

PERFORMANCE STATEMENT

Sustainable Capacity Indicators

<i>Indicator / measure</i> [formula]	Results 2017	Results 2018	Results 2019	Results 2020	Comments
<b>Population</b>					
C1 <i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,467.94	\$1,455.47	\$1,492.55	\$1,565.35	
C2 <i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$13,229.65	\$12,915.27	\$13,133.31	\$13,177.20	
C3 <i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	27.24	28.54	28.14	28.35	
<b>Own-source revenue</b>					
C4 <i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,239.60	\$1,212.77	\$1,280.66	\$1,247.56	
<b>Recurrent grants</b>					
C5 <i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$386.00	\$302.86	\$288.09	\$308.61	
<b>Disadvantage</b>					
C6 <i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	9.00	9.00	9.00	9.00	
<b>Workforce turnover</b>					
C7 <i>Percentage of staff turnover</i>  [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	10.7%	12.0%	21.2%	15.2%	Variation in staff turnover rate impacted by departmental and organisational restructures during the period, creation of additional roles approved by Council during the annual budget process and the commencement of Working for Victoria staff resulting from Council's COVID-19 pandemic response

Service Performance Indicators

<i>Service/indicator /measure</i>	Results 2017	Results 2018	Results 2019	Results 2020	Comments
<b>Aquatic Facilities</b>					
<b>Utilisation</b>					
AF6 <i>Utilisation of aquatic facilities</i>  [Number of visits to aquatic facilities / Municipal population]	7.50	7.11	7.23	5.50	Decrease in attendance due to COVID-19 resulting in facilities not operating 26.5% of the year. Besides COVID-19 the decreased utilisation can also be attributed to a cooler summer than the previous year that resulted in lower than normal attendances during the summer holiday period.
<b>Animal Management</b>					
<b>Health and safety</b>					
AM7 <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	New in 2020	New in 2020	New in 2020	100%	
<b>Food Safety</b>					
<b>Health and safety</b>					
FS4 <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	96.77%	98.26%	100.00%	97.01%	
<b>Governance</b>					
<b>Satisfaction</b>					
G5 <i>Satisfaction with council decisions</i>	52.00	51.00	51.00	52.00	

<i>Indicator / measure</i> [formula]	Results 2017	Results 2018	Results 2019	Results 2020		Comments	
[Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]							
<b>Libraries</b> <b>Participation</b>							
LB4 <i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	18.64%	16.92%	16.40%	16.28%			
<b>Maternal and Child Health (MCH)</b> <b>Participation</b>							
MC4 <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	77.77%	82.01%	80.92%	82.38%		Improved participation due to improved data collection and data cleansing since MCH service transferred to new Child Development Information System (CDIS). MCH service have also completed ATSI and Multicultural awareness and engagement training.	
MC5 <i>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	77.55%	85.71%	80.65%	91.23%			
<b>Roads</b> <b>Satisfaction</b>							
R5 <i>Satisfaction with sealed local roads</i>  [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	48.00	48.00	49.00	54.00		Council has increased its capital funding for roads which has been recognised by the community members who undertook the survey.	
<b>Statutory Planning</b> <b>Decision making</b>							
SP4 <i>Council planning decisions upheld at VCAT</i>  [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	50.00%	52.38%	58.33%	100.00%		Thirteen VCAT appeals were decided this year compared to twenty-four last financial year. The numbers of affirmed, varied and withdrawn/struck out appeals is similar to last financial year. The key difference is in the 'set aside' determinations with zero set aside this year, compared to ten last year. This is reflective of a continued improvement in the quality of decisions being made by Council this financial year compared to previous years.	
<b>Waste Collection</b> <b>Waste diversion</b>							
WC5 <i>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	45.05%	44.81%	44.78%	53.46%		Council has introduced Food Organics Garden Organics (FOGO) to some areas and glass recycling which has returned benefits in the amount of kerbside waste being diverted to landfill.	
<b>Financial Performance Indicators</b>							
<i>Dimension/indicator/measure</i>	Results 2017	Results 2018	Results 2019	Results 2020	Forecasts 2021 2022 2023 2024		Material Variations and Comments
Efficiency							



<b>Indicator / measure</b> [formula]	<b>Results</b> <b>2017</b>	<b>Results</b> <b>2018</b>	<b>Results</b> <b>2019</b>	<b>Results</b> <b>2020</b>					<b>Comments</b>
O3 <i>Loans and borrowings repayments compared to rates</i>  [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100 <b>Indebtedness</b>	1.71%	2.18%	2.06%	9.91%	1.34%	2.65%	2.96%	2.96%	The repayment in 2019/20 of \$4.1m borrowed via the Local Government funding vehicle resulted in a significant increase in the ratio.
O4 <i>Non-current liabilities compared to own source revenue</i>  [Non-current liabilities / Own source revenue] x100 <b>Asset renewal and upgrade</b>	25.95%	24.17%	15.04%	15.75%	19.39%	27.61%	26.76%	25.63%	Several large capital works projects will increase the capital works program in 2022 requiring additional borrowings.
O5 <i>Asset renewal and upgrade compared to depreciation</i> [Asset renewal and asset upgrade expense / Asset depreciation] x100	New in 2020	New in 2020	New in 2020	154.75%	122.22%	126.06%	113.29%	124.30%	
<b>Operating position</b> <b>Adjusted underlying result</b>									
OP1 <i>Adjusted underlying surplus (or deficit)</i>  [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	11.03%	5.76%	7.58%	4.00%	3.78%	4.14%	2.93%	3.64%	The underlying surplus in 2019/20 has decreased as income growth has been lower than the growth in operating expenditure in line with forecast due to a larger growth in operating expenses to support the growing population in the Shire.
<b>Stability</b> <b>Rates concentration</b>									
S1 <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	58.33%	61.55%	61.06%	61.96%	64.44%	64.71%	64.88%	65.06%	
<b>Rates effort</b>									
S2 <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.39%	0.39%	0.35%	0.33%	0.32%	0.32%	0.33%	0.33%	
<b>Retired measures</b> <b>Service / indicator / measure</b>	<b>Results</b> 2017	<b>Results</b> 2018	<b>Results</b> 2019						<b>Comments</b>
<b>Animal Management</b> <b>Health and safety</b>									
AM4 <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	#N/A	#N/A	#N/A	Retired in 2020					This measure was replaced by AM7 from 1 July 2019.
<b>Efficiency</b> <b>Revenue level</b>									
E1 <i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	#N/A	#N/A	#N/A	Retired in 2020					This measure was replaced by E4 from 1 July 2019.
<b>Obligations</b> <b>Asset renewal</b>									
O1 <i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100	#N/A	#N/A	#N/A	Retired in 2020					This measure was replaced by O5 in 1 July 2019.

REPORT OF OPERATIONS					
Service Performance Indicators Service / indicator / measure	Results 2017	Results 2018	Results 2019	Results 2020	Comments
<b>Aquatic Facilities</b>					
<b>Service standard</b>					
AF2 Health inspections of aquatic facilities [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	1.00	1.00	1.00	1.00	
<b>Utilisation</b>					
<i>Utilisation of aquatic facilities</i>					
AF6  [Number of visits to aquatic facilities / Municipal population]	7.50	7.11	7.23	5.50	Decrease in attendance due to COVID-19 resulting in facilities not operating 26.5% of the year. Besides COVID-19 the decreased utilisation can also be attributed to a cooler summer than the previous year that resulted in lower than normal attendances during the summer holiday period.
<b>Service cost</b>					
<i>Cost of aquatic facilities</i>					
AF7  [Direct cost of aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	New in 2020	New in 2020	\$3.32	Council closed all aquatic facilities on 17 March 2020 in response to the threat of COVID-19. The significant loss of income associated with the pandemic has resulted in an increased net operating cost to council. Based on both forecast and actual budget figures Council aquatic facilities have had a reduction of approximately 26% in income. This correlates with the period of closure during the year associated with COVID-19 (26.5% of year). Although savings were made on some operational salaries they did not offset total income losses as permanent staff, maintenance, plant operational and utility costs at large remain similar to forecasts. There was also a reduction in income for the outdoor aquatic facilities due to a much cooler than normal summer season. This was offset to a greater degree by a significant reduction in staff wages due to the facilities operating on average only 38.5% of the season under the Temperature Operating Policy which sees the facility remain closed on days below 26°C.
<i>Note: From 2020, this measure replaced two previous measures: 'Cost of indoor aquatic facilities' and 'Cost of outdoor aquatic facilities', see retired measures.</i>					
<b>Animal Management</b>					
<b>Timeliness</b>					
AM1 Time taken to action animal management requests	1.66	1.98	1.20	1.18	

<b>Service Performance Indicators</b> <b>Service / indicator / measure</b>	<b>Results</b> <b>2017</b>	<b>Results</b> <b>2018</b>	<b>Results</b> <b>2019</b>	<b>Results</b> <b>2020</b>	<b>Comments</b>
[Number of days between receipt and first response action for all animal management requests / Number of animal management requests]					
<b>Service standard</b>					
AM2 <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	48.71%	50.98%	54.04%	50.28%	
AM5 <i>Animals rehomed</i> [Number of animals rehomed / Number of animals collected] x100	New in 2020	New in 2020	New in 2020	22.33%	<i>Note</i> : New measure for 2019-20 financial year.
<b>Service cost</b>					
AM6 <i>Cost of animal management service per population</i> [Direct cost of the animal management service / Population]	New in 2020	New in 2020	New in 2020	\$20.08	New measurement based on population instead of per registered animal. <i>Note</i> : This measure is replacing previous 'Cost of animal management service' which was based on cost per number of registered animals, see retired measures.
<b>Health and safety</b>					
AM7 <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x 100	New in 2020	New in 2020	New in 2020	100.00%	<i>Note</i> : This measure is replacing previous 'Animal management prosecutions' which was a measure of number, not proportion, see retired measures.
<b>Food Safety</b>					
<b>Timeliness</b>					
FS1 <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	2.70	3.35	2.25	2.13	
<b>Service standard</b>					
FS2 <i>Food safety assessments</i> [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 assessment in accordance with the Food Act 1984] x100	98.63%	98.99%	100.00%	95.65%	
<b>Service cost</b>					
FS3 <i>Cost of food safety service</i>	\$283.79	\$297.84	\$311.54	\$298.43	

<b>Service Performance Indicators</b> <b>Service / indicator / measure</b>	<b>Results</b> <b>2017</b>	<b>Results</b> <b>2018</b>	<b>Results</b> <b>2019</b>	<b>Results</b> <b>2020</b>	<b>Comments</b>
[Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984] <b>Health and safety</b> FS4 <i>Critical and major non-compliance outcome notifications</i> [Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100	96.77%	98.26%	100.00%	97.01%	
<b>Governance</b> <b>Transparency</b> G1 <i>Council decisions made at meetings closed to the public</i>  [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 ] x100	3.11%	4.55%	4.76%	8.68%	Council had an increased number of contractual and personnel matters requiring consideration in a closed session of Council than in previous years, including matters relating to the potential sale of land, the Kyneton Airfield, and home support services.
<b>Consultation and engagement</b> G2 <i>Satisfaction with community consultation and engagement</i> Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement	52.00	54.00	52.00	51.00	
<b>Attendance</b> G3 <i>Councillor attendance at council meetings</i>  [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	95.56%	93.46%	98.52%	89.81%	
<b>Service cost</b> G4 <i>Cost of elected representation</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$43,006.89	\$43,583.44	\$41,264.22	\$38,913.22	
<b>Satisfaction</b> G5 <i>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]	52.00	51.00	51.00	52.00	
<b>Libraries</b>					

<b>Service Performance Indicators</b> <b>Service / indicator / measure</b>	<b>Results</b> <b>2017</b>	<b>Results</b> <b>2018</b>	<b>Results</b> <b>2019</b>	<b>Results</b> <b>2020</b>	<b>Comments</b>
<b>Utilisation</b>					
LB1 <i>Physical library collection usage</i> [Number of physical library collection item loans / Number of physical library collection items]	5.69	5.63	5.44	4.48	Libraries closed in March due to COVID-19 pandemic.  <i>Note : From 2019-20, this indicator measures the performance of physical library items as a subset of the wider library collection.</i>
<b>Resource standard</b>					
LB2 <i>Recently purchased library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	70.00%	75.10%	72.10%	72.10%	
<b>Participation</b>					
LB4 <i>Active library borrowers in municipality</i> [Number of active library borrowers in the last three years / The sum of the population for the last three years] x100	18.64%	16.92%	16.40%	16.28%	
<b>Service cost</b>					
LB5 <i>Cost of library service per population</i> [Direct cost of the library service / Population]	New in 2020	New in 2020	New in 2020	\$27.03	<i>Note : This measure is replacing the previous 'Cost of library service' indicator which measured based on number of visits, see retired measures.</i>
<b>Maternal and Child Health (MCH)</b>					
<b>Service standard</b>					
MC2 <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	101.56%	101.26%	100.60%	100.42%	
<b>Service cost</b>					
MC3 <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$77.93	\$63.79	\$78.74	\$83.06	
<b>Participation</b>					
MC4 <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	77.77%	82.01%	80.92%	82.38%	
<b>Participation</b>					



<b>Service Performance Indicators</b> <b>Service / indicator / measure</b>	<b>Results</b> <b>2017</b>	<b>Results</b> <b>2018</b>	<b>Results</b> <b>2019</b>	<b>Results</b> <b>2020</b>	<b>Comments</b>
MC5 <i>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	77.55%	85.71%	80.65%	91.23%	Improved participation due to improved data collection and data cleansing since MCH service transferred to new Child Development Information System (CDIS). MCH service have also completed ATSI and Multicultural awareness and engagement training.
<b>Satisfaction</b> MC6 <i>Participation in 4-week Key Age and Stage visit</i> [Number of 4-week key age and stage visits / Number of birth notifications received] x100	New in 2020	New in 2020	New in 2020	103.17%	
<b>Roads</b> <b>Satisfaction of use</b>					
R1 <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads ] x100	60.33	40.53	44.16	41.06	
<b>Condition</b>					
R2 <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	96.44%	96.75%	97.46%	96.44%	
<b>Service cost</b>					
R3 <i>Cost of sealed local road reconstruction</i>  [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$41.22	\$48.21	\$48.63	\$70.03	More urban roads have been constructed in 2019/20. Urban roads have different construction criteria including construction method and standards which equate to a higher square metre rate.
<b>Service Cost</b>					
R4 <i>Cost of sealed local road resealing</i>  [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$7.92	\$8.40	\$6.78	\$8.03	More asphalt resealing works were undertaken in the 2019/20 than the previous year. The dollar rate for asphalt resealing works is substantially higher per square metre than the dollar rate for spray sealing.
<b>Satisfaction</b>					
R5 <i>Satisfaction with sealed local roads</i>	48.00	48.00	49.00	54.00	Council has increased its capital funding for roads which has been recognised by the community members who undertook the survey.

<b>Service Performance Indicators</b> <b>Service / indicator / measure</b>	<b>Results</b> <b>2017</b>	<b>Results</b> <b>2018</b>	<b>Results</b> <b>2019</b>	<b>Results</b> <b>2020</b>	<b>Comments</b>
[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]					
<b>Statutory Planning</b>					
<b>Timeliness</b>					
SP1 <i>Time taken to decide planning applications</i>  [The median number of days between receipt of a planning application and a decision on the application] <b>Service standard</b>	73.00	100.00	106.00	93.00	Officers have been reviewing our internal processes in an effort to reduce the amount of time it takes to decide a planning application. It is pleasing that these efforts have resulted in a tangible decrease in the number of days taken to decide a planning application
SP2 <i>Planning applications decided within required time frames</i>  [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100 <b>Service cost</b>	71.99%	61.47%	58.10%	70.05%	In addition to the commentary on SP1, officers have been working to achieve Council's goal of deciding 70% of planning applications in time. It is pleasing to see that this has been achieved this year
SP3 <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received] <b>Decision making</b>	\$2,779.39	\$2,626.30	\$3,136.22	\$3,221.60	
SP4 <i>Council planning decisions upheld at VCAT</i>  [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	50.00%	52.38%	58.33%	100.00%	Thirteen VCAT appeals were decided this year compared to twenty-four last financial year. The numbers of affirmed, varied and withdrawn/struck out appeals is similar to last financial year. The key difference is in the 'set aside' determinations with zero set aside this year, compared to ten last year. This is reflective of a continued improvement in the quality of decisions being made by Council this financial year compared to previous years.
<b>Waste Collection</b>					
<b>Satisfaction</b>					
WC1 <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1000 <b>Service standard</b>	155.55	228.03	223.08	210.47	

<b>Service Performance Indicators</b> <b>Service / indicator / measure</b>	<b>Results</b> <b>2017</b>	<b>Results</b> <b>2018</b>	<b>Results</b> <b>2019</b>	<b>Results</b> <b>2020</b>	<b>Comments</b>
WC2 <i>Kerbside collection bins missed</i>  [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000  <b>Service cost</b>	6.25	10.58	8.05	8.51	Increase in missed bins following significant changes to collection service in February 2020 with introduction of glass and Food Organics Garden Organics (FOGO) services. Changes to collection areas, routes and days resulted in a temporary increase in missed bins.
WC3 <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins] <b>Service cost</b>	\$119.16	\$129.92	\$136.95	\$127.19	
WC4 <i>Cost of kerbside recyclables collection service</i>  [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins] <b>Waste diversion</b>	\$33.01	\$42.88	\$42.44	\$79.43	Previous year's figures were reported only on the collection cost and did not include the cost incurred by Council for processing the waste at land fill or other processing facilities. This year's reported figures provide an accurate and complete cost, including both collection cost and the processing cost in line with the requirements of LGV reporting framework
WC5 <i>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	45.05%	44.81%	44.78%	53.46%	Council has introduced Food Organics Garden Organics (FOGO) to some areas and glass recycling which has returned benefits in the amount of kerbside waste being diverted to landfill.
<b>Retired measures</b> <b>Service / indicator / measure</b>	<b>Results</b> <b>2017</b>	<b>Results</b> <b>2018</b>	<b>Results</b> <b>2019</b>		<b>Comments</b>
<b>Aquatic Facilities</b> <b>Service cost</b>					
AF4 <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$1.53	\$1.01	\$1.44	Retired in 2020	This measure was replaced by AF7 from 1 July 2019.
AF5 <i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$17.69	\$18.28	\$10.77	Retired in 2020	This measure was replaced by AF7 from 1 July 2019.

<b>Service Performance Indicators</b> <b>Service / indicator / measure</b>	<b>Results</b> <b>2017</b>	<b>Results</b> <b>2018</b>	<b>Results</b> <b>2019</b>	<b>Results</b> <b>2020</b>	<b>Comments</b>
<b>Animal Management</b>					
<b>Service cost</b>					
AM3 <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$47.65	\$53.60	\$68.48	Retired in 2020	This measure was replaced by AM6 from 1 July 2019.
<b>Health and safety</b>					
AM4 <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	6	1	0	Retired in 2020	This measure was replaced by AM7 from 1 July 2019.
<b>Libraries</b>					
<b>Service cost</b>					
LB3 <i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$4.21	\$4.77	\$5.16	Retired in 2020	This measure was replaced by LB5 from 1 July 2019.
<b>Maternal and Child Health (MCH)</b>					
<b>Satisfaction</b>					
MC1 <i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	102.0%	99.6%	103.6%	Retired in 2020	This measure was replaced by MC6 from 1 July 2019.