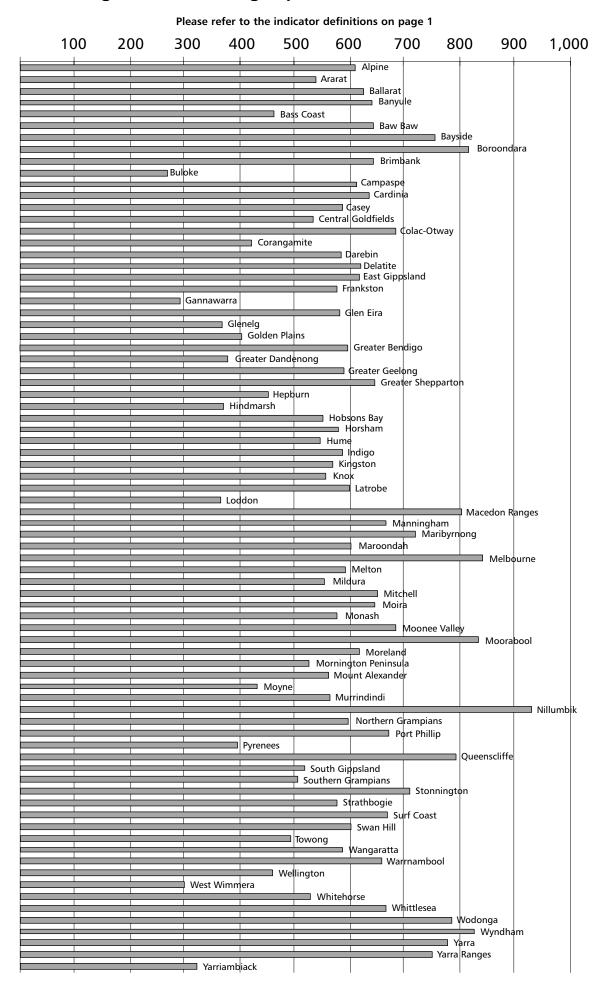
Community satisfaction with the overall performance of the council



Average rates and charges per assessment (\$)

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Average rate and charges per residential assessment (\$)



Average operating expenditure per assessment (\$)

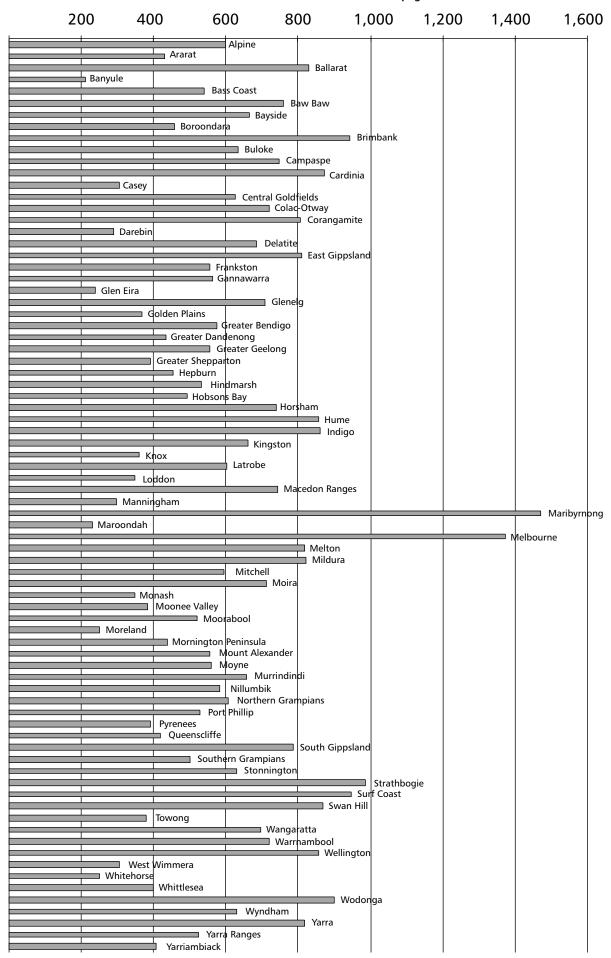
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Port Phillip Pyrenees Queenscliffe South Gippsland Southern Grampians Stonnington Strathbogie Surf Coast Swan Hill Towong Wangaratta Warrnambool Wellington West Wimmera Whittlesea Whyndham Yarra Yarra Ranges	No.	orthern Grampians				
Pyrenees Queenscliffe South Gippsland Southern Grampians Stonnington Strathbogie Surf Coast Swan Hill Towong Wangaratta Warrnambool Wellington West Wimmera Whittlesea Whittlesea Wodonga Wyndham Yarra Yarra Ranges	Por	t Phillip				
Queenscliffe South Gippsland Southern Grampians Stonnington Strathbogie Surf Coast Swan Hill Towong Wangaratta Warrnambool Wellington West Wimmera Whitehorse Whittlesea Wodonga Wyndham Yarra Yarra Ranges	Pyi	renees				
South Gippsland Southern Grampians Stonnington Strathbogie Surf Coast Swan Hill Towong Wangaratta Warrnambool Wellington West Wimmera Whitehorse Whittlesea Whyndham Yarra Yarra Ranges	Queer	nscliffe				
Stonnington Strathbogie Surf Coast Swan Hill Townong Wangaratta Warrnambool Wellington West Wimmera Whitehorse Whittlesea Wodonga Wyndham Yarra Yarra Ranges	So	uth Gippsland				
Stonnington Strathbogie Sur Coast Swan Hill Towong Wangaratta Warrnambool Wellington West Wimmera Whitelorse Whittlesea Wodonga Wyndham Yarra Yarra Ranges			ians			
Strathbogie Surf Coast Swan Hill Towong Wangaratta Warrnambool Wellington West Wimmera Whitelorse Whittlesea Wodonga Wyndham Yarra Yarra Ranges	Stonr	nington				
Sur Coast Swan Hill Towong Wangaratta Warrnambool Wellington West Wimmera Whitehorse Whittlesea Wodonga Wyndham Yarra Yarra Ranges						
Swan Hill Towong Wangaratta Warrnambool Wellington West Wimmera Whitehorse Whittlesea Wodonga Wyndham Yarra Yarra Ranges						
Towong Wangaratta Warrnambool Wellington West Wimmera Whitehorse Whittlesea Wodonga Wyndham Yarra Ranges	Juli					
Wangaratta Warrnambool Wellington West Wimmera Whitehorse Whittlesea Wodonga Wyndham Yarra Yarra Ranges	Т	nwong				
Wellington West Wimmera Whitehorse Wodonga Wyndham Yarra Yarra Ranges						
Wellington West Wimmera Whitehorse Whittlesea Wodonga Wyndham Yarra Yarra Ranges		vvariyaratta				
West Wimmera Whitehorse Whittlesea Wodonga Wyndham Yarra Yarra Ranges	187 102					
Whitehorse Wholesea Wodonga Wyndham Yarra Ranges	Wellingto	n 				
Whittlesea Wodonga Wyndham Yarra Ranges						
Wodonga Wyndham Yarra Ranges						
Wyndham Yarra Yarra Ranges	Wh					
Wyndham Yarra Yarra Ranges] Wodonga				
Yarra Yarra Ranges						
Yarra Ranges						
Yarriambiack						
		Yarriambiack				
	. –		'	•	,	

Average capital expenditure per assessment (\$)

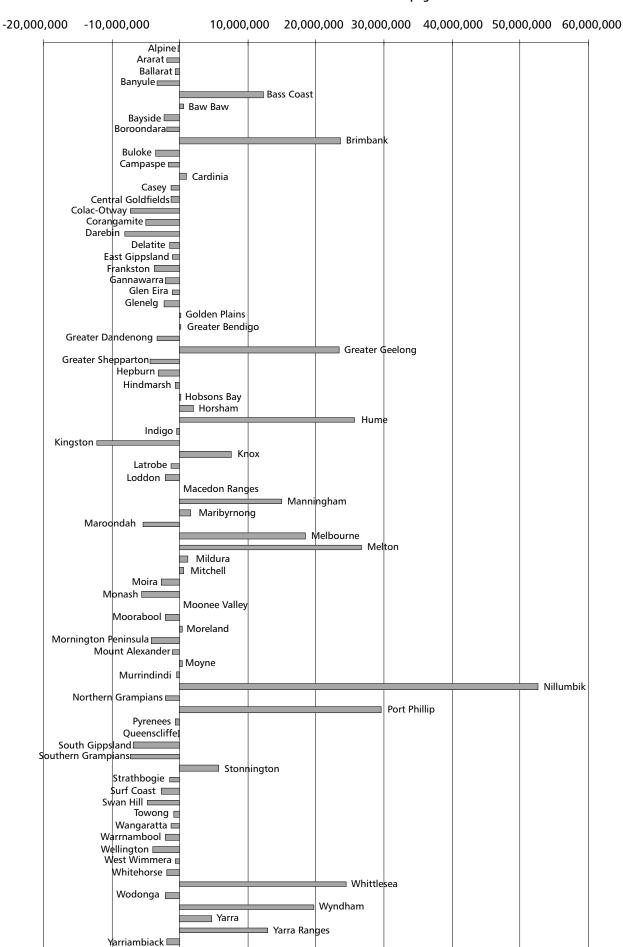
Please refer to the indicator definitions on page 1 200 1,000 400 600 800 1,200 ■ Alpine Ararat Ballarat Banyule ■ Bass ¢oast ■ Baw Baw Bayside Boroondara Brimbank ■ Buloke Campaspe Cardinia ■ ¢asey Central Goldfields ■ Colac-Otway Corangamite Darebin Delatite East Gippsland ■ Frankston Gannawarra Glen Eira ■ Glenelg ■ Golden Plains **Greater Bendigo** ■ Greater Dandenong Greater Geelong Greater Shepparton Hepburn Hindmarsh Hobsons Bay ■ Horsham ■ Hume ■ Indigo ■ Kingston Knox ■ Latrobe Loddon Macedon Ranges Manningham Maribyrnong ■ Maroondah Melbourne ■ Melton Mildura Mitchell ■ Moira Monash Moonee Valley ■ Moorabool Moreland Mornington Peninsula Mount Alexander ■ Moyne Murrindindi Nillumbik Northern Grampians ■ Port Phillip Queenscliffe ■ South Gippsland Southern Grampians ■ Stonnington Strathbogie Surf Coast Swan Hill ___ ■ Towong Wangaratta ■ Warrnambool Wellington ■ West Wimmera Whitehorse Whittlesea Wodonga Wyndham Yarra Yarra Ranges

Yarriambiack

Average liabilities per assessment (\$)



Councils results for each indicator Operating result prior to capital funding (\$)

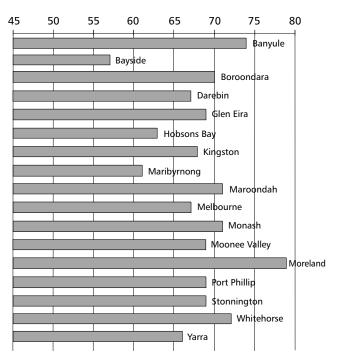


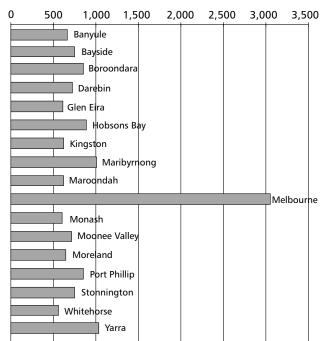
Inner metropolitan

Please refer to the indicator definitions on page 1

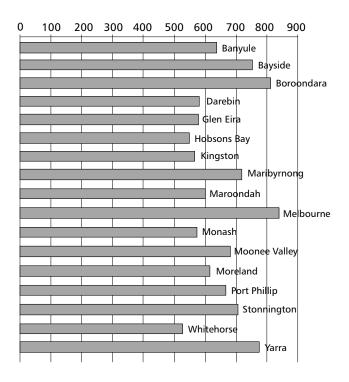
Community satisfaction with the overall performance of the council

