

Corporate Performance Reporting Framework

1. PURPOSE

The purpose of this framework is to establish a structured corporate performance reporting process to drive organisational performance improvement whilst ensuring relevant legislative reporting requirements are met.

This framework outlines individual report requirements to implement effective performance reporting and the various roles and responsibilities required to manage the performance reporting process.

2. SCOPE

This framework covers financial and non-financial reporting at a corporate level and is applicable to all staff.

3. OBJECTIVES

Objectives of the Corporate Performance Reporting Framework include:

- Complying with relevant and current legislation;
- Maintaining accountability and transparency to the community;
- Driving continuous improvements across the organisation;
- Improving reporting and accountability;
- Supporting strategic decision making.

4. RESPONSIBLE OFFICERS

The roles and responsibilities of key positions for compliance with the framework are outlined under each reporting requirement section. Responsible Officers are required to meet the reporting obligations set in this framework, which include:

- Developing procedures for collation of relevant performance reporting indicator data;
- Requesting and obtaining data from third parties if required;
- Critically reviewing data to ensure it is accurate and completed;
- Submitting data (within the agreed timeframe) and supporting evidence (if requested);
- Providing explanations of any anomalies that current data may contain.

5. PERFORMANCE REPORTING REQUIREMENTS

Reporting requirements are structured into three sections: Legislative Performance Reporting, Non Legislative Performance Reporting and Customer Service Performance Reporting.

Legislative Performance Reporting refers to requirements associated with the *Local Government Act 2020* (the Act), *Local Government (Planning and Reporting) Regulations 2020* (the Regulations) and the *Freedom of Information Act 1982* (FOI Act).

Non Legislative Performance Reporting refers to relevant indicators identified by the Executive Leadership Team (ELT) to drive performance and maximise accountability and business improvement.

Customer Service Performance Reporting refers to indicators identified by ELT to ensure commitment to being a leading service provider, recognising that the delivery of customer service is the responsibility of all staff.

6. LEGISLATIVE PERFORMANCE REPORTING

Local Government Performance Reporting Framework (LGPRF)

The Victorian Government established the LGPRF in 2014 to ensure all councils are measuring and reporting on their performance in a consistent way. The primary objective of the LGPRF is to provide comprehensive performance information that meets the needs of a number of audiences. In meeting this objective:

- Councils will have information to support strategic decision-making and continuous improvement
- Communities will have information about council performance and productivity
- Regulators will have information to monitor compliance with relevant reporting requirements
- State and Federal Governments will be better informed to make decisions that ensure an effective, efficient and sustainable system of Local Government.

Data is compiled by relevant responsible officers under the coordination of the Governance and Compliance Coordinator. LGPRF results are provided to Local Government Victoria and available for community viewing on the Know Your Council website www.knowyourcouncil.vic.gov.au. Results are reported to Council annually.

Responsible position: Governance and Compliance Coordinator

Performance Statement

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 is prepared to meet the requirements of the Act and the Regulations.

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

Responsible position: Governance and Compliance Coordinator

Financial Statements - Quarterly Budget Report

In accordance with s. 97 of the Act, as soon as practical after the end of each quarter of the financial year, the Chief Executive Officer must ensure that a quarterly budget report is presented to the Council at a Council meeting which is open to the public. Council undertakes a review of the current year budget as at 30 September, 31 December and 31 March each year to keep Council informed and ensure that the forecast results as at 30 June are achievable.

Responsible position: Manager Finance

Annual Report

In accordance with s. 98 of the Act, a Council must prepare an annual report in respect of each financial year. An Annual Report must contain the following in respect of the financial year reported on:

- (a) A report of operations of the Council;
- (b) An audited performance statement;
- (c) Audited financial statements;
- (d) A copy of the auditor's report on the performance statement, prepared under s. 132 of the Act;
- (e) A copy of the auditor's report on the financial statements under Part 3 of the *Audit Act 1994*;
- (f) Any other matter required by the regulations.

A Council must submit its Annual Report to the Minister within three months after the end of the financial year reported on.

Responsible position: Manager Community Engagement

Council Plan Progress Report

In accordance with s. 90 of the Act, a Council must adopt a Council Plan by 31 October in the year following a general election. Furthermore, in accordance with the Regulations, Councils must review their performance against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year.

A Council Plan outlines the strategic priorities, objectives and strategies Council will pursue over the four year period.

Responsible position: Manager Community Engagement

Freedom of Information

The FOI Act gives people a right to access information held by State and Local Government agencies, including information about the activities of the agency and an individual's personal affairs. The FOI Act also gives an individual the right to request that incorrect or misleading personal information held by an agency about that individual be amended or removed.

A performance report is provided to the Victorian Information Commissioner annually.

Responsible position: Manager Governance

Process Building Permits

The processing of building permits is governed by the Building Regulations 2018. For the purposes of section 19 of *Building Act 1993*, the Building Surveyor must decide an application for a building permit –

- (a) in the case of a Class 1 or 10 building, within 10 business days after the relevant day; or
- (b) in any other case, within 15 business days after the relevant day.

Figures on the issuing of building permits are reported on a quarterly basis.

Responsible position: Manager Planning and Regulatory Services

7. NON-LEGISLATIVE PERFORMANCE REPORTING

Risk Reporting

In accordance with Gannawarra Shire Council's Risk Management Procedure, Directors are responsible for the following reporting requirements:

- Reporting annually on all risks contained within their directorate Risk Register to ELT, on rotation; and
- Reporting quarterly on Extreme and High rated risks contained within their directorate Risk Register to ELT.

The ELT is responsible for reviewing the Strategic Risk area of the Risk Register on a quarterly basis.

Quarterly reporting to Council's Audit and Risk Committee includes completed CORE (Strategic Risk) Assessments; effectiveness of the CORE Procedures; and risks contained within the Risk Register rated extreme and high.

Responsible position: Governance and Compliance Coordinator

Incident Reporting

Incidents, accidents and claims against Council are reported monthly to Council's Management Team and quarterly to Council's Audit and Risk Committee.

Responsible position: Governance and Compliance Coordinator

General Compliance Reporting

Council uses modules within web-based system RelianSys as a tool to manage compliance. Compliance currently being managed through RelianSys includes:

- A range of obligations contained within legislation and regulations
- Management and renewal of Leases
- Management and renewal of Agreements
- Council Policies
- Employee Policies
- Child Safe Standards
- Monitor and review of Council's Business Continuity Plan and department Sub-Plans.

Performance reporting is undertaken on a quarterly basis.

Responsible position: Governance and Compliance Coordinator

Asset Management - Compliance

Council is aware of its duties pursuant to the *Road Management Act 2004* to conduct both proactive and reactive inspections of Road Register assets and maintain and repair those assets in accordance with its Road Management Plan. To achieve this, Council uses the Confirm Asset Management system, which incorporates customer requests and is directly linked to the Road Management Plan.

Other asset management compliance requirements including buildings, bridges, playgrounds and reserves are also monitored through the Confirm Asset Management system.

Performance reporting is undertaken on a quarterly basis.

Responsible position: Manager Operational Services

Purchasing

Council's purchasing model/processes ensure a best practice approach to purchasing. Staff delegated with purchasing responsibility are required to ensure a purchase order is generated before ordering goods or services and the receipt of goods or services is completed once received.

Performance reporting is undertaken on a quarterly basis.

Responsible position: Team Leader Financial Services

8. CUSTOMER SERVICE PERFORMANCE REPORTING

Correspondence

Correspondence received by Council requiring a response will be responded to within 10 business days. Staff must ensure an acknowledgement and/or update is sent if a matter is not able to be fully resolved within this timeframe.

Reports are generated through AltusECM on a quarterly basis.

Responsible position: Manager Governance

Complaints

Officers aim to resolve complaints received by Council within 28 days, in accordance with Council Policy No. 117 – Complaint Handling and in conjunction with Council's Complaint Handling Procedure.

Reports are generated through Altus ECM on a quarterly basis.

Responsible position: Manager Governance/Governance and Compliance Coordinator

Customer Action Requests

Customer Action Requests refers to the following:

- Any external request managed through the Confirm Asset Management system and;
- Any external local laws request.

Customer Action Requests are to be responded to within 10 business days with performance reported on a quarterly basis

Responsible position: Manager Operational Services and Local Laws Team Leader.

First Call Resolution

Council is committed to providing exceptional customer service that is accessible, timely and consistent. In meeting the changing needs of our community, the Customer Service Team aims to resolve 55% of customer queries at first contact. Figures are reported on a quarterly basis.

Responsible position: Customer Service Supervisor

Return telephone call

At times, officers are not available to take a call or meet with a customer and a request may be made for that officer to contact a customer directly. Telephone calls will be returned at the first opportunity, however always within three (3) business days. Figures on return telephone calls are reported on a quarterly basis.

Responsible position: Customer Service Supervisor

9. REVIEW

Framework indicators will be updated to reflect changes in legislation and Council practice. Non legislative changes must be submitted to the Governance and Compliance Coordinator for presentation to the ELT. The ELT is solely responsible for non-legislative changes to the Framework.

Appendix A

The following tables outline legislative, non-legislative and customer service reporting requirements:

LOCAL GOVERNMENT PERFORMANCE REPORTING FRAMEWORK INCLUDING PERFORMANCE STATEMENT		
Service Performance Indicators	Frequency	Forum
<i>Aquatic Facilities</i>		
Service Standard AF2 Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities/Number of Council aquatic facilities]	Annually	LGV Council
Service Cost AF5 Cost of aquatic facilities [Direct cost of aquatic facilities less income received/Number of visits to outdoor aquatic facilities]	Annually	LGV Council
Utilisation AF6 Utilisation of aquatic facilities [Number of visits to aquatic facilities/Municipal Population]	Annually	LGV Council Audit and Risk Committee
<i>Animal Management</i>		
Timeliness AM1 Time taken to action animal management requests [Number of days between receipt and first response action for all animal management requests/Number of animal management requests}	July - September annually	ELT LGV Council
Service standard AM2 Animals reclaimed [Number of animals reclaimed/Number of animals collected] x 100	July – September annually	ELT LGV Council
Service standard AM5 Animals rehomed [Number of animals rehomed/Number of animals collected] x 100	July – September annually	ELT LGV Council
Service cost AM6 Cost of animal management service per population [Direct cost of the animal management service/Population]	July - September annually	ELT LGV Council
Health and safety AM7 Animal management prosecutions [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	July – September annually	ELT LGV Council Audit and Risk Committee
<i>Food Safety</i>		
Timeliness FS1 Time taken to action food complaints [Number of days between receipt and first response action for all food complaints/Number of food complaints]	July - September annually	ELT LGV Council
Service standard FS2 Food safety assessments [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984/Number of registered class 1 food premises and class 2 food premises that require an annual food safety	July - September annually	ELT LGV Council

assessment in accordance with the Food Act 1984] x 100		
Service Cost FS3 Cost of food safety service [Direct cost of the food safety service/Number of food premises registered or notified in accordance with the Food Act 1984]	July - September annually	ELT LGV Council
Health and safety FS4 Critical and major non-compliance outcome notifications [Number of critical non-compliance outcomes 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	July – September annually	ELT LGV Council Audit and Risk Committee
<i>Governance</i>		
Transparency G1 Council decisions made at meetings closed to the public [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public/Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x 100	July - September annually	ELT LGV Council
Consultation and engagement G2 Satisfaction with community consultation and engagement [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	July - September annually	ELT LGV Council
Attendance G3 Councillor attendance at council meetings [The sum of the number of Councillors who attend each ordinary and special Council meeting /(Number of ordinary and special Council meetings) x (Number of Councillors elected at the last Council general election)] x 100	July - September annually	ELT LGV Council
Service Cost G4 Cost of governance [Direct cost of the governance service/Number of Councillors elected at the last Council general election]	July - September annually	ELT LGV Council
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]	July – September annually	ELT LGV Council Audit and Risk Committee
<i>Libraries</i>		
Utilisation LB1 Library collection usage [Number of library collection item loans/Number of physical library collection items]	July - September annually	ELT LGV Council
Resource standard LB2 Recently purchased library collection [Number of library collection items purchased in the last 5 years/Number of library collection items] x 100	July - September annually	ELT LGV Council

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] x 100	July – September annually	ELT LGV Council Audit and Risk Committee
Service Cost LB5 Cost of library service per population [Direct cost of the library service/Population]	July - September annually	ELT LGV Council
<i>Maternal and Child Health (MCH)</i>		
Service standard MC2 Infant enrolments in the MCH service [Number of infants enrolled in the MCH service (from birth notifications received)/Number of birth notifications received] x 100	July - September annually	ELT LGV Council
Service Cost MC3 Cost of the MCH service [Cost of the MCH service/Hours worked by MCH nurses]	July - September annually	ELT LGV Council
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] x 100	July – September annually	ELT LGV Council Audit and Risk Committee
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] x 100	July – September annually	ELT LGV Council Audit and Risk Committee
Satisfaction MC6 Participation in 4-week Key Age and Stage visit [Number of 4-week key age and stage visits/Number of birth notifications received] x 100	July – September annually	ELT LGV Council
<i>Roads</i>		
Satisfaction of use R1 Sealed local road requests [Number of sealed local road requests/Kilometres of sealed local roads] x 100	July - September annually	ELT LGV Council
Condition R2 Sealed local roads maintained to condition standards [Number of kilometres of sealed local roads below the renewal intervention level set by Council/Kilometres of sealed local roads] x 100	July - September annually	ELT LGV Council
Service Cost R3 Cost of local sealed local road reconstruction [Direct cost of sealed local road reconstruction/Square metres of sealed local road reconstructed]	July – September annually	ELT LGV Council
Service cost R4 Cost of sealed local road resealing [Direct cost of sealed local road resealing/Square metres of sealed local road resealed]	July - September annually	ELT LGV Council
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]	July – September annually	ELT LGV Council Audit and Risk Committee

<i>Statutory Planning</i>		
Timeliness SP1 Time taken to decide planning applications [The median number of days between receipt of a planning application and a decision on the application]	July - September annually	ELT LGV Council
Service standard SP2 Planning applications decided within required time frames [(Number of regular planning application decisions made within 60 days + (number of VicSmart planning application decisions made within 10 business days /Number of planning application decisions made) x 100]	July - September annually	ELT LGV Council
Service Cost SP3 Cost of statutory planning service [Direct cost of the statutory planning service/Number of planning applications received]	July - September annually	ELT LGV Council
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] x 100	July – September annually	ELT LGV Council Audit and Risk Committee
<i>Waste Collection</i>		
Satisfaction WC1 Kerbside bin collection requests [Number of kerbside garbage and recycling bin collection requests/Number of kerbside bin collection households] x 1000	July - September annually	ELT LGV Council
Service standard WC2 Kerbside collection bins missed [Number of kerbside garbage and recycling collection bins missed/Number of scheduled kerbside garbage and recycling collection bin lifts] x 10,000	July - September annually	ELT LGV Council
Service Cost WC3 Cost of kerbside garbage bin collection service [Direct cost of the kerbside garbage bin collection service/Number of kerbside garbage collection bins]	July - September annually	ELT LGV Council
Service Cost WC4 Cost of kerbside recyclables collection service [Direct cost of the kerbside recyclables bin collection service/Number of kerbside recyclables collection bins]	July - September annually	ELT LGV Council
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 collection from kerbside bins] x 100	July – September annually	ELT LGV Council Audit and Risk Committee
Financial Performance Indicators		
Efficiency		
		LGV
E2 Expenses per property assessment	July – September annually	LGV Council
E3 Resignations and terminations compared to average staff	July – September annually	ELT LGV Council

Liquidity		
L1 Current assets compared to current liabilities	July – September annually	LGV Council Audit and Risk Committee
L2 Unrestricted cash compared to current liabilities	July – September annually	LGV Council Audit and Risk Committee
Obligations		
		LGV Council Audit and Risk Committee
O2 Loans and borrowings compared to rates	July – September annually	LGV Council Audit and Risk Committee
O3 Loans and borrowings repayments compared to rates	July – September annually	LGV Council Audit and Risk Committee
O4 Non-current liabilities compared to own sources revenue	July – September annually	LGV Council Audit and Risk Committee
O5 Asset renewal and upgrade compared to depreciation	July – September annually	LGV Council Audit and Risk Committee
Operating position		
OP1 Adjusted underlying surplus (or deficit)	July – September annually	LGV Council Audit and Risk Committee
Stability		
S1 Rates compared to adjusted underlying revenue	July – September annually	LGV Council Audit and Risk Committee
S2 Rates compared to property values	July – September annually	LGV Council Audit and Risk Committee
Stability Capacity Indicators		
C1 Expenses per head of municipal population	July – September annually	LGV Council Audit and Risk Committee
C2 Infrastructure per head of municipal population	July – September annually	LGV Council Audit and Risk Committee
C3 Population density per length of road	July – September annually	LGV Council Audit and Risk Committee
C4 Own-source revenue per head of municipal population	July – September annually	LGV Council Audit and Risk Committee
C5 Recurrent grants per head of municipal population	July – September annually	LGV Council Audit and Risk Committee
C6 Relative Socio-Economic Disadvantage	July – September annually	LGV Council Audit and Risk Committee

Governance and Management Checklist		
GC1 Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	July – September annually	LGV
GC2 Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	July – September annually	LGV
GC3 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)	July – September annually	LGV
GC4 Asset Plan (plan that sets out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	July – September annually	LGV
GC5 Revenue and Rating Plan (plan setting out the rating structure of Council to levy rates and charges)	July – September annually	LGV
GC6 Annual Budget (plan setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and resources required)	July – September annually	LGV
GC7 Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	July – September annually	LGV
GC8 Fraud policy (Policy outlining Council's commitment and approach to minimising the risk of fraud)	July – September annually	LGV
GC9 Municipal Emergency Management Plan (plan under section 20 of the Emergency Management Act 2013 for emergency prevention, response and recovery)	July – September annually	LGV
GC10 Procurement policy (policy outlining the principles, processes and procedures that will apply to all purchases of goods, services by the Council)	July – September annually	LGV
GC11 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)	July – September annually	LGV
GC12 Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	July – September annually	LGV
GC13 Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	July – September annually	LGV
GC14 Audit and Risk Committee (advisory committee of Council under section 53 and 54 of the)	July – September annually	LGV
GC15 Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	July – September annually	LGV
GC16 Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of <i>Local Government Act 1989</i>)	July – September annually	LGV
GC17 Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	July – September annually	LGV
GC18 Financial reporting (quarterly statements to Council under section 138(1) of the <i>Local Government Act 1989</i> comparing budgeted revenue and expenditure with actual revenue and expenditure)	July – September annually	LGV
GC19 Risk reporting (six-monthly reports of strategic risks)	July – September annually	LGV

to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)		
GC20 Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the 1989 Act)	July – September annually	LGV
GC21 Annual report (annual report under sections 98, 99 and 100 of the Act to the community containing a report of operations and audited financial performance statements)	July – September annually	LGV
GC22 Councillor Code of Conduct (Code setting out the standards conduct to be followed by Councillors and other matters)	July – September annually	LGV
GC23 Delegations (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	July – September annually	LGV
GC24 Meeting procedures (Governances Rules governing the conduct of meetings of Council and delegated committees)	July – September annually	LGV
Freedom of Information Requests responded to in line with legislation	Annually	Victorian Information Commissioner
Building Permit Time within which the building surveyor must decide application for building permit	Quarterly	ELT Councillors Victoria Building Commission

NON-LEGISLATIVE REPORTING

Report Type	Forum	Frequency
Risk Reporting Report on directorate risk register on rotation Report on directorate Extreme and High Risks Risk summary report	ELT ELT Audit and Risk Committee	Annually Quarterly Quarterly
Incident Reporting Incidents, accidents and claims report	Management Team Meeting Audit and Risk Committee	Monthly Quarterly
General Compliance 100% compliance with obligations	ELT	Quarterly
Confirm – Compliance Requests and inspections pursuant to the Road Management Plan and other Council assets outside of the Road Management Plan are actioned within required timeframe	ELT	Quarterly
Purchasing Purchase orders generated before the order of goods and services is undertaken 75% of the time	ELT	Quarterly

CUSTOMER SERVICE REPORTING

Report Type	Forum	Frequency
Correspondence Respond to correspondence requiring a response within 10 business days 90% of the time	ELT/Councillors	Quarterly
Complaints Resolve complaints within 28 days	ELT/Councillors	Quarterly
Customer Action Requests Respond to customer action requests requiring a response within 10 business days	ELT/Councillors	Quarterly
First Call Resolution Customer Service first call resolution 55% of the time	ELT	Quarterly
Return telephone call Telephone calls returned within three (3) business days 95% of the time.	ELT/Councillors	Quarterly