

MONASH CITY COUNCIL

DRAFT PERFORMANCE STATEMENT

For the year ended 30 June 2020

Description of municipality

The City of Monash is a culturally diverse community in Melbourne's south eastern suburbs, between 13 and 24 kilometres south-east of Melbourne's Central Business District.

Our City is 81.5 square kilometres and includes the suburbs of Ashwood, Clayton, Glen Waverley, Hughesdale, Huntingdale, Mount Waverley, Mulgrave, Notting Hill, Oakleigh, Oakleigh East and parts of Chadstone, Burwood, Oakleigh South and Wheelers Hill.

Monash is one of Melbourne's most populous municipalities, with an estimated residential population of 202,847 people living in more than 74,588 dwellings. We are regarded as a cosmopolitan city. Almost 49% of our residents were born overseas, having come from more than 100 different countries.

In keeping with the State Government's cap on rate increases, rate revenue was increased by 3.64% (comprising the 2.50% rate cap with 1.14% supplementary rate growth). By controlling costs over many years, rates have been kept low, in the 2018-19 year, the average residential rates in Monash were \$1,427.92, compared with the state wide average of \$1,669.82 and similar council average of \$1,515.72. In 2019-20, the average residential rates in Monash was \$1,441.52.

COVID-19 Impacts on Council

The COVID-19 pandemic has had a significant impact on our residents, businesses and organisations. In response to those impacts Council reframed its hardship policy to provide support to the community, including deferral, on application, for rate payments and fees and charges that will help sustain residents who are living in a new reality. We do not believe that these measures will have a material effect on Council's overall finances going forward.

In line with government restrictions due to COVID-19, Council reduced its operating costs at its aquatic and leisure centres, and closed other public facilities such as libraries, halls and golf courses. These facilities are mostly funded from fee paying clients so our revenues were also significantly reduced. As we navigate through recovery, there will be financial impacts on the 2020/21 budget and beyond.

Despite these challenges, the majority of important Council services including waste and recycling, road and drain maintenance and, community services have continued to be delivered. These include home care and meals-on-wheels, child immunisation, parks and garden maintenance, and customer service.

Where COVID-19 impacts have been identified, as affecting the indicators in this report, explanatory notes have been provided.

Sustainable Capacity Indicators

For the year ended 30 June 2020

Indicator/measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
Population					
Expenses per head of municipal population (<i>Total expenses / Municipal population</i>)	\$844.88	\$858.46	\$893.64	\$901.05	The small increase from 2018-19 to 2019-20 of 0.83% is an indication of a population growth in the municipality over the year by nearly 3000 residents. In addition, expenditure also increased by 2.2% compared to 2018-19 levels mostly due to employee costs of \$3.69M (Enterprise Bargaining Agreement and grant funded positions) and depreciation and amortisation of \$3.42M being higher than 2018-19 figures. Council continues to maintain satisfactory expenditure level per head of population.
Infrastructure per head of municipal Population (<i>Value of infrastructure / Municipal Population</i>)	\$4,313.91	\$4,274.84	\$4,493.36	\$4,580.41	The increase of 1.94% primarily relates to increases in infrastructure asset revaluations combined with a higher capital works program. The municipal population has also increased over the 12 month period by 1.32%.
Population density per length of road (<i>Municipal population / Kilometres of local roads</i>)	253.18	262.25	271.84	268.49	Previous reports included the length of sealed roads only. This change has added approximately 6km to the reported road length. Population has also increased, but not enough to offset the increase in road length therefore reducing the ratio of population to length of road.
Own-source revenue					
Own-source revenue per head of municipal population (<i>Own-source revenue / Municipal population</i>)	\$795.32	\$787.12	\$809.33	\$787.47	Own source revenue in 2019-20 was impacted by Government restrictions that lead to closure of facilities. However, rates income was favourable as the increase was in line with the 2.5% rate cap in 2019-20 compared to 2.25% in 2018-19. The municipal population has also increased resulting in a lower variance increase 2.65%.

Indicator/measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
Recurrent grants Recurrent grants per head of municipal population <i>(Recurrent grants / Municipal population)</i>	\$121.38	\$105.69	\$102.78	\$99.08	Recurrent grant income dropped slightly by \$0.46M compared to 2018-19. However the population increased by 1.38% from 2018-19 to 2019-20 which resulted in a 3.6% reduction from year-to-year. Recurrent grants vary due to levels of service delivery and this ratio still keeps Council within the expected range.
Disadvantage Relative socio-economic disadvantage (Index of Relative Socio-economic Disadvantage by decile)	9	9	9	9	The City of Monash is ranked in the top 10% on the SEIFA index suggesting low levels of disadvantage, however Monash has some pockets of high levels of disadvantage.
Workforce turnover Percentage of staff turnover (Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year) x100	13.73%	14.89%	11.03%	9.29%	There has been a noticeable drop in staff turnover over the past 4 years. Decline in this indicator in the 2018-19 year is likely attributable in part to improved career opportunities and employee engagement. There was also a significant drop in resignation in the last quarter of 2019-20. It is possible that the job market was restricted as a result of the COVID-19 pandemic.