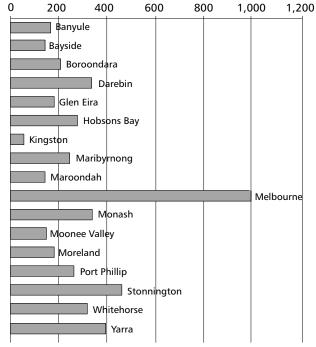
Average rates and charges per assessment (\$)





Average rates and charges per residential assessment (\$)



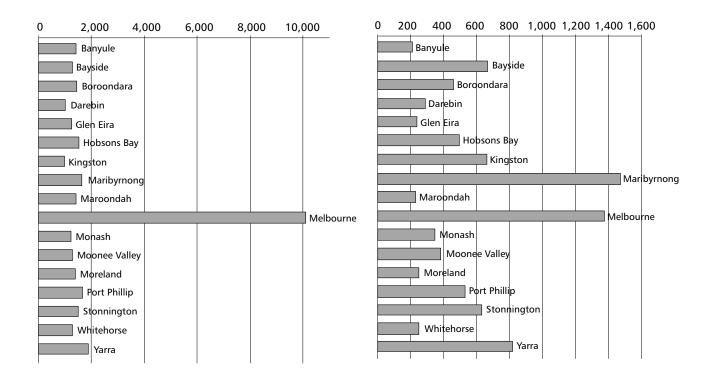


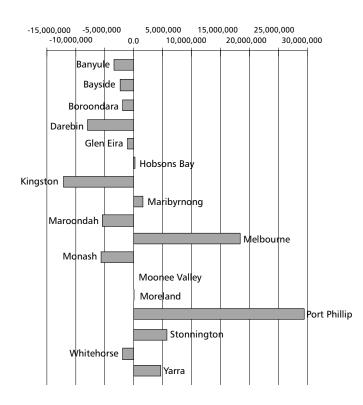
Inner metropolitan

Please refer to the indicator definitions on page 1

Average operating expenditure per assessment (\$)

Average liabilities per assessment (\$)



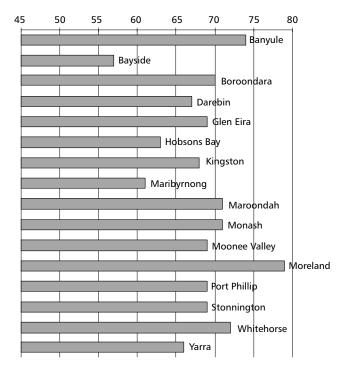


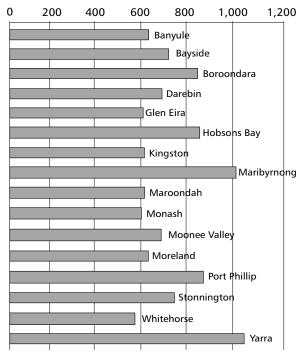
Inner metropolitan excluding Melbourne

Please refer to the indicator definitions on page 1

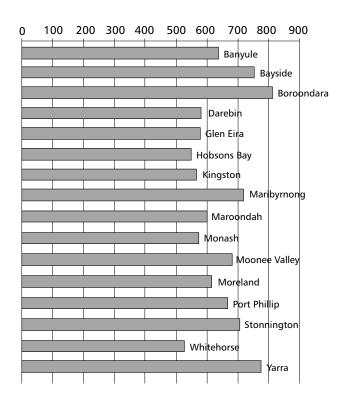
Community satisfaction with the overall performance of the council

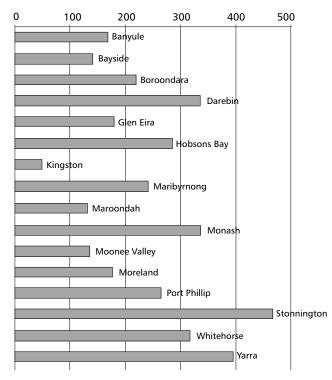
Average rates and charges per assessment (\$)





Average rates and charges per residential assessment (\$)



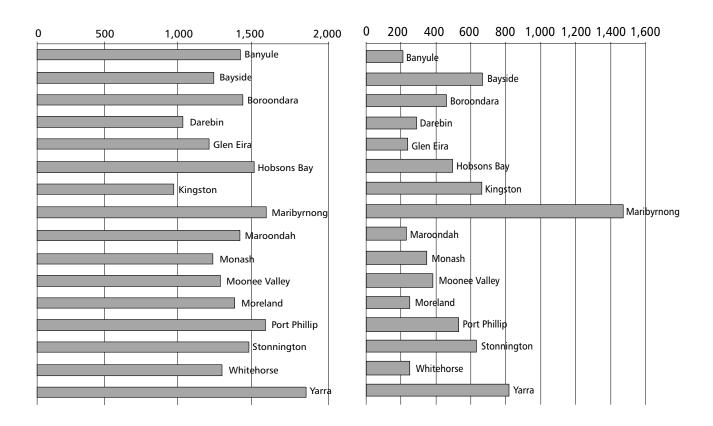


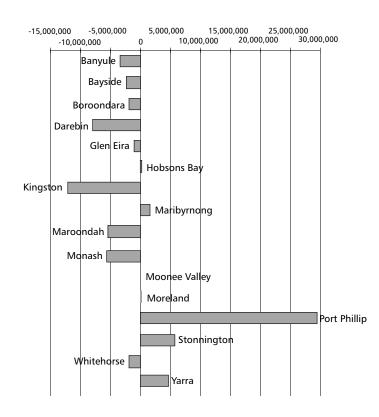
Inner metropolitan excluding Melbourne

Please refer to the indicator definitions on page 1

Average operating expenditure per assessment (\$)

Average liabilities per assessment (\$)



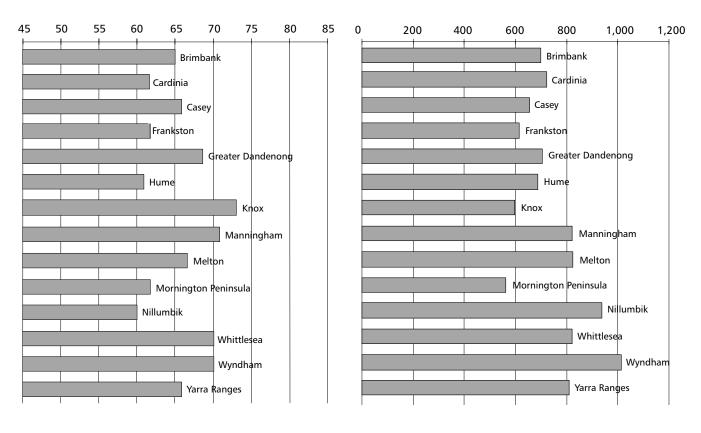


Outer metropolitan

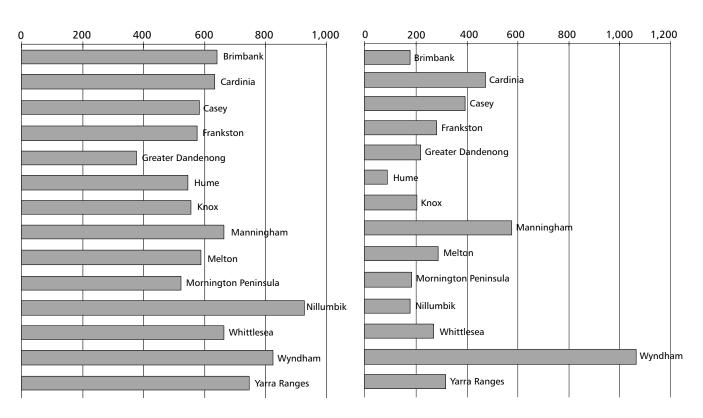
Please refer to the indicator definitions on page 1

Community satisfaction with the overall performance of the council

Average rates and charges per assessment (\$)



Average rates and charges per residential assessment (\$)

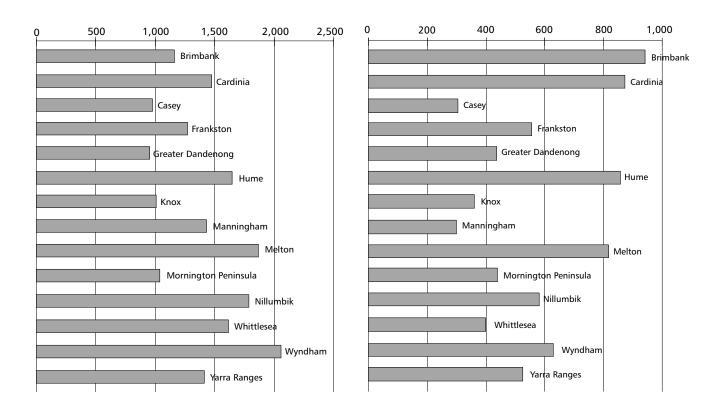


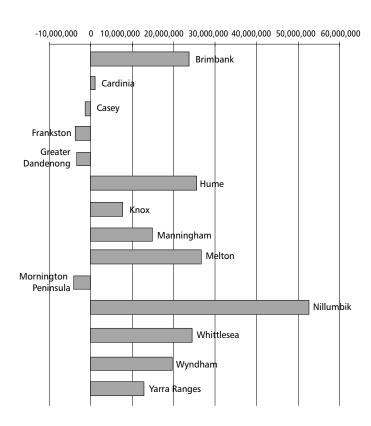
Outer metropolitan

Please refer to the indicator definitions on page 1

Average operating expenditure per assessment (\$)

Average liabilities per assessment (\$)



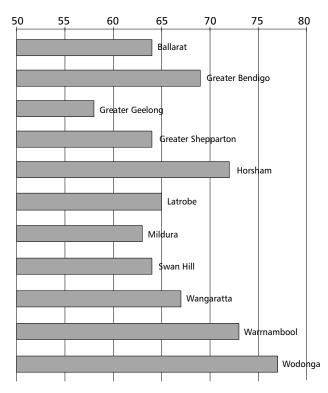


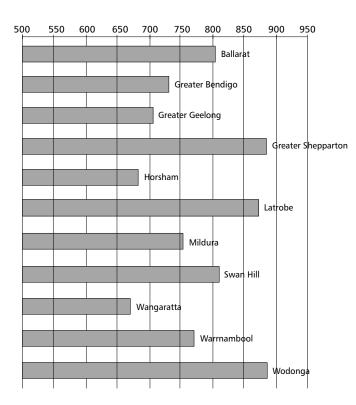
Regional cities

Please refer to the indicator definitions on page 1

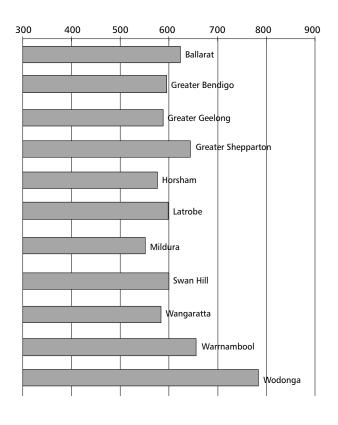
Community satisfaction with the overall performance of the council

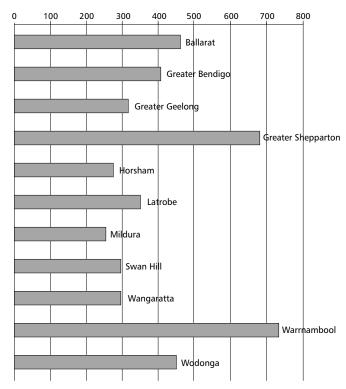
Average rates and charges per assessment (\$)





Average rates and charges per residential assessment (\$)



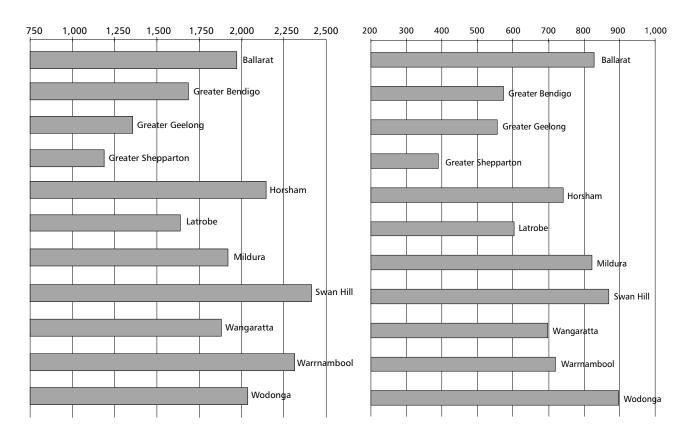


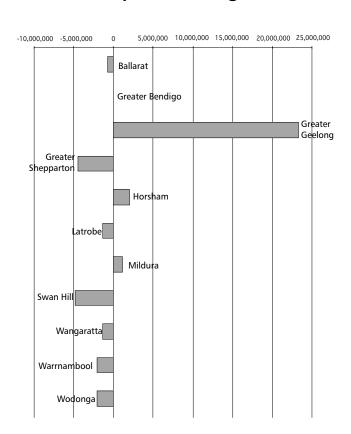
Regional cities

Please refer to the indicator definitions on page 1

Average operating expenditure per assessment (\$)

Average liabilities per assessment (\$)

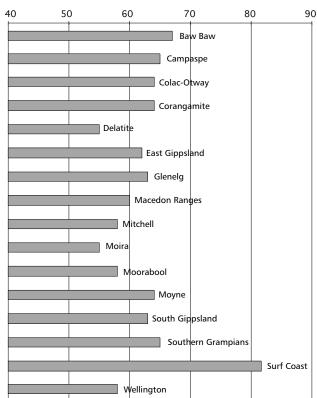




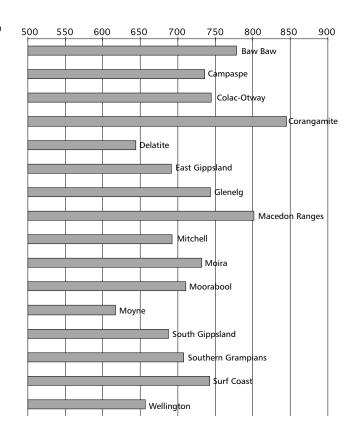
Large shires

Please refer to the indicator definitions on page 1

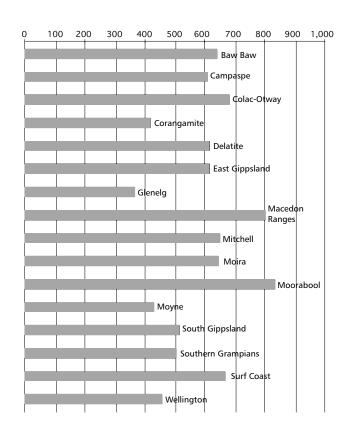
Community satisfaction with the overall performance of the council

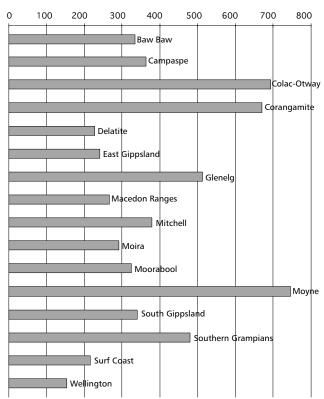


Average rates and charges per assessment (\$)



Average rates and charges per residential assessment (\$)



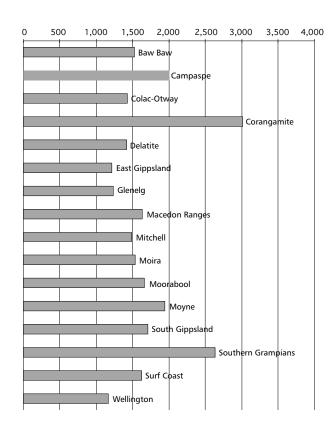


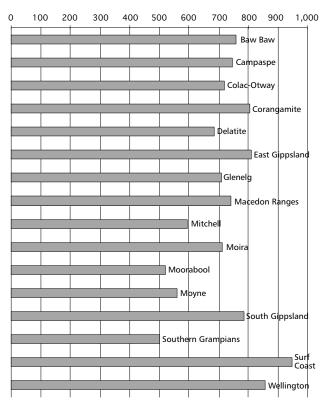
Large shires

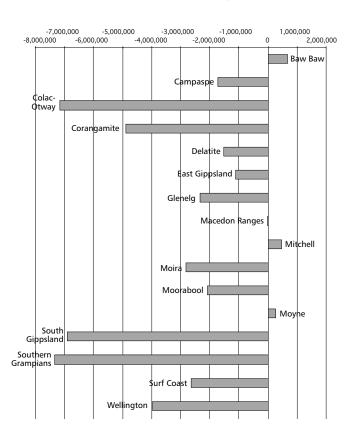
Please refer to the indicator definitions on page 1

Average operating expenditure per assessment (\$)

Average liabilities per assessment (\$)



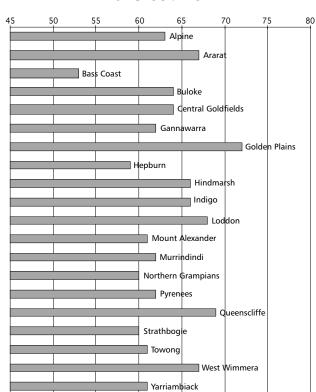




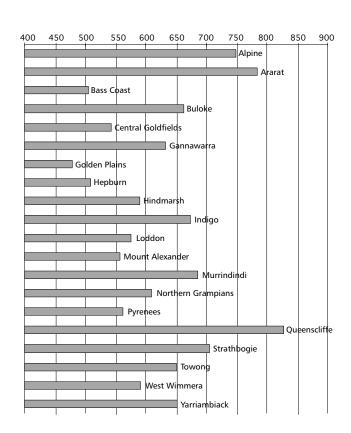
Small shires

Please refer to the indicator definitions on page 1

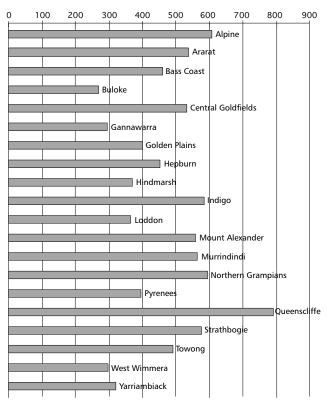
Community satisfaction with the overall performance of the council

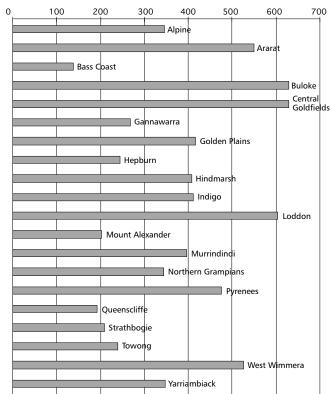


Average rates and charges per assessment (\$)



Average rates and charges per residential assessment (\$)



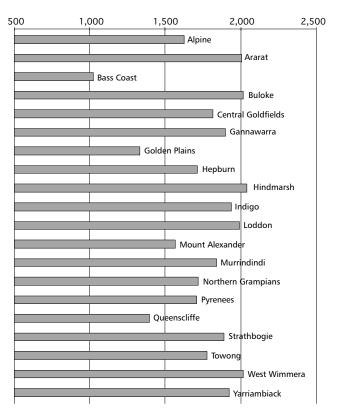


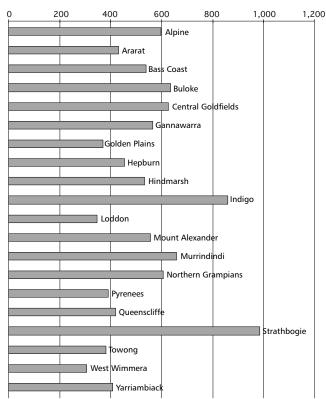
Small shires

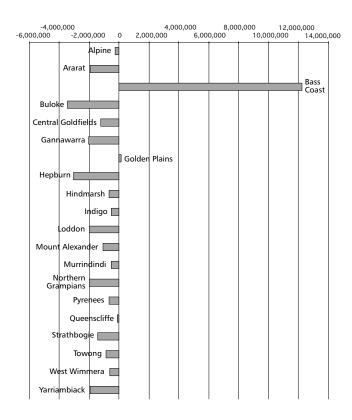
Please refer to the indicator definitions on page 1

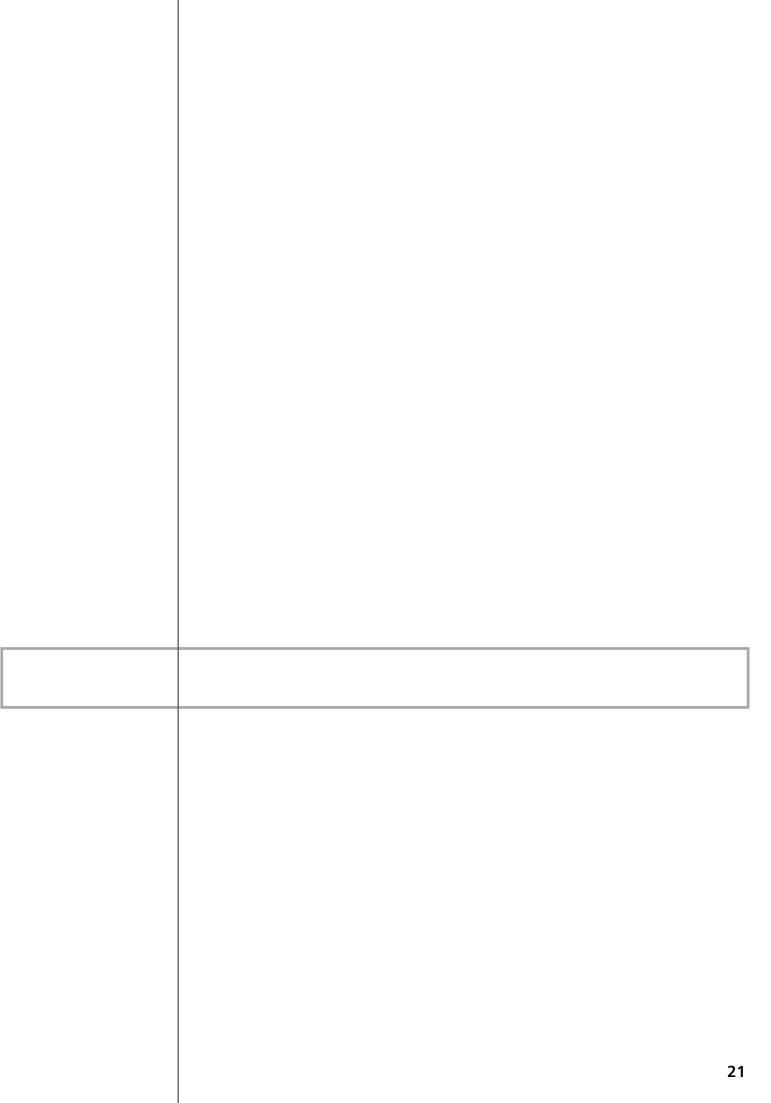
Average operating expenditure per assessment (\$)

Average liabilities per assessment (\$)









Comments on Source data

The attached data which has been used in this report, has been collated by the Local Government Division from councils' annual reports.

Some of the differences between councils' results need to be explained through reference to councils' individual annual reports.

This year's results are particularly affected by asset revaluations. Due to legislative change, the revaluation figures used for 2000/01 were from the revaluations conducted as at 1 January 2000. The previous year's valuations had been based on a valuation conducted up to six years previously and property values have changed significantly in that period. The result of this is a large adjustment for revaluations of assets which is included in the operating results.

Developers' contributions or 'gifted' assets also influence many councils results. For example some councils have excluded developers contributions from their operating result figures as they have included them in their definition of capital grants. It is proposed that in 2002 these indicators will be modified accordingly to prevent misinterpretation.

Source data

		munity faction	All rates	Residential rates	Operating costs	Infrastructure expenditure	Debts		Operating result
	satis: perfor	munity faction overall mance council	Average rates and charges per assesment	Average rate and charges per residential assessment	Average operating expenditure per assessment	Average capital expenditure per assessment	Average liabilities per assessment	Operating result prior to capital funding	Operating result prior to capital funding per assessment
S	Alpine	63	\$748	\$607	\$1,626	\$345	\$597	\$(279,877)	(\$38)
S	Ararat	67	\$784	\$538	\$2,004	\$550	\$432	\$(1,934,486)	(\$293)
R	Ballarat	64	\$803	\$623	\$1,971	\$462	\$829	\$(732,713)	(\$20)
ı	Banyule	74	\$666	\$639	\$1,413	\$169	\$210	\$(3,377,093)	(\$73)
S	Bass Coast	53	\$505	\$461	\$1,023	\$138	\$538	\$12,232,909	\$537
L	Baw Baw	67	\$778	\$640	\$1,527	\$333	\$758	\$662,178	\$39
1	Bayside	57	\$752	\$753	\$1,280	\$145	\$665	\$(2,296,000)	(\$61)
ı	Boroondara	70	\$850	\$814	\$1,454	\$210	\$459	\$(1,929,000)	(\$29)
0	Brimbank	65	\$698	\$640	\$1,163	\$175	\$942	\$23,677,000	\$404
S	Buloke	64	\$663	\$268	\$2,018	\$628	\$635	\$(3,464,908)	(\$549)
L	Campaspe	65	\$736	\$610	\$1,998	\$364	\$748	\$(1,734,000)	(\$100)
0	Cardinia	61	\$722	\$633	\$1,475	\$470	\$872	\$1,052,000	\$59
0	Casey	66	\$654	\$584	\$979	\$392	\$304	\$(1,322,000)	(\$22)
S	Central Goldfields	64	\$543	\$533	\$1,817	\$629	\$627	\$(1,250,686)	(\$164)
L	Colac-Otway	64	\$744	\$683	\$1,430	\$694	\$719	\$(7,153,866)	(\$565)
L	Corangamite	64	\$845	\$419	\$3,009	\$669	\$807	\$(4,900,000)	(\$527)
ı	Darebin	67	\$726	\$582	\$1,014	\$340	\$288	\$(7,972,630)	(\$143)
L	Delatite	55	\$644	\$617	\$1,422	\$227	\$686	\$(1,529,000)	(\$116)
L	East Gippsland	62	\$692	\$615	\$1,213	\$241	\$811	\$(1,124,000)	(\$45)
0	Frankston	62	\$616	\$576	\$1,271	\$278	\$557	\$(3,774,000)	(\$82)
S	Gannawarra	62	\$633	\$294	\$1,898	\$269	\$564	\$(2,072,700)	(\$316)
ı	Glen Eira	69	\$608	\$580	\$1,265	\$184	\$237	\$(1,092,511)	(\$20)
L	Glenelg	63	\$743	\$366	\$1,233	\$512	\$709	\$(2,339,000)	(\$185)
s	Golden Plains	72	\$479	\$401	\$1,333	\$416	\$369	\$125,454	\$16
R	Greater Bendigo	69	\$730	\$595	\$1,686	\$407	\$574	\$1,004	\$0
0	Greater Dandenong	a 68	\$704	\$377	\$951	\$215	\$436	\$(3,408,000)	(\$65)
R	Greater Geelong	58	\$705	\$588	\$1,356	\$317	\$556	\$23,312,000	\$262
R	Greater Sheppartor		\$883	\$644	\$1,187	\$683	\$390	\$(4,441,292)	(\$185)
S	Hepburn	59	\$509	\$451	\$1,711	\$245	\$453	\$(3,039,492)	(\$330)
S	Hindmarsh	66	\$590	\$369	\$2,039	\$409	\$534	\$(685,186)	(\$140)
ı	Hobsons Bay	63	\$889	\$549	\$1,517	\$280	\$494	\$21,000	\$1
R	Horsham	72	\$683	\$577	\$2,146	\$274	\$740	\$1,995,320	\$201
0	Hume	61	\$687	\$544	\$1,646	\$87	\$857	\$25,644,000	\$559
S	Indigo	66	\$673	\$585	\$1,936	\$411	\$861	\$(550,089)	(\$79)
ı	Kingston	68	\$619	\$566	\$984	\$57	\$661	\$(12,157,251)	(\$205)
0	Knox	73	\$597	\$555	\$1,005	\$202	\$360	\$7,608,782	\$139
R	Latrobe	65	\$871	\$599	\$1,636	\$350	\$603	\$(1,357,000)	(\$42)
S	Loddon	68	\$575	\$365	\$1,030	\$603	\$347	\$(1,337,000) \$(2,008,425)	(\$42)
L	Macedon Ranges	60	\$801	\$303 \$802	\$1,626	\$003 \$267	\$347 \$743	\$(2,008,423) \$(3,451)	(\$0)
0	Manningham	71	\$822	\$663	\$1,429	\$576	\$743 \$299	\$14,939,000	\$357
ı	Maribyrnong	61	\$822 \$1,011	\$719	\$1,429 \$1,646	\$376 \$249	\$299 \$1,471	\$1,631,000	\$357 \$56
	_	71	\$1,011 \$617	\$600	\$1,646 \$1,426	\$249 \$145	\$1,471 \$229		
ı	Maroondah							\$(5,472,000) \$18,436,000	(\$135)
ı	Melbourne	67	\$3,048	\$840	\$10,108	\$1,003	\$1,374	\$18,436,000	\$605

Source data

		nunity action	All rates	Residential rates	Operating costs	Infrastructure expenditure	Debts		Operating result
	satisfa c perforr	nunity action overall mance ouncil	Average rates and charges per assesment	Average rate and charges per residential assessment	Average operating expenditure per assessment	Average capital expenditure per assessment	Average liabilities per assessment	Operating result prior to capital funding	Operating result prior to capital funding per assessment
0	Melton	67	\$823	\$589	\$1,866	\$283	\$818	\$26,605,584	\$1,486
R	Mildura	63	\$753	\$552	\$1,918	\$253	\$823	\$1,129,000	\$50
L	Mitchell	58	\$693	\$649	\$1,482	\$378	\$596	\$466,516	\$38
L	Moira	55	\$732	\$645	\$1,538	\$292	\$712	\$(2,818,196)	(\$201)
1	Monash	71	\$601	\$574	\$1,233	\$343	\$348	\$(5,682,000)	(\$85)
1	Moonee Valley	69	\$718	\$682	\$1,275	\$152	\$382	\$(1,198)	(\$0)
L	Moorabool	58	\$711	\$833	\$1,664	\$324	\$520	\$(2,086,000)	(\$179)
ı	Moreland	79*	\$648	\$615	\$1,392	\$185	\$250	\$12,304	\$0
0	Mornington Peninsul	a 62	\$562	\$524	\$1,040	\$180	\$440	\$(4,166,000)	(\$51)
S	Mount Alexander	61	\$557	\$559	\$1,567	\$203	\$557	\$(1,091,226)	(\$114)
L	Moyne	64	\$617	\$430	\$1,942	\$745	\$560	\$267,160	\$27
S	Murrindindi	62	\$686	\$563	\$1,840	\$396	\$657	\$(540,202)	(\$64)
0	Nillumbik	60	\$939	\$928	\$1,787	\$175	\$582	\$52,687,213	\$2,627
S	Northern Grampians	60	\$609	\$595	\$1,716	\$343	\$606	\$(2,018,000)	(\$228)
ı	Port Phillip	69	\$855	\$668	\$1,653	\$265	\$530	\$29,482,000	\$599
S	Pyrenees	62	\$562	\$394	\$1,709	\$476	\$392	\$(704,042)	(\$128)
S	Queenscliffe	69	\$827	\$790	\$1,397	\$193	\$419	\$(119,990)	(\$45)
L	South Gippsland	63	\$687	\$516	\$1,708	\$340	\$787	\$(6,893,597)	(\$416)
L	Southern Grampians	65	\$708	\$504	\$2,627	\$480	\$501	\$(7,325,000)	(\$747)
ı	Stonnington	69	\$746	\$708	\$1,487	\$466	\$631	\$5,707,000	\$117
s	Strathbogie	60	\$705	\$575	\$1,891	\$210	\$984	\$(1,459,630)	(\$227)
L	Surf Coast	82*	\$743	\$667	\$1,622	\$216	\$948	\$(2,644,827)	(\$186)
R	Swan Hill	64	\$810	\$601	\$2,413	\$295	\$870	\$(4,794,870)	(\$449)
s	Towong	61	\$650	\$492	\$1,775	\$239	\$381	\$(868,630)	(\$213)
R	Wangaratta	67	\$670	\$584	\$1,880	\$295	\$697	\$(1,352,903)	(\$106)
R	Warrnambool	73	\$769	\$657	\$2,313	\$735	\$720	\$(2,036,887)	(\$161)
L	Wellington	58	\$657	\$458	\$1,169	\$153	\$857	\$(3,973,500)	(\$137)
S	West Wimmera	67	\$591	\$298	\$2,018	\$526	\$305	\$(621,630)	(\$142)
ı	Whitehorse	72	\$559	\$527	\$1,269	\$321	\$249	\$(1,934,253)	(\$32)
0	Whittlesea	70	\$821	\$663	\$1,616	\$266	\$398	\$24,371,000	\$619
R	Wodonga	77	\$885	\$784	\$2,037	\$449	\$898	\$(2,111,205)	(\$163)
0	Wyndham	70	\$1,012	\$823	\$2,057	\$1,062	\$629	\$19,671,733	\$644
ı	Yarra	66	\$1,036	\$775	\$1,873	\$398	\$816	\$4,713,000	\$127
0	Yarra Ranges	66	\$809	\$773 \$747	\$1,414	\$311	\$525	\$12,860,000	\$235
S	Yarriambiack	61	\$649	\$320	\$1,922	\$348	\$407	\$(1,967,000)	(\$272)
,			¥0 -1 5	¥320	¥1,322	\$5+0	Ψ-07	\$(1,507,000)	(4272)
		dexed Mean	Median	Median	Median	Median	Median	Median	Median
	Sector Results	65	\$705	\$589	\$1,626	\$319	\$589	\$(1,108,256)	\$(62)
ı	Inner Metro	68	\$726	\$639	\$1,413	\$249	\$459	\$(1,092,511)	\$(20)
0	Outer Metro	66	\$713	\$611	\$1,422	\$272	\$541	\$13,899,500	\$296
R	Regional Cities	67	\$769	\$599	\$1,918	\$350	\$720	\$(1,352,903)	\$(42)
L	Large Shires	61	\$721	\$616	\$1,580	\$337	\$731	\$(2,212,500)	\$(158)
S	Small Shires	63	\$621	\$476	\$1,828	\$372	\$536	\$(979,928)	\$(153)

^{*} Community satisfaction results not included in the calculation of the indexed means as they are not from the sector wide survey.