Definitions

"adjusted underlying revenue" means total income other than:

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

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

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

"population" means the resident population estimated by the Australian Bureau of Statistics.

"own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).

"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.

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

Service Performance Indicators

For the year ended 30 June 2020

Service/Indicator/measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
Aquatic facilities Utilisation Utilisation of aquatic facilities <i>(Number of visits to aquatic facilities /Municipal population)</i>	8.53	8.25	8.30	5.13	Due to COVID19 restrictions both Monash Aquatic Recreation Centre and Clayton Aquatic and Health Club were closed from the 23 March 2020, with limited service resuming on 22 June 2020. These restrictions have caused the significant reduction in the number of attendances at the facilities. The attendances in 2019-20 were also affected by the redevelopment and temporary closure of Oakleigh Recreation Centre for redevelopment for the entire year. However, there was minor variation in utilisation of the facilities over the first 3 years.
Animal management Health and safety Animal management prosecutions (The percentage of successful animal management prosecutions)	New 2020	New 2020	New 2020	100%	This indicator has been changed in the 2019-20 reporting period and replaced by measure of proportion not a number. Previous 3 year's results were total number not percentages. There were 6 prosecutions undertaken in 2019-20, all of which were dog attacks resulting in successful prosecution outcomes.
Food safety Health and safety Critical and major non-compliance notifications <i>(Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises) x100</i>	97.08%	100%	100%	100%	This result represents 2019 calendar year as per the Performance Reporting requirements. All non-compliance notifications have been followed up during the reporting period. This is consistent with previous year's results.

	Results				Service/Indicator/measure
	2017	2018	2019	2020	Material Variations and Comments
Governance Satisfaction Satisfaction with council decisions <i>(Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community)</i>	60	73	72	74	It should be noted that from 2017-19 reporting period to the current reporting period Council used a different provider, using a sample size double the previous research (800 residents rather than 400) and a different methodology (door-to-door interviews rather than telephone). There was a significant increase in the satisfaction rating compared to 2016-17, also a 1 point increase compared to last year. Overall, the rating over the last 3 years has been fairly consistent. Also note that the Community Satisfaction Survey started in early March 2020 but shortly after had to be postponed due to the COVID-19 lockdown. In May 2020 the survey was resumed with telephone interviews.
Libraries Participation 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</i>	18.42%	17.51%	16.55%	16.28%	Note this indicator was changed from Active library members to Active library borrowers. The calculation was also changed from annual to a three year period. Previous 3 year's results were based on active Library members on the single year population. Proportion of population borrowing from the library continues to decline with uptake of internet resources. The result for 2019-20 was also affected by pandemic lockdown.
Maternal and child health Participation Participation in the MCH service <i>(Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service) x100</i>	76.05%	79.27%	77.07%	77.22%	A marginal increase in participation rates compared to 2016-17 and 2018-19. During the COVID-19 crisis there was a reduction in missed appointments.
Participation Participation in the MCH service by Aboriginal children <i>(Number of Aboriginal children who attend the MCH service at least once(in the year) / Number of Aboriginal children enrolled in the MCH service) x100</i>	70.73%	70.73%	85.71%	82.72%	There has been a decrease in participation rates of Aboriginal and Torres Strait Islander (ATSI) people overall. However, the LGPRF report indicates participation by ATSI children in draws 1 and 2 show increased attendance as these age groups require more frequent attendance for Key age and stage appointments. There is reduced participation by ATSI children in older age groups, in line with reduced rates of attendance seen in Non ATSI children. The MCH programs last Key age and stage is at 3.5 years, draw 4 and 5 shows reduced participation by ATSI children. In these age groups there is no required appointment or attendance at MCH which therefore affects the overall participation rate.

Service/Indicator/measure	Results				Material Variations and Comments
	2017	2018	2019	2020	
Roads Satisfaction Satisfaction with sealed local roads <i>(Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads)</i>	69	77	78	76	It should be noted that from 2017-19 reporting period to the current reporting period Council used a different provider, using a sample size double the previous research (800 residents rather than 400) and a different methodology (door-to-door interviews rather than telephone). There was a significant increase in the satisfaction rating compared to 2016-17 however, there was a 2.2 point decrease compared to last year. Overall, the rating over the previous 2 years has decreased. Also note that the Community Satisfaction Survey began in early March 2020 but shortly after had to be postponed due to the COVID-19 lockdown. In May 2020 the survey was resumed with telephone interviews.
Statutory Planning Decision making <i>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</i>	39.58%	45.95%	47.97%	51.43%	This is a positive result and a reflection that with the introduction of Amendment C125 we are now seeing an improvement in the number of decisions not set aside. We continue to see the trend of plans being substituted at VCAT rather than resolving issues at the application stage before Council, which ultimately results in improved proposals and outcomes for Monash. In 41% or 34 of cases heard this financial year, plans were substituted to effectively address Council's concerns and to be in line with Council policy. Had these plans been submitted to council for consideration the number of VCAT cases 'set aside' would only have been 17% and 83% of VCAT determinations found to be in favour of council. For the 2015/16 to 2019/20 reporting periods we see a drop in support by VCAT at the beginning and a steady increase in support occurring in subsequent years. There is also a material variation for these years as Council included Consent Orders in reporting. Had Consent Orders not been included these Councils results would be as follows - 2016/2017 - 39.58% to 39.02% (-0.56%), 2017/2018 - 45.95% to 47.76% (+ 1.81%), 2019/2020 47.97% to 50.00% (+2.03%).

Service/Indicator/measure	Results				Material Variations Comments
	2017	2018	2019	2020	
Waste Collection Waste diversion Kerbside collection waste diverted from landfill <i>(Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins) x100</i>	52.36%	50.86%	49.81%	52.33%	Diversion of waste from landfill for 3 out of the 4 years has been over 50% which is encouraging. An increase in green waste has been the main cause of this increase from last year's result.

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 borrower in the municipality" 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.

"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*.

"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 authorised 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 the Australian Bureau of Statistics.

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

Financial Performance Indicators

For the year ended 30 June 2020

Dimension/indicator/measure	Results				Forecast				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2023	2024	
Efficiency									
Expenditure level									
Total expenses per property assessment. <i>(Total expenses / Number of property assessments)</i>	\$2,052.20	\$2,138.82	\$2,234.95	\$2,256.48	\$2,339.19	\$2,432.08	\$2,513.22	\$2,594.87	This ratio variance has increased by 0.96% in 2019-20 as expenditure was higher in 2019-20. Mostly related to employee costs of \$3.69M and depreciation and amortisation of \$3.42M being higher than 2018-19 figures. Amortisation on right of use of assets was recognised during 2019-20 year due to adoption of AASB 16 for the first time. Materials and services are lower than 2018-19 levels by \$3.2M as the COVID-19 Government restrictions had an impact on Council's ability to deliver services.
Revenue level									
The average rate revenue per property assessment. <i>[Total rate revenue / Number of property assessments]</i>	New 2020	New 2020	New 2020	\$1,528.68	\$1,428.15	\$1,636.22	\$1,691.35	\$1,748.00	This is a new indicator introduced in the 2019-20 reporting period. Council's average rate per property assessment is within the expected range for the 2019-20 year. Council has proposed to provide a 10% rate waiver in 2020-21 to all ratepayers and will be subject to consideration for adoption at the August 2020 Council meeting. This will result in a lower average rate per property assessment than the 2019-20 year. This will revert back to normal levels from 2021-22 as the rate waiver is proposed to be provided as a COVID-19 rate relief for the 2020-21 period only.

Dimension/indicator/measure	Results				Forecast				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2023	2024	
Liquidity									
Working capital									
Current assets compared to current liabilities <i>(Current assets / Current liabilities) x100</i>	227.51%	229.80%	237.05%	189.69%	184.69%	158.66%	137.77%	141.87%	New accounting standards were introduced during 2019-20 financial year that required the recognition of lease liability in relation to Right of Use of Assets (AASB 16) and unearned income (AASB 15). This has resulted in a higher current liabilities balance compared to the 2018-19 year. The liquidity ratio then drops in future years as a larger portion of investment is committed for capital works projects and has an impact on current assets. The ratio still remains within the expected range.
Unrestricted cash									
Unrestricted cash compared to current liabilities <i>(Unrestricted cash / Current liabilities) x100</i>	9.80%	34.01%	20.28%	24.80%	96.87%	22.19%	61.79%	62.88%	The variations in this ratio reflects the level of cash held in short term deposits (with maturity date of 90 Days or less). The 2019-20 ratio is higher than 2018-19 levels as more cash was held in short term deposits as a result of higher than anticipated public open space contributions. The Long-term Plan classifies term deposits with an original maturity of greater than three months as Cash and Cash Equivalents causing a spike in 2020-21. However a significant cash investment in capital works is provided in 2021-22 shows reduction in this ratio.

Dimension/indicator/measure	Results				Forecast				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2023	2024	
Obligations									
Loans and borrowings									
Loans and borrowings compared to rates <i>(Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x100</i>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Council achieved a debt free status as at 30 June 2015 and has no plans to borrow funds in the immediate future.
Loans and borrowings									
Loans and borrowings repayments compared to rates <i>(Interest and principal repayments on interest bearing loans and borrowings / Rate revenue) x100</i>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Council achieved a debt free status as at 30 June 2015 and has no plans to borrow funds in the immediate future.
Indebtedness									
Non-current liabilities compared to own source revenue <i>(Non-current liabilities / Own source revenue) x100</i>	2.08%	2.28%	2.04%	7.25%	5.37%	4.05%	3.53%	3.03%	The 2019-20 ratio compared to the prior year is higher due to increased level of non-current liabilities and lower income levels. Due to adoption of AASB 16 for Right of Use of assets requires the recognition of an obligation over the use of those assets and has increased non-current liabilities. Income levels are also lower than 2018-19 due to facility closures as Government restrictions were imposed to control the COVID-19 pandemic. This will have a flow-on effect into 2020-21 financial year.

Dimension/indicator/measure	Results				Forecast				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2023	2024	
Asset renewal and upgrade Asset renewal and upgrade compared to depreciation <i>(Asset renewal and upgrade expenses/Asset depreciation)x100</i>	New 2020	New 2020	New 2020	178.19%	145.95%	144.62%	140.75%	135.78%	This is a new indicator introduced in the 2019-20 reporting period. Council is meeting its renewal targets and as indicated the asset renewal and upgrade compared to depreciation sits at 178.19% for 2019-20 which is well above the 100% expected target. The budget was cut-back in 2020-21 to provide relief to ratepayers due to the impacts of COVID-19. Investment in capital works is restored from 2021-22.
Operating position Adjusted underlying result Adjusted underlying surplus (or deficit) <i>(Adjusted underlying surplus {deficit} / Adjusted underlying revenue) x100</i>	11.57%	8.15%	7.45%	4.68%	-4.10%	8.07%	5.62%	4.83%	The 2019-20 adjusted underlying surplus levels is a variance decrease of 37.21% as a lower surplus was achieved compared to 2018-19. Significant decrease in revenue streams impacted by COVID-19 and also expenditure related to employee costs and depreciation has resulted in a lower surplus figure. The ratio drops to a small negative in 2020-21, as Council's budgeted net result is a deficit. This is mainly due to providing the COVID-19 relief to ratepayers and having a significant impact on services.

Dimension/indicator/measure	Results				Forecast				Material Variations and Comments
	2017	2018	2019	2020	2021	2022	2023	2024	
Stability									
Rates concentration									
Rates compared to adjusted underlying revenue <i>(Rate revenue / Adjusted underlying revenue) x100</i>	62.13%	63.07%	62.73%	65.50%	64.91%	63.47%	65.60%	66.19%	This stability ratio compared to 2018-19 year is a variance of 4.42% mostly related to supplementary income higher than the previous year. The ratio drops in 2020-21 due to Council's proposal to provide a 10% rate waiver to all ratepayers in the 2020-21 budget year. This is subject to consideration for adoption at the August 2020 Council meeting. Total income is less than 2019-20 due to impacts of COVID-19 pandemic.
Rates effort									
Rates compared to property values <i>(Rate revenue / Capital improved value of rateable properties in the municipality) x100</i>	0.16%	0.16%	0.15%	0.16%	0.14%	0.16%	0.17%	0.17%	The variance reflects Council's capped rate increase of 2.5% compared to the value of all properties in Monash that decreased by an average of 7% with the 2019 valuation. The rate cap of 2.0% has been applied to the 2020-21 year however we have also provided for a rate waiver of 10% as relief to the ratepayers. Council has proposed to provide this rate waiver in 2020-21 to all ratepayers and will be subject to consideration for adoption at the August 2020 Council meeting. This is evidenced by a drop in the ratio, however the rate waiver is not applied past 2020-21 year and the ratio will be restored to a historical level.

Definitions

"adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure; and

(b) non-monetary asset contributions; and

(c) contributions to fund capital expenditure from sources other than those referred to above.

"adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure.

"asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

"current assets" has the same meaning as in the 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 the Australian Bureau of Statistics.

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

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

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

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

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

Other Information

For the year ended 30 June 2020

1. Basis of preparation

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

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (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 presented to Council in its strategic resource plan in the Draft Budget on 30 June 2020 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

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.

DANIEL WAIN (CPA)
Principal Accounting Officer
Dated:

In our opinion, the accompanying performance statement of the Monash City Council for the year ended 30 June 2020 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

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

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

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form

STUART JAMES
Mayor
Dated:

GEOFF LAKE
Councillor
Dated:

DR. ANDI DIAMOND
Chief Executive Officer
Dated: